



2024/2025

Draft Review

Integrated Development Plan

dr.jsmlm

Dr JS Moroka Local Municipality

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LIST OF ACRONYMS



MFMA	Municipal Finance Management Act
MIDP	Municipal Integrated Development Planning
MIG	Municipal Infrastructure Grant
MM	Municipal Manager
MSCOA	Municipal Standard Chart of Accountants
MVRA	Motor Vehicle Registration Authority
NEMA	National Environmental Management Act
NDP	National Development Plan
OHS	Occupational Health and Safety
OPEX	Operational Expenditure
PDAs	Previously Disadvantaged Areas
PWR&T	Public Works Roads and Transport
SACR	Sport, Arts, Culture and Recreation
SANBI	South African National Biodiversity Institute's.
SANS	South African National Standards
SCM	Supply Chain Management
SDBIP	Service Delivery and Budget Implementation Plan
SDF	Spatial Development Framework
SDGs	Sustainable Development Goals
SEI	Special Economic Initiatives
SOEs	State Own Enterprises
SOPA	State of the Provincial Address

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SMS	Strategic Management Services
SPLUMA	Spatial Planning and Land Use Management Act
STI:	Sexual Transmitted Infections
SU	Social Upliftment
TMR	Transformation, Modernisation and Re-Industrialisation
UMS	Utilities Management Services
UNESCO	United Nations Education and Scientific Cultural Organisation
W&S	Water and Sanitation
NDM	Nkangala District Municipality
WULA	Water Use Licencing Authority
AIDS	Acquired Immune Deficiency Syndrome
BTO	Budget and Treasury Office
CBD	Central Business District
CAPEX	Capital Expenditure
CDS	Community Development Services
COGTA	Cooperative Government and Traditional Affairs
CSS	Corporate Support Services
DLTC	Drive Licencing Test Centre
EAP	Employee Assistance Programmes
ECDC	Early Childhood Development Centre
EDS	Economic Development Services
EM	Executive Manager
EPCCC	Environmental Planning Coordination and Climate Change

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ES	Energy Services
FIFA	Federation Internationale De Football Association.
FY	Financial Year
GDP	Gross Domestic Product
HCM	Human Capital Management
HS&RD	Human Settlement and Real Estate
IDP	Integrated Development Plan
IEM	Integrated Environmental Management
IWN	Integrated Waste Management
KPA	Key Performance Area
KPIs	Key Performance Indicators
LTO	Local Tourism Association
LA	Legal Administration
M&E	Monitoring and Evaluation
MDGs	Millennium Development Goals

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DEFINITION OF TERMS

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

DR JS MLM AT A GLANCE

Dr JS MOROKA LOCAL MUNICIPALITY AT GLANCE	
Region/Area	Dr JS Moroka Local Municipality
Province	Mpumalanga
District	Nkangala
Land Surface	1416, 4240 km²

Dr JS MLM WARDS	
1 - 31	<p>Mdutjana Magisterial District</p> <p>Ga-phaahla & Siyabuswa "D" (1)</p> <p>Toitskraal/Makopanong and portion of Kgapamadi (2)</p> <p>Part of Siyabuswa "A " & Siyabuswa "E" (3)</p> <p>Part of Siyabuswa "A " and part of makopanong (4)</p> <p>Siyabuswa "B" (5)</p> <p>Siyabuswa "C", Morhononong & Mabuyeni (6)</p> <p>Thabana & Ramokgeletsane (7)</p> <p>Mthambothini (8)</p> <p>Part of Ga-Morwe (9)</p> <p>Part of Ga-Morwe & Part of Metsimadiba (10)</p> <p>Part of Metsimadiba, Mabusabesala & Mmakola (11)</p> <p>Matshiding, Marothobolong & Manyebethwane (12)</p> <p>Pieterskraal, Skimming & Borolo (13)</p> <p>Maphotla (14)</p>
	<p>Mbibane Magisterial District</p> <p>Digwale, Molapoamogale & Rondehoog (15)</p> <p>Part of Libangeni (16)</p> <p>Mbongo & part of Libangeni (17)</p> <p>Maphanga (18)</p> <p>Madubaduba/Makometsane/Ukukhanya (19)</p> <p>Senotlelo (20)</p>

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Kabete, Ramonanabela & part of Lefisoane (21)
Lefiso, Lefisoane, Dithlagane & Dithlokwe (22)
Mathanjana Magisterial District
Part of Marapyane (23)
Mmaduma, portion of Marapyane & portion of Seabe (24)
Portion of Seabe & part of Nokaneng (25)
Loding, Sehoko, part of Nokaneng & Dihekeng (26)
Katjibane, part of Seabe (27)
Part of Nokaneng, part of Mametlhake, Mahareng & Dierefeng (28)
Mametlhake, portion of Phake Ratlhagana (29)
Phake & Mantlole, Rebone & Rankaila (30)
Masobye (31)

Dr JS MLM DEMOGRAPHICS

Indicator	Values	
	Population	Male (47,4% of total population)
	Female (52,6% of total population)	170 953
	0-14 children (29,6% of total population)	96 157
	15-34 Youth (32% of total population)	102 448
	35-64 Adults (25% of total population)	97 013
	65+ Elders (9% of total population)	29 237
	TOTAL	324 855

SERVICE DELIVERY	2016	2022	% CHANGE	BACKLOG	%
Water	45 766	54 776	86%	19 806	26,6%
Sanitation	40 537	49 537	77.4%	14 490	22%
Waste Removal	13 793	13 793	22%	50 243	88%
Electricity	63 868	65 807	100%	None	None
Roads					

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Total Housing					
Formal Housing					
Informal Housing					

LABOUR FORCE				
Indicator	Labour Force	Age	% Of Total Labour Force	Amount
	Youth	18 - 35	31% of total labour force	76 843
	Adults	36 - 64	26% of total labour force	65 603
	Total	18 - 64	57% of total labour force	142 446



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FOREWORD BY EXECUTIVE MAYOR



Dr JS Moroka Local Municipality in accordance with the provisions of the laws that govern the businesses of the municipality has embarked upon a process of consultation with the stakeholders with a view to present the 2024/2025 annual review of the fifth generation of Integrated Development Plan (IDP) and Budget for the 2022/23 - /2026/27 Financial year in line with "Chapter 4 of the Municipal Systems Act 32 of 2000 and section 24 of Municipal Finance Management Act 56 of 2003".

We additionally make beyond any doubt that in alliance with our communities, a meeting forms as a crucial segment of municipal undertakings, programs and exercises in line with the above-mentioned administrative objectives. Subsequently, this IDP & Budget 2024/2025 must be educated by the realisation of a long grip of discussion with the key partners over all commanding areas of Mdtjana, Mbibane & Mathanjana.

Thus, our programs in this IDP & Budget 2024/25 carries the desires of our individuals and our essential duty at hand in spite of the expanding level of unemployment on the common front; our nation, the province of Mpumalanga, the Nkangala District and Dr JS Moroka Local Municipality has experienced such trouble which has come about in a financial value as the attack of Covid-19 is widespread, whom passing toll of our communities within the nation has quickly expanded and undermine business operations and dissolvability as it is constraining our assets and every day callings inside our communities.

We must be unwavering and connect hands as government, kind society and the private sector in battling this widespread and stay positive about the turnaround strategy by National Government to put frameworks in place that will tackle this widespread from affecting harmfully on our economy and making a conducive environment for potential investment.

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We will also make sure that in partnership with our communities, consultation processes are made part of municipal affairs, programs and activities in line with the above-mentioned legislative imperatives. Therefore, this IDP & Budget 2024/25 must be informed by the culmination of a lengthy process of consultation with the key stakeholders across all magisterial district of Mdtjana, Mbibane & Mathanjana.

As the municipality we continue to experience water shortages and challenges with our main water source (Mkhombo dam) which remains at a very low level with little water source being available. Members of the community are encouraged to continue using water sparingly mean while the municipality remain committed to speed-up efforts to eradicate this challenge and provide clean, affordable and sustainable water supply to all residents of Dr JS Moroka Local Municipality.

Our 2024/25 (IDP) and Budget may not, and dare not, be the same as the preceding ones as it must reflect the action prescribed by the President, and theinherent reality that it is the first IDP of the fifth generation of IDP's after the Local Government Elections, that determines our mandate as a Municipality. It is for this reason that this current IDP and Budget must and will be externally focused, driven by community needs and geared towards meeting community aspirations gleaned from stakeholder consultations and engagements throughout the past years. To dealwith the envisaged growth in our economy, Local Economic Development (LED) mustbe at centre of economic growth, job creation with an effort to alleviate poverty, improve municipal revenue and provide much needed services to our communities.

I'm optimistic that in spite of all challenges that the municipality is experiencing, the environment remains secure with potential for venture, and financial openings which may eventually address the unemployment rate that the community of Dr JS Moroka is confronted with. **WORKING TOGETHER WE CAN DO MORE!!!**

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Dr JS Moroka Local Municipality

INTRODUCTION BY MUNICIPAL MANAGER

The Coordinates Advancement Arrange upgrades coordinates benefit conveyance and advancement, advances maintainable, coordinates communities, giving a full wicker container of administrations, as economic improvement of communities cannot be created in a divided way. 2023/24 draft IDP has been arranged against the scenery of Dr JS Moroka Local Municipality (Dr JS MLM) essential objective, which is in line with the government's point of tending to the challenges of major socio-economic issues counting destitution, imbalance, climate alter related calamities, security and unemployment within the nation.

The fifth generation of Council that assume office in 2021 would be faced with very challenging tasks in its 5 years term of office to develop and implement the IDP. Council constantly reviews developments and strengthens the achievements of government by working together with local communities, labour, business, religious organisations, youth and other stakeholders.

The nature of public government continuously presents challenges because of its ever-changing environment brought in by socio political and economic changes in the global scale. Similarly, the needs of people change continuously which then gives us the basis to review the IDP annually in terms of prescribed legislation. This will assist in giving us an indication of whether we are still on the relevant path towards addressing real needs of the local community. The annual review of the IDP will give us a platform to reflect on our past successes, failures and assist in formulating best mechanisms in achieving our vision and mission.

The IDP community needs are linked to all local, District, Provincial and National government imperatives. The IDP is not only a local government programme but the delivery plan of the entire government in a particular local space.

The annual review of this 5-year IDP should be seen as a plan of all spheres of government and not just of Dr JS MLM. Government's perspective of IDP is that of addressing all service delivery issues, with a particular interest in addressing job creation, poverty and eradicating the inequalities of the past. The scale of the challenges is enormous, state and developmental local government therefore actively

intervenes in improving the quality of life for citizens through creation of an enabling environment by use of resources to realize the objectives it sets for itself. The major focus is the implementation of the objectives of the National Development Plan (NDP), Medium Term Strategic Framework and the achievement of pillars of Mpumalanga vision 2030 in line with National Development Plan.

CHAPTER ONE

1.1 LEGISLATIVE FRAMEWORK

The Constitution of the Republic of South Africa outlines the kind of local government needed in the country. According to the Constitution (Sections 152 and 153), local government oversees the development process in municipalities, and notably oversees planning for the municipal area. The constitutional mandate gives a clear indication of the intended purposes of municipal integrated development planning:

- ❖ To ensure sustainable provision of services.
- ❖ To promote social and economic development.
- ❖ To promote a safe and healthy environment
- ❖ To give priority to basic needs of communities; and
- ❖ To encourage involvement of communities.

The Constitution also demands local government to improve intergovernmental coordination and cooperation to ensure integrated development across the neighbouring communities.

The legislation governing the development, implementation, and review of the IDP has been conceived in the constitutional spirit of a developmental state. In terms of the provisions of Local Government: Municipal Systems Act of 2000, each council must, within the prescribed period after the start of its elected term, adopt a single, inclusive, strategic plan for the development of the municipality. Section 25(3) (a) of the MFMA prescribes that a newly elected council, may adopt the IDP of the previous council.

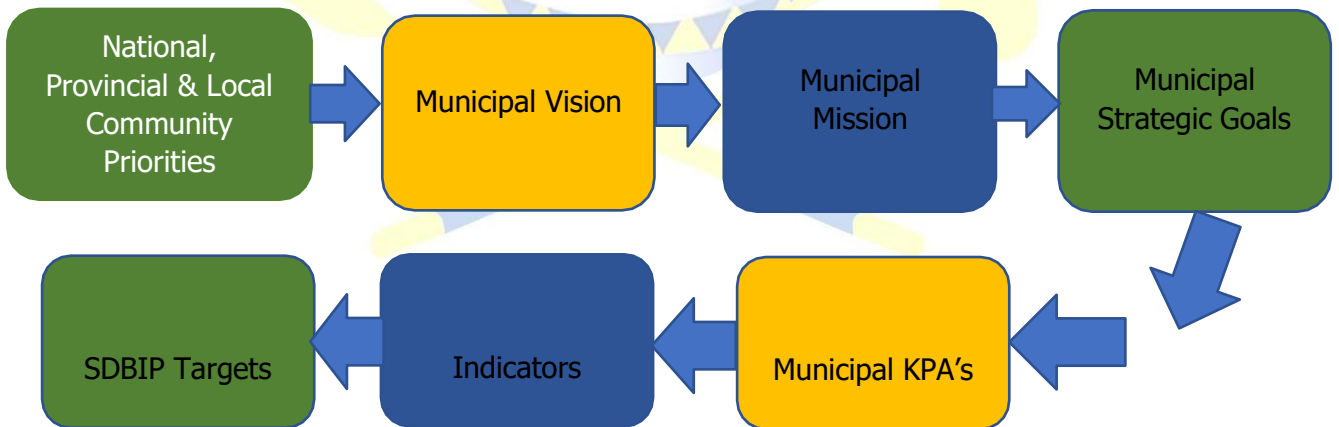
To develop the IDP, Local Government: Municipal Structures Act, 117 of 1998 prescribes in section 56(2) that "The Executive Mayor must-

- (a) identify the needs of the municipality.
- (b) review and evaluate those needs in order of priority.
- (c) recommend to the municipal council strategies, programmes, and services to address priority needs through the integrated development plan, and the estimates of revenue and expenditure, considering any applicable national and provincial development plans;”

In terms of Section 24, of the Local Government: Municipal Finance Management Act, (Act 56 of 2003) municipal council should, at least 30 days before the start of a budget year, consider approval of the annual budget.

1.2 STRATEGIC PLANNING FRAMEWORK & APPROACH

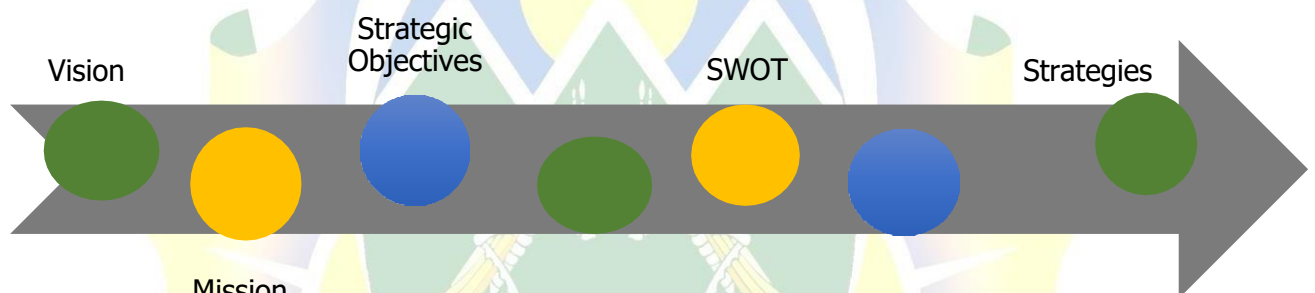
The strategic planning approach followed by Dr JS MLM happened within the broader national planning frameworks and the local integrated development planning processes as articulated under the legislative context above. Below is a schematic framework that informed Dr JS MLM formulation of its Strategic Plan and ultimately the entire IDP document.



The Integrated Development Plan is a municipal plan that last for the term of office of the council. Dr JS MLM process of developing the strategic plan that is a bedrock of the Integrated Development Plan, always involves intense consultation. It began with interactions between Executive Mayor, Mayoral Committee, the Municipal Manager and Senior Managers. This culminates into a strategic planning session of Mayoral

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Committee and senior management facilitated by an independent party with expert knowledge in strategic planning environment or the provincial department of Corporate Governance and Traditional Affairs (Cogta) with Mpumalanga SALGA.



IDP context

The context of the 2024/25 draft IDP is a process that consists of sub-activities that culminate into the adoption of the IDP by the Council of Dr JS MLM which includes the following.

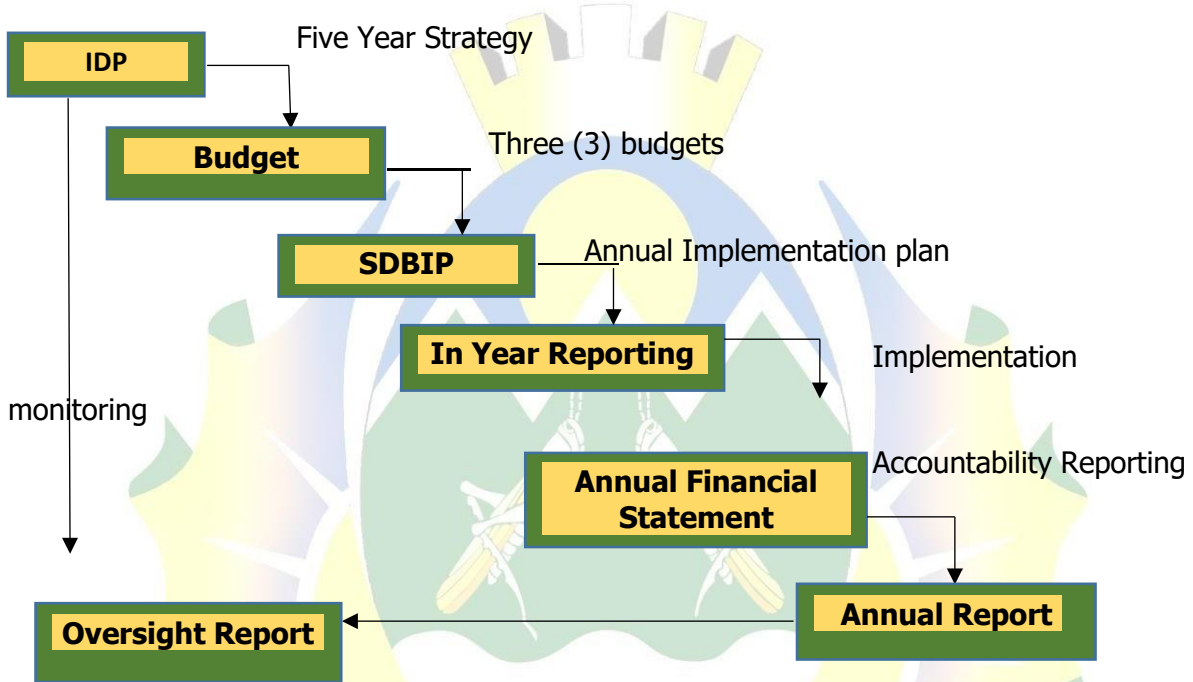
IDP Process Plan

In terms of the Council approved IDP and Budget process plan, Council should approve the final IDP before the start of the new financial year, that is, no later than 30 June 2024. For Dr JS MLM to prepare a credible IDP document, several stakeholders had to be engaged to provide inputs and guide the final IDP plan. The IDP process involves the following consultation process:

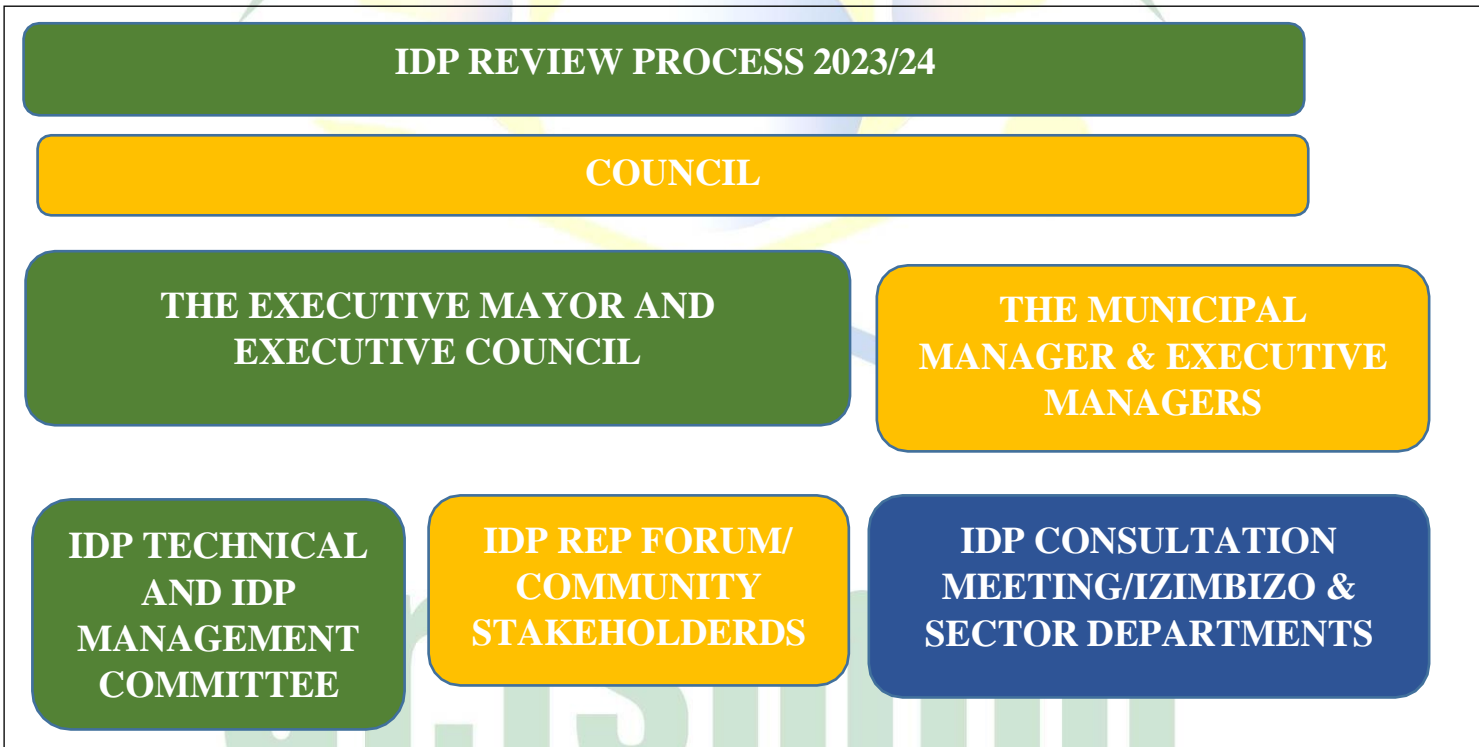
MEC Comments on the 2022/23 IDP

In terms of Local Government: Municipal Systems Act, 2000 a municipality should submit a copy of the Council approved IDP to the MEC for Local Government. The MEC comments have largely provided guidance on the preparation of the 2024/25 IDP. All the MEC comments on the 2023/24 IDP were noted in compiling the current IDP.

Municipal Accountability Cycle



INSTITUTIONAL ARRANGEMENTS



1.3 ISSUES OF ROLES AND RESPONSIBILITIES

Section 30 of the Act charges the Executive Mayor with the responsibility to manage the drafting of the municipality's integrated development plan in a manner that is in concert with section 29 of the Act. Furthermore, the Executive Mayor is empowered to assign responsibilities to the Municipal Manager relating to the drafting and tabling of the IDP before the municipal council for approval. The Municipal Manager in turn is supported by the IDP unit in managing the preparation of the IDP.

In the spirit of promoting the objects of section 29 of Act, the municipality has created an enabling environment for different stakeholders to be involved in developing a people driven IDP. Forums necessitating the achievement of the principles are listed below.

IDP Technical Committee

This forum is constituted by the municipal manager and all managers from various unit within the municipality. This forum provides these representatives with an opportunity to discuss issues of mutual interest and IDP process plan for alignment.

IDP Management Committee

This is constituted by the Executive Mayor, members of the Mayoral Committee, the Municipal Manager and all managers reporting to the accounting officer. This forum chaired by the mayor discuss the report from IDP technical committee and make recommendations for IDP Rep forum.

IDP Rep Forum

Thus is constituted by the executive Mayor, members of the mayoral committee, councilors, managers led by the accounting officer, sector departments, Traditional council, CDW's, private sector and NGO's. This discusses the report from IDP management committee and make inputs, comments and recommendation to council for public consultation.

Public Consultation- Mayoral Road Shows

The Mayoral Road shows are an outreach consultative programmed meant for communities across the municipality who are not organized in any formal structure. This programmed which is organized in clustered ward fashion, provides the

municipality and communities to engage on the municipality' IDP needs inputs, performance, identification of priority needs for the year ahead and any other matters relating to service delivery issues.

The Mayoral Committee/Budget Committee

The plays an oversight role in preparation and drafting of the IDP and it further approves the IDP process plan, community needs register and public participation plans.

The Municipal Council

According to section 25 of the Municipal Systems Act, the municipal council is the body that has the competence to adopt the draft and the final IDP.

Procedures for Alignment

Section 31(c) of the Act requires the municipality to align its IDP with the IDP's of municipalities within the area of jurisdiction of the district municipality where such a municipality is located. Furthermore, this section provides that the integrated development plan of a municipality must be aligned to national and provincial plans of organs of the state.

District Integrated Development Framework

Section 27 of the Municipal Systems Act requires each district municipality, within a prescribed period after the start of its elected term and after following a consultative process with the local municipalities within its area, must adopt a framework for integrated development planning in the area.

A framework referred above to binds both the district municipality and the local municipalities in the district municipality, and must at least—

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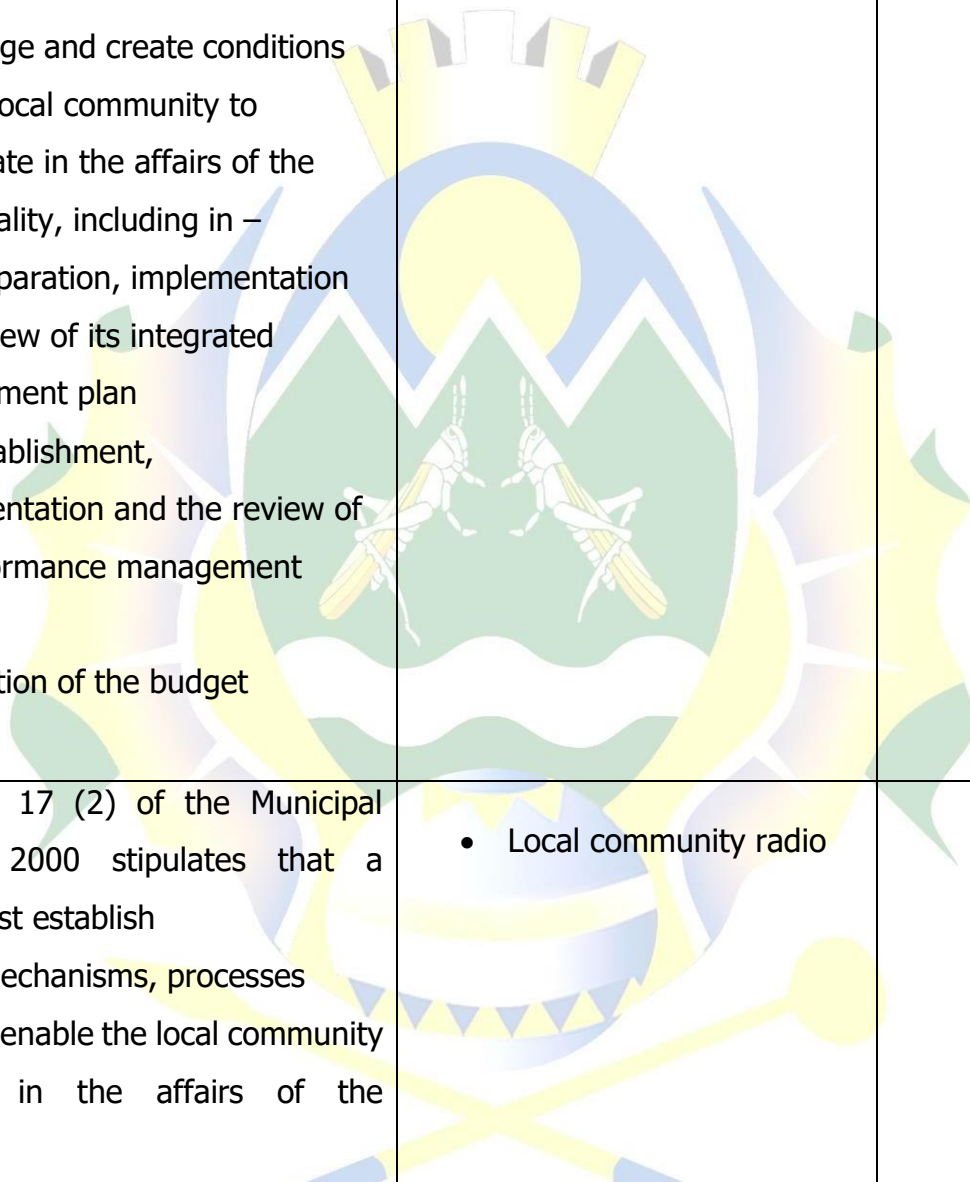
- Identify the plans and planning requirements binding in terms of national and provincial legislation on the district municipality and the local municipalities or on any specific municipality.
- Identify the matters to be included in the integrated development plans of the district municipality and the local municipalities that require alignment.
- Specify the principles to be applied and co-ordinate the approach to be adopted in respect of those matters and determine procedures.
- For consultation between the district municipality and the local municipalities during the process of drafting their respective integrated development plans, and
- Or to effect essential amendments to the framework

As required by the section referred to above the Bojanala Platinum District Municipality prepared and adopted the framework for the development and review of the IDP which all the constituent local municipalities in the district had to approve and align to.

1.4 STAKEHOLDER PARTICIPATION

Mechanisms and Procedures for Stakeholder Participation

Legislative Framework	Mechanism	Procedures
Section 16(1) of the Municipal Systems Act requires that municipalities must develop a culture of municipal governance that complements formal representative government with a system of participatory governance and must for this purpose –	The process plan made provision for Media as a mechanisms for participation which included – <ul style="list-style-type: none"> • National, local newspapers • Municipal newsletter 	The following procedures for participation will be utilized: <ul style="list-style-type: none"> • IDP Representative Forum • Public Consultation Meetings

<ul style="list-style-type: none"> • Encourage and create conditions for the local community to participate in the affairs of the municipality, including in – • The preparation, implementation and review of its integrated development plan • The establishment, implementation and the review of its performance management system • Preparation of the budget 		
<p>Further section 17 (2) of the Municipal Systems Act, 2000 stipulates that a municipality must establish</p> <ul style="list-style-type: none"> o appropriate mechanisms, processes o Procedures to enable the local community to participate in the affairs of the municipality. 	<ul style="list-style-type: none"> • Local community radio 	

1.5 CONTENT OF THE IDP

The IDP document consists of the following content:

1.5.1 IDP Process Plan

Outlines the methodology of preparing the IDP. It further provides for the timelines and framework, role players and the adoption process.

1.5.2 Situational Analysis

This section analyses the demographics development, socio-economic trends and institutional situations of the municipality. The section also discusses service delivery backlogs and progress on ongoing service delivery projects.

1.5.3 Strategic Outcomes and Inter-Governmental Alignment

It expresses MCLM's vision and mission as well as the strategic plan developed with the objective of addressing service delivery backlogs and community priorities.

1.5.4 Community Outreach

It stresses the role of community outreach, which includes public consultation. During this process the local community provides MCLM with inputs and priorities that inform IDPs.

1.6 IDP PROCESS PLAN METHODOLOGY

1.6.1 Introduction

It is required by legislation section of 28 of Municipal System Act, that a municipal council adopts a process to guide the planning, drafting and adoption of its IDP. The 2024/25 IDP Process Plan as approved by the new council as the first annual plan of the 5 years elective Council term of 2021/22 - 2026//27. Making the 24/25 review the second review of the 5 year IDP.

This Process Plan outlines the programme to be followed and provides detail on the issues specified in the Act. A Process Plan is required to include:

- A programme specifying timeframes for the different steps.
- Outline mechanisms, processes and procedures for consultation of the community, organs of state, traditional authorities and role-players.
- Identify all plans and planning requirements binding on the municipality and be consistent with any other matters prescribed by legislation.

Local Government: MSA 29(1) “the process followed by a municipality to draft its integrated development plan, including its consideration and adoption of the draft plan, must –

- (a) be in accordance with pre-determined programme specifying timeframes for the different steps.
- (b) through appropriate mechanisms, processes and procedures established in terms of Chapter 4 allow for-
 - ❖ The local community to be consulted on its development needs and priorities.
- ii. The local community to participate in the drafting of the IDP.
- iii. Organs of state, including traditional authorities, and other role players to be identified and consulted on the drafting of the IDP.
- (c) Provide for the identification of all plans and planning requirements binding on the municipality in terms of national and provincial legislation; and
- (d) Be consistent with any other matters that may be prescribed by regulation”.

1.6.2 Legislative background

The Local Government: Municipal Systems Act prescribes core component that must be reflected on, in the IDP. Section 26 of the MSA, in relation to the Structure of the IDP, states that “An Integrated Development Plan must reflect:

- ❖ The Municipal Council’s vision for the long-term development of the municipality with special emphasis on the municipality’s most critical development and internal transformation needs.

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- ❖ An assessment of the existing level of development in the municipality, which must include an identification of communities which do not have access to basic municipal services.
- ❖ The Council's development priorities and objectives for its elected term, including its local economic development aims and its internal transformation needs.
- ❖ The Council's development strategies which must be aligned with any national or provincial sectoral plans and planning requirements binding on the municipality in terms of legislation.
- ❖ A spatial development framework which must include the provision of basic guidelines for a land use management system for the Municipality.
- ❖ The Council's operational strategies.
- ❖ Applicable disaster management plans;
- ❖ A financial plan, which must include a budget projection for at least the next three years; and
- ❖ The key performance indicators and performance targets determined in terms of Section 41.

To achieve the above, the Municipality will follow the review process that will ensure that all the core components of the IDP are reflected.

1.6.3 Municipal Planning and Performance Management Regulations, 2001

A municipality's integrated development plan must at least identify the institutional framework, which must include an organogram, required for-

- (i) The implementation of the integrated development plan; and
 - (ii) Addressing the municipality's internal transformation needs, informed by the strategies and programmes set out in the integrated development plan.
- b) Any investment initiatives in the municipality.
 - c) Any development initiatives in the municipality, including infrastructure, physical, social, economic and institutional development.
 - d) all known projects, plans and programs to be implemented' within the municipality by any organ of state; and
 - e) the key performance indicators set by the municipality.

An integrated development plan may have

- a) attached to it maps, statistics and other appropriate documents; or
- b) refer to maps, statistics, and other appropriate documents *hat are not attached, provided they are open for public inspection at the Offices of the municipality in question.

1.6.4 A financial plan reflected in a municipality's integrated development plan must at least-

- a) Include the budget projection required by section 26(h) of the Act.
- b) Indicate the financial resources that are available for capital project developments and operational expenditure; and
- c) Include a financial strategy that defines sound financial management and expenditure control: as well as ways and means of increasing revenues and external funding for the municipality and its development priorities and objectives, which strategy may address the following:
 - (i) Revenue raising strategies.
 - (ii) asset management strategies.
 - (iii) financial management strategies.
 - (iv) capital financing strategies.
 - (v) operational financing strategies; and
 - (vi) strategies that would enhance cost-effectiveness.

1.6.5 A spatial development framework reflected in a municipality's integrated development plan -

must give effect to the principles contained in Chapter 1 of the Development Facilitation Act, 1995 (Act No. 67 of 1995);

- a) set out objectives that reflect the desired spatial form of the municipality.
 - Contain strategies and policies regarding the way to achieve the objectives referred to in paragraph (b), which strategies and policies must-
- (i) indicate desired patterns of land use within the municipality.
- (ii) address the spatial reconstruction of the municipality; and
- (iii) provide strategic guidance in respect of the location and nature of

development within the municipality.

- Set out basic guidelines for a land use management system in the municipality.
- Set out a capital investment framework for the municipality's development programs.
- Contain a strategic assessment of the environmental impact of the spatial development framework;
- Identify programs and projects for the development of land within the municipality.

Be aligned with the spatial development frameworks reflected in the integrated development plans of neighbouring municipalities; and

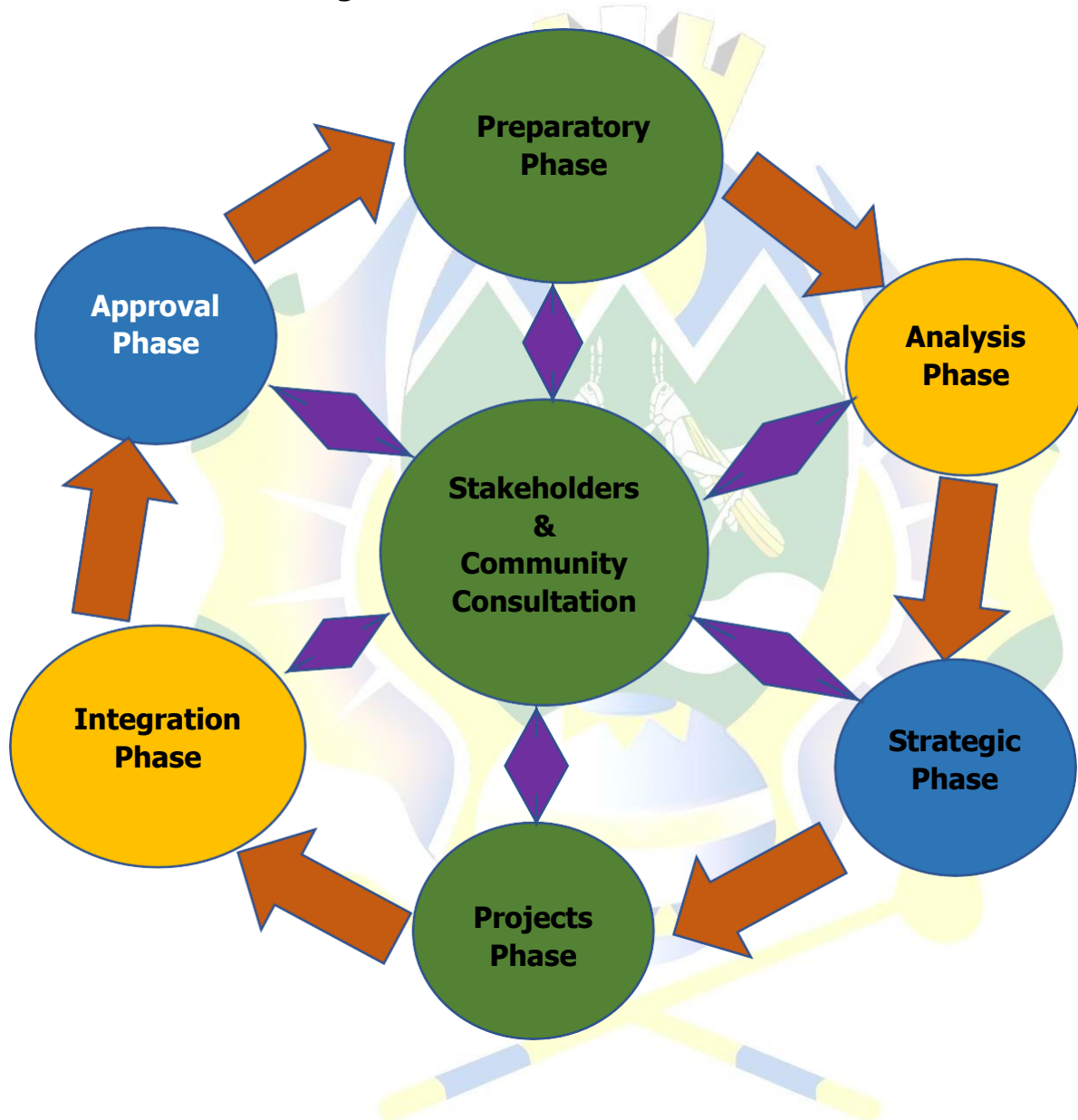
(i) provide a visual representation of the desired spatial form of the municipality, which representation -

- Must indicate where public and private land development and.
- Infrastructure investment should take place.
- Must indicate desired or undesired utilisation of space in a particular area.
- May delineate the urban edge.
- Must identify areas where strategic intervention is required; and
- Must indicate areas where priority spending is required.

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Dr JS Moroka Local Municipality

1.6.6 IDP Planning Phases



The IDP cycle illustrates various phases of the planning cycle. The major phases of are;

- Preparation phase
- Analysis phase
- Strategy phase
- Project phase
- Integration phase
- Approval phase

These phases are related to budget, SDBIP and timeframes.

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1.6.7 Timeframes for IDP/Budget Process Plan

Stage	Stages in the IDP/Budget/PMS Process	Process	Responsibility	Timeframe
1	PREPARATORY PHASE	BUDGET PROCESS		
		<ul style="list-style-type: none"> ▪ Submit the approved operating and capital to National and Provincial Treasuries in both printed and electronic copies and publish the documents in the website of the municipality. 	Municipal Manager	June each year
		<ul style="list-style-type: none"> • Finalising of all plans and budget working paper files to implement the approved budget. 	CFO / MM	June each year
		PERFORMANCE MANAGEMENT PROCESS		
		<ul style="list-style-type: none"> ▪ Municipal Manager to submit the 2023/24 draft SDBIP to the Executive Mayor. 	Municipal Manager/PMS Manager	May/June each year
		<ul style="list-style-type: none"> ▪ Executive Mayor approves the 2023/24 SDBIP 	Executive Mayor/PMS Manager	June each year
		<ul style="list-style-type: none"> ▪ Municipal Manager to submit the draft 2023/24 performance agreementsto the Executive Mayor 	Municipal Manager /PMS Manager	June each year

DR JS MLM 2024/2025 DRAFT REVIEW INTEGRATED DEVELOPMENT PLAN

Stage	Stages in the IDP/Budget/PMS Process	Process	Responsibility	Timeframe
		<ul style="list-style-type: none"> Approval & signing of 2023/24 performance agreements 	Executive Mayor and Municipal Manager	July each year
2	PLANNING & ANALYSIS PHASE	IDP PROCESS		
		<ul style="list-style-type: none"> Adoption of draft IDP / Budget / performance IDP Framework process plan 	IDP Manager	Sep 2023
		<ul style="list-style-type: none"> Consulting on IDP / Budget and performance Framework process plan 	IDP Manager	Sep 2023
		<ul style="list-style-type: none"> Adoption of the final IDP / Budget and performance Framework Plan 	IDP Manager	Sep 2023
		<ul style="list-style-type: none"> Assessment of the previous IDP performance, level of development & backlogs (IDP Steering Committee) 	Municipal Manager	Sep 2023
		<ul style="list-style-type: none"> Public participation meetings 	Executive Mayor/ Speaker/IDP Manager	October/Nov 2022
		BUDGET PROCESS		
		<ul style="list-style-type: none"> Review previous year's processes, what worked well, what didn't, where to improve and issues to address for legislative compliance and 	Executive Mayor	Sep - Nov 2023

DR JS MLM 2024/2025 DRAFT REVIEW INTEGRATED DEVELOPMENT PLAN

Stage	Stages in the IDP/Budget/PMS Process	Process	Responsibility	Timeframe
		<p>completion of the Budget Evaluation Checklist (BEC)</p> <ul style="list-style-type: none"> ▪ Tabled an IDP and budget process plan to council for approval. ▪ Tabled to council an adjustment budget for Roll over capital projects in terms of section 28(2)(e) ▪ To enable preparation of a budget that is mSCOA compliant. ▪ Prepare and commencing with the budget process and engaging departments on budget related issues. ▪ Conducting workshops with departments and budget steering committee on budgeting on mSCOA. 		
		PERFORMANCE MANAGEMENT PROCESS		
		<ul style="list-style-type: none"> ▪ Approve 2023/24 Reviewed PMS Framework Policy 	Municipal Manager/PMS Manager	May/June each year
		<ul style="list-style-type: none"> ▪ Publish 2023/24 performance agreements and plans within 14 days on website 	Executive Mayor/PMS Manager	July/August each year
		<ul style="list-style-type: none"> ▪ Submit 2023/24 performance agreements 	Executive Mayor	July/August each year

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Stage	Stages in the IDP/Budget/PMS Process	Process	Responsibility	Timeframe
		to MEC co-operative governance and traditional affairs.		
		▪ Finalize Annual Performance Report	Municipal Manager/PMS Manager	July/August each year
		• Table 2022/23 draft Annual Report before Council	Executive Mayor	Dec/January each year
		• Submit the 2022/23 Draft Annual Performance Report to office of the Auditor General	Municipal Manager/PMS Manager	August each year
3	STRATEGY	IDP PROCESS		
		▪ IDP Steer	Municipal Manager	Dec 2023
		▪ IDP Representative Forum	Executive Mayor	Dec 2023
		▪ IDP Strategic Lekgotla	Executive Mayor	Dec 2023
		PERFORMANCE MANAGEMENT PROCESS		
		• 1 st 2022/23 quarterly reports	Municipal Manager	October 2023
4	PROJECTS & INTEGRATION	IDP PROCESS		
		▪ Designs of project proposals, setting of project objectives, targets and indicators.	All Departments	January - March 2023

DR JS MLM 2024/2025 DRAFT REVIEW INTEGRATED DEVELOPMENT PLAN

Stage	Stages in the IDP/Budget/PMS Process	Process	Responsibility	Timeframe
		<ul style="list-style-type: none"> Integration of sector plans into the IDP to address community basic service needs e.g. water, roads, electricity etc. 	All Sector Departments	Feb-March 2023
		ALIGNMENT OF NATIONAL & PROVINCIAL PROGRAMMES PHASE		
		Consideration and ensuring that MEC comments are addressed	IDP	Feb 2023
		Integration and Alignment of sectoral plans into the IDP	IDP	Feb 2023
		Integration and Alignment of operational plans into the IDP	IDP	Feb 2023
		BUDGET PROCESS		
		<ul style="list-style-type: none"> Prepare draft budget for the ensuing year 2023/24 and the projections for the two outer years (MTREF). 	All Departments	November-December 2023
		<ul style="list-style-type: none"> Finalisation of the draft 2023/2024 annual budget and MTREF that is mSCOA complaint. Tabling the inputs of draft budget to the budget steering committee. 	CFO	March 2024

DR JS MLM 2024/2025 DRAFT REVIEW INTEGRATED DEVELOPMENT PLAN

Stage	Stages in the IDP/Budget/PMS Process	Process	Responsibility	Timeframe
		ADJUSTMENTS BUDGET PROCESS		
		<ul style="list-style-type: none"> Finalization of the Mid-year assessment report for 2023/24 for adoption by council 	Municipal Manager	Jan 2024
		<ul style="list-style-type: none"> Finalisation of the 2023/24 adjustments budget informed by the mid-year assessment report Submit to provincial and National treasury Place the Adjustment budget on municipal website 	CFO	February 2024
		<ul style="list-style-type: none"> Consolidation, integration and prioritisation of projects submitted in accordance with the IDP priorities. 	CFO	Feb-March 2024
		PERFORMANCE MANAGEMENT PROCESS		
		<ul style="list-style-type: none"> Table 2022/2023 final Annual Report before Council 	Executive Mayor/PMS Manager	March 2024
		<ul style="list-style-type: none"> Mid-year written assessment for section 56 managers 	Municipal Manager/PMS Manager	February 2024

DR JS MLM 2024/2025 DRAFT REVIEW INTEGRATED DEVELOPMENT PLAN

Stage	Stages in the IDP/Budget/PMS Process	Process	Responsibility	Timeframe
		<ul style="list-style-type: none"> Submit the 2022/23 Annual Report to MEC for Local Government 	Municipal Manager/PMS Manager	Jan-December
5	APPROVAL/TABLING/ADOPTION	IDP PROCESS		
		<ul style="list-style-type: none"> Tabling of the draft IDP to Mayoral committee and Council 	Municipal Manager	March 2024
		<ul style="list-style-type: none"> Advertise the draft IDP for Comments 	IDP Manager	March/ April 2024
		<ul style="list-style-type: none"> IDP/Budget Indaba 	Municipal Manager/Executive Mayor	April 2024
		<ul style="list-style-type: none"> Table the Final IDP before Council 	Executive mayor	May 2024
		<ul style="list-style-type: none"> Submit the approved IDP to the MEC of Local Government within 10 days, after approval 	Municipal Manager=	May/June 2024
		<ul style="list-style-type: none"> Advertise the approved IDP 	IDP Manager	May/June 2024
		BUDGET PROCESS		
		<ul style="list-style-type: none"> Tabling of 2023/24 adjustments budget before Mayoral Committee. 	Municipal Manager	February 2024
		<ul style="list-style-type: none"> Tabling of 2023/24 adjustment budget before Council 	Executive Mayor	February 2024

DR JS MLM 2024/2025 DRAFT REVIEW INTEGRATED DEVELOPMENT PLAN

Stage	Stages in the IDP/Budget/PMS Process	Process	Responsibility	Timeframe
		<ul style="list-style-type: none"> ▪ Presentation of the departmental strategic planning outcomes to the IDP and Budget Steering Committee 	Departmental Heads	February 2024
		<ul style="list-style-type: none"> ▪ Tabling of the draft 2022/23 Budget to Mayoral committee and Council 	Municipal Manager	March 2024
		<ul style="list-style-type: none"> ▪ Make public notice on the draft budget in local newspapers, libraries, municipal offices and invite public representations. 	Municipal Manager	April 2024
		<ul style="list-style-type: none"> ▪ Community consultation on the tabled draft IDP/budget 	Speaker/Executive Mayor	March-April 2024
		<ul style="list-style-type: none"> ▪ Review tabled budget to incorporate community consultation inputs 	CFO	April 2024
		<ul style="list-style-type: none"> ▪ Table 2024/2025 final annual budget & MTREF that is mSCOA complaint for council adoption ▪ Submit to Provincial and National treasury ▪ Place the final budget on the municipal website 	Executive Mayor	May 2024

DR JS MLM 2024/2025 DRAFT REVIEW INTEGRATED DEVELOPMENT PLAN

Stage	Stages in the IDP/Budget/PMS Process	Process	Responsibility	Timeframe
		PERFORMANCE MANAGEMENT PROCESS		
		<ul style="list-style-type: none"> ▪ Prepare an oversight report on 2022/23 Annual Report. 	MPAC	January 2024
		<ul style="list-style-type: none"> ▪ Table oversight report to Council after consideration of the 2022/23 Annual Report. 	MPAC	March 2024
		<ul style="list-style-type: none"> ▪ Make public the oversight report within seven (7) days of the adoption of the annual report. 	Municipal Manager MPAC	April 2024
		<ul style="list-style-type: none"> ▪ Submit the annual report and oversight report to MEC Local Government 	Municipal Manager	April 2024
		<ul style="list-style-type: none"> ▪ Quarterly Performance report for 2023/24 	Municipal Manager	Within 31 days after the end of the quarters

1.6.8 Dr JS MLM Demographic

According to Stats SA (2022 Community Survey - CS), Dr JS Moroka's population increased from 246 016 in 2016 to 324 855 people in 2022. In 2022, the youth population (15-34 years) formed 36.2% of the total population. In 2016, the share of the female population was 52.7% and that of males 47.3%.

DR JS MLM 2024/2025 DRAFT REVIEW INTEGRATED DEVELOPMENT PLAN

Population declined by 3 695 between 2011 and 2016, a contraction of 0.3% per annum (p.a.). This was much lower than the economic growth rate of 2.2% p.a. between 2011 and 2016. The population number for 2021 is estimated at 231 695 people or 14.1% of Nkangala's population. CSIR Green Book population projection for 2030 is 227 585 people or 12.2% of Nkangala's population – not a destination of choice.

Between 2011 and 2016, the number of households in Dr JS Moroka increased slightly from 62 162 in 2011 to 62 367 in 2016. The household size declined from 4.0 to 3.9 over the same period. CSIR Green Book projection of approximately 58 400 households in 2030.

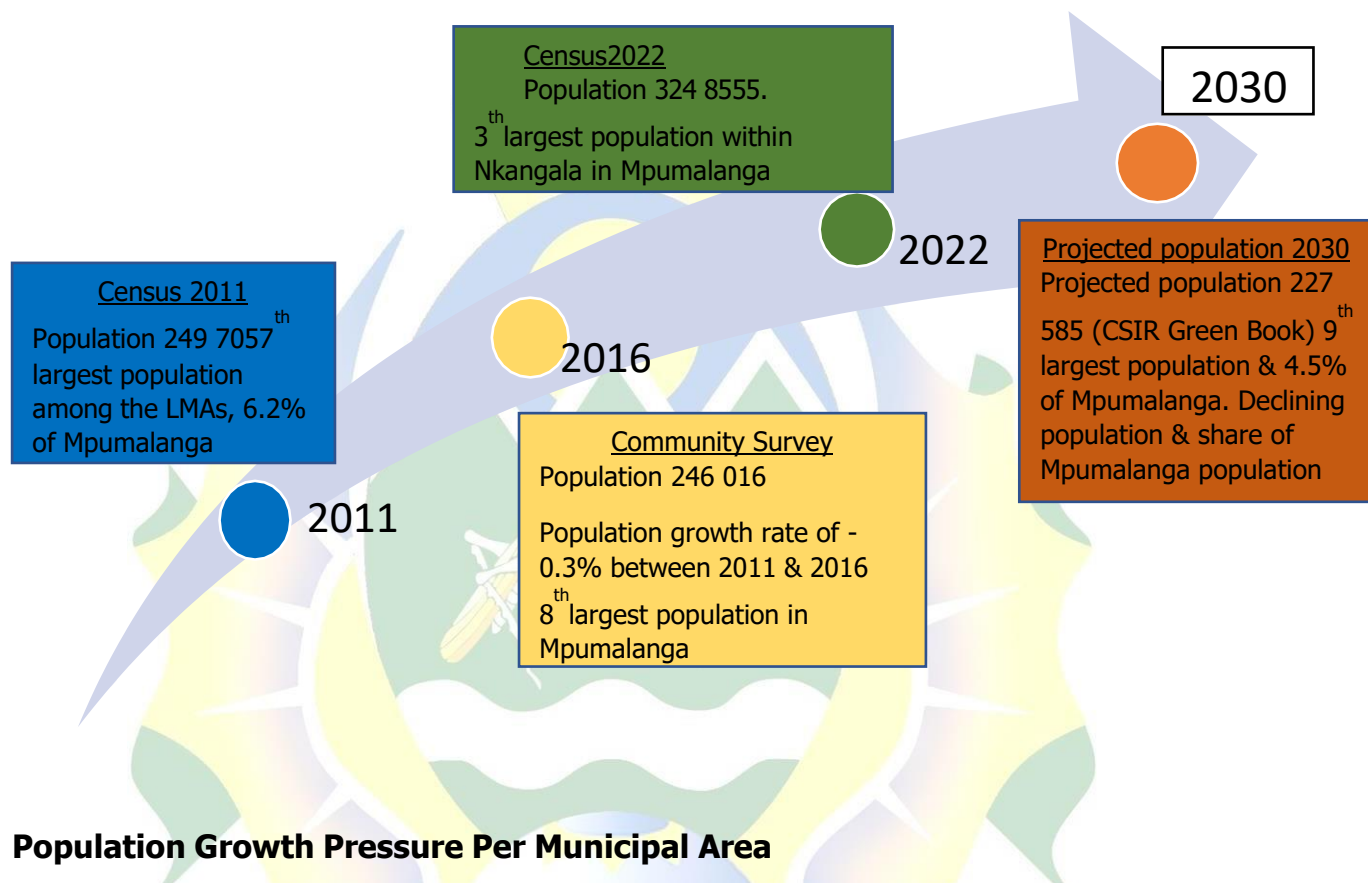
1.6.9 Population Figures Per Municipal Area

Local Municipal Area	Population		Average Annual Population growth 2011 - 2016	Estimated Number 2021	Projected Number by 2030 CSIR Green Book
	2011 Census	2016 Census			
Dr JS Moroka Mun.	249 705	264 016	-0.3%	231 695	227 585
Emalahleni Mun	395 466	455 228	3.2%	553 562	648 163
Emakhazeni Mun	47 216	48 149	0.4%	56 965	52 178
Thembisile Hani Mun	310 458	333 331	1.6%	378 481	394 697
Steve Tshwete Mun	229 831	278 749	4.4%	323 544	434 967
Victor Khanye Mun	75 452	84 151	2.5%	95 698	109 556

According to population figures, in 2011 Dr JS Moroka Local Municipality had 249 705 population which makes it the third largest municipality in Nkangala District Municipality after Emalahleni and Thembisile Hani Local Municipality. However, in 2016 Dr JS Moroka Local Municipality falls to position four (4) overtaken by Steve Tshwete Local Municipality since most people from Dr JS Moroka Local Municipality drifted neighboring municipality in search of employment opportunities.

1.6.10 Population Data and Projections

Dr JS Moroka Local Municipality



Population Growth Pressure Per Municipal Area

Local Municipal Area	CSIR Green Book Settlements with extreme & high growth pressure up to 2050
Dr JS MLM Mun	All settlements decrease
Emalahleni Mun	Middelburg, Kwakuqa, Paxton 1, Clewer, Jackaroo Park, Klarinet, Ga-Nala, Reedstream
Emakhazeni Mun	No change in all settlements
Steve Tshwete	Middelburg, Piet Tlou, Hendrina, Rietkuil, Pullenshope
Thembisile Hani Mun	medium pressure in all settlements except eNgwemgameni (no change)
Victor Khanye Mun	Delmas & Botleng

Source: CSIR Green Book

Households Per Municipal Area

Local Municipal Area	Population		Average Annual Households growth	Projected Number by 2030
	2016 Census	2022 Census	2016 - 2022	CSIR Green Book
Dr JS Moroka Mun.	62 367	74 581	0.1%	58 355
Emalahleni Mun	150 420	164 573	4.6%	233 142
Emakhazeni Mun	14 633	19 613	1.3%	18 768
Thembisile Hani Mun	82 740	110 563	1.8%	101 204
Steve Tshwete Mun	278 749	80 052	5.9%	156 456

DR JS MLM 2024/2025 DRAFT REVIEW INTEGRATED DEVELOPMENT PLAN

Victor Khanye Mun	20 548	33 786	3.4%	29 614	36 426
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Source: CSIR Green Book

SITUATION ANALYSIS

Although the household's growth and the estimated CSIR green book projection by 2030 shows the households growth, the margins for Dr JS Moroka Local Municipality as compared to other local municipalities in Nkangala District Municipality are very minimal. From 2011 to 2016 the municipality has seen a household's growth by 0.1%. the estimates for 2021 to 2030 according to CSIR green book, the Dr JS Moroka households is expected to drop from 62 382 to 58 355.

Household Services in Dr JS Moroka

Improvement in household services in Dr JS Moroka between 2011 and 2016 according to the CS (Community Survey) of Stats SA, however, despite improvements there were/are still large backlogs in terms of access to piped water and flush/chemical toilets. Number of informal dwellings decreased from 4 813 in 2011 to 4 093 in 2016 – decrease of almost 800 households – 6.6% of the households lived in informal dwellings. In 2016, the number of households with access to piped water was 48 599 or a share of 77.9%. This was unchanged in terms of percentage access in 2011 and 13 769 households were still without access to piped water in 2016 – the highest/worst among the 17 municipal areas.

Number and share of households with access to flush/chemical toilets improved between 2011 and 2016, but only to 18.6% of households with access – the backlog of 81.4% was the 4th highest/unfavourable in the province. Households with connection to electricity numbered 61 632 in 2016 – only 912 households not connected to electricity at all. The share of households connected to electricity improved to a level of 98.5% in 2016 – the highest access in the province.

In 2019, Dr JS Moroka ranked 6th lowest/worst in the province in terms of the household infrastructure and services index - improving trend between 2016 and 2019.

Informal Dwelling Number and Share

Local Municipal Area	Number of HH in informal dwelling		Share of total HH	
	2011	2016	2011	2016
Dr JS MLM	4 813	4 093	7.7%	6.6%
Emalahleni Mun	23 138	34 845	19.3%	23.2%
Emakhazeni Mun	1 537	1 694	11.2%	11.6%
Steve Tshwete Mun	9 190	12 480	14.1%	14.4%
Thembisile Hani Mun	7 678	6 915	10.2%	8.4%
Victor Khanye Mun	3 158	3 290	15.4%	13.6%

Source: 2016 Community Survey

Piped water backlog number and share

Local Municipal Area	Number of HH without Access		Share of total HH	
	2011	2016	2011	2016
Dr JS MLM	13 750	13 769	21.1%	21.1%
Emalahleni Mun	6 273	13 792	5.2%	9.2%
Emakhazeni Mun	642	1 686	4.7%	11.5%
Steve Tshwete Mun	1 194	4 082	1.8%	4.7%
Thembisile Hani Mun	3 459	4 768	4.6%	5.8%
Victor Khanye Mun	882	3 177	4.3%	13.1%

Source: 2016 Community Survey

Water Supply per Municipal Area, 2019

Area	Water Supply Share			Number of	
	Inside the yard	<200m from yard	>200m from yard	Domestic Units	Non-domestic Units
Dr JS MLM Mun	73.4%	5.5%	21.1%	67 807	1 987
Emalahleni Mun	92.3%	7.0%	0.5%	142 967	1 865
Emakhazeni Mun	95.1%	4.1%	0.0%	15 637	1 200
Steve Tshwete Mun	100%	0.0%	0.0%	43 211	2 075
Thembisile Hani Mun	92.6%	5.1%	2.2%	72 159	455
Victor Khanye Mun	88.0%	6.2%	6.8%	24 319	341

Source: CSIR Green Book

Sanitation

Number and Share in Toilet Backlog

Local Municipal Area	Number of households without toilets		Share of total households	
	2011	2016	2011	2016
Dr JS MLM Mun	1 215	768	2.0%	1.2%
Emalahleni Mun	2 987	2 186	2.5%	1.5%
Emakhazeni Mun	894	756	6.5%	5.2%
Steve Tshwete Mun	1 381	1 042	2.1%	1.2%
Thembisile Hani Mun	1 963	2 117	2.6%	2.6%
Victor Khanye Mun	465	318	12.6%	5.2%

2016 Community Survey

Number and Share – Flush/Chemical Toilets Backlog

Local Municipal Area	Number of households without flush/chemical toilets		Share of total households	
	2011	2016	2011	2016
Dr JS MLM Mun	52 450	50 738	84.4%	81.4%
Emalahleni Mun	34 160	41 552	2.5%	1.5%
Emakhazeni Mun	2 941	2 573	21.4%	17.6%
Steve Tshwete Mun	9 780	15 713	15.1%	18.1%
Thembisile Hani Mun	68 022	73 411	89.9%	88.7%
Victor Khanye Mun	3 742	3 373	18.2%	13.9%

2016 Community Survey



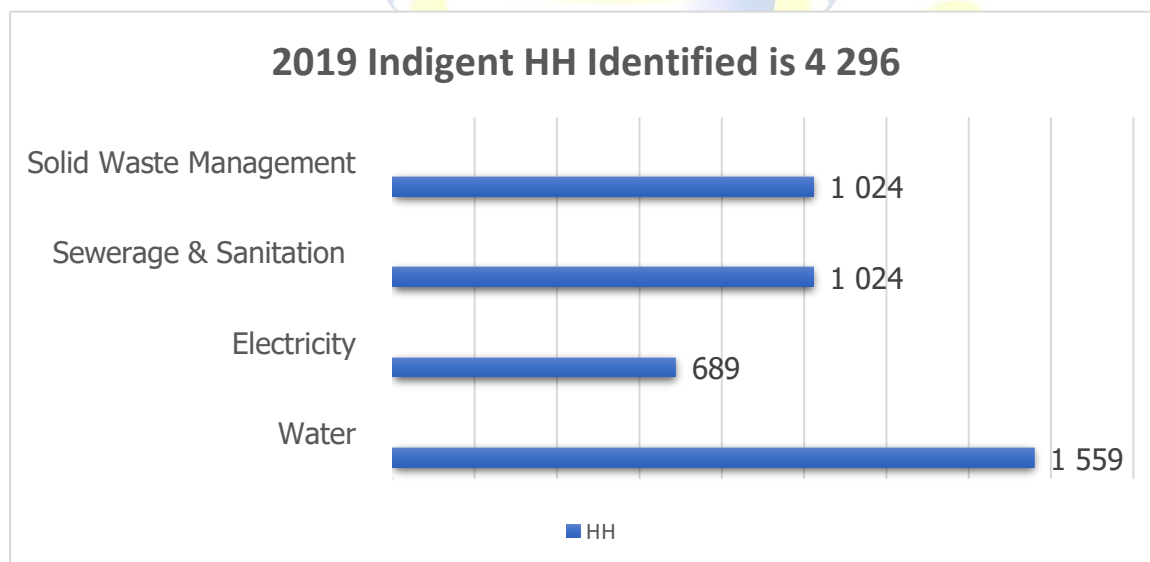
Number of Households not Connected to Electricity

Local Municipal Area	Number of households not connected		Share of total households	
	2011	2016	2011	2016
Dr JS MLM Mun	1 927	912	3.1%	1.5%
Emalahleni Mun	31 572	40 721	26.3%	27.1%
Emakhazeni Mun	2 209	2 074	16.1%	14.2%
Steve Tshwete Mun	5 782	7 458	8.9%	8.6%
Thembisile Hani Mun	5 673	1 636	7.5%	2.0%
Victor Khanye Mun	3 062	1 585	14.9%	6.5%

2016 Community Survey

The table above indicate that out of 62 367 households in Dr JS Moroka Local Municipality, only 912 are not connected to electricity and this are new informal settlements in the area’s of Kgapamadi (ward 2) and other parts of Mathanjana magisterial district of Dr JS Moroka.

Number households benefitting from indigent support per municipal area, 2019



The table shows the number of Households who receive free basic services from the municipality in the year 2019. As a result of Covid19 pandemic, more people are out of jobs which means majority of our communities will fall under indigent category, wherein the state in this case the government need to do more on free basic services.

Table below indicates population by gender and age in the MP316 Local Municipality: Source 2016 community survey.

AGE	MALE	FEMALE	Grand Total
0 – 4	13 676	14 036	27 712
5 – 9	13 619	13 056	26 675
10 – 14	12 110	11 570	23 680
15 – 19	12 712	12 927	25 639
20 – 24	11 858	11 865	23 723
25 – 29	10 779	11 200	21 979
30 – 34	7 879	9 769	17 648
35 – 39	5 676	6 921	12 597
40 – 44	5 430	6 538	11 968
45 – 49	4 896	5 650	10 546
50 – 54	5 078	5 365	10 443
55 – 59	3 627	5 038	8 665
60 – 64	3 766	4 677	8 443
65 – 69	2 376	3 998	6 374
70 – 74	1 527	2 768	4 295
75 – 79	664	1 747	2 411
80 – 84	291	1 009	1 300
85+	445	1 472	1 917
Grant Total	116 409	129 606	246 015

Community Survey 2016 – sex ratio

The above table of 2016 community survey indicate the sex ration of the district however Dr JS Moroka Local Municipality is at 53%. This means that there are more female found in Dr JS Moroka Local Municipality.

Table below indicates Population group by Gender. Source: (community survey 2016)

Dr JS Moroka Local Municipality

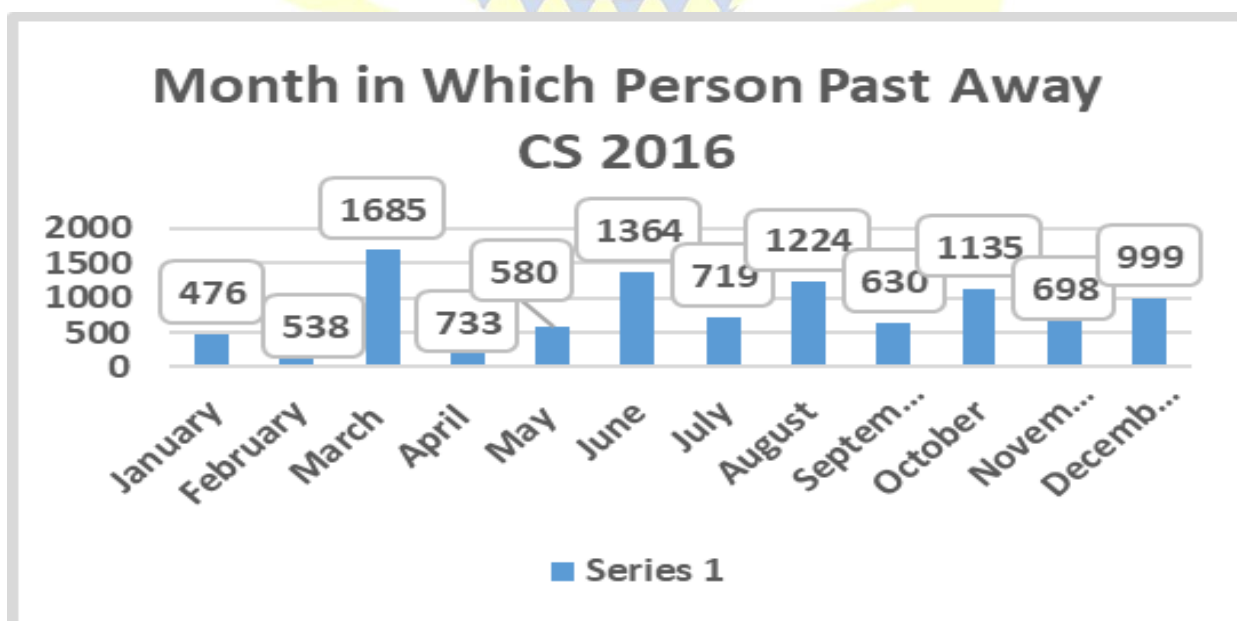
Population	Male	Female	Total
Black	119 618	125 622	245 241
Colour	154	164	382
Indian or Asians	153	169	322
White	32	37	69
Total	119 957	125 992	246 015

Low Fertility Aspirations

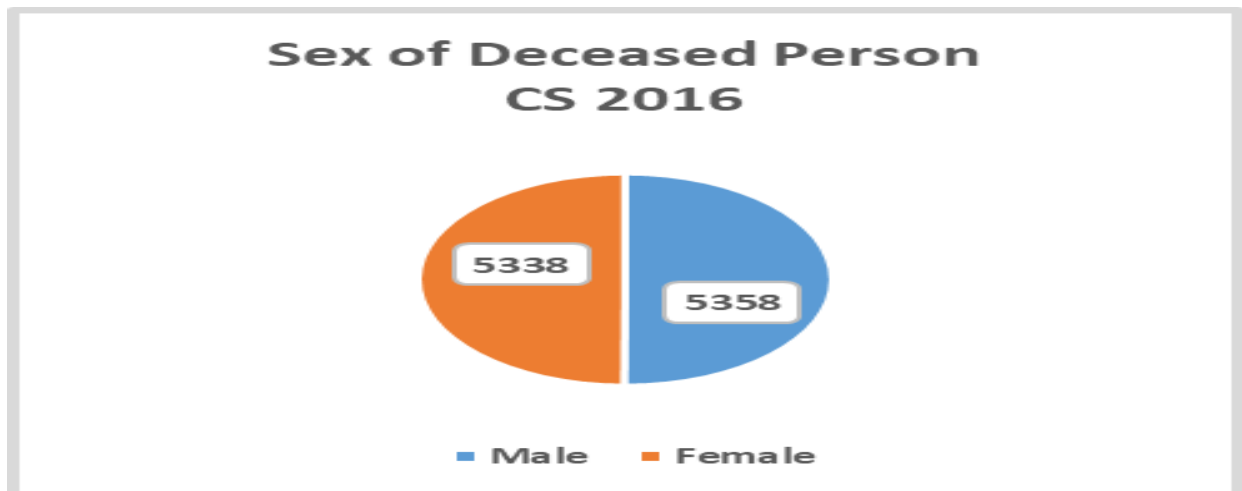
It is the speculation of this reading that some sections within the male population might have and still are developing low fertility aspirations.

Mortality

Chronic diseases such as diabetes, TB, hypertension, pneumonia, arthritis etc, HIV/AIDS and so forth are among dominant (common) causes of deaths. With only one district hospital within the municipal jurisdiction aggravates these mortality factors to a significant degree.



Source: 2016 Community Survey



The charts above show the mortality rate from the number of deceases person, month in which the person passed away, sex of deceased person, year in which the person passed away and whether the death was related in giving birth or other causes. 74 people interviewed confirm that those causes of deaths were because of giving birth against 1925 people saying the opposite.

Language Spoken.

Languages	Year (2016)
Isindebele	86 631
Setswana	49 025
Sepedi	79 810
Xitsonga	9 934
Isizulu	4 425
Sesotho	6 452
Siswati	1 422
Sign language	25
Isixhosa	692
Afrikaans	262
English	280
Tshivenda	729
Other	1 404

The needs of focus groups, viz, youth who represents +/- 48% of the population, women who constitute 54% of the population and the people with disability who represent about 5% of the population will be articulated in later section which deals with good governance and public participation.

Most disabilities relate to sight, hearing and physical impairment. It is worth mentioning that a social facility for people with disability exists in many public places in and around municipality.

Income levels

Income	HH
R1 – R400	64 515
R401 – R800	6837
R801 – R1 600	35 931
R1 601 – R3 200	8547
R3 201 – R6 400	5523
R6 401 – R12 800	3966
R12 801 – R25 600	1890
R25 601 – R51 200	258
R51 201 – R102 400	42
R102 401 – R204 800	42
R204 801 Or more	45
Unspecified	7311

CHAPTER TWO

2.1 SPATIAL RATIONALE

2.1.1 Spatial Economy and Development Rationale

(a) Location

DR JS MLM 2024/2025 DRAFT REVIEW INTEGRATED DEVELOPMENT PLAN

The Dr J.S. Moroka Local Municipality is in the north-western corner of the Nkangala District and Mpumalanga Province. It is 1416, 49 km² in extent, representing 8.45% of the district land mass. The Municipality is approximately 1,416 square kilometres in extent and is bounded by the following entities: City of Johannesburg and Tshwane Metropolitan Council on the South and West; Thembisile-Hani LM on the South; Modimolle, Mookgopong and Bela- Bela LMs on the North; and Ephraim Mogale and Elias Motsoaledi LMs on the Northeast and Steve Tshwete and Emalahleni LMs on the East.

The political governance of the municipality, MP13, is operated on a collective executive system combined with a ward participatory system. The municipality has a total of **31 wards**, making it the **fourth** (04) largest municipality in the Nkangala district in terms of wards. The municipality has a total of **62 councillors**. Of these, **31** are ward councillors while **the other 31** were proportionally elected. The Executive Committee of the municipality is led by Executive Mayor while the municipal Speaker presides over the Council in terms of Section 49 and 37 of the Local Government: Municipal Structures Act 117 of 1998 respectively.

The municipality comprises approximately **70** villages. The municipality is largely dominated.

by **rural** landscape with only **04** (four) proclaimed **townships**. Like most rural municipalities in the Republic of South Africa, MP316 is characterised by weak economic base, inadequate.

infrastructure, major service backlogs, dispersed human settlements and high poverty levels.

This led to description of various municipal categorisation, for example, in its 'State of Local Government in South Africa: Overview Report, the Department of Cooperative Governance

(CoG) (2009:22) describes category B4 municipalities as those municipalities which are mainly rural, located in economically depressed areas, consequently having

difficulties in attracting and retaining skilled managers/professionals and are struggling from a revenue generation perspective.

As earlier alluded to, the portions the rural heritage of the municipality in terms of which settlements are far apart makes the provision and maintenance of services very costly and/or exorbitant. Some of these areas are too small to attain the economic threshold required to provide social facilities in a cost-effective manner.

2.1.2 The following map indicates the location of villages in Dr JS Moroka local Municipality in Mpumalanga province

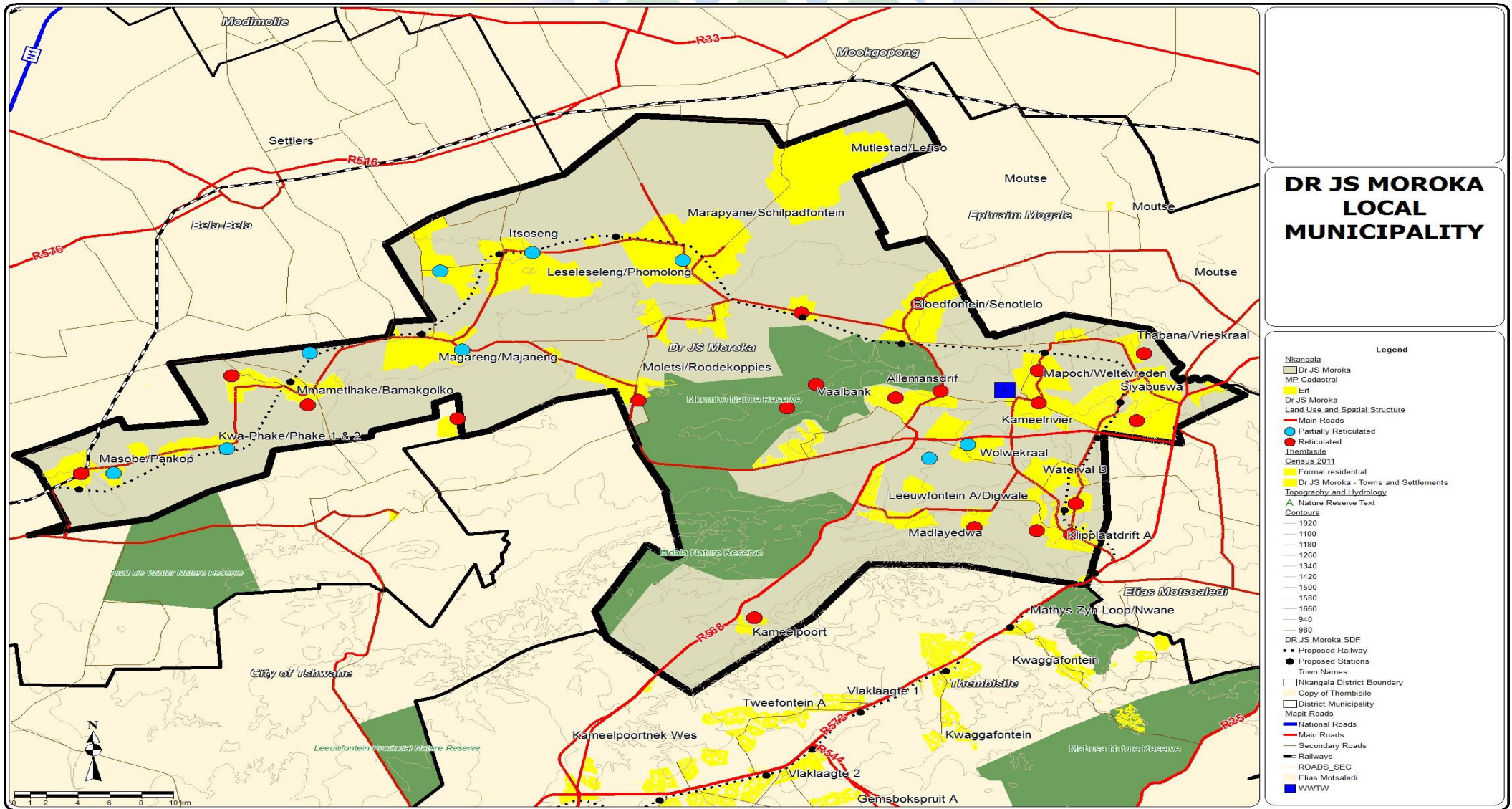


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Dr JS Moroka Local Municipality

2022/23 – 2026/27 DR JS MLM INTEGRATED DEVELOPMENT PLAN

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As an expansion of the above, an overview of the wards for Dr JS Moroka Local Municipality, their constituting villages:

WARD NO	VILLAGES
1	Ga-phaahla & Siyabuswa "D"
2	Toitskraal/Makopanong and portion of Kgapamadi
3	Part of Siyabuswa "A" & Siyabuswa "E"
4	Part of Siyabuswa "A" and part of makopanong
5	Siyabuswa "B"
6	Siyabuswa "C", Morhononong & Mabuyeni
7	Thabana & Ramokgeletsane
8	Mthambothini
9	Part of Ga-Morwe
10	Part of Ga-Morwe & Part of Metsimadiba
11	Part of Metsimadiba, Mabusabesala & Mmakola
12	Matshiding, Marothobolong & Manyebethwane
13	Pieterskraal, Skimming & Borolo
14	Maphotla
15	Digwale, Molapoamogale & Rondehoog
16	Part of Libangeni
17	Mbongo & part of Libangeni
18	Maphanga
19	Madubaduba/Makometsane/Ukukhanya
20	Senotlelo
21	Kabete, Ramonanabela & part of Lefisoane
22	Lefiso, Lefisoane, Ditlhagane & Ditlhokwe
23	Part of Marapyane
24	Mmaduma, portion of Marapyane & portion of Seabe
25	Portion of Seabe & part of Nokaneng
26	Loding, Sehoko, part of Nokaneng & Dihekeng
27	Katjibane, part of Seabe
28	Part of Nokaneng, part of Mmametlhake, Mahareng & Dierfeng
29	Mmametlhake, portion of Phake Ratlhagana
30	Phake & Mantlole, Rebone & Rankaila
31	Masobye

2.1.3 Intergovernmental, Policy and Legal Context of the IDP

The following policy and legislative prescripts have specific and widespread bearing on the IDP processes, viz: Constitution of the Republic of South Africa (1996), White Paper on Local Government (1998), Municipal Demarcation Board Act (1998), Local Government: Municipal Structures Act (1998), Local Government: Municipal Systems Act (2000), Local Government: Municipal Finance Management Act (2003), Inter-

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Governmental Relations Framework Act (2005), Municipal Property Rates Act (2004), Labour Relations Act, Employment Equity Act (2004), Skills Development Act, Spatial Planning and Land Use Management Act (2013), Restitution of Land Rights Act (1994), Disaster Management Act (2002), Fire Brigade Service Act (FBSA), Housing Act (1997), National Environmental Management Act (1998), Environment Conservation Act (1989), White Paper on Environmental Management Policy (1998), White Paper on Integrated Pollution and Waste Management for South Africa (2000), Minerals Act (1991), National Water Act (1998), White Paper on Energy Policy (1998), National Land Transport Transition Act (2000), National Heritage Resources Act (1999), White Paper on Safety and Security, Electricity Regulation Act (2006), The National Youth Development Agency Act (2008), The Reconstruction and Development Programme, The Growth, Employment and Redistribution Programme (1996), The Accelerated Shared Growth Initiative –South Africa (ASGISA), Domestic Tourism Strategy (2004-2007), National Spatial Development Perspective, National Development Plan (2012), New Growth Path (NGP 2010), Provincial Growth and Development Strategy, Nkangala District Municipality's IDP, Integrated Sustainable Rural Development Strategy (November 2000), The National Housing Code (March 2000), Industrial Strategy for RSA (May 2001), HIV/AIDS/STD Strategic Plan for SA (2000-2005) (February 2000), National 10-point Plan of Action for Welfare and Development (incl. National Plan of Action for Children), National Youth Plan, Human Resource Development Strategy for SA (2001), Industrial Development Strategy for Sustainable Employment and Growth (2001) and Provincial Departments' 5 Year Plans. Of paramount importance is that MP13 IDP indicates alignment to national and provincial planning contexts. Disaster risk management is facilitated by community services within MP316 hence this is the NDM function, this means that the former (MP13 Community Services) interacts with the latter (NDM) on DRM (Disaster Risk Management).

2.1.4 MP316 within the National and Provincial Planning Context: a Synopsis

National Development Plan (NDP)

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This IDP/Budget proposes to argue that South Africa displays what could be seen or described as a “top-down, and, at the same time, bottom-up” process of development planning. The NDP is a plan for the country to encourage **long term planning** i.e. 2030. The MP316 municipality incorporates the **long-term visioning** as espoused in the NDP. The following six pillars have widespread merits for our strategic planning:

- Unite all South Africans around a common programme to fight poverty and inequality and promote social cohesion.
- Have South Africans be active citizens in their community and in the development of the country.
- A growing and inclusive economy with higher investment, better skills, rising savings and greater levels of competitiveness.
- Building capabilities of the people and the state.
- A developmental state capable of correcting historical inequalities and creating opportunities for more people while being professional, competent and responsive to the needs of all citizens; and
- South African leaders putting aside narrow sectarian interests in favour of national interest and putting the country first.

In the general scheme of things, the NDP provides a general methodology and approach for planning across government spheres, thereby informing development plans, policies and programmes of all spheres and agencies of government as a matter of policy.

Mpumalanga vision 2030

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The Mpumalanga Vision 2030 Strategic Implementation Framework (2013-2030) was established as a direct implementation response to the National Development Plan Vision, 2030. The framework describes the Province's approach to realizing the objectives of the NDP in the provincial context and seeks to achieve the MPG's Provincial Strategic Objectives (PSO's). Mpumalanga Vision, 2030 provides a provincial expression of the key priorities, objectives and targets that enumerated in the NDP and expressed within the policy.

In line with the principles of the NDP, the Vision 2030 highlights the following socio-economic outcomes as priorities:

- Employment & Economic Growth
- Education and Training
- Health Care for all
- Social Protection

Province vision centered around them.

- Access to decent employment that allows our people to participate in the mainstream economy.
- Clean drinking water without having to walk long distances.
- Access to adequate sanitation with effective wastewater treatment plants.
- Food on the table where no one lives below the poverty line.
- Access to decent shelter irrespective of location.
- Access to quality healthcare that improves the lifespan of the average Mpumalanga citizen.
- Access to quality education aimed at improving numeracy, comprehension and technical skills.
- Access to electricity where no child studies under a candlelight.
- Safer communities wherein women, children, people with albinism and the vulnerable feel free to walk on the street; and
- Enjoy harmonious relations with our brothers and sisters from the African diaspora and the world.

The New Growth Path: Framework (2010)

Regard is also given to the New Growth Path: Framework which aims at stimulating economic growth, there to address economic challenges and matters relating to jobs. Key to the NGP are the five job drivers, namely infrastructure, main economic sector, seizing the potential of new economies for investing in social capital and public services and spatial development. This IDP embraces methodological planning paradigms embedded in the NGP and as a matter of policy strategic thrust the local government Back to Basic which sets out a development strategic trajectory for municipal governments in South Africa as a whole.

Local Government Back To Basic Strategy

The Local Government Back to Basics (B2B) Strategy arose as a response to a myriad of challenges facing the local government sector in rendering services to the communities including repeated negative audit outcomes.

We need to do things differently if we want different solutions. “We cannot solve today’s problems with the same level of thinking that created the problems in the first place” (Albert Einstein). The situation needs a change of paradigm that focuses on serving the people and not political elites and organizations. This is the essence of our ‘back to basics’ approach. At the most basic level, we expect municipalities to:

1. Put people and their concerns first and ensure constant contact with communities through effective public participation platforms.
2. Create conditions for decent living by consistently delivering municipal services to the right quality and standard. This includes planning for and delivery of infrastructure and amenities, maintenance and upkeep, including the budgeting to do this. Ensure no failures in services and where there are, restore with urgency.
3. Be well governed and demonstrate good governance and administration - cut wastage, spend public funds prudently, hire competent staff, ensure transparency and accountability.
4. Ensure sound financial management and accounting, and prudently manage resources so as to sustainably deliver services and bring development to communities.

5. Build and maintain sound institutional and administrative capabilities administered and managed by dedicated and skilled personnel at all levels.

Changing strategic orientation is no mean feat and it requires leadership and political will. At the same time, we need a collective effort and unity of purpose and partnership with leaders in local government, provinces and national government. There is a need to improve the political management of municipalities and be responsive to the needs and aspirations of local communities. We desperately need leadership with a vision to change and the calibre to drive the change process. We need leadership that will inspire and organize for our common purpose of improving services to our people.

Our actions need to move from intent to generating impact on the ground. We will have to mobilise massive support from those who are willing to change for the better and isolate those who seek to push back progressive change amongst us.

The following are Local Government programmes which municipalities will work to ensure under the auspices of B2B Strategy:



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Basic Service: Creating Conditions for Decent Living	<ul style="list-style-type: none">• Municipalities must deliver the basic services (basic electricity, basic water, sanitation, waste removal etc.).• In addition to the above, municipalities must ensure that services such as cutting grass, patching potholes, working robots and streetlights and consistent refuse removal are provided.• Council to ensure proper maintenance and immediate addressing of outages or maintenance issues to ensure continuity of service provision. Municipalities must improve mechanisms to deliver new infrastructure at a faster pace whilst adhering to the relevant standards.• Increase of Community Work Programme sites targeting the unemployed youth in informal settlements to render day to day services such as, cutting grass, patching potholes, cleaning cemeteries, etc.• Extend reach of basic services to communities living in informal settlements by providing temporary services such as: (i) potable water, (ii) temporary sanitation facilities, (iii) grading of gravel roads and (iv) refuse removal.• Improve policing and installation of high mast lighting.• Cities to announce plans for township establishment where they exist.
Good Governance	<ul style="list-style-type: none">• Municipalities will ensure transparency, accountability, and regular engagements with communities.• Municipal council structures must be functional and meet regularly.• Council Meetings to sit at least quarterly.

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	<ul style="list-style-type: none">• All Council Committees must sit and process items for council decisions.• Clear delineation of roles and responsibilities between key leadership structures.• Functional oversight committees must be in place, e.g. Audit Committee and Municipal Public Accounts Committees.
Public Participation: Putting people first	<ul style="list-style-type: none">• Implement community engagement plans targeting hotspots and potential hotspots areas.• Municipalities to implement responsive and accountable processes with communities.• Ward committees must be functional, and Councillors must meet and report back to their constituencies at least quarterly.• Utilise the Community Development Workers, Ward Committees and Ward Councillors to communicate projects earmarked for implementation.• PR councillors need to represent the interests of the municipality as a whole and ensure that effective oversight and leadership functions are performed.• Municipalities must communicate their plans to deal with backlogs.• Municipalities to monitor and act on complaints, petitions, and other feedback
Sound financial management	<ul style="list-style-type: none">• All municipalities must have a functional financial management system which includes rigorous internal controls.• Cut wasteful expenditure.• Supply Chain Management structures and controls must be in place according to regulations and with appropriate oversight.• All budgets to be cash backed.• Ensure that Post Audit Action Plans are addressed.• Act decisively against fraud and corruption.

	<ul style="list-style-type: none"> • Conduct campaigns on 'culture of payment for services' led by councillors. • Conduct campaigns against 'illegal connections, cable theft, manhole covers' etc.
<p>Building Capable Institutions and Administrations</p>	<ul style="list-style-type: none"> • All municipalities enforce competency standards for managers and appoint persons with the requisite skills, expertise, and qualifications. • All staff to sign performance agreements. • Implement and manage performance management systems. • Municipal management to conduct regular engagements with labour

2.1.5 A Rundown on Key Developments, Achievements and Challenges Assailing MP316 municipality

Over the past four years of the five-year Integrated development plan of MP316; the municipality has implemented programs and projects and activities that have assisted in addressing economic challenges facing the community of Dr JS Moroka local municipality. Quite number of bus and taxi route were completed as well as completion VIP toilets for fast majority of households in MP316. Theirs is no doubt that this intervention by the municipality has made enormous impact in addressing poverty and improved the socio-economic conditions of the people of Dr JS Moroka Local Municipality.

Dr JS Moroka Local Municipality was focusing on the following strategic programs during the implementation of the five year IDP, Budget and SDBIP;

- Review and implement municipal by-laws
- Review and implement municipal policies
- Review and implement municipal sector plans
- Eradication of poverty within the municipal area by creating jobs
- Maintenance of the existing infrastructure to ensure effectiveness and efficiency of the municipal infrastructure
- Capacitate the workforce to optimize service delivery
- Growing the municipal revenue base by attracting new investments
- Infrastructure development

The municipality has constituted a number of oversight committees or structures e.g. Performance management system; Troika; Internal Audit; Audit committee; Municipal public accounts committee (MPAC) etc. The above stated structures will ensure that the strategic objectives of the municipality are realized by playing an oversight role and reporting to Council respectively.

2.1.6 Opportunities Offered by the MP316 Municipality: A Synopsis

Among other opportunities offered by the MP316 municipality include: (a) retail investment opportunity; (b) land availability opportunity; (c) tourism opportunity; (d) agriculture and (e) job creation opportunity from infrastructure investment. Other minerals discovered in the last 10 years includes coal in loading, lime in Nokaneng and deposits of platinum in and around mathanjana area. The municipality will be able required to developed sector plans, policies and by-laws which will be utilized for the planning of the area and regulate both the internal and external affairs.

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2.1.7 Priority areas of the Municipality

No.	Priority area	Key Performance Indicator	Development Objectives
1	Access to Basic Services	Basic Services Delivery & Infrastructural Development	Sustainable delivery of services for all households in Dr JS MLM
2	Spatial Rationale	Spatial Rationale	To promote integrated human settlements and agrarian reform
3	Organisational Development	Municipal Transformation & Organisational Development	To build municipal capacity by way of raising institutional efficiency, effectiveness, and competency
4	Financial Viability	Financial Viability	To improve overall financial management of municipality by developing and implementing appropriate financial policies, procedures and systems
5	Good Governance	Good Governance & Public Participation	To promote culture of participatory and good governance through a sound application of PMS, risk management, communications, public participation and internal audit.
6	Job Creation	Local Economic Development	To create and promote the environment that creates conditions for economic growth and job creation

2.1.8 Dr JS MLM IDP and Budget Structures and Responsibilities

Structure	Responsibilities
Municipal Council	<ul style="list-style-type: none"> Consider and adopt a IDP process plan Consider, adopt and approve the IDP, Budget & SDBIP
IDP Management Committee chaired by the mayor	<ul style="list-style-type: none"> Decide on the IDP process plan. Be responsible for the overall management, coordination and monitoring of the process and drafting of the IDP, or to delegate this function to Municipal Manager. Approve nominated persons to oversee the different roles, activities and responsibilities of the process and drafting.

Ward councillors	<ul style="list-style-type: none"> • link the planning process to their constituencies or wards. • Be responsible for organising public consultation and participation. • Ensure that the annual business plans and municipal budgets are linked to and based on the IDP.
IDP Manager	<ul style="list-style-type: none"> • Prepare the IDP process plan. • Undertake the overall management and co-ordination of the planning process. • Ensure that all relevant actors are appropriately involved. • Nominate persons in charge of different roles. • Be responsible for the day-to-day management of the drafting, Developing and review of the IDP. • Ensure that the planning process is participatory, strategic and implementation orientated and is aligned with and satisfies. sector planning requirements. • Respond to comments on the draft IDP from the public, horizontal alignment with other spheres of government to the satisfaction of the Council • Ensure proper documentation of the results of the planning of the IDP document, and • Adjust the IDP in accordance with the MEC for Local government's proposals <p>Even if the Municipal Manager delegates some of the functions to the IDP Manager, he or she is still Accountable for the entire process.</p>
IDP Technical committee chaired by the MM	<ul style="list-style-type: none"> • Provide relevant technical, sector and financial information to be analysed for determining priority issues. • Contribute technical expertise in the consideration and finalisation of strategies and identification of projects.

	<ul style="list-style-type: none"> • Provide departmental operational capital and budgetary information. • Responsible for preparing amendments to the draft IDP for submissions to municipal council for approval a
IDP representative forum	<ul style="list-style-type: none"> • Represent the interests of their constituencies in the IDP process. • Provide an organisational mechanism for discussion, negotiation and decision making between stakeholders and the municipality. • Ensure communication between all stakeholders' representatives, and • Monitor the performance of the planning and implementation process.

2.2 MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT

Focus Areas

2.1 Institutional Analysis

Powers and Functions

The powers and functions of the Dr JS Moroka Local Municipality are based on the provisions of the Constitution of the Republic of South Africa (RSA, 1996: Section 156 and 229 read with part B of both Schedules 4 and 5) as well as the Local Government: Municipal Structures Act (RSA, 1998: s83). The amenable functions are listed below:

Illustration of Powers and Functions amenable to Dr JS Moroka Local Municipality.

Function	Authorized	Responsible party
Water & Sanitation	Yes	Dr JS MLM
Storm – water	Yes	Dr JS MLM
Municipal Roads	Yes	Dr JS MLM
Electricity Reticulation	No	ESKOM

Housing	No	DHS
Building Regulations	Yes	DR JS MLM
Disaster Management	No	NDM
Traffic services	Yes	Dr JS MLM
Parking	Yes	Dr JS MLM
Waste Management	Yes	Dr JS MLM
Parks & Recreation	Yes	Dr JS MLM
Fire Fighting	No	NDM
Street lighting	Yes	Dr JS MLM
Local Sports Facilities	Yes	Dr JS MLM
Local Tourism	Yes	Dr JS MLM
Trading Regulation	Yes	Dr JS MLM
Municipal Planning	Yes	Dr JS MLM
Municipal Public Transport	Yes	Dr JS MLM
Municipal Airports	Yes	Dr JS MLM
Billboards & Advertising	Yes	Dr JS MLM
Local Amenities	Yes	Dr JS MLM
Other roads (district, Provincial & National)	No	NDM & DPWRT
Control of liquor and food outlets & street trading	Yes	Dr JS MLM

2.2 Political Structures in the Dr JS Moroka Local Municipality

The Dr JSLM Municipality has the following political structures.

- **Mayoral Committee headed by the Executive Mayor.**
- **Section 80 Committees**, established in terms of section 80 of the Municipal Structures Act, and headed by Members of the Mayoral Committee, accountable to the Executive Mayor.
- **Section 79 Committees**
Oversight committees of council established in terms of Section 79 of the Municipal Structures Act of 1998, and are aligned to municipal departments namely:
 - i. Admin & Corporate Services
 - ii. Technical Services (Inclusive of Infrastructure Development)
 - iii. Finance

- iv. Community Development Service
 - v. Municipal Public Accounts Committee (MPAC)
- The Dr JSLM Moroka municipality is not having its independent Audit Committee; however, it is part of the District Shared Audit Committee.

2.3 The Municipal Top Structure (Administration)

- The Municipal Managers office (PMS, ICT, Internal Audit and Risk Management, Public Participation)
- Department of Finance
- Department of Technical Services
- Department of Community Development Services
- Department of Admin & Corporate Services

2.4 Departments and Section 56 Managers

Department	Section 56 Managers	Filled/Vacant
Municipal Manager	Ms Mathebela MM	Filled
Technical Services	Vacant	Vacant
Planning and Economic Development	Vacant	Vacant
Admin & Corporate Services	Mr Zulu L	Filled
Community Development Services	Ms Mathabe RS	Filled
Department of Finance	Ms Klaaa DB	Filled

2.5 Employment Equity Plan of Dr JS Moroka Local Municipality

The Employment Equity Act, 55 of 1998 and Regulations requires the designated employer with more than 50 employees to report to the Department of Labour about Employment Equity progress and develop the Employment Equity Plan. The Purpose of the Employment Equity Plan is to achieve equity in the workplace, by:

- promoting equal opportunity and fair treatment in employment through the elimination of unfair discrimination; and
- Implementing affirmative action measures to redress the disadvantages in employment experienced by designated groups, to ensure their equitable representation in all occupational categories and levels in the

iv. Community Development Service workforce.

The Workplace Employment Equity Workforce Profile

Occupational Levels	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top management	0	0	0	0	0	0	0	0	0	0	0
Senior management	3	0	0	0	0	0	0	0	0	0	3
Professionally qualified and experienced specialists and mid-management	19	0	0	0	10	0	0	0	0	0	29
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	105	0	0	0	102	0	0	0	0	0	207
Semi-skilled and discretionary decision making	161	0	0	0	161	0	0	0	0	0	322
Unskilled and defined decision making	0	0	0	0	0	0	0	0	0	0	0
TOTAL PERMANENT	288	0	0	0	273	0	0	0	0	0	561
Temporary employees	9	0	0	0	5	0	0	0	0	0	14
GRAND TOTAL	297	0	0	0	278	0	0	0	0	0	575

Employment Equity Challenges

The provision of the Employment Equity Act (55 of 1998) requires that monitoring of the progress made towards the achievement of Employment Equity targets and objectives be ensured. Currently there are only 1 employee living with disability who officially declared. The municipality is targeting to employ 2% as it's a generally desired by every designated employer in South Africa. The municipality continues to encourage people living with disabilities to apply in all its advertised posts and encourages the existing employees to declare

2.6 Human Resource Management and Development Unit

The effective and efficient functioning of a municipality is based on a skilled workforce, the application of sound human resources practices and the inculcation of a culture of performance and accountability through the implementation of a Performance Management Systems.

2.7 Dr JS Moroka Local Municipality (Municipal Staff compliments)

DEPARTMENT/OFFICE	TOTAL NUMBER OF POST	POSTS FILLED	POST VACANT
EXECUTIVE MAYOR'S OFFICE			
CHIEF WHIP OFFICE			
SENIOR MANAGEMENT	6	4	2
SPEAKER'S OFFICE			
MUNICIPAL MANAGER'S OFFICE	37	38	75
CORPORATE SERVICES	35	32	67
INFRASTRUCTURE DEV & TECH SERV	161	105	226
LED & PLANNING			
COMMUNITY SERVICES	83	41	124
BUDGET & TREASURY	220	125	345
TOTAL	540	342	882

2.8 Skills profile and needs for both Councillors & Officials.

Municipalities are required in terms of the Skills Development Act no 97 of 1998 to facilitate training for capacity building to address skills gaps created as a result of the past. Dr JS Moroka Local Municipality pays the skills development levy monthly as required by the Skills Development Levies Act no 9 of 1999.

A skills audit is conducted on an annual basis to inform the Workplace skills plan which guides all the training to be conducted throughout the year, the Workplace skills plan and Annual Training Reports are then submitted annually to the LGSETA.

2.9 Legal services

In accordance with the provisions of Local Government: Municipal Systems Act, 2000 (Act No.32 of 2000) read in conjunction with other legislative prescripts within which Local Government governed, the Municipality is established as a legal person or juristic person. The municipality as a juristic person can institute litigations, may be sued and/or face litigations. The Municipality is regulated by the prescripts regulating the conduct of local Government and its affairs, amongst others but not limited to, Local Government: Municipal Structures Act,1998(Act No.117 of 1998), Local Government :Municipal Systems Act,2000(Act No.32 of 2000), Local Government: Municipal Finance Management Act,2003(Act No.56 of 2003), Occupational health and safety Act,1993(Act No.85 of 1993),Labour Relations Act,1995(Act No.66 of 1995),Basic Conditions of Employment Act,1997(Act No.75 of 1997),Employment Equity Act,1998 (Act No.55 of 1998) and Skills development Act,1998(Act No.97 of 1998).The latter serves as legislative prescripts within which local Government is governed and provides a conspicuous framework for compliance and proper interaction between the management and the employees.

2.10 Labour Relations

The municipality is regarded as the employer in terms of the labour laws, relevant Local Government legislation and Collective Agreements. The employer and employee relationship is governed and regulated in terms of the Labour Relations Act,1995(Act No.66 of 1995) as amended. Other Collective Agreements in addition to the Basic Conditions of Employment Act,1997(Act No.75 of 1997) , are applicable to conditions of service. Workers' rights as entrenched in the Constitution of the republic of South Africa Act,1996 (Act 108 of 1996) and further enshrined in terms of the Labour Relations Act, which are central to the peaceful and stable workplace in the municipality. Both the employer and employee are required to act within the parameters of the law with its engagements against each other and in exercising the right(s) in terms of any law.

All recognised trade unions are to be treated fairly, equally irrespective of the number of employees it represents in the municipality. In addition to the rights accorded to employees by the applicable legislation, employees have a right to trade union and

the municipality will not promote and/or encourage any of its employees to join a particular trade union.

2.11 Policies & Plans for the MP316

	Policies/Plans	Council Resolutions
1.	Recruitment and Selection Policy:	R272.05.2014 ND
2.	Overtime policy:	R168.07.2017 ND
3.	Bursary policy	
5.	Shift & Stand-By -	R168.07.2017 ND
6.	Placement Policy –	R559.12.2015 ND
7.	Job evaluation Policy –	R559.12.2015 ND
8.	Remuneration and benefits policy –	R559.12.2015 ND
9.	Telephone usage Policy:	R264.03.2014 ND
10.	Acting allowance Policy:	R212.12.2013ND
11.	Records Management Policy:	R265.05.2015 ND
12.	Leave Policy:	R188.07.2013ND
13.	Private work and Declaration of Interest Policy:	R188.07.2013ND
14.	Employees Assistance Programme:	R188.07.2013ND
15.	Learnership and Internship Policy:	R168.07.2017 ND
16.	Sexual Harassment Policy:	R128.03.2013ND
17.	OHS Policy:	R166.06.2013ND
20	PMS Policy	

2.12 Performance Management System

Dr JS Moroka Local Municipality's Performance Management System entails a framework that describes and represents how the municipality's cycle and processes of performance, planning, measurement, review, reporting and improvement will be conducted, organized, and managed, including determining the roles of the different role – players. It highlights the importance of the political leadership, managers, and staff to be involved in ensuring that the municipality embraces the IDP and its implementation (which is performance management in practice).

The Municipal Systems Act and the Municipal Finance Management Act require that the PMS be reviewed annually to align itself with the reviewed Integrated Development Plan (IDP). In consequence of the reviewed organisational performance management system, it then becomes necessary to also amend the scorecards of the Municipal Manager and Section 57 Managers in line with the cascading effect of performance management from the organisational to the departmental and eventually to employee levels. The performance of the OPMS is reflected in the SDBIP. Objectives of Performance Management

The objectives of institutionalizing performance management are beyond the legislative compliance requirements. The general objectives of managing performance are to:

- facilitate increased accountability.
- facilitate learning and improvement.
- provide early warning signals; and
- facilitate decision-making processes.

The objectives are also for the performance management system to serve as a primary mechanism to monitor, review and improve the implementation of the Dr JS Moroka Local Municipality's IDP. Performance management is viewed as a tool that improves the overall performance of the municipality.

2.13 Compliance Timeframe

Phase	Organization Activities	Individual Activities	Time Frame	Responsibility
Planning	Development and approval of SDBIP & organizational scorecard		March - May	Council
		Signing performance Contracts/Plans with staff	31 July	Executive Mayor section 57 Manager

		Signing performance Contracts/Plans with staff	March – June	Municipal manager's staff
Monitoring Measure & Review	Quarterly Review/s	Quarterly Reviews	Sep, Dec, Mar	Municipal Manager Senior managers Managers/supervisors
		Annual Appraisal Performance		Executive Mayor Municipal Manager Senior Managers Assistant Managers
Reporting	Quarterly and Mid-term Reports	Quarterly Reports	September January March July Jan-Mid term review Reports	Management team & Council
	Financial Statements		31 August (2 months after the end of the financial year)	Municipal Manager
	Audit Financial Reports	Audit Report	30 Nov (3 months after receiving financial statements)	Auditor General
	Annual report	Draft Annual Report	31 August (2 months)	Executive Mayor

Phase	Organization Activities	Individual Activities	Time Frame	Responsibility
Reporting	Annual Report	Performance Reports	after the end of the financial year)	Municipal Manager

	Departmental and Section Heads Reports	Monthly	Management Team Section managers
	Draft annual Report to be prepared	31 December (6 months after the end of the financial year)	Municipal Manager
	Tabling of municipal annual report to council	31 Jan (7 months after the end of the financial year)	Executive Mayor
	Make annual report public and invite the local community to make representations.	After tabling and adoption in Council	Accounting Officer
	Submit annual report to Provincial Treasury and MEC for Local Government.	After tabling and adoption in Council	Executive Mayor
	Adopt an oversight report containing the council's comments	By no later than 31 March (Within 2 months after the tabling) submit to the Provincial Legislature	Council
	Copies of minutes of the	Within 7 days after the	Accounting Officer

		council meeting which the quarterly and annual reports were adopted	meeting during which the oversight report was adopted by Council.	
		Oversight report must be submitted to the Auditor-General, Provincial Treasury and MEC for Local Government	Within 7 days after the meeting during which the oversight report was adopted by Council.	Accounting Officer
		Submit oversight report and annual report to the Provincial Legislature	Within 7 days after the meeting during which the oversight report was adopted by Council	
		Submit the annual report to the MEC for Local Government	Immediately after tabling the annual report before the municipal council Proposed 1 to 28 February	Municipal Council

2.14 Human Resource Plans.

The human resource plans including the Employment Equity Plan (EEP), Work Skills Plan (WSP) and Human Resource strategy which is draft document intended for

council approval once all stakeholders are given an opportunity to make comments, inputs, additions, and subtractions. The main challenge at present revolves around implementation of the Plan.

2.15 SWOT Analysis

Strength	Weaknesses
<ol style="list-style-type: none"> 1. Staffed Units. 2. Sound relationship between political arm and administration. 3. Licensed Landfill site. 4. Sound relationship between political heads and administration. 5. Functional stakeholder's forums (AIDS Council and Moral Regeneration). 6. Sound working relationship with sector departments/institutions. 7. There is no industrial effluent upstream of raw water catchment. 8. The municipality has procured Maintenance contracts with service providers for expertise works. 9. There is no industrial effluent upstream raw water catchment. 10. E-fuelling system in place. 11. Maintenance plan in place. 12. Approved policies in place. 13. Adherence to legislations in terms of timeous reporting to council and relevant stakeholders. 14. Compilation of funded budget which is aligned to IDP and SDBIP. 	<ol style="list-style-type: none"> 1. Ageing infrastructure and equipment (Waste equipment and Traffic Vehicles). 2. Backlogs in infrastructure development 3. Lack of dedicated personnel for by-laws enforcement. 4. Insufficient budgeting for preventative maintenance and repairs. 5. Poor /inadequate Revenue collection 6. Creditors not paid within 30 days due to Cash Flow Challenges. 7. Reconciliations not performed timeously. 8. Poor record keeping and inadequate internal controls. 9. Asset register partially compliant to GRAP standards. 10. Non- billing of municipal services on formalised areas 11. Deteriorating rural infrastructure (such as road infrastructure) 12. Uncoordinated development and service delivery 13 non-countable on water loss
Opportunity	Threats
<ol style="list-style-type: none"> 1. Clean Audit (implementation of audit action plan) 2. Municipal Grading 3. Poverty alleviation through EPWP programme 4. Operationalization of Vehicle Testing Station 5. Investment opportunities by larger retailers. 6. Advance training /Skilling for personnel on improved machinery and equipment usage 	<ol style="list-style-type: none"> 1. Harmful External Environment 2. High level of crime and substance abuse 3. Non-compliance with liquor laws and regulations by liquor outlets 4. Illegal dumping by community members causing environmental harm 5. Misuse of Municipal assets 6. Non-payment of municipal services 7. Unauthorised disclosure of information to third parties (service providers). 8. High unemployment rate, poverty, under-development, substance abuse and HIV/AIDS 9. land invasion and mushrooming of Informal settlements 10. Draught and Competing water requirement needs in the Municipal area

<p>7. Revenue enhancement through installation of water meters, property rates billing, & interest generation from short term investments.</p> <p>8. Prevention of unauthorised, irregular, fruitless and wasteful expenditure</p> <p>9. Minimization of audit queries</p> <p>10. Formalization of land parcels for Agricultural Activities</p>	<p>11. Large distance between rural settlements and amenities offered by towns, with poor public transport</p> <p>12. Poverty, illiteracy levels /low skills levels among the community</p> <p>13. Non-diversified/ under-developed industries</p> <p>14. Vast, sparsely populated area with low population densities</p> <p>15. Poor/Non- accessibility to service centres for rural communities</p>
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2.16 Table below indicate the organogram of MP316



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2.3 FINANCIAL VIABILITY

Dr JS Moroka Local Municipality has long established a fully functional and effective Budget and Treasury Office (BTO) in line with chapter 9, section 80 of the MFMA. The key role of BTO is to carry out Revenue, Expenditure, Assets and Liability (REAL) as well as the strategic financial advice to both the senior management and the Council. The Local municipality received a qualified audit opinion in the 2021/2022 financial. The municipality is the course to improve this audit opinion with high focus on 2023/2024 IDP/Budget year. To date, most of the findings if not all, have not been attended to.

Dr JS Moroka Local Municipality is generating its own revenue by way of levying its Clients on the services rendered and receive income from National Government for the municipality to be able to perform its powers and functions in terms of section 152 of the Constitution of the Republic of South Africa. It is in this context that the National Government must allocate resources in a form of Grants for Municipalities to be able to render services. All the expenditures incurred are generally in line with the approved budget in terms of section 15 of the MFMA and policies and procedures that governs expenditures management. The municipality complies with sections 65 and 66 of MFMA. The system of internal controls indicates weaknesses, and the municipality must ensure that there is no breakdown in business process and activities.

All the creditors must be paid within 30 days of the receipt of invoice in line with section 65(e) and circular 49 issued by the National Treasury. All the section 71 and 52 reports are regularly submitted to Provincial Treasury and National Treasury as well as to Council since this is an indication of oversight mechanism and the principle of transparency and accountability. Municipality has supply chain management system in place which seeks to address all the underlying challenges within the sphere of supply chain or procurement level although we cannot spare out the challenges, we are currently experiencing in the SCM unit. The SCM policy has been successfully align with various circular on SCM issued by Treasury.

Municipality has continuously improving the implementation of GRAP 17 asset register and is also complying fully with Generally Recognised Accounting Practice standards and the requirement of Municipal Budget Regulation and Reporting. Municipality working hard to achieve compliance with MFMA in terms of monitoring tool issued by National Treasury which will ensure that the municipality is MFMA compliant in terms of implementation. Municipality is working on effective turnaround time for processing procurement or tenders since procurement of goods and service equal service delivery, municipality is working hard to make procurement to be efficient and effective to meet the objective of section 217 of the constitution.

The inside control measures must be put in place to ensure that sections 32 of MFMA expenditures are prevented or detected timeously and all the fruitless and wasteful expenditure as well as irregular expenditures are appropriately disclosed in the annual financial statement for robust the period ended 30 June 2021. Disclosing section 32 expenditures in the annual financial statement is a good sign of accountability and transparency.

2.3.1 Grants received by Dr JS Moroka Local Municipality

Section 214(1) of the Constitution of the Republic of South Africa, 1996 requires an Act of Parliament to provide for the equitable division of revenue raised nationally among the National, Provincial and Local Spheres of Government and any other allocation to Provinces, Local Government or Municipalities from the National Government's share of revenue, and conditions on which those allocations may be made.

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2.3.2 Dr JS MLM Revenue Budget/Estimates 2021/2022

National Division of Revenue Bill allocations reflect the appropriation of Grants such as MIG, while there are strict conditions and processes for municipalities to access and retain the funding. The municipality should therefore ensure that it strives to meet the conditions of the grant to ensure that service delivery is not disadvantaged.

The following table gives a breakdown of the various grants and subsidies allocated to the municipality over the medium term.

CONDITIONAL GRANT & SUBSIDIES	2022/2023 ADJUSTED BUDGET	2023/2024 DRAFT BUDGET	2024/2025 BUDGET	2025/2026 BUDGET
Equitable Share	461 561 000	491 709 000	522 895 000	522 187 000
Municipal Infrastructure Grant (MIG)	153 660 000	150 219 000	157 261 000	164 601 000
Finance Management Grant (FMG)	2 450 000	2 450 000	2 450 000	2 450 000
Integrated National Electrification Programme (INEP)	-	6 880 000	-	-
Expanded Public Works Programme (EPWP)	2 432 000	4 399 000	-	-
TOTAL	620 103 000	655 657 000	682 606 000	689 238 000

2.3.3 Operating Expenditure Framework

TYPE	2022-2023 ADJUSTED BUDGET	2023-2024 DRAFT BUDGET	2024-2025 BUDGET	2025-2026 BUDGET
Employee Costs	224 917 000	240 661 190	252 453 588	264 318 907
Councillors Remuneration	26 880 000	28 224 000	29 606 976	30 998 504
Repairs & Maintenance	103 788 000	122 914 859	128 937 687	134 997 758
Contracted Services	152 677 000	155 405 000	163 019 845	170 681 778
Inventory Consumed	19 560 000	16 000 000	16 784 000	17 572 848
Transfers and Subsidies	8 450 000	8 450 000	8 864 050	9 280 660
Depreciation	61 320 000	61 500 000	64 513 500	67 545 635
Debt Impairment	77 350 000	77 500 000	81 297 500	85 118 483
TOTAL	674 942 000	710 655 049	745 477 146	780 514 572

2.3.4 Overview of Budget Related Policies

- Asset Management Policy
- Budget Policy
- Cost Containment Policy
- Credit Control and Debt collection policy
- Free Basic Services and Indigent Support Policy
- Grants Policy
- Insurance Management Policy
- Inventory Management Policy
- Investment Policy
- Loss Control Policy
- Property Rates Policy
- Supply Chain Management Policy
- Tariff Policy
- UIF&W Policy
- Virement Policy

2.3.5 Financial Strategy Overview

The following set out general financial strategies that should guide the municipality, now and in future, in practicing sound financial management. In drafting these strategies, some general considerations need to be considered.

- Social responsibilities: All aspects of matters relating to financial matters will take cognizance of Council's social responsibilities,

2.3.3 Operating Expenditure Framework

including transformation and empowerment such as in Council's

Procurement policy.

- **Investor attraction:** Council's main aim is to create a revenue base through the attraction of investors to the Dr. JS Moroka Local Municipality. A very important aspect considered by investors in relocating to an area is the ability of the authorities to demonstrate financial discipline; this includes adherence to statutory requirements, timeous preparation and production of financial statements, adherence to generally accepted accounting practices, and unqualified audit reports. In order for the Finance department to deliver on these strategies, it is Council's intention to clearly define accounting policies and strategies.
- **Financial resources:** The main sources of revenue of the municipality are from grants, property rates, and municipal services such as sewerage, water and electricity. For the financing of Capital expenditure, external loans are envisaged, as well as Public/Private partnerships, whenever the opportunity arises.
- **Operational financing:** Council's policy is to fund operating expenses from normal revenue streams, with short term funding being used as a last resort. Council recognizes the need to always maintain a positive cash flow and will be investigating various avenues to improve cash flow. Strong positive cash flow will furthermore result in additional revenue in the form of interest earned.
- **Cost effectiveness:** In any organization, it is necessary to strive for cost effectiveness and municipalities are no different. It is Council's intention to pursue the shared services concept wherever possible. The sharing of services will enable the municipality to minimize total costs on these services.

2.3.6 Financial Strategy Framework

Dr. JS Moroka Local Municipality is a developing and growing municipality striving for service delivery excellence. Therefore, many challenges are faced with regards to financial planning, and are ever changing due to the dynamic setting of Local Government.

The priority for the Municipality, from the financial perspective, is to ensure viability and sustainability of the Municipality. The Multi-year financial plan and related strategies will therefore need to address several key areas in order to achieve this priority. These strategies are detailed below:

2.3.7 Financial Management Strategies

The sustainability and financial wellbeing of the Municipality is linked directly to sound financial management. In this regard the Municipality will continuously:

- Maintain an effective system of expenditure control including procedures for the approval, authorization, and payment of funds.
- Preparation of a risk register and application of risk management and control
- Implement controls, procedures and policies to regulate fair, just and transparent transactions.
- Ensure training and development of Senior Financial employees to comply with the prescribed minimum competency level.
- Appointment of cash flow management committee to manage the cash and cash equivalent of the municipality
- Implementation of GRAP Standards as gazette by National Treasury
- Prepare Annual Financial Statements as prescribes in MFMA and review

performance and achievements for past financial years.

2.3.8 Asset Management Strategy

Municipality will ensure that its assets are properly accounted for and safeguarded. Leveraging on the municipal assets will drive the economic growth and sustainable development of the Municipality. In particular:

- The implementation and annual maintenance of an integrated asset management system. This programme will involve the investigation, identification and implementation of a suitable integrated asset management system, the maintenance of this system and the production of a complete asset register in terms of the GRAP 17 (property, plant, and equipment), GRAP 102 (intangible assets) and any other GRAP Accounting Standards requirements
- Maintain a system of internal control of assets, and safeguard assets.
- Make budget provision for asset maintenance over their economic life span; and
- Ensure all assets owned and/or controlled by Dr JS Moroka Municipality are covered by Insurance. The review and update of asset and risk insurance procedures and the renewal of the insurance portfolio to cover all the assets. This programme will involve the identification of risks in conjunction with insurers and all heads of departments. It will also include the review of the existing insurance portfolio and the renewal of the insurance policy as per renewal terms.

2.3.9 Operational Financing Strategies

Operational efficiency will be improved by maximizing the collection rates, the following activities are crucial to achieve this strategy:

- Effective cash flow management to ensure continuously a sufficient and sustainable cash position;

- Enhance budgetary controls and financial reporting;
- Improve Supply Chain Management processes to be in line with regulations and legislation at all times; and
- Direct available financial resources towards meeting the projects as identified in the IDP.

2.3.10 Revenue Enhancement Strategy

Revenue enhancement and maintaining of existing revenue sources are essential for sustainable service delivery. Municipal budgets must be appropriately funded to ensure a financial going concern which can provide and extending service delivery. The following actions are considered:

- Foster and enhance supplier relationship management with private and government accounts holders (debtors) and promote culture of payment with these institutions.
- Invest surplus cash (including Grant monies) not immediately required at the best available interest rates in approved financial institutions as regulated by MFMA.
- Facilitating a transaction advisor to conduct feasibility study to arrange for public private partnership (PPP) for instance selling of land for commercial development
- Tighten Credit Control measures and Debt Collection targets
- Expanding revenue base through implementation of valuation roll, correcting, and restructuring billing system to issue accurate statement of accounts to gain trust in our community, this will encourage consumer willingness to pay. And conduct supplementary valuation roll every year to update or cover the changes or any renovations and additions to properties

on our general valuation roll.

- Create an environment which enhances growth, development, and service delivery, in pursuant of increment of government grants.
- Targeting realistic revenue estimates and going back to basics to ensure MTREF are appropriately funded.
- Formalisation of informal settlement, which will help the municipality to charge more consumers on property rates.
- Establishment of service delivery committee to address challenges raised by consumer debtors.

2.3.11 Cost-effective Strategy

The Municipality will align the expenditure budget not only to anticipated revenue growth, but very specifically to anticipated cash collections to generate both accounting and cash surpluses. Stringent expenditure management remains an important aim. The municipality will apply the following strategies:

- Strengthen the implementation of circular 82 on austerity measures.
- Review all current contracts to determine which services may be insourced.
- Put on hold all internal (council) funded projects until there are funds to unleash them.
- Demand management to be implemented for all projects prior procurement.
- Minimize all overtime and pre-approval should be requirement prior commencement.
- To pay creditors within the prescribed 30 days lead time to avoid payment of interests leading wasteful expenditures.

2.3.12 Capital Financing

Avoid developing and implementing of a debt capacity policy which considering the borrowing of funds for capital.

2.3.13 Policies to Support the Financial Management Strategy

The purpose of Financial Policies is to provide a sound environment to manage the financial affairs of Dr. JS Moroka Local Municipality. The following are key budget related policies:

- **Tariff Policy**

The policy prescribes the procedures for calculating tariffs. This policy is required in terms of Section 74 of the Local Government Municipal Systems Act, Act 32 of 2000;

- **Rates Policy**

The policy provides the framework for the determination of rates, and is required by the Municipal Property Rates Act, Act 6 of 2004.

- **Municipal Supply Chain Management Policy**

This policy is developed in terms of Section 112 of the Municipal Finance Management Act, Act 56 of 2003. The principles of this policy is to give effect to a fair, equitable, transparent, competitive and cost effective system for the procurement of goods and services, the disposing of goods, and the selecting of contractors in the provision of Municipal Services.

- **Indigent Policy**

To provide access to, as well as regulate free basic services to all indigents (Indigents being those households who are unable to access or pay for basic services due to various socio-economic factors).

- **Budget policy**

This policy set out the principles which must be followed in preparing Medium Term Revenue and Expenditure Framework Budgets. It furthermore ensures that the

Budgets reflect the strategic outcomes embodied in the IDP, and other related strategies.

- **Fixed Asset Management Policy**

The objective of this policy is to prescribe the accounting as well as administrative procedures fixed assets, i.e. property, plant and equipment.

- **Accounting Policy**

This policy describes the basis of presentation of the Annual Financial Statements in accordance with the Generally Recognized Accounting Practices and Accounting Standards. (A comprehensive version of this policy gets included in the AFS)

- **Subsistence and Travel Policy**

The policy serves to regulate the reimbursement of travelling and subsistence cost to officials and Councilors attending official business.

- **Credit Control and Debt Collection Policy**

This policy provides for Credit Control and Debt Collection Procedures and mechanisms to ensure that all consumers pay for the services that are supplied to them.

- **Investment Policy**

The purpose of this policy is to ensure that cash resources are managed in the most efficient and effective manner possible and was compiled in accordance with the Municipal Invest Regulation R308.

- **Borrowing Policy**

The objectives of this policy are to: Give guidance under which circumstances the Dr. JS Moroka Local Municipality may incur debt; and describe the conditions that must be adhered to by the Accounting Officer or his/her delegate when a loan application is submitted to Council for approval.

- **Policy on the Planning and Approval of Capital Projects**

This policy has the purpose to regulate allocation of funds to capital projects and will mostly be applied during allocation of funding at the time of approval of the Capital Budget for the forthcoming financial period.

- **Policy (and Procedures) on Payables**

The purpose of this policy is to outline sound principles and practices to be adhered to in effecting transactions relating to the purchasing and payment cycle of the Dr. JS Moroka Local Municipality

2.3.14 Revenue Framework and Strategy

To serve the Community and to render the services needed, revenue generation is fundamental to financial sustainability of every municipality.

The reality is that we are faced with developmental backlogs and poverty, challenging our revenue generation capacity. The requests always exceed the available funds. This aspect becomes more obvious when compiling the municipality's Annual Budgets.

Municipalities are obliged to table a balanced and credible Budget, based on realistic estimation of revenue that is consistent with their budgetary resources and collection level experienced.

Cash flows are expected to remain under pressure for the 2023/24 Financial Year, due to the state of the South Africa's economy, and thus a conservative approach is followed to project expected revenues and cash receipts.

Dr JS Moroka Local Municipality revenue collection done by way of levies, tax and services mainly from the proclaimed areas such as Siyabuswa, Libangeni. The municipality has also developed traffic stations which generate income by way of traffic fines and testing of motor vehicles within the area. The plans are underway to develop another traffic station in the areas of Mathanjana magisterial district. MP316 relies more on grants and subsidies as well as public contribution and donation which

represent more than 80% of the total municipal revenue and income from generated from the Siyabuswa and Libangeni traffic stations.

The revenue strategy is a function of key components such as:

- Economic development and growth in Siyabuswa, Moripe Gardens, Marapyane and Mmametlhake
- Ensuring ability to extend new services, and the recovery of costs thereof.
- Revenue enhancement.
- Achievement of above 90% collection level for consumer revenue.
- National Treasury Guidelines; and
- Determining tariff escalation rate by establishing/calculating revenue requirements (i.e. to cover the envisaged expenditure).

Tariff Setting

Dr. JS Moroka Local Municipality derives most of its revenue from the provision of services such as water, refuse removal, and sanitation. A considerable portion of the Revenue is also derived from Property Rates, as well as Government Grants, as well as other minor charges such as traffic fines.

As in the past, increase cost primarily driven by the Consumer Price Index (CPIX), dictates an increase in the tariffs charged to the consumers and the ratepayers.

It is realized that the ability of the community to pay for services rendered is also under tremendous pressure and that the economic outlook for the near future requires everybody to make sacrifices.

By drastically increasing tariffs on essential commodities, more strain will be added for the already cash-stripped resident households, and an increase beyond the CPIX will only add to bad debt, and a decline in the cash flow.

Grant Funding

Government Grant funding gets allocated from National and Provincial Government, and these amounts get promulgated annually in the Division of Revenue Act (DORA).

Expenditure Framework

Some of the salient features and best practice methodologies relating to expenditure include the following.

- Balanced budget constraint (Expenditure may not exceed Revenue);
- Asset renewal strategy (infrastructure repairs and maintenance a priority). Treasury guidelines indicate that 40% of the Capital Budget should be allocated to this strategy.
- Capital program aligned to Asset renewal strategy.
- Concentrate on amounts to be budgeted for repairs and maintenance of infrastructure - to the amount of 8% of the asset value of PPE, according to Treasury Guidelines.
- Operational gains and efficiencies resulting in additional funding capacity on the Capital program, as well as redirection of funding to other critical areas; and
- Strict principle of no project plan (business plan), no budget allocation (funding allocation).

Capital Requirements

Dr. JS Moroka Local Municipality realizes that it is imperative that Capital Budgets are

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prioritized in such a manner as to reflect consistent efforts to address backlogs in basic services and the refurbishment and expanding of existing infrastructure.

Cognizance should also be given that National Government has prioritized the quality of drinking water and failures in the management of wastewater through the Blue Drop and Green Drop performance ratings. Measures have therefore been taken over the Medium-Term Revenue and Expenditure Framework period to implement these strategies to ensure that existing water supply and wastewater management comply with these requirements.

The continued improvement and development of an effective financial planning process for Dr. JS Moroka Local Municipality, aids the actualization of fulfilling its facilitating role to capacitate the community to build a prosperous future for all.

The Financial planning imperatives contribute to ensuring that the Dr. JS Moroka Local Municipality remains financially viable and that municipal services are provided economically to all communities. The Multi-year Financial Plan contains realistic and credible revenue and expenditure forecasts which should provide a sound basis for improved financial management and institutional development as well as service delivery improvements and implementation.

The strategy towards cash backing will certainly ensure the sustainability of the Municipality over the medium-to-long-term.

2.3.15 Existing Revenue Sources and Management

Revenue	Observation
Property Rates	Municipal billing remains a challenge which requires management to address. Business is currently paying for the property rates however the challenge remains with the state or government department to honour payment.

Water	The flat rate system used for water consumptions is not economically responding to the usage thereof.
Sewerage	This is another source of revenue for the municipality, however, the challenges remains on the capacity and upgrading needed to improve the service.
Refuse Removal	This revenue source is currently not doing well in terms of collection and payment. This area need improvement to bolster revenue of the municipality.
Rental of Facilities	The revenue source emanates from rental of community halls, stadiums, machinery, and equipment's. due to Covid 19 pandemic, the municipality experience the decline in the revenue collection.
Traffic Functions -Motor Licensing -Traffic Fines	This remains key source of revenue in the municipality as municipality claims 100% on learners' licence and 80% on the other agreed upon services with Department of Transport and Roads.
Interest on Investments	The interests earned on investment and tender documents are also revenue sources.
Interest on Outstanding Debtors	
Other Revenue	

2.8.16 MP316 Budgeted Cash Flow

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Audit Action Plan for 2021/22 –

The report was received from the AGSA in December 2022 and the preparations for 2022/23 financials were already in progress. Hence there was not much done due to the late submission of the audit report to the municipality. Which made the implementation of the audit action plan difficult due to limited timeframe.

NO	PAGE No. on MR	CATE GOR Y/ KEY AREA	FOCUS AREA (FINDING)	ROOT CAUSE OF NON-COMPLIANCE / INTERNAL CONTROL DEFICIENCIES	RECOMMENDATIONS BY THE AUDITOR	ACTION PLANS TO BE TAKEN	DUE DATE	RESPO NSIBLE PERSON
1	70	Property Plant and Equipment	During the audit of depreciation of Property, Plant and Equipment, it was noted that the useful life of the assets in the fixed asset register does not match with the useful lives recommended in the Asset Management Policy	<ul style="list-style-type: none"> Management did not prepare regular, accurate and complete financial and performance reports that are supported and evidenced by reliable information. 	Management must ensure that the useful lives of assets in line with the useful lives recommended in the Asset Management Policy the standards of Generally Recognized Accounting Practice (GRAP 17 note .63).	Management will review assets and ensure that the useful life matched the one the asset management policy.	31-Mar-23	Chief Financial Officer
2	74	Property Plant and Equipment- Expenditure for repairs	During the audit of property, plant, and equipment, there were n expenditure incurred to maintain and repair the municipality's property, plant, and equipment and were not disclosed in the notes to the financial statements	Management did not ensure that there is proper reviews of financial statements to ensure that that financial statement comply with the Disclosure requirements of GRAP 17	Management must ensure that the repairs & maintenance expenditure to maintain the property, plant & equipment is separately disclosed in line with GRAP 17.88. Management should further adequately review the financial statements submitted for audit to ensure that the submitted records are accurate.	Management will review all payments made for repairs and maintenance and ensure that all assets are disclosure correctly, either as repairs and maintenance or capitalised	31-Mar-23	Chief Financial Officer
3	76	Property Plant and Equipment	During assets verification there were assets listed but not found on he floor	Management did not implement controls over the processing and reconciling of transactions to ensure that all assets in the assets register exist by	Management must perform assets verification to ensure that the asset verification performed covers all the assets in the assets register	Management will perform assets verification to ensure that the asset verification performed covers	31-Mar-23	Chief Financial Officer

				performing a proper assets verification.		all the assets in the assets register		
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4	78	Property Plant and Equipment	During the audit of Property, Plant and Equipment, there was a variance between the amounts in the AFS vs Fixed asset register.	Management did not implement controls over daily and monthly processing and reconciling of transactions to ensure that the figure reported in the financial statements agree with the fixed asset register.	Management must ensure that they adequately review the financial statements submitted for audit to ensure that the fixed asset register agrees to the financial statements.	Management will ensure adequate review the financial statements submitted for audit to ensure that the fixed asset register agrees to the financial statements.	31-Jul-23	Chief Financial Officer
5	80	Property Plant and Equipment	During the audit of property plant and equipment, we have noted the following variance between the auditors calculated cost of an asset vs the capital cost in the asset register.	Management did not adequately review the financial statements submitted for audit to ensure that they are accurate.	Management must ensure that they adequately review the financial statements submitted for audit to ensure that they are accurate.	Management will ensure that they adequately review the financial statements submitted for audit to ensure that they are accurate.	31-Jul-23	Chief Financial Officer
9	91	Property Rates:	During the audit, it was noted that the market values used by management to calculate the property rates does not agree to the market values as per the municipality's general valuation roll or the supplementary valuation roll.	Management did not implement controls over monthly processing and reconciliation of the property rates billing to ensure that the billing is accurate and complete and is in accordance with the policy and tariff structure.	Management should implement monthly reconciliation of the property rates billing for each account holder and be checked against the policy tariff structure to ensure that it is accurate and complete. Management officials should further review the monthly reconciliations.	Management will ensure that reconciliation between the valuation roll and the system is conducted. All differences identified will be corrected accordingly	01-Apr-23	Assistant Manager Revenue Chief Financial Officer
10	94	10. Property Rates:	During the audit of Property Rates, it was noted that customers were not charged/billed for property rates in the current year.	Management did not implement controls over monthly processing and reconciliation of the property rates billing to ensure that the billing is accurate and complete and is in accordance with the policy and tariff structure.	Management should implement monthly reconciliation of the property rates billing for each account holder and be checked against the policy tariff structure to ensure that it is accurate and complete. Management officials should further review the monthly reconciliations	Management will review the billing to identify any incorrect tariffs. All errors identified will be corrected accordingly. Further reviews will be done on a quarterly basis,	01-Feb-23	Assistant Manager Revenue Chief Financial Officer

12	103	Irregular expenditure	<p>During a site visit conducted on 19 October 2021 it was noted that the project completion was delayed as it was still under construction . The extension of time was submitted to the consultants on 30 October 2021 but it was not approved by the consultants as it was submitted late. The extent of penalties, based on the decline of the extension of time, could not be verified by the auditors as no subsequent payment certificate was submitted by the contractor and the project has not reached practical completion.</p>	<ul style="list-style-type: none"> • The municipality/project manager did not consistently review and monitor progress and take corrective steps to ensure progress are made according to the schedule and ensure delays are prevented to deliver service on time as planned. • The municipality/project manager did not apply the requirements of the GCC construction works and MFMA upon delay of the project. 	<ul style="list-style-type: none"> • Consistently review and monitor progress and take corrective steps to ensure progress are made according to the schedule and ensure delays are prevented to deliver service on time as planned. • Apply the requirements of the GCC construction works and MFMA upon delay of the project. This should include imposing penalties where due. • Submit supporting documents when the penalties have been imposed on the contractor for the delay in completion. 	The contractor is placed on penalties as per 5.13.1 GCC 2015 3rd edition due to delay in the project from the contractor	01-Feb-23	Executive Manager Technical
13	107	Irregular expenditure	<p>As per payment certificate 5 dated 7 July 2021, an amount of R120 000 was paid to the contractor for 400m2 of Asphalt 40mm thick on roadway at a rate of R300/m2 as per the BOQ. However, during site visit conducted on 19 October 2021, only 52,81 m2 was measured on site. The contractor was over-paid by R104 157(excl. VAT</p>	<ul style="list-style-type: none"> • The project manager and the consultant team did not verify contractor's claim against the value of work done on site to ensure accuracy of the payment claimed before payment was made. • Management did not review and monitor compliance with MFMA to avoid the occurrence of fruitless and wasteful expenditure. 	<ul style="list-style-type: none"> • The accounting officer should investigate reasons for poor project and contract management by the project manager which led to the over payment. The responsible official should be held accountable for the poor project and contract management where applicable. Preventative controls should be instituted to avoid any repeat in future. • The municipality should recover the over payment from the contractor to avoid occurrence fruitless and wasteful expenditure and send evidence thereof to the auditors. • Management should review and monitor compliance with MFMA to avoid the occurrence of fruitless and wasteful expenditure. 	The accounting officer will institute consequence management and recover the amount. All contracts will be monitored on a monthly basis from here onwards	01-Feb-23	Executive Manager Technical

14	110	<p>Fruitless and wasteful expenditure</p> <p>Management disagreed with the finding, stating that the project is still under construction and payments are interim payment as per clause 6.10.1 GCC 2015 3rd edition, payments were made with assistance in cash flow for the contractor and final evaluation of payments shall be applicable as per clause 6.10.1.6 and clause 6.10.7 GCC 2015 3rd edition.</p> <p>The auditors inspected payment certificates 6, 7 and 8 (final payment certificate dated 25 July 2022) during 2021-22 audit and confirmed that the 400m² of Asphalt 40mm thick on roadway was not re-measured and/or adjusted despite the project being finalised. The municipality therefore paid for work not done amounting to R104 157 (excl. VAT) [R119 780,55 (Incl. VAT)].</p>	<ul style="list-style-type: none"> • The project manager and the consultant team did not verify contractor's claim against the value of work done on site to ensure accuracy of the payment claimed before payment was made. • The project manager did not do the final evaluation of payments as per clause 6.10.1.6 and clause 6.10.7 GCC 2015 3rd edition before the completion of project. • Management did not review and monitor compliance with MFMA to avoid the occurrence of fruitless and wasteful expenditure. 	<ul style="list-style-type: none"> • The accounting officer should investigate reasons for poor project and contract management by the project manager which led to the over payment. The responsible official should be held accountable for the poor project and contract management where applicable. Preventative controls should be instituted to avoid any repeat in future. • The municipality should recover the over payment from the contractor to avoid occurrence fruitless and wasteful expenditure and send evidence thereof to the auditors. • Management should review and monitor compliance with MFMA to avoid the occurrence of fruitless and wasteful expenditure. 	<p>The accounting officer will investigate reasons for poor contract management and institute correct actions as per contract management. All contracts will be monitored on a monthly basis from here onwards</p>	01-Feb-23	Executive Manager Technical
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15	113	Non Compliance with contractual requirements	<p>The municipality appointed a Service Provider on 5 October 2020 for the Refurbishment of the existing bulk water line from Mthombo balancing dam to Mthombo weir to supplement raw water supply to Weltevreden water treatment plant. When the site was visited on 29 September 2022, the project was still in construction and completion delayed by 212 days.</p> <p>1.1 The municipality approved an extension of time with a revised practical completion date of 1 March 2022. According to the engineers ruling for the contractors claim number 1, the contractor extension of time claim was dated 6 August 2021. The events which resulted in delays occurred from 11 January 2021 to 13 July 2021. It was noted that the extension of time claim was not submitted within 28 days after the occurrence of these events. It is therefore evident that the municipality and engineer did not comply with relevant clauses for extension of time claim upon the approval of this claim.</p> <p>1.2 The municipality also did not approve a further extension of time beyond 1 March 2022. As a result the project was delayed by a further seven months (still not completed) for which no</p>	<p>Management did not exercise oversight responsibility regarding financial and performance reporting, compliance, and related internal controls.</p> <p>Financial and performance management: Review and monitor compliance with applicable legislation. The project manager did not manage the project adequately to ensure that:</p> <ul style="list-style-type: none"> • Progress is made according to the schedule and delays are prevented to deliver service on time as planned. • Timely corrective steps are taken when project did not progress as agreed. • The requirements of the GCC construction works and MFMA 	<p>The municipality should:</p> <ul style="list-style-type: none"> • Implement the necessary controls and measures to alert them of possible non-compliance matters. • Investigate reasons for inadequate project management, specifically around project delays that resulted in delayed service delivery and non-compliance with legislation. The municipality should report the outcome of the investigation to the AGSA. • Apply the requirements of the GCC construction works and MFMA upon delay of the project. This should include imposing penalties where due. • Submit supporting documents that the penalties have been imposed on the contractor for the delay in completion or reasons why (including approval) penalties were not imposed if applicable. • Ensure that performance agreements are entered into between the municipality and every level employee to enhance a culture of performance among employees. Management should also ensure that every performance agreement is evaluated to ensure development objectives are met. 	<p>The accounting officer will investigate reasons for poor contract management and institute correct actions as per contract management. Management will develop service level agreements for all contracts. All contracts will be monitored on a monthly basis from here onwards</p>	01-Feb-23	Executive Manager Technical
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		<p>approval was granted. Furthermore, there was no evidence indicating that penalties were imposed on the contractor for the delay after the approved revised completion date.</p> <p>The municipality did not submit the performance contract and qualification of the project manager responsible for the project manager as requested by the auditors. This resulted in a limitation of scope as the auditors could not perform the procedures necessary.</p>					
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16	117	Fruitless and wasteful expenditure	A Service Provider applied for extension for 143 calendar days due to Force Majeure by Sasol, no pipe material available on site, community unrest and closure of a factory due to KZN unrest. The consultant applied for R1 345 791,40 (Inc. VAT) for additional supervision cost resulting from the extension of time of 143 days. The deficiencies identified in relation to the approval of additional professional fees on 03 February 2022 by acting municipal manager:	The municipality did not: <ul style="list-style-type: none"> • The project managers did not manage the project adequately to ensure that contract increases are approved in line with legislation. • Manage the project adequately to ensure that payment is only made when the work has been completed and certified as delivered to an acceptable standard. 	The municipality should: <ul style="list-style-type: none"> • Implement the necessary controls and measures to alert them of possible non-compliance matters. • Implement control measures to ensure payments are only made once documented proof has been received that all work done was certified as correct and an acceptable standard has been achieved. • Investigate the reasons for the lack of project management (including poor quality work) and institute consequence management to keep relevant officials 	The Municipality will make sure that the 20% threshold is reached or rectified by not paying the Contractor the whole retention money	• 28 February 2023	PMU Manager
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17	121	Fruitless and wasteful expenditure	<p>Endecon Ubuntu (Pty) Ltd Engineering Consulting claimed an amount of R140 037,71 (excl. VAT and 5% retention) for the close-out of the project (page 9) on Claim fee number 16. It was however confirmed during the site visit conducted on 29 September 2022 that the project was still under construction. As such, no close out report could have been done by the invoice date of 24 June 2022.</p>	<p>Management did not exercise oversight responsibility regarding financial and performance reporting, compliance, and related internal controls.</p> <p>Financial and performance management: Review and monitor compliance with applicable legislation. The project manager did not manage the project adequately to ensure that:</p> <ul style="list-style-type: none"> • Payment is only made when the work has been completed and certified as delivered to an acceptable standard. • Review and monitor compliance with MFMA to avoid the occurrence of fruitless and wasteful expenditure. 	<p>The municipality should:</p> <ul style="list-style-type: none"> • Implement the necessary controls and measures to alert them of possible non-compliance matters. • Manage the project adequately to ensure that payment is only made when the work has been completed and certified as delivered to an acceptable standard. • Ensure that performance agreements are entered into between the municipality and every level employee to enhance a culture of performance among employees. Management should also ensure that every performance agreement is evaluated to ensure development objectives are met. • Investigate reasons for inadequate project management, specifically to avoid fruitless and wasteful expenditure and hold individuals accountable. The municipality should report the outcome of the investigation to the AGSA. • Consider the impact of the deficiencies on the accuracy for the disclosure of WIP, VAT and Fruitless and Wasteful expenditure in the 2021-22 annual financial statements. 	<p>The accounting officer will investigate reasons for poor contract management and institute correct actions as per contract management. Management will develop service level agreements for all contracts. All contracts will be monitored on a monthly basis from here onwards</p>	01-Feb-23	Executive Manager Technical
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18	123	Fruitless and wasteful expenditure	Section 6.2.2 of the contract stipulates that the security provided by the contractor shall be a Performance guarantee of 10% of the contract sum. The Performance guarantee had however expired on 5 September 2021. As such, the contractor had been carrying out the works since 5 September 2021 to date without a performance guarantee.	The project manager did not manage the project adequately to ensure that the contractor renew its Performance Guarantee to ensure coverage during the whole period of construction up until practical completion.	The municipality should: <ul style="list-style-type: none"> • Investigate why the project manager did not adequately manage the project as highlighted above. • Communicate the outcome of the investigation to the AGSA. • Implement corrective actions with immediate effect to ensure that current and future projects are not subject to expired performance guarantees before practical completion is reached. 	<ul style="list-style-type: none"> • A letter will be issued to the Contractor to renew the Performance guarantee before completion of the works as the retention will not be released unless the performance Guarantee is in order 	01-Feb-23	PMU Technical and PMU Manager
19	124	Irregular expenditure	As per payment certificate 13 dated 24 March 2022. The contractor claimed R3 729 790,89 for items that were not included in the approved BOQ. Furthermore, there was no supporting documentation indicating the authorisation/approval of variation order(s) provided to substantiate the inclusion of these items.	<ul style="list-style-type: none"> • Management did not review and monitor compliance with MFMA to avoid the occurrence of irregular expenditure. • The project manager did not manage the project adequately to ensure that: <ul style="list-style-type: none"> § Items that were identified as excess from the BOQ were properly approved through variation order process before processing them on payment certificate. § Quantities included in payment certificates are accurately brought forward from the approved BOQ 	The accounting officer should: <ul style="list-style-type: none"> • Investigate and identify the reasons for the payment of items that were not included in the BOQ or approved VOs without appropriate approval. Take action against those found to be in transgression. • Implement corrective actions with immediate effect to ensure that current and future projects are not subject to the same deficiencies 	Management will assess the overall monitoring of the said project and implement corrective measures.	01-Feb-23	PMU Technical and PMU Manager

20	127	Irregular expenditure	<p>The tendered BOQ made provision for 7 975m of 350mm diameter O-PVC pipe at a rate of R1 045/m (Item 5.17). According to the feasibility study the scope of work entailed the supply and lay of 13 700m of 350mm diameter O-PVC pipe, which ultimately would mean that approximately 13 700 metres of pipe would be required.</p> <p>According to Variation order 1.1 dated 10 August 2021 an increase in the price of PVC pipe gave rise to the requested increase of R3 873 539,25 (excl. VAT). The price of O-PVC pipes per metre claimed according to payment certificate 13 was R1 045, the same than the BOQ price. The quantity however increased by 76%</p>	Management did not exercise oversight responsibility regarding financial and performance reporting, compliance, and related internal controls.	<p>The municipality should:</p> <ul style="list-style-type: none"> • Investigate the reasons for the incorrect motivation for the VO and reconsider whether to recover from the consultant. • Implement control measures to ensure payments are only made once documented proof has been received that all work done was certified as correct and an acceptable standard has been achieved. • Take all reasonable steps to ensure that a contract or agreement procured through the supply chain management policy of the municipality or municipal entity is properly enforced. • Ensure that performance agreements are entered into between the municipality and every level employee to enhance a culture of performance among employees. Management should also ensure that every performance agreement is evaluated to ensure development objectives are met. 	Management will assess the Variation Order, determine and implement corrective measures.	01-Feb-23	PMU Technical and PMU Manager
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21	129	Irregular expenditure	<p>The municipality issued out request for quotations for the replacement of air conditioners and geyser at the council chambers, headquarters, technical service and Ga-morwe change houses on 17th of November 2021.</p> <p>It was noted that the municipality has an active panel of contractors for the alteration and routine maintenance of municipal building and recreational facilities.</p> <p>Two quotations were received from service provider within the panel</p>	<p>Financial and performance management</p> <p>Review and monitor compliance with applicable laws and regulations</p> <p>Management did not review and monitor compliance with applicable laws and regulations as the requirements of the SCM policy and National Treasury regulations were not applied.</p>	<p>Management should follow the normal procurement process as required by applicable laws and regulations when procuring goods and services, and any deviation from the prescribed requirements be properly documented and approved by the delegated authority.</p> <p>Management should disclose an irregular expenditure on the Annual Financial Statements</p>	<p>Development of SOP complying with the relevant regulation for procurement through panel</p>	01-Feb-23	Divisional Manager-Supply Chain Chief Financial Officer
22	132	Fruitless and wasteful expenditure	<p>The municipality issued a quotation notice February 2022 inviting service provider submit quotations for the maintenance of stormwater infrastructure in ward 16. Four service providers submitted quotation and supporting quotation documents stipulated in the quotation bid.</p> <p>The winning service provider did not submit a certified CIPRO registration certificate and CSD report as stipulated in the condition of the bid instructions that would have rendered his bid rejected.</p>	<p>Financial and Performance management</p> <p>Exercise adequate oversight responsibility regarding compliance with SCM prescripts.</p>	<p>Management should follow the normal procurement process as required by applicable laws and regulations when procuring goods and services, and bidders should be evaluated per the requirements stipulated in the bidding documents.</p>	<p>Management to develop a compliance checklist to be completed prior to finalisation of any procurement process</p>	01-Feb-23	Chief Financial Officer

23	135	Irregular Expenditure	<p>The municipality issued a tender notice on 11 August 2021 inviting service providers to submit bids for the Mbongo water reticulation. Forty service providers submitted bids and supporting bid document (returnable documents) as stipulated in the bid invite. We noted that the winning service provider did not attach the municipal account for rates and taxes for the company. The winning service provider progressed to functionality even though they did not attach the municipal account rates and taxes letter of the company instead of being</p>	<p>Management did not review and monitor compliance with applicable laws and regulations. The BEC members did not execute their responsibilities and duties diligently and did not ensure that the requirements of the tender were fully complied with. The BAC failed to identify inconsistencies pertaining to non-compliance with the requirements of the tender.</p>	<p>Management should review the documents of bidders recommended as winning bidders to ensure that they submitted all supporting documents. The BAC should exercise oversight over the BEC by ensuring that there's consistent and adequate compliance with the requirements of the prevailing SCM prescripts and the PFMA. Ensure proper compliance with the requirements of section 217 of the constitution and section 4(4) of preferential procurement regulation.</p>	<p>Management will review all awarded tenders and quotations and ensure that the any irregular expenditure identified is included in the register</p>	01-Feb-23	Chief Financial officer
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24	148	Limitation of scope	<p>On inspection of the evaluation report it was noted that there were 34 bids that were submitted. It was further noted in the evaluation report that a bid submitted by MK Dube Consulting was disregarded as it related to another tender, the Upgrading of Siyabuswa sewer treatment works.</p> <p>On requesting all the bid document, the bid document of MK Dube was also provided and we confirmed that it was related to the Upgrading of Siyabuswa sewer treatment works. We requested the bid opening register, however were not provided with the required bid register. We could therefore not confirm whether the bids recorded in the BEC report is the same as the bids recorded in the bid opening register.</p> <p>Based on the above, the recording of bids received was not aligned with Municipal SCM Regulation 23(c).</p>	<p>SCM failed to implement adequate monitoring controls, policies, and procedures over the recording of bids in a register and uploading the bid results on the municipal website.</p>	<ul style="list-style-type: none"> • Management should ensure they have adequate and effective controls over the handling, opening and recording of bids and ensure that only bids that were received on time will be accepted for further evaluation. • Management should ensure that the documentation required for audit purposes should be located and readily available for audit purposes. 	<p>Management will ensure that the bids are checked before evaluation and submitted to the correct batch</p>	01-Feb-23	Chief Financial Officer
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25	151	SCM	<p>Extension of bid expiry date not communicated to all bidders. Upon inspection of the BEC report it was noted that the bid validity period expired on 30 June 2021, however was further extended with 30 days, until 31 July 2021.</p> <p>It should be noted that we cannot verify the accuracy of the email addresses and whether the bidders received and accepted the request for bid validity extension.</p> <p>Furthermore, we noted that the email was sent to 20 addresses but the total bids received</p>	<ul style="list-style-type: none"> • SCM failed to implement adequate monitoring controls, policies, and procedures over the communication of changes related to the tender in accordance with the legislation. 	<p>The Accounting Officer must ensure that:</p> <ul style="list-style-type: none"> • All addendums to or extension of bid validity periods must be communicated to all prospective bids, to ensure transparency in the bid process. • There is sufficient audit trail of communication with bidders and the response of bidders for bid validity extensions. 	<p>Management will ensure that addendums to or extension of bid validity period is communicated to all prospective bids, to ensure transparency in the bid process. Evidence of communication will be kept for audit and reference purposes.</p>	01-Feb-23	Chief Financial Officer
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26	154	SCM	<p>Inconsistencies in evaluating the mandatory requirements. Upon inspection of the evaluation report, it was noted that there were inconsistencies in the evaluation of the mandatory requirements. It was noted that some bidders were disqualified for non-submission of the mandatory returnables, however other bidders proceeded to be evaluated for functionality, however the bidders also did not meet all the bid requirements.</p>	<ul style="list-style-type: none"> • SCM failed to implement adequate monitoring controls, policies, and procedures over the evaluation of bids in accordance with the legislation and the bid specifications. 	<p>The Accounting Officer must ensure that:</p> <ul style="list-style-type: none"> • Management should ensure that the evaluation process is improved to ensure that the evaluation of bidders is in accordance with the relevant procurement legislations, acts, and prescribed evaluation criteria. • Management should ensure that the evaluation of bids should be done in accordance with the advertised specification and conditions of tender and the evaluation criteria should be consistently applied to the respective bidders during the evaluation process. • The BEC and BAC members are trained on executing their duties in their respective committees properly. • The BAC officials apply proper due diligence when examining/adjudicating the results of the BEC for compliance with relevant laws and regulations and that the BAC ensure that scoring has been fair, consistent and correctly calculated and applied. • All payments made to the Service Provider should be regarded as irregular expenditure. 	<p>Management will review and ensure that the expenditure is included in the irregular expenditure</p>	<p>01-Feb-23</p>	<p>Chief Financial officer</p>
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27	158	SCM	Inconsistencies in evaluating functionality. Upon inspection of the evaluation report, it was noted that there were only consolidated scores provided and no evidence of the individual scores of each of the BEC members. The scores were recalculated resulting to variances	<ul style="list-style-type: none"> • SCM failed to implement adequate monitoring controls, policies, and procedures over the evaluation of bids in accordance with the legislation. Financial and Performance management: <ul style="list-style-type: none"> • Management did not review and monitor compliance with applicable laws and regulations. 	The Accounting Officer must ensure that: <ul style="list-style-type: none"> • The BEC evaluate the bids in a fair, consistent and transparent manner during the evaluation process. • The failure to treat bidders equally by the BEC is investigated and appropriate action taken. • The BAC officials apply proper due diligence when examining/adjudicating the results of the BEC for compliance with relevant laws and regulations and that the BAC ensure that scoring has been fair, consistent and correctly calculated and applied. 	Management will review and ensure that the expenditure is included in the irregular expenditure	01-Feb-23	Chief Financial officer
28	164	SCM Non Compliance	Upon inspection of the payment certificates it was noted that subcontractors of the main contractor were paid directly by the municipality. This was done via a cession payment. There is evidence of a letter to the MM requesting the cession but there is no evidence to support that it was approved in line with the SCM policy. As noted in the next finding, there was no SLA and there was also no mention of the cession payments in the original bid document and BOQ.	<ul style="list-style-type: none"> • SCM failed to implement adequate monitoring controls, policies, and procedures over the evaluation of bids in accordance with the legislation. Financial and Performance management: <ul style="list-style-type: none"> • Management did not review and monitor compliance with applicable laws and regulations 	The Accounting Officer must ensure that: <ul style="list-style-type: none"> • The utilisation of cessions be assessed as per applicable laws and regulations, Section 65 (2) of the Municipal Finance Management Act 2003 and Dr JS Moroka Local Municipal SCM Policy 41(2)(l). 	Management will ensure that all cessions entered into are in line with the applicable laws and regulations	01-Feb-23	Chief Financial officer

29	167	SCM	<p>The appointment letter signed by the Acting Municipal Manager on 30 July 2021 stated that the appointment of a Service Provider was subject to it signing and accepting a performance based service level agreement with the municipality. It further states that the appointment letter, the bid document and the service level agreement will serve as part of the contract with the municipality.</p> <p>Upon inspection of the payment certificates, it was noted that the progress was tracked as per the BOQ however no SLA was signed. Hence, the condition of the appointment letter was not adhered to.</p> <p>It was further noted that a retention was only withheld for services provided and not for material delivered. As there was no signed SLA, we could not verify the validity of this practice, since cession payments were made directly to the suppliers/subcontractors, and therefore we are unable to assess whether the required 10 % of the contract value was retained.</p> <p>The monthly progress report for August 2022 indicated that the revised completion date was extended from 30 June 2022 to 28 February 2023. The status of the</p>	<ul style="list-style-type: none"> • SCM failed to implement adequate monitoring controls, policies, and procedures over the compilation and approval of the SLA. <p>Financial and Performance management:</p> <ul style="list-style-type: none"> • Management did not review and monitor compliance with applicable laws and regulations. 	<p>The Accounting Officer must ensure that:</p> <ul style="list-style-type: none"> • SLAs are compiled and approved for all contracts awarded and the SLA addresses the retention amount and penalties for non-compliance to the terms of the SLA. 	<p>Management will ensure the Drafting of SLAs for future appointments</p>	<p>01-Feb-23</p>	<p>Executive manager Admin and corporation</p>
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			<p>extension was “pending approval”. There was no approval provided for this extension and there is no evidence of a penalty being imposed, since there was no SLA to make provision for non-delivery or late completion.</p> <p>The municipality therefore did also not comply with the provisions of section 116 of the MFMA and the SCM policy provisions.</p>					
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30	171	SCM Non Compliance	<p>Upon inspection of the respective payment certificates, we noted inconsistencies, as stated below:</p> <ul style="list-style-type: none"> • Upon inspection of the payment certificate 3, it was noted that there was no proof of delivery for 3 850 160mm pipes @ R737,50 for R2 839 375. There is therefore a risk that the municipality paid for goods not delivered. • Upon inspection of payment certificate 4 it was noted that the total work done as per the payment certificates is incorrectly overstated by R341 472. It should be R1 085 589 (paid) plus R581 528 (retention) plus R482 908 (cession) which equals R2 150 026 and not R2 491 498 (as per the payment certificate). There is therefore a risk that the service provider was paid more, than what they should have been paid. • There was no supporting evidence submitted with payment certificate 5. Therefore, we are unable to assess what the payment relates to, whether it is in line with the payment certificate and whether the goods or services were delivered. • Upon inspection of payment certificate 7 it was noted that even though the preparer, capturer and approver signed the document there was no final 	<ul style="list-style-type: none"> • SCM failed to implement adequate monitoring controls, policies, and procedures over contract management. <p>Financial and Performance management:</p> <ul style="list-style-type: none"> • Management did not review and monitor compliance with applicable laws and regulations. 	<p>The Accounting Officer must ensure that:</p> <ul style="list-style-type: none"> • The SCM policy is complied with in terms of contract management. 	<p>Management to develop a compliance checklist to be completed prior to finalisation of any procurement process</p>	01-Feb-23	Chief Financial Officer
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			<p>approval signature. Therefore, we are unable to assess whether the payment was approved in line with the delegations.</p> <p>Based on the above, we are unable to determine whether the goods or services were delivered, prior to payment of the service provider. Furthermore, since there is no SLA, we are unable to determine what the payment terms and conditions was.</p>					
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31	174	Irregular Expenditure	The municipality issued a tender notice on 11 August 2021 inviting service providers to submit bids for construction of Setateng water reticulation. Service providers' submitted bids and supporting bid document (returnable documents) as stipulated in the bid invite. During the audit of supply chain management (testing of bids), we noted that the winning service provider had municipal account owing for > 120 days.	Management did not Review and monitor compliance with applicable laws and regulations.	The evaluation committee should review the municipal statements of the bidders to ensure that service providers with arrears of more than 3 months on their municipal rates and taxes and municipal service charges accounts are eliminated from the bidding process.	Management to develop a compliance checklist to be completed prior to finalisation of any procurement process	01-Feb-23	Chief Financial Officer
32	178	Irregular Expenditure	The municipality issued a tender notice on 03 June 2021 inviting service providers to submit bids for the construction of Masakeng ward 28: Borehole elevated tanks and standpipes. Service providers' submitted bids and supporting bid document (returnable documents) as stipulated in the bid invite. There were requirements that were not met	SCM did not implement adequate monitoring controls, policies, and procedures over the evaluation of bids in accordance with the legislation and the bid specifications.	Management should ensure that the evaluation of bids should be done in accordance with the advertised specification and conditions of tender and the evaluation criteria should be consistently applied to the respective bidders during the evaluation process.	Management to develop a compliance checklist to be completed prior to finalisation of any procurement process	01-Feb-23	Chief Financial Officer

33	184	Irregular Expenditure	<ul style="list-style-type: none"> The municipality issued a tender notice on 03 February 2022 inviting service providers to submit bids for the construction of water gantry at Lefiso Community Hall. Service providers' submitted bids and supporting bid document (returnable documents) as stipulated in the bid invite. The municipality issued a tender notice on 08 June 2021 inviting service providers to submit bids for the Leseleseleng Ward 27: Borehole elevated tanks and standpipes. Service providers' submitted bids and supporting bid document (returnable documents) as stipulated in the bid invite. There were failure to meet certain criterias <p>The winning service provider progressed to functionality even though they submitted only the company's municipality account of rates and taxes not for the director.</p>	SCM did not implement adequate monitoring controls, policies, and procedures over the evaluation of bids in accordance with the legislation and the bid specifications.	Management should ensure that the evaluation of bids should be done in accordance with the advertised specification and conditions of tender and the evaluation criteria should be consistently applied to the respective bidders during the evaluation process.	Management to develop a compliance checklist to be completed prior to finalisation of any procurement process	01-Feb-23	Chief Financial Officer
34	191	Irregular expenditure	During the audit of Irregular expenditure, we noted that the supplier, KMS Promotions, who has a recurring contract with the municipality, was not included in the irregular expenditure register for the current year. This following there being irregular expenditure identified in the prior year relating to the said supplier.	Management did not exercise sufficient oversight responsibility to ensure that the amounts disclosed in the AFS correspond with the underlying records to ensure validity, accuracy and completeness of the information disclosed in the AFS.	Management should correct the Irregular expenditure identified in the current year	Management will assess irregular expenditure and disclose it appropriately in the financial year 2022/23	01-Feb-23	Chief Financial Officer

35	193	Irregular expenditure	The municipality issued a tender notice on 11 August 2021 inviting service providers to submit bids for the Mbongo water reticulation. Service providers' submitted bids and supporting bid document (returnable documents) as stipulated in the bid invite. There were failures to comply with mandatory requirements	SCM did not implement adequate monitoring controls, policies, and procedures over the evaluation of bids in accordance with the legislation and the bid specifications.	Management should ensure that the evaluation of bids should be done in accordance with the advertised specification and conditions of tender and the evaluation criteria should be consistently applied to the respective bidders during the evaluation process	Management will assess irregular expenditure and disclose it appropriately in the financial year 2022/23	01-Feb-23	Chief Financial Officer
36	197	Deviation – The municipality did not state the exceptional case/situation that made it impractical or impossible to follow normal processes	During the audit of deviations requirements, we identified that the following deviations were approved on the basis that they were exceptional cases/situation that made it impractical or impossible to follow normal processes. The cases have not been stated on the approved deviation form, hence we could not conclude on whether regulations 36 has been met. Furthermore, the municipality relied on deviations for legal services for the entire of 2021/22 financial year, of which the deviations could have been avoided had the municipality procured the services of a panel of attorneys on a long term contract	Management did not monitor compliance with SCM regulation to ensure that the reason for the deviation complies with Municipal SCM regulations 36.	Management should ensure that they verify the information on the deviation letter to ensure that all information required is included and that the deviation reason meets SCM regulation 36.	Management will ensure proper review and assessment of reasons for deviation before approval and on the once raised already	31-Jan-23	Chief Financial Officer

37	200	Non-compliance with SCM regulations and the SCM policy, and irregular expenditure	During the audit of deviations requirements, we identified that the following deviation that was approved does not meet the requirements the SCM regulations 36. The deviation documents state that it was approved on the basis that it was due to an emergency hence the normal SCM processes could not be followed. The deviation was a procurement of tablets that were procured for councilors, this case does not constitute an emergency thus the reasons for deviating from normal SCM process for this procurement are not justifiable.	Management did not monitor compliance with SCM regulation to ensure that the reason for the deviation complies with Municipal SCM regulations 36.	Management should ensure that deviations approved are in line with the SCM regulations 36.	Management will ensure proper review and assessment of on reasons for deviation before approval and on the once raised already	31-Jan-23	Chief Financial Officer
38	202	Non-compliance with SCM regulations and the SCM policy, and irregular expenditure	The municipality appointed various service providers in the current year 2021/22 to provide services as stated in the bid documents. During the audit of supply chain management (testing of bids) we noted that the services providers below were awarded tendered however they were not compliant at the time of appointment.	<ul style="list-style-type: none"> • Management did not Review and monitor compliance with applicable laws and regulations. 	<ul style="list-style-type: none"> • Management should generate CSD tax history report before awarding tenders to potential service providers to ensure that only compliant service providers are awarded bids. • Management should ensure that service providers not tax compliant are immediately disqualified. 	Management to develop a compliance checklist to be completed prior to finalisation of any procurement process. CSD History reports will be printed and filed for audit and reference purposes	01-Feb-23	Chief Financial Officer

39	204	Non-compliance with SCM regulations and the SCM policy, and irregular expenditure	The municipality appointed panel of service providers in the current year 2021/22 to provide physical security services at various identified offices. During the audit of supply chain management (testing of bids) we noted that the service providers below evaluated based on assessment of pricing as per the schedule of quantities compared with Private Security Industry Regulatory Authority using grading of security guards criteria which is not indicated in the original bid documents.	<ul style="list-style-type: none"> Management did not Review and monitor compliance with applicable laws and regulations. Recommendation <ul style="list-style-type: none"> Management should that there is consistency between criteria stated in the original bid documents and what the service providers are evaluated on. Management should clearly state what the bidders are going to be evaluated on for fairness. 	<ul style="list-style-type: none"> Management should that there is consistency between criteria stated in the original bid documents and what the service providers are evaluated on. Management should clearly state what the bidders are going to be evaluated on for fairness. 	Management will verify that evaluation sheets are as per bid documents and evaluation criteria stated in the tender document before an award is made	28-Feb-23	Bid Evaluation Committee, Bid Adjudication Committee and Municipal Manager
40	208	Non-compliance with GRAP 18 segment reporting	During the audit of the municipality's financial statements, it was noted that segment reporting was not disclosed as per GRAP 18.	Management did not thoroughly review the financial statements and ensure completeness thereof.	Management should thoroughly review the AFS and ensure that all GRAP requirements are complied with. In addition, management should provide an adjusted disclosure on segment reporting and be submitted for audit.	Management will ensure thorough review the AFS and ensure that all GRAP requirements are complied with. In addition, management should provide an adjusted disclosure on segment reporting and be submitted for audit.	31-Mar-23	Chief Financial Officer
41	211	Cash Flow Statement	During the audit of the cash flow statement the certain material differences were noted between the amounts presented in the AFS and the auditors' recalculations.	Management did not adequately review the amounts presented in the annual financial statements to ensure accuracy.	Management should ensure that cashflow statement is reviewed to ensure accuracy of disclosed amounts.	Management will ensure adequate review of financial statements after final draft before submission to AG	25-Aug-23	Chief Financial Officer

42	217	Disclosure note for the prior period errors is not inline with	Through review of the prior period error note 38, it was noted that the nature of prior period error raised was not disclosed.	Management did not adequately review the prior period error note against the disclosure requirements set in the accounting standard for prior period errors.	Management should perform thorough reviews of disclosure notes against the disclosure requirements set out in accounting standards. The nature of the error should be included in the AFS and the proposed corrections together with the transaction evidence must be submitted for audit.	Management will perform thorough reviews of disclosure notes against the disclosure requirements set out in accounting standards. The nature of the error should be included in the AFS and the proposed corrections together with the transaction evidence must be submitted for audit.	31-Mar-23	Chief Financial Officer
43	219	Prior year error note	During the audit of the financial statements, there were difference identified between the current year comparative amount and prior year audited financial statements.	Management did not implement controls over daily and monthly processing and reconciling of transactions. Management did not adequately review the annual financial statements before submitting them for audit.	Management should ensure that the annual financial statements are adequately reviewed before they are submitted for audit, in order to eliminate the errors.	Management will verify that evaluation sheets are as per bid documents and evaluation criteria stated in the tender document before an award is made	28-Feb-23	Bid Evaluation Committee, Bid Adjudication Committee and Municipal Manager
44	221	Material misstatement to the annual financial statements.	During the course of the audit, it was noted that the municipality did not disclose risk management (Financial instruments) as per the requirements of GRAP 104(127(a), (131(a), 132(a, b and c))	Management did not ensure that the financial statements submitted for audit adhere to the GRAP requirements.	Management should ensure that all disclosures relating to financial instruments are in line with the requirements of GRAP 104 so as to avoid non-compliance with GRAP requirements for disclosures.	Management should ensure that all disclosures relating to financial instruments are in line with the requirements of GRAP 104 so as to avoid non-compliance with GRAP requirements for disclosures.	31-Jul-23	Chief Financial Officer

45	223	material misstatement to the annual financial statements.	During the course of the audit, it was noted that the municipality did not disclose financial instruments, as required by GRAP 104, Financial instruments. The municipality has a number of financial instruments but the financial instruments disclosure was omitted from the financial statements. A similar finding was raised in the prior year.	Management did not ensure that the financial statements submitted for audit adhere to the GRAP requirements. Management did not go back to the prior year misstatements to ensure that where there was a disagreement, a correction is made to ensure the misstatement does not recur.	Management must ensure that prior year misstatements are attended to immediately after the audit report is received from the external auditors, and an action plan that addresses those is designed, implemented and monitored throughout the year.	Management will ensure that prior year misstatements are attended to immediately after the audit report is received from the external auditors, and an action plan that addresses those is designed, implemented and monitored throughout the year.	31-Jul-23	Chief Financial Officer
59	265	Non-compliance	During the audit of the current year, it was noted that the municipal manager as well as all the senior managers accountable to the municipal manager did not enter into performance agreements during the year under review.	Management did not put measures in place to ensure that the municipality complies with all the applicable laws and regulations.	Management should take reasonable steps to develop compliance checklist to ensure that all the applicable legislations are complied with by the municipality.	Management will ensure that that all Senior Managers sign performance agreements within the legislated time frames. The signed agreements will be filed for audit and reference purpose.	31-Jan-23	Divisional Manager: OPMS
60	267	Non Compliance	During the audit of expenditure, it was noted that there were significant time lapses between invoicedate, date on which the municipality stamped the invoice, and the payment date.	The end-users in the respective departments do not submit invoice on time to the finance department.	End-users need to submit all relevant documentations in a timely manner to the finance department for payment. Management should design, implement and monitor an effective system of internal control to ensure extraction, retention and review of documents to support the financial records as well as the entity's compliance to laws and regulations.	Management will centralise receiving of invoices and Continuous communication with departments to submit invoices on time to Finance for processing	31-Jan-23	Chief Financial Officer

61	281	Non Compliance	During the audit, we noted that reasonable steps were not taken to prevent fruitless and wasteful expenditure (amount: R84 338) as well as irregular expenditure (amount: R71 928 097) as disclosed in note 43 and 44 respectively to the annual financial statements, and as required by section 62(1) (d) of the MFMA. A similar non-compliance was reported in the prior year.	Review and monitor compliance with applicable laws and regulations Management did not review and monitor compliance with section 62(1) (d) of the MFMA.	Management should implement adequate controls and processes to prevent the occurrence of irregular, fruitless and wasteful expenditure.	Policies have been reviewed and a compliance checklists have been developed for implementation	31-Dec-22	Chief Financial Officer
62	283	Non Compliance	The municipality reported unauthorised, irregular, fruitless and wasteful expenditure (UIF&W) in the prior year. The audit noted that UIF&W expenditure incurred by the municipality was not investigated to determine if any person is liable for the expenditure, as required by section 32(2)(a) – (b) of the MFMA. A similar non-compliance was reported in the prior year.	Review and monitor compliance with applicable laws and regulations Management did not review and monitor compliance with section 32(2) (a) - (b) as the requirements of the MFMA was not applied.	Management should ensure that instances of UIF&W expenditure are properly investigated to determine if any person is liable for the expenditure.	Management will assess irregular expenditure and disclose it appropriately in the financial year 2022/23	01-Feb-23	Chief Financial Officer
63	285	SCM	It was noted that four awards amounting to R101 158 were made to entities whose directors/members failed to disclose that they were in the service of other state institutions. It was identified that these winning suppliers who had interest in state and did not declare it in the MBD4 forms	Management did not review and monitor compliance with SCM regulations.	It should be noted that the submission of a false declaration amounts to misrepresentation and should be investigated by senior management prior to future awards being made to the supplier.	Management to investigate the above declarations and implement consequence management.	01-Feb-23	Chief financial officer

64	288	SCM	During the audit of supply chain management (testing of bids) we noted that the services providers below were awarded tenders however they were not compliant at the time of appointment	Management did not Review and monitor compliance with applicable laws and regulations	Management should generate CSD tax history report before awarding tenders to potential service providers to ensure that only compliant service providers are awarded bids. • Management should ensure that service providers not tax compliant are immediately disqualified	Management will verify that evaluation sheets are as per bid documents and evaluation criteria stated in the tender document before an award is made	28-Feb-23	Bid Evaluation Committee , Bid Adjudication Committee and Municipal Manager
65	292	Property plant and equipment	Assets that have been incorrectly classified as disposals during the year	Management did not ensure that there is proper reviews of financial statements to ensure that that financial statement comply with the Disclosure requirements of MFMA 14(2) (a).	Management must ensure that they adequately review the financial statements submitted for audit to ensure that the submitted records are accurate.	Management will ensure ddequate review of financial statements and supporting schedules after final draft before submission to AG	25-Aug-23	Chief Financial Officer
66	294	Property plant and equipment	Lack of Segments for categorisation	Management did not ensure that there are sufficient segments in the Munsoft system to allocate the expenditure according to each assets category	Management should ensure that there are sufficient segments in the Munsoft system to allow correct categorisation of amounts	Management will ensure that all classes of assets in the Munsoft system are reported correctly on clear and identifiable segments for reporting purposes.	01-Jan-23	chief financial officer

67	296	Property plant and equipment	Asset Register audit – Assets with nil amounts/same barcode	Management did not ensure that there is proper review of the asset register to ensure that the register is updated continuously and to identify assets that have nil or assets that share a barcode.	Management should perform a task on the asset register to identify assets that have a nil value and assets that share a barcode during their process of annual 100% assets verification.	Management with ensure that the assets are given a new unique barcode in instances where the asset tag has been lost or damaged. The assets that are sitting at nil values is because they are no longer in use or are damaged and therefore have been impaired fully. Some also were derecognised in order not to materially misstate the assets values. Forthe ones still on the asset registers with Nil values a council resolution will be obtained to take them out of the assets registers as they are no longer in use	01-Jan-23	Chief financial officer
68	298	Property rates	Property Rates: Differences identified on the recalculated amount on the billing report	Management did not implement controls over monthly processing and reconciliation of the property rates billing to ensure that the billing is accurate and complete and is in accordance with the policy and tariff structure.	Management should implement monthly reconciliation of the property rates billing for each account holder and be checked againstthe policy tariff structure to ensure that it is accurate and complete. Management officials should further review the monthly reconciliations	Management will conduct and implement monthly reconciliation of the property ratesbilling for each account holder and check againstthe policy tariff structure to ensure that it is	28-Feb-23	Chief financial officer

						accuracy and completeness.		
69	304	Property rates	Account holder names as per the billing report is inconsistent with property owner's names in the valuation roll.	Management did not implement controls over monthly processing and reconciliation of the property rates billing to ensure that the billing is accurate and complete and is in accordance with the policy and tariff structure	Management should implement monthly reconciliation of the property rates billing for each account holder and be checked against the policy tariff structure to ensure that it is accurate and complete. Management officials should further review the monthly reconciliations	Management will conduct and implement monthly reconciliation of the property rates billing for each account holder and check against the policy tariff structure to ensure that it is accuracy and completeness.	28-Feb-23	Chief financial officer
70	308	Unauthorised expenditure	16. Disclosure of unauthorised, irregular, fruitless and wasteful expenditure not aligned to circular 68	Management did not adequately review the annual financial statements to ensure that disclosures made to UIF&W were accurate and complete	Management should strengthen the internal controls by implementing the review processes to ensure that the disclosures made in the annual financial statements are accurate and complete. Management should provide the corrected disclosures to UIF&W in the annual financial statements and updated disclosures submitted for audit	Management will review and ensure complete disclosures of fruitless and wasteful expenditures accordingly.	28-Feb-23	Chief financial officer
71	311	Expenditure	Transactions recorded in the incorrect financial period	The end-users in the respective departments do not submit invoice on time to the finance department to allow for timely recording of transactions.	End-users need to submit all relevant documentations in a timely manner to the finance department for payment. Management should design, implement and monitor an effective system of internal control to ensure extraction, retention and review of	Management will ensure development of SOP with timelines on submission of invoices to expenditure for payments and	28-Feb-23	Chief financial officer and expenditure divisional manager

					documents to support the financial records as well as the entity's compliance to laws and regulations	incorporating submission of goods received note as well and when goods are received		
72	315	Expenditure	Limitation of scope – payment vouchers are missing some supporting documentation confirming the initiation, approval, processing and recording	Management did not ensure that there is implementation of designed processes and controls to ensure that all municipal orders for goods are made and that before the payment is made, goods are received and confirmation is made that they are as per requisition.	Management should monitor or implement oversight responsibility regarding related internal controls and documents to ensure that that all municipal orders for goods are made and that before the payment is made, goods are received and confirmation is made that they are as per requisition	Management will ensure that orders are issued prior to procurement of goods and before the payment is made. Goods received will be confirmed that they are as per requisition.	28-Feb-23	Chief financial officer
73	319	Irregular expenditure	Irregular expenditure relating to prior year disclosed under current year	Management did not exercise sufficient oversight responsibility to ensure that the amounts disclosed in the AFS correspond with the underlying records to ensure validity, accuracy and completeness of the information disclosed in the AFS	Management should adjust the opening balance and the irregular expenditure with the misstatement amount, and further correct the current year irregular expenditure with the corresponding amount	Management will assess irregular expenditure and disclose it appropriately in the financial year 2022/23	28-Feb-23	Chief financial officer
74	323	Irregular expenditure	Irregular expenditure inaccurately disclosed	Management did not exercise sufficient oversight responsibility to ensure that the amounts disclosed in the AFS correspond with the underlying records to ensure validity, accuracy and completeness of the information disclosed in the AFS	Management should correct the Irregular expenditure identified in the current year	Management will assess irregular expenditure and disclose it appropriately in the financial year 2022/23	28-Feb-23	Chief financial officer

75	333	Cash and cash equivalents	Differences between the General Ledger/Trial balance and the Annual Financial Statements	Management did not adequately review the annual financial statements prior to submission to ensure accuracy and completeness financial statement information is in line with the applicable GRAP requirements.	Management should strengthen review controls in order to ensure that the annual financial statement disclosure is complete and GRAP compliant. In addition, management must implement review processes to ensure that the annual financial statements are supported by valid, complete and accurate records.	Management will ensure adequate review of financial statements and supporting schedules after final draft before submission to AG	25-Aug-23	Chief Financial Officer
76	335	Statement of changes in net assets misstated	During the audit of the statement of changes in net assets, we noted that the "balance at 01 July 2020 as restated" does not agree to the prior year audited financial statements	Management did not thoroughly review the financial statements to ensure that the statement of changes in net assets is accurate and complete and in line with the GRAP requirements.	Management should perform a thorough review of the annual financial statements to ensure accuracy and alignment to GRAP	Management will ensure adequate review of financial statements and supporting schedules after final draft before submission to AG	25-Aug-23	Chief Financial Officer
77	338	Prior year misstatements not corrected	In the prior year, the municipality received an unfavourable audit outcome (disclaimer of opinion). As part of the disclaimer, the paragraphs included in the audit report as a result of material misstatements that were not corrected	Management did not go back to the prior year misstatements to ensure that where there was a disagreement, a correction is made and where there was a limitation, the information is submitted	Management must ensure that prior year misstatements are attended to immediately after the audit report is received from the external auditors, and an action plan that addresses those is designed, implemented and monitored throughout the year. The prior year misstatements should have been corrected disagreements and for limitations, the information that could not be submitted should have been submitted	Management will ensure that prior year misstatements are attended to immediately after the audit report is received from the external auditors, and an action plan that addresses those is designed, implemented and monitored throughout the year.	31-Jul-23	Chief Financial Officer
79	361	Refuse removal	client were indicated that they are receiving the service of the sale of water but could not be located on the billing report resulting in understatement of revenue.	Management did not prepare regular, accurate and complete financial and performance reports that are supported and evidenced by reliable information.	Management should ensure that all customers are billed for all the services rendered by the municipality	Management will ensure that customers are accurately billed for all the services rendered by the municipality	28-Feb-23	Chief financial officer

80	363	Year end adjusting journal entries testing	year-end adjusting journals and noted there is no clear line on the segregation of duties between the finance billing officer and the income accountant both officials prepare and approve journals	Management did not ensure that there is proper segregation of duties as the preparer and authorizer of the journal can interchange functions and these are roles that should be separated	Management should ensure that there is clear separation of functions between the finance billing officer and income accountant	Management will ensure proper segregation of duties to be aligned on the system software by giving officials limited access according to their job description only	31-Jan-23	Assistant manager revenue
82	368	Impact of new standards that have been approved but not effective has not been disclosed	Impact of new standards that have been approved but not effective has not been disclosed	Management did not thoroughly review the financial statements and ensure completeness thereof	Management should thoroughly review the AFS and ensure that all GRAP requirements are complied with	Management will ensure adequate review of financial statements and supporting schedules after final draft before submission to AG	25-Aug-23	Chief Financial Officer
83	370	Conditional grants	Conditional Grants: Differences noted between the Grant Register and Payment certificates	Management did not implement controls over the reconciliation and review of the payments certificates and the grant register for the purpose of recognising revenue from conditional grants received by the municipality to ensure that the conditional grant recognised is accurate and complete and is in accordance with GRAP 23.	Management should implement monthly reconciliation and reviews of the payment vouchers and the grant register to ensure that it is accurate and complete. Management officials should further review the monthly reconciliations.	Management will ensure adequate review of financial statements and supporting schedules after final draft before submission to AG	25-Aug-23	Chief Financial Officer

84	374	Revenue from Non-Exchange Transactions: Presentation and Disclosure	During the audit of property rates note 21, it was noted that the rates disclosed in the note narration does not agree to the rates in the approved tariff policy	Management did not adequately review the information disclosed in the notes to the AFS to ensure that it is accurate and complete	Management should strengthen the review processes by ensuring that at least two officials at management level review the AFS for accuracy and completeness Management should revise the narration disclosure in note 22 and disclose accurate information	Management will ensure adequate review of financial statements and supporting schedules after final draft before submission to AG	25-Aug-23	Chief Financial Officer
85	377	Inaccurate 'leave days taken' used for the calculation of the leave accrued provision	During the audit leave accrued liability, it was noted that the number of days used for the calculation of the accrued provision is not accurate as it does not agree with the approved leave forms that were captured on the system	Management did not implement controls over daily and monthly processing and reconciling transactions as they did not implement proper controls around the reconciling of the leave days as per the leave forms and the days captured on the system. • Prepare regular, accurate and complete schedules that support the leave accrual recorded in the financial statements	Management should ensure that the inputs, which is the leave days taken, that is used for determining the leave accrued provision is accurate.	Management will ensure that the inputs, which is the leave days taken are captured continuously during the financial year to ensure that inputs used for determining the leave accrued provision is accurate.	31-Mar-23	Divisional HR Manager
86	378	Leave days taken not captured	During the audit of leave accrued liability, it was noted that the certain leave transactions were not captured on the system	Management did not implement controls over daily and monthly processing and reconciling of transactions	Management should implement controls over daily and monthly processing and reconciling of transactions	Management will ensure that the inputs, which is the leave days taken are captured continuously during the financial year to ensure that inputs used for determining the leave accrued provision is accurate.	31-Mar-23	Divisional HR Manager

87	381	supply chain management	Non-compliance: The bid was advertised for less than 14 days Requirement(chipane cleaning and construction,tender no:JSM - R02/21-22/W15	Management did not review and monitor compliance with applicable laws and regulations	Management should ensure that tenders are given for at least 14 days or more to complete and submit tender documents	Management will ensure that tenders are given for at least 14 days or more to complete and submit tender documents	28-Feb-23	chief financial officer
88	383	Siyabuswa wastewater plant achieved poor effluent quality and is operating without a license	During the audit of the quality of the wastewater discharged at Siyabuswa wastewater treatment, DR JS Moroka Local municipality achieved poor effluent quality and as a result did not comply with the waste standards or management practices for the period 1 July 2020 - 30 June 2021 perthe green drop report issued 1 April 2022 as required by section 22(2)(c) of NWA.It was further noted that the plant is operating without a water use license of which is a non- compliance with the policies and requirements of the department of water and sanitation for the period under review.	Management did not ensure that the plant has a license that enables it to operate legally	Management should ensure that the plant has a valid license so that it complies to policies and requirements of the department of water and sanitation and should also establish measures to ensure that the plant achieves the required scores for water quality.	Management will ensure that the plant must be completely handed over to the operational department with all relevant documentations, design drawings and operational manuals for the plant	28-Feb-23	Divisional manager PMU and divisional manager Sanitation

90		Limitations not well defined	the municipality had planned for 10km of road surface to be marked as at year-end the municipality marked 26km as per the APR, over-achieving on the target. However, we noted that the indicator is not well defined as it is not specific as to which roads would be marked by June 2022.	Management did not adequately review the annual performance report prior to submission to ensure accuracy of the reported achievement.	Management should strengthen review controls in order to ensure that the annual performance report is accurate and FMPPPI compliant.	The performance management and internal audit unit will ensure that both the APR and the municipal planning documents i.e both the SDBIP and Adjusted SDBIP are subject to a high-level review, thoroughly before tabling for approval. This will be done prior to the table of both the Final SDBIP and Adjusted SDBIP as well as the APR. The review will also include the Portfolio of Evidence as well as Listings/Register.	31-Mar-23	divisional manager OPMS
91	389	Expenditure	VAT returns not submitted timeously resulting in non-compliance leading to a penalty of R243 and interest of R85	Management did not ensure compliance with the VAT act on a monthly basis with regards to the filing of the VAT returns.	Management should ensure that at all times, the VAT returns are filed timeously, and where office closure is planned returns must be filed days before the stipulated date in order to ensure compliance with the requirement above and avoid incurring fruitless and wasteful expenditure.	Finance monthly reports checklist for monthly submissions to be established with submission timelines and monitored by relevant manager and reported in management meetings to the CFO	31-Jan-23	Chief financial officer and expenditure divisional manager

92	391	Inaccurate amounts recorded for Retentions	During the audit of retentions, it was noted that some retentions amounts in the supporting payment certificates and our recalculation do not agree with the amounts in the retentions register.	Management did not prepare regular, accurate and complete financial and performance reports that are supported and evidenced by reliable information as the debtor's age analysis does not agree with the debtor's statements.	Management did not implement controls over the regular processing and reconciling of transactions. Management did not prepare regular, accurate and complete retentions register that is supported and evidenced by reliable information.	Management will ensure that as part of retention register finalization at yearend, reconciliation procedure process between last certificate and the register must be conducted	25-Aug-23	Divisional manager technical and chief financial officer
93	398	Incomereceived in advance to accounts that belong to the Municipality	During the audit it was noted that service accounts that belong to the municipality which are billed for property rates and further indicate income received in advance from the municipality to the municipality, as per the above requirements the municipality is exempt from paying rates as per paragraph 12.1(a) of the policy.	Management did not implement controls over monthly processing and reconciliation of the property rates billing to ensure that the billing is accurate and complete and is in accordance with the policy and tariff structure.	Management should implement monthly reconciliation of the property rates billing for each account holder and be checked against the policy tariff structure to ensure that it is accurate and complete. Management officials should further review the monthly reconciliations.	A revenue strategy is being developed and to be implemented thereon from which the reconciliation between the valuation roll and the system is part of the processes to be identified to be conducted	01-Apr-23	Assistant Manager Revenue and Chief Financial Officer
94	400	Inaccurate commitment register	During the audit of commitments, difference between commitment register balance as at 30 June 2022 and the auditor's recalculations was noted	Management did not prepare regular, accurate and complete financial and performance reports that are supported and evidenced by reliable information.	Management should ensure that the commitment register is accurate.	Management will ensure adequate review of the commitment register after final draft before submission to AG	25-Aug-23	Chief Financial Officer
95	402	supply chain management	During the audit of the SCM business process we identified that the SCM policy does not have all the information as required by treasury regulations	Management did not review and monitor compliance with applicable laws and regulations.	Management should ensure that the SCM policy is updated so that it aligns with the SCM regulations.	Management will review policies during budget adjustment process	01-Apr-23	Chief financial officer
96	403	Differences between the Annual Performance Report and the	During the audit of predetermined objectives the difference were noted	Management did not adequately review the annual performance report prior to submission to ensure accuracy of the reported achievement	Management should strengthen review controls in order to ensure that the annual performance report is accurate and FMPPi compliant.	Management will ensure that there is adequate review controls in order to ensure that the annual performance report is accurate	25-Aug-23	Divisional manager OPMS

		supporting document/registers				and FMPPI compliant.		
97	406	16. Related parties incomplete	It was noted that the disclosure note 47 for related parties does not list the members of council. The service charges transactions and balances with councillors are not disclosed (only balances I arrears have been disclosed)	Management did not thoroughly review the financial statements and ensure completeness thereof	Management should thoroughly review the AFS and ensure that all GRAP requirements are complied with. In addition, management should prepare an adjusted disclosure on related parties which should be submitted for audit	Management will ensure that a AFS review checklist to be developed ensuring that all disclosure requirements by the relevant standards and regulation are accounted for which should be conducted prior to submission for audit	25-Aug-23	Chief financial officer
100	413	Risk management activities and risk strategy	during audit, it was noted that there is no chairperson appointed for the risk committee as prescribed by the committee charter	Management did not ensure that there is an adequately resourced and functioning risk committee.	Management must ensure that a chairperson is appointed for the risk committee, to take accountability and ensure that the objectives of the committee are achieved.	Management will ensure that an independent Chairperson for Risk Management is appointed	31-Mar-23	risk manager
101	415	Audit committee	Dr JS Moroka Local Municipality 2021/22 audit committee charter and confirmed that the charter exists. There was however no proof of approval of the charter.	The audit committee did not ensure the effectiveness of the internal control environment, including financial and performance reporting	The audit committee should ensure that there is an effective internal control environment at the municipality, including financial and performance reporting.	The audit committee will ensure performance as per their approved charter to ensure that there is an effective internal control environment at the municipality, including financial and performance reporting.	31-Mar-23	Chairperson of the Audit Committee

102	418	16. Internal audit	<ul style="list-style-type: none"> The internal audit members are not registered with the institute of internal auditors. The internal audit function did not prepare reports on findings on a quarterly basis and did not always prepare reports on findings to be discussed with the audit committee on a quarterly basis 	The municipality did not ensure that there is an adequately resourced internal audit unit that identifies internal control deficiencies and recommends corrective action effectively.	The MFMA requirements must always be complied with. A checklist must be used to list all the requirements that need to be complied with	Management will ensure the payment of the IIASA fees were not paid in the prior year due to the cash flow challenges that were experienced in the prior year of 2019/20. The resubmission of the application to have the membership to be reinstated	01-Jan-23	Municipal Manager
103	420	Human resource management	The municipality did not have sufficient capacity to plan, manage and report on its performance due to a number of vacant posts in the organogram	Management did not implement effective HR management to ensure that adequate and sufficiently skilled resources are in place and that performance is monitored.	Management must ensure that vacant posts are filled and that performance agreements are signed by the lower level staff members of the municipality.	Key positions have already been filled by the municipality. The Municipal Manager will ensure that all other key vacancies are filled in the Financial year 2022/23	30-Jun-23	Municipal Manager
104	422	Non-compliance with MFMA regulations with regards to use of consultants	During the audit, it was noted that the municipality had minimal controls in place for the use of consultants by the municipality	Management did not develop and monitor the implementation of action plans to address internal control deficiencies and non-compliances relating to use of consultants.	Management should ensure that transfer of skills is monitored and formally documented to ensure that reliance on consultants is reduced. • Management must ensure that performance reports are kept on the monitoring of the work done by the consultants	Management will ensure that a skills gap analysis is performed prior to appointment of any service provider. A Service Level Agreement will be developed and performance will be monitored on a monthly basis.	01-Feb-23	Municipal Manager

105	426	Integrated Waste Management Plan not approved	The municipality has an Integrated Waste Management Plan (IWMP) that was developed; however, the IWMP was not approved by MEC for endorsement. Furthermore, contrary to section 4(a) (ii) of the NEMWA the IWMP was not included in the approved IDP.	Review and monitor compliance with applicable laws and regulations. Management did not review and monitor compliance with section 11 (4) of the NEMWA	Management should ensure that the endorsed integrated waste management plan is included in its integrated development plan contemplated in Chapters of the Municipal Systems Act	Management will ensure that the endorsed integrated waste management plan is included in its integrated development plan contemplated in Chapters of the Municipal Systems Act during the review of the Intergrated Development Plan	01-Apr-23	Divisional manager environmental health
106	428	Siyabuswa landfill is not licensed	The Siyabuswa landfill did not have a valid operating licence for the period under review, as required by section 20(b) of the National Environmental Management:Waste Act or section 20(1) of the Environmental Conservation Act for historic permits. it was noted that Siyabuswa landfill site has been closed for rehabilitation. A closure permit is required, with proper and environmentally acceptable rehabilitation and repair to affect the final closure	Management did not review and monitor compliance with section 20 (1) and 50 of the NEMWA.	The municipality should obtain a closure license for the waste landfill, and ascertain the required rehabilitation and repair for end-use.	Management will ensure the fencing on the site to avoid illegal dumping in the next financial year. The Department will keep on cleaning the affected area whilst waiting for budget allocation. The closure license specification is ready, the consultant will be appointed to ensure rehabilitation of landfill	01-Apr-23	Divisional manager environmental health

107	430	Manag ement of landfill sites and illegal waste dumping	The audit included an assessment of the solid waste management service delivery function of the municipality. During our visit of the Libangeni landfill site, the following observations were made that indicate that the landfill(s) was not appropriately managed in terms of the waste management licence as required by section 16(1) of NEMWA	Management did not exercise due care and responsibility towards effective managing of solid waste within the Dr JS Moroka municipality's jurisdiction area.	(1) Dr JS Moroka Local Municipality should ensure that they maintain and continually improve on their overall waste management and disposal practices (with adequate resources to ascertain compliance to waste legislative requirements). (3) Illegal waste dumping hotspots be continuously managed (resourced) and serviced regularly to prevent nuisances emanating or escalating;	Management will ensure cleaning of illegal dumping sites weekly for disposal and implementation of by-laws. Continuous community education	01-Apr-23	executive manager CDS
108	438	16. Water Manag ement	There was no water infrastructure maintenance plan established for the year under review. • The municipality did not complete a water service development plan (WSDP) as part of the integrated development plan of the municipality as required in terms of paragraphs 12 to 16 of the Water Services Act, Act No 108 of 1997 and paragraph 5.2.1 of the Strategic framework for Water Services.	Management did not ensure compliance with the Water Service Act	Management should ensure that the municipality develop and update water service development plan (WSDP) as part of the integrated development plan of the municipality as required in terms of paragraphs 12 to 16 of the Water Services Act, Act No 108 of 1997 and paragraph 5.2.1 of the Strategic framework for Water Services	AFI consult PTY LTD was appointed by Nkangala district council on 1st June 2022. Management will ensure that the municipality develop and update water service development plan (WSDP) as part of the integrated development plan of the municipality as required in terms of paragraphs 12 to 16 of the Water Services Act, Act No 108 of 1997 and paragraph 5.2.1 of the Strategic framework for Water Services	01-Apr-23	Executive Manager Technical Manager

111	447	Limitation of scope	Request of information number 56 was issued, however not all the required information was received within 2 days as stipulated in the engagement letter, thus resulting in scope limitation.	Management did not implement proper record keeping in a timely manner to ensure that complete, relevant and accurate information is accessible and available to support performance reporting.	Management should ensure that complete, relevant and accurate information that supports the performance report is maintained and made available for audit purposes. • Management should submit all the outstanding information within 02 working days of this communication of finding as agreed in the engagement letter.	Management will ensure proper review of RFI before submissions	31-Jan-23	Chief financial officer and expenditure divisional manager
112	451	Limitation of scope	Request for information for submission of service level agreements was issued (RFI 36, 77, 104, 63). Not all SLAs were submitted for audit	Management did not prepare regular, accurate and complete financial and performance information that is supported and evidenced by reliable information.	Management should ensure that information requested for audit is submitted timeously to enable the auditors to complete the audit within the agreed timeframe	Management will ensure the Drafting of SLAs for future appointments	01-Feb-23	Executive manager Admin and corporation
113	453	Limitation of scope	During the audit, information for audit purposes which was requested were not provided. The requested contracts for the commitments selected on RFI 71 were not submitted to the auditors.	Management did not prepare regular, accurate and complete financial and performance information that is supported and evidenced by reliable information.	Management should ensure that information requested for audit is submitted timeously to enable the auditors to complete the audit within the agreed timeframe.	Management will ensure the Drafting of SLAs for future appointments	01-Feb-23	Executive manager Admin and corporation
116	461	Non-compliance: Payments are processed without the relevant officials' approval	During the audit of operational costs, it was noted that there is no evidence to confirm approval of payments by the relevant officials. The approver did not complete and sign the remittance advice as a sign of authorising the payments.	Management did not ensure there is an effective system of expenditure control, including procedures for the approval, authorization, withdrawal and payment of funds	Management should monitor or implement oversight responsibility regarding related internal controls and documents to ensure that all municipal orders for goods are made and that before the payment is made, goods are received and confirmation is made that they are as per requisition.	Management will ensure development of SOP for expenditure with clear requirements for approval of payments prior to processing of payments.	28-Feb-23	Chief financial officer and expenditure divisional manager



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3. BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT ANALYSIS

The Dr JS Moroka Local Municipality analysis of infrastructure and basic services such as water, sanitation, electricity, housing, refuse removal, roads, storm water drainage system and public transport and telecommunication.

The table below gives a picture of challenges.

Water Challenges		
Ward	Village Name	Challenges
01	Ga-Phaahla	Storm water drainage
02	Kgapamadi/ Section I and C	Water reticulation
	Section A	Fencing of municipal steel water tanks
	Redutse (Toitskraal)	Water reticulation and replacement of asbestos pipes to PVC pipes
03	Siyabuswa "A" (Langothi,Majezini,Sweet corner sections)	Replacement of asbestos pipe
	Siyabuswa "A'	Upgrading of Emasofeni bridge
04	Siyabuswa "A" Part of ward 4	Removal of asbestos pipes
07	Thabana/Ramokgeletsane	Water reticulation
08	Mrhesha/Mrhawni and Mghababa section	Water infrastructure
09		

10	Meetsemadiba	Supply of water and upgrading of existing water infrastructure
11	Entire ward	Provision of water
12	Matshiding	Water reticulation and bulk supply
14	Maphotla new extension	Water reticulation at Maphotla new stands
15	Digwale	Water reticulation
	Molapoamogale new stands	Proper operation and supply of water in all sections of ward 15
	Molapoamogale	Bulk water supply
	Digwale RDP	Water connection and borehole AT Crech
	Wolwekraal next to Digwale	Bulk water supply and reticulation
17	Libangeni Mbongo	Bulk water supply
19	Makometsane/Madubaduba/Ukukhanya	Removal of asbestos pipe/Water reticulation/Steel tanks/8 boreholes
	Moripe garden	Water reticulation
20	Senotlelo	Water reticulation
	Additional boreholes and connection of electricity	
	Dr JS Moroka Local Municipality	

21	Lefisoane/Kabete	Fixing of old borehole
	Kabete	Installation of borehole
	Troya	Water Reticulation
23	Part of Marapyane	Revitalizing of all water systems available
24	Part of Marapyane	Water reticulation and house connection
	Part of Seabe	House connection on some few house
	Mmaduma	House connection on some few house
25	Part of Seabe	Water reticulation at Itsoseng
	Part of Seabe	Water reticulation Terateng
	Part of Seabe	Water reticulation Masopeng
26	Loding/Dihekeng/Nokaneng between Loding and Sehoko	Borehole/Storage tank and electricity connection
27	Leseleseleng	Water reticulation
28	Part of Mmamethlake	Water reticulation, purification,
	Magareng	Rejuvenation of borehole
	Dierfeng	
	Part of Nokaneng	
	Part of Nokaneng	
29	Mmamethlake	Water supply through pipes be extended

	Phake Rathlagane	Water reticulation repair
	Phake Rathlagane	Boreholes and machines repairing
	Mmametlhake and Phake	Water tankers
30	Khutsong/Rebone Extension /Rankaile and Mantlole	Water reticulation
31	Masobye	Bulk supply
		Water reticulation
		House water connection

3.1 Access to Water

Access to water				
Number Households	1996	2001	2011	2016
Pipe water in dwelling	8 440	2 182	8 827	5 948
Piped water in the yard	17 879	25 965	34 648	36 122
Piped water outside yard	8 257	26 136	4 937	6 529
No access to piped water	13 350	15 118	13 750	13 769

3.2 Free Basic Water

The municipality is providing free basic water services to its communities, especially the entire households. Majority of the households in Dr JS Moroka Local Municipality can be defined as poor or indigent – where the total income is below R1, 600 per month. At present time, approximately 80% of the households in Dr JS Moroka Local Municipality fall into this category, however the municipality is on yearly basis updating its Indigent Register. These are the households to which Free Basic Water must be supplied, and to whom the Equitable Share subsidy applies. The Municipality has last updated its Indigent Policy and Register for provision of Free Basic Services during

2020/2021 financial year.

Table below indicates free basic water service backlogs:

Service	Total	Total indigent registered	Total indigent served	Total indigent served in a percentage
Free basic water	64 027	4 335	4 335	100%

3.3 Water critical challenges

- Old infrastructure
- Drought
- Flat rate application
- Lack of financial resources
- Illegal connections
- Informal and scattered settlements
- Poor workmanship

3.4 Sanitation

Generally, sanitation facilities in some villages are in poor state hence the Municipality in the last four years of term of council has constructed VIP toilets. Most industrial consumers are in the existing urban center (e.g., Siybasuswa) and discharge their effluent into the municipal sewers for treatment at the Wastewater Treatment Works. Dr JS Moroka Local Municipality must start prioritising the expansion of the Sewage plants in Moripe gardens, Libangeni township, Ga-Phaahla township in support of Spatial development framework of the municipality. The municipality has at least met the millennium development goal that requires that the municipality must have dealt with the bucket system by 2010.

The table below will attempt to demonstrate elementary back lock still experience by the municipality.

Sanitation Challenges		
Ward	Village Name	Challenges
01	Ga-Phaahla	Sewer drainage system (1)
02	Part of Kgapamadi Makopanong Section A to section C	CWB Toilets (2) CWB Toilets (1)
03		
04	Part of Makopanong ward 4	CWB toilets
06	Mogononong/Siyabuswa C	Sewer system at Mogononong and Part of Siyabuswa C
07	Ramokgeletsane Section D	CWB Toilets (1)
08	Mthambothini	CWB Toilets to outstanding households
09	Part of Ga Morwe	200 households needs CWB toilets and sewer system
10	All villages	Construction of CWB Toilets
11	All villages	Construction of CWB Toilets
12	Marothobolong	Sewer reticulation and CWB toilets
	Manyebethwane	
13	Borolo	Allocation of CWB Toilets
14	Maphotla	Construction of CWB Toilets



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15	Molapoamogale/Digwale	Toilets for new stands
16	All 4 sections in ward 16	CWB Toilets (additional units) All 4 sections
17	Mbongo	CWB Toilets
18	Maphanga	Construction of CWB Toilets
19	Madubaduba	CWB Toilets (100 units)
	Makometsane	CWB Toilets (50)
	Ukukhanya	CWB Toilets (50)
20	Senotlelo	Construction of 1200 CWB toilets
21	Troya	100 CWB toilets
	Kabete	50 CWB toilets
22	Part of Lefisoane/Lefiso/Ga-maria	CWB Toilets
23	Part of Marapyane	CWB Toilets for the whole village
24	Part of Marapyane	CWB toilets urgently needed
	Part of Seabe	CWB toilets for fewer houses
	Mmaduma	Half the village in need of CWB toilets
25	Part of Seabe & Nokaneng	CWB toilets
26	Loding, Sehoko, Dihekeng & Part Nokaneng	CWB Toilets



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28	Part of Mmametlhake, Masakeng & new stands Part of Nokaneng	CWB Toilets CWB Toilets
29	Mmametlhake & Part of Phake	Construction 1400 CWB Toilets
30	Khutsong/Rebone Extension /Rankaile and Mantlole	CWB Toilets
31	Masobye Green side and Itsoseng section	Sewer system CWB toilets

Table indicates the list of the current status of Wastewater Treatment Works is indicated below:

Location	Type	Current Capacity	Requirements
Ga-Morwe	Conventional	60 ml/day	Increase capacity
Siyabuswa	Septic		Connection sewerage
Libangeni	Pond		Increase capacity
Libangeni	Septic	0.06ml/day	Connection to sewerage line
Mathanjana	Septic		Connection to sewerage line

Ga-Morwe sewerage plant is due for refurbished to increase capacity to cater for the development taking place in an around Siyabuswa including future development envisioned for Moripe gardens and to eliminate overcapacity to the facility. There is a clear overloading of the plant due to toilet flushing and septic tank discharged at treatment works.

Almost 80 % of the households use VIP (Ventilated Improved Toilets) toilets with no bucket system in use. In terms of the National Sanitation Policy, there is a variety of forms or equivalent of VIP as long as it meets certain criteria, in terms of cost, structures, health benefits and environmental impact. Bucket latrines are the most obvious that do not meet RDP requirements and are not in existence in the

Municipality.

Table below indicates household by type of toilet facility in Dr JS Moroka Local Municipality.

Type	CS 2016
Flush toilet (connected to sewerage system)	8 238
Flush toilet (with septic tank)	1 104
Chemical toilet	366
Pit toilet with ventilation (VIP)	15 663
Pit toilet without ventilation	35 190
Bucket toilet	210
None	1 200
Others	144

The bucket toilets as reflected on community survey 2016 does not necessarily mean that the municipality is having bucket toilets. During the survey most of the households especially in the western part of the municipality indicated that since their toilets are miles apart from house structure and since they don't have house toilets, they use bucket during the night and empty it in the morning.

3.5 Electricity

Dr JS Moroka Local municipality is not the electricity Authority nor Provider and this is the sole competency of ESKOM. The municipality is only responsible for the coordination of the service by making sure that communities are consulted and by compiling a priority list. The only provider of electricity in the region is ESKOM, which has installed basic infrastructure to provide electricity to the communities. For most part, new formal and informal settlements have no electricity, i.e new Kgapamadi extension. Lack of access to electricity to some villages poses a problem to the municipality as it impacts negatively on basic service delivery, local economic development, and community projects.

According to 2016 community survey, indication was made that a total number of 169 households within the jurisdiction of Dr JS Moroka Local Municipality are still without electricity with already 63 858 households electrified. DME, ESKOM and Dr JS Moroka Local Municipality have developed electricity template tool, which will be used as a guide for the electrification of villages within Dr JS Moroka Local Municipality.

MP316 Project List

Project Name	Type	Beneficiaries
Phake Ratlhagana	HH Connection	200
Libangeni	HH Connection	74
Madubaduba Moripe	HH Coonnection	70
Total		344

Eskom Infrastructure & Pre-engineering Projects

- Makometsane 132/22KV 2x40MVA Substation project
- Dennilton 132/22KV substation project

Challenges

- Electricity not available in other areas.
- The municipality is not electricity authority.
- Limited resource to maintain already existing high-mast lights.
- Inconsistence indigent register for provision of free basic electricity.

3.6 Housing

Housing delivery is a competence of the Department of Human Settlement. Dr JS Moroka Local Municipality's primary role is limited to compiling housing waiting lists. However, the municipality can make a careful assessment of delivery in the area thus far, and how this impact on socio-economic development generally.

The municipality is experiencing mushrooming of unplanned settlements across many villages within Dr JS Moroka Local Municipality, this included Kgapamadi in ward 2, Digwale in ward 15, Libangeni ward 16, Makometsane in ward 19 and Masobye in

Dr JS Moroka Local Municipality

ward 31. These unplanned settlements have poor services characterized by gravel roads, self-made pit toilets and lack of electricity, water and solid waste disposal.

Housing Back-lock

Ward	Village Name	Challenge
1	Ga-Phaahla	PHP Houses
2	Redutse/Toitskraal	Allocation of tittle deeds
4	Siyabuswa (Ward 4)	PHP Houses
8	Mthambohini	PHP Houses in all sections
10	All villages within ward 10	Additional PHP Houses
11	All villages within the ward	PHP houses
13	All villages within the ward	Allocation of PHP Houses in the whole ward
15	Molapoamogale/Digwale	New township establishments
		RDP houses
		Issuing of tittle deeds to all residents
16	All 4 sections within the ward	PHP Houses for indigent households
17	Mbhongo/Libangeni	5 additional RDP houses
18	Maphanga	PHP houses
		Completion incomplete of PHP Housing project
19	Madubaduba	100 houses at Madubaduba
	Ukukhanya	80 houses Ukukhanya
	Makometsane	20 Php Houses Makometsane
20	Senotlelo	50 PHP houses
21	Troya	PHP Houses
25	Part of Nokaneng	PHP houses
25	Part of Seabe	PHP houses
26	All villages within ward 26	PHP Houses

ward 31. These unplanned settlements have poor services characterized by gravel

29	MMamethake	Township establishment
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30	All villages within ward 30	500 PHP Houses

3.7 Population & Households

2011 STATS SA			2016 Community Survey	
	Total Households	Size of the Households	Total Households	Size of the Households
NDM	383 000	3.8	404 000	3.5
Dr JS Moroka L. Municipality	62 162	4.01	64 027	3.9
Emakhazeni	13 722	3.7	14 633	3.3
Emalahleni	119 874	3.3	150 420	3.0
Steve Tshwete	64 971	3.5	86 713	3.2
Thembisile Hani	75 634	4.1	82 740	4.1
Victor Khanye	20 548	3.6	24 276	3.6

Challenges

- Access to land for this decent service remains a contest.
- The bulk water, sanitation and power arrange in and around the different Improvement hubs have to be broadly updated to cater for anticipated future development.

3.8 Refuse Removal

The South African Constitution assigns municipalities the duty of ensuring the provision of basic services, to promote social and economic development and a safe and healthy environment in which to live and work. Two Municipal disposal landfill facility is fully authorized and licensed at Libangeni and another disposal landfill facility at Mmamethlake is licensed.

The Municipality is currently collecting waste at Libangeni, Mbhongo and Siyabuswa townships. Through the intervention by the National Department of Public works

through EPWP, the Municipality has strengthened the door-to-door waste collection service by recruitment of 204 EPWP workers in order to intensifies waste management and collection.

There are backlogs concerning the domestic waste management services, which need to be dealt with so that there is visibility and an impact on services rendered within the municipality. Waste collection services need to be extended to other villages within the Municipality.

Regular solid waste collection services are also provided to business premises, educational institutions, offices, and household within the municipal jurisdiction. The waste collection from the residential premises is carried out weekly or bio-weekly basis. Presently the total percentage of collection from the household is **21%**. The current municipal waste collection needs to be extended to other areas, but due to lack of municipal resources the municipality cannot meet the demands for waste collection as required by the constitution and related regulations.

The current study estimates that 36 027 (+_ 80%) of households in Dr JS Moroka Local Municipality have no formal refuse removal service and thus need this service. They tend to use dongas, forests, open spaces, and own created refuse dump. The widespread inadequacy of formal refuse removal service in the municipal area poses a health hazard to the rural communities and it is particularly a problem for businesses. The implication of the finding is that the formal refuse removal service is needed in all wards of Dr JS Moroka Local Municipality. Also noteworthy is that there is formal waste collection, which covers seven (7) wards; 1,3,4,5,6,16 & 17.

Below table indicates waste management backlogs per ward.

Ward	Refuse Removal Status	Challenges
01	Collection by municipality	Not all wards are benefiting

02	Own	No sufficient equipment to collect from house to house. Only open spaces are cleaned
03	Collection by municipality	Collection is done once a week
04	Collection by municipality	Collection is done once a week
05	Collection by municipality	Collection is done once a week
06	Collection by municipality	Collection is done once a week
07	Own	No sufficient equipment to collect from house to house.
08	Own	No sufficient equipment to collect from house to house.
09	Own	No sufficient equipment to collect from house to house.
10	Own	No sufficient equipment to collect from house to house. Only open spaces are cleaned
11	Own	No sufficient equipment to collect from house to house.
12	Own	No sufficient equipment to collect from house to house.
13	Own	No sufficient equipment to collect from house to house.
14	Own	No sufficient equipment to collect from house to house. Only open spaces are cleaned
15	Own	No sufficient equipment to collect from house to house. Only open spaces are cleaned
16	Collection by municipality	Collection is done once a week

17	Collection by municipality	Collection is done once a week
18	Own	No sufficient equipment to collect from house to house. Only open spaces are cleaned
19	Own	No sufficient equipment to collect from house to house. Only open spaces are cleaned
20	Own	No sufficient equipment to collect from house to house.
21	Own	No sufficient equipment to collect from house to house.
22	Own	No sufficient equipment to collect from house to house.
23	Own	No sufficient equipment to collect from house to house.
24	Own	No sufficient equipment to collect from house to house.
25	Own	No sufficient equipment to collect from house to house.
26	Own	No sufficient equipment to collect from house to house.
27	Own	No sufficient equipment to collect from house to house.
28	Own	No sufficient equipment to collect from house to house.
29	Own	No sufficient equipment to collect from house to house.
30	Own	No sufficient equipment to collect from house to house.
31	Own	No sufficient equipment to collect from house to house.

3.9 Land fill site in Dr JS Moroka Local Municipality

Site Name	Status	Challenges – Recommendation
Libangeni Land-fill Site	Licensed	Fully operational
Mmamethake Land-fill Site	Licensed	Not fully operational

The municipality renders waste collection and cleaning service. Waste is collected and deposited in landfill sites. Majority of households are still to receive Bins for effective collection of waste. The municipality has made containers available for the public for waste collection. In some part of areas and containers are provided in public areas for collection of waste. Waste collection is done on Monday to Friday. According to report from waste management unit in community development services it was estimated that ±20 000 tons of waste was generated throughout the municipality.

The projected population in **2030** is estimated to be **235 882** which will decrease degeneration of waste to ±10 000 tons. This is likely to improved operations on parts of the local authority to extend its service to all households and substantially sustain the land-fill site and the capacity thereof.

3.10 Roads and Stormwater

Roads Infrastructure is an essential prerequisite of social and economic growth in any country as it serves as a mode of travel between any two destinations. The main modes of travel within the jurisdiction of Dr. J.S Moroka local municipality which can accelerate the aforementioned factors are R568 (Kwa-Mhlanga to Mkhombo dam road), R573 (Moloto road Pretoria and Johannesburg), D2091 (Marapyane College to Tuinplaas) and the D2740 (Pankop to Hammanskraal) which links DRJSMLM to two provinces namely Gauteng and Limpopo, the R573 road is currently being upgraded by the South African National Roads Agency Limited (SANRAL) as it best known for its high accidents rate.

The municipality considers the Rural Roads Asset Management Plan (RRAMP) which

3.9 Land fill site in Dr JS Moroka Local Municipality

was commissioned by the Nkangala District Municipality as we as the Integrated

Transport Plan (ITP) which was prepared in terms of the provisions of the National Land Transport Act (NLTA) Act 5 of 2009, for a period of five years 2014/15 to 2018/2019. The ITP seek to provide overall guidance on transport service delivery in the municipality through identifying gaps in the transport systems and formulating systematic interventions to address the gaps. The ITP will also provide the transport-related inputs into the municipality's Integrated Development Plan (IDP) which is the primary planning and budgeting tool to realize the municipality's vision. The process to review of the ITP to serve for another period of five years is well under way.

Currently there is a Rural Roads Asset Management Plan (RRAMP) in the municipality, which is essential for guiding the municipality on the prioritization of road network development and maintenance as well as numbering which is a process set to commence soon. The RRAMP also helps to ensure efficient use of resources, especially in the case of the Dr. JS Moroka municipality where resource limitations are one of the primary concerns. In the presence of the RRAMP, therefore, the municipality does have a systematic method to help to develop and maintain its road network.

The Municipality has a total length of approximately 2500km of internal gravel roads. 325km is bus and taxi roads which belong to the municipality and 85km belongs to the Department of Public Works Roads & Transport (DPWRT). Approximately 500km is maintained annually (Includes Gravelling and Blading). The municipality is however unable to maintain all of its gravel roads due to insufficient resources.

Table below indicates road ownership in terms of kilometres:

Name	Paved	Gravel	Earth Tracks
SANRAL	40km		
DPWRT	85		
Municipality	409.1km	2500Km	

220 km of the total 325 km of bus and taxi road is paved which leaves 32.3% backlog.

The Municipality has thus far been able to increase number of paved bus and taxi

Transport Plan (ITP) which was prepared in terms of the provisions of the National routes from 48.8% to 57.4% since 2016 which is 8.6% backlog reduction to-date.

Total surfaced road inclusive of bus routes and other internal roads stands at 409.1km. Contributing factors in terms of backlog include inter alia projects implemented internally by the maintenance division and capital projects implemented till 2022/23 financial year in the following villages most of which have their first phases complete while others have a full project completed:

3.10.1 Road project implemented during the 2022/23 financial year:

- Construction of 1,2km at Siyabuswa C Bus and Taxi route (Next to Velulwazi high school)
- Construction of 1,2km at Mmamethlake Bus and Taxi route
- Construction of 1,2km at Radijoko Bus and Taxi route

The table below indicates the Strategic Roads within MP316

Priority	Strategic roads	Strategic importance of the road
01	R573 – P207-1	The road traverse through municipal boundary of Dr JS Moroka Local Municipality and Elias Motsoaledi Local Municipality in Limpopo. It is therefore a recognised priority road in this IDP/Budget because of its potential to increase economic fortune and viability of the Dr JS MLM.
02	R568 – P255/2	municipal offices, retail facilities, and a transportation terminus.

3.10.2 Road Network

The Municipality is not traversed by any national or provincial roads, which makes it isolated. Nearly 90% of the municipality's road network (estimated to be 2 500km)

consists of local roads and streets, the other 10%, forms the core mobility sub-network (Local Integrated Transport Plan, LITP, Draft 2013). There are only two major roads that provide access to the settlements and economic nodes in the municipal area and they mainly provide access to areas in the south of the Municipality. They are namely an east-west provincial road (R573 – P207-1) from Marble Hall to Tshwane and a north-south link road (R568 – P255/2).

The provincial roads consist of a combination of paved and gravel roads, while all local roads and walkways are unsurfaced. Tared roads link the majority of the larger settlements such as Siyabuswa, Vaalbank, and other settlements to the provincial roads.

Note that the Tshwane and Johannesburg Metropolitan areas are the most important employment centres and large numbers of people commute daily to these areas.

Apart from route R568 and R 573, other minor arterials within the LM include:

- P206/1
- P257/1

3.10.3 Condition of Roads

Local roads and streets are the responsibility of the Municipality, while the few arterial links are the responsibility of the Mpumalanga Province. According to the LITP the condition of the higher order road network is generally fair while that of access roads is poor.

There is a general need for routine maintenance and an adequate stormwater drainage system on the majority of roads. Furthermore, the LITP commented on the poor quality of road patches, uneven road surfaces, open cracks, potholes, shoulder edge breaking on some sections of the network, and the fact that most tarred roads within the Municipality do not have road markings or road traffic signs. Apart from damage by erosion due to a poor stormwater drainage system, road infrastructure is

being damaged by overloaded heavy motor vehicles which pass through the municipal area to various destinations.

Note that there is a stark contrast in the provision of transportation infrastructure to the eastern and western extents of the Municipality. It was noted in the previous SDF that the areas in the east were relatively well supplied compared with the more rural west.

Two examples of instances where urgent intervention is required are namely (LITP): R568: Severely distressed patching over large area; Open cracks with poor maintenance work.

Collector roads in Siyabuswa: Uneven surface; Numerous potholes; Major shoulder edge breaking.

3.10.4 Rail

There is a single north-running bypass freight rail line from Pretoria along the N1 that crosses through the Masobye village area. The line is currently not in use but was previously used to transport agricultural produce (LITP). The line has two stations within the municipality, namely Leonie and Pankopboth.

According to the LITP, any future proposals relating to rail transport in the area should consider the revitalisation of the rail line among the alternatives. In terms of export opportunities, this railway line has significance in that it forms part of the network linking the Maputo and Richards Bay harbours.

There are currently no passenger rail services in the municipality. However, there is a feasibility study being carried out on a mass public transport service along the Moloto Corridor between the City of Tshwane and areas in the vicinity of the Municipality that may include rail as a mode.

3.10.5 Air

There are no airports or airfields within the Dr JS Moroka LM.

3.10.6 Freight

Heavy vehicles do use the higher road network although it was not necessarily

being damaged by overloaded heavy motor vehicles which pass through the municipal designed to carry such heavy loads. This leads to the deterioration of provincial roads.

3.10.7 Public Transport

Many commuters within the municipality rely on public transport in the form of buses, minibus taxis, bicycles, donkey cards and walking (long distances) for commuting to work and school, as well as social travelling. Bus services are mainly used for work trips, with service terminals in the CoT and other areas outside the Municipality. Taxi services, on the other hand, are mostly used for trips within the Municipality.

The highest volume of traffic involves trips made between settlements and the Gauteng Province, as well as other large economic centres such as eMalahleni (Witbank), Middelburg, Marble Hall and Bronkhorstspuit.

There is also a fair amount of traffic to other nodal points within Nkangala District Municipality such as Kwa-Mhlanga and Kwaggafontein. The latter areas have recently experienced significant economic development since the establishment of sub-regional shopping centres. Furthermore, the area is now experiencing an increase in traffic and population movement as a result of completion of Dinokeng Nature Reserve which located directly east of Hammanskraal in the City of Tshwane Metropolitan area.

There are thirteen (13) minibus taxi facilities in the municipality, of which six (6) are informal and seven (7) are formal facilities. The taxi rank facilities are located in the majority of the larger settlements such as Siyabuswa, Vaalbank, Allemansdrift.

Taxi Ranks in Dr JS MLM

Facility Name	Status
Katjibane Taxi Rank	Informal
Makopanong Taxi Rank	Informal
Loding Taxi Rank	Informal
Marapyane Taxi Rank	Formal
Matshiding Taxi Rank	Formal
Nokaneng Taxi Rank	Formal

Masobye Taxi Rank	Formal
Senotlelo Taxi Rank	Formal
Siyabuswa Main Taxi Rank	Formal
Siyabuswa Spar Taxi Rank	Formal
Libangeni Crossing Taxi Rank	Informal
Kgapamadi Taxi Rank	Informal
Libangeni Taxi Rank	Formal

PUTCO, the main transport service provider, have provided basic shelters for commuters along most of their routes. Some of these shelters are, however, rudimentary, and urgently need of maintenance.

Even though most residents in the LM rely on walking as a mode of transport, the quality of non-motorised transport (NMT) infrastructure is generally inadequate. For example, there are instances where formally constructed pedestrian sidewalks are provided at schools but are limited to the immediate vicinity of the school. Additional pedestrian sidewalks are thus necessary, particularly in areas where high pedestrian volumes interact with vehicular traffic.

Animal drawn transport is used as a viable means of transport in the municipality. However, no special provision is made for animal-drawn carts, leading to them having to share the road space with faster motorised vehicles.

3.10.8 District and Provincial Roads

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

- Ga-Morwe to Makometsane

- Ramokgeletsane to Senotlelo
- Nokaneng to Katjibane connecting Chester (Limpopo)
- Seabe connecting Bingley (Limpopo)
- Marapyane connecting Tuinplaas (Limpopo)
- Ramokgeletsane connecting Matlerekeng (Limpopo)
- Senotlelo to Lefisoane
- Mametlhake connecting Rusteënter (Gauteng)
- Lefiso to Pankop
- Senotlelo to Ga-Matlala Ramoshiho (Limpopo)
- Molapomogale to Kwa-Mhlanga

The Municipality is constantly engaging the Department of Public Works, Roads and Transport on these roads about their urgent need for upgrading to surface. The challenge remains in the borders of the neighboring province which need engagement with the Limpopo province (Seabe to Bingley, Katjibane to Chester, Mametlhake to Rust de Venter and Marapyane to Tuinplaas).

The Municipality has approached the Public Works Department to partner with a view to reduce the roads backlog, by combining resources to gradually move away from road re-gravelling to road surfacing and assist each other with potholes patching and roads gravelling. The combination of resources has managed the municipality to upgrade 300m, 600 m and 1km of gravel roads at Libangeni, Loding and Marapyane respectively. This program has proven that upgrading roads using internally staff is key and cost effective at the same time ensuring adequate skills transfer is ensured between the two government spheres.

Storm-water Drainage Systems and Sub-Surface Water

Storm water management in the Dr. JS Moroka Local Municipality is largely inadequate. While some provincial roads are equipped with storm-water drainage

- Ramokgeletsane to Senotlelo system (mostly culvert bridges), this is not the case for most of the road network in

Dr. JS Moroka. This has over time led to the erosion of the road shoulders and reduction of the life span of the roads. The storm-water drainage system, where available within the villages, are substandard. This is especially evident during rainy seasons wherein the municipality experience water pools in many parts of the municipality, and in turn impeding travel.

Villages such as Mmaduma / Greenside which has in the past few years experienced continuous has been proven that it is in the flood line, it is unfortunate that the village is on communal land meaning when it was built the Municipality was not involved therefore there was no proper studies such as planning and constructing adequate stormwater infrastructure to channel the water away from the people. The Municipality's Stormwater Master Plan is in place to address.

Over and above, the Municipality has a responsibility to maintain storm water channels and eradicate sub-surface water affecting residents in a negative way. There has been tremendous challenge in roads regarding underground water control and eradication which was completed in some villages either in full or in part.

Though the division assists villages which are affected by sub surface water year after year, it has since been established that there is more work to be done in this regard as more residents start to report the problem having seen the success of its remedy by the division.

There is a need to have a proper network to link the storm-water channels to the streams. A detailed storm-water master plan needs to be reviewed to enable the municipality to plan accordingly and realistically.

Some of the under mentioned villages have been assisted partially and still need to be attended to eradicate sub surface water completely.

3.11 Underground water

- Makopanong
- Siyabuswa B

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Dr. JS Moroka. This has over time led to the erosion of the road shoulders and

- Ramokgeletsane

- Maphotla
- Mbhongo
- Mthambothini.
- Ga-Morwe
- Thabana
- Ga-Phahla

The following villages have been identified as having storm water drainage systems challenges and thus needing critical and urgent attention:

3.12 Stormwater

- Seabe
- Mmaduma
- Matshiding
- Leseleseleng
- Siyabuswa B, C&D
- Ga Morwe
- Loding

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

3.13 Borrow Pits

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

Borrow pits are very hazardous if not properly rehabilitated after use thereof and need to be regulated. The roads construction and routine roads maintenance in the Municipality's area of jurisdiction is done by the Nkangala District Municipality, Dr. JS Moroka Municipality and Mpumalanga Provincial Department of Roads, Transport and Public Works.

Where borrow pits have not been properly utilized or rehabilitated on completion, it becomes a serious challenge as to where the responsibility lies in terms of non-compliance. This is also since there is no specific schedule in terms of borrow pits use including compliance and monitoring. There is a serious need for development and enforcement of by-laws to control these borrows pits and the need to rehabilitate them to conserve and preserve nature and the environment.

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

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

Table below indicate road and storm-water challenges in MP316.

Road & Stormwater		
Ward	Village Name	Challenges
01	Ga-Phaahla	Storm water drainage

02	Kgapamadi	Extension of road to R573
	Makopanong to Siyabuswa	Pedestrian bridge
	Makopanong Section 'A' to C	Bus and taxi road
	Phola Park section A	Storm water
	Makopanong section C and Siyabuswa ward 3	Refurbishment of Siyabuswa A bridge from Engen garage to Makopanong
	Section A	Fencing of municipal steel water tanks
03	Siyabuswa A	Upgrading of Emasofeni bridge
	Siyabuswa "A" Bongimfundo street	Construction of Pedestrian walk
	Kabenziwa	Construction stormwater
04	Part of Makopanong	Tarred roads
	Part of Ezwenilethu	Tarred road
	Part of Makopanong	Tarred road next to MMashadi high school
	Makopanong/Siyabuswa	Regravelling of road both part of Makopanong and Siyabuswa
5	Siyabuswa 'B'	Storm water
	Siyabuswa "B" next to Chris Hani school	Pavement along Bishop Hendrick Street
6	Siyabuswa "C"	Storm water project should be finished before 2020/21
	Siyabuswa C	Construction of bus road at Velulwazi taxi road
	Mogononong	Construction of road via Prince School

	Mabuyeni	Construction of storm water at Mbuyeni
07	Mokgeletsane	Completion of Bus and taxi route
	Thabana section D	Stormwater
08	Kosini	Tarring of bus and taxi route from King cluster to Masokaneni
	Kosini section	Tarring of to road from Emrhuleni to King cluster
	Kosini section	Paving of street at Kwa Dr Esther Mahlangu
	Mgababa section	Tarring of road from Kwa Chili via Kwa Mvangeli
	Mrhawini section	Tarring of road from old Mrhawini graveyard via Ndabezitha secondary school
	Mabhadu/Kosini/Masoganeng	Stor water drainage from Emabhadu via President restaurant to Kwa Ntwsanyana
	Kosini section	Storm water from clinic via Roman church King cluster
09	Part of Ga Morwe	Tarring of road from thuthuka street
		Storm water at Vukuzenzele
10	Meetsemadiba	Upgrading of bus and taxi route
		Erection of Pedestal Bridge
	Ga-Morwe and Meetsemadiba	Storm water
11	All Villages	Storm water

	Two-line	Construction of tarred road
12	Marothobolong	Bus and taxi route
	Manyebethwane / Maselapata	Bus and taxi route
13	Madlayedwa	Tarring of bus and taxi route at new extension, storm water drainage, control and channelling
	Dithabaneng, Skimming	Tarring of business road and storm water drainage at borolo out of village
14		Construction of bus and taxi route from Mpumalanga to Mandoza street
		Fixing of bridge near Sunset road and tar road
15	Digwale B and RDP	Upgrading of bus route (Tar road)
	Digwale/Molapoamogale	Side walks
	Digwale B and RDP/Molapoamogale	Storm water channels
16	Khomotso section	Storm water leading to school
	Khotsomo section	Tarred road
17	Mbongo	Tarring of road from Mbhongo pass Babutheni High school
18	Maphanga	Construction of storm water drainage via Maila street and Masango
		Construction of tar road at Maphanga bus and taxi route

		Construction of tar road at Maphanga bus and taxi route and Nkosana route via Abner/Nyora street
19	Madubaduba, Moripe Garden and Ukukhanya	Blue lagon to Phahlane Section and Skierlik bus and taxi route. Chiloane street/Mohlala to Chikanda
	Moripe Garden /Madubaduba/Ukukhanya/Makometsane	Storm water around Thembelihle school
20	Senotlelo	Storm water drainage
		Tarring of 6km road from Molapalapa School to section H
		Tarring of road from St Johns to Mekgapeng Cemeteries
		Paving of bus and taxi route
		Upgrading of pedestrian bridge between section F and G
		Completion of a sidewalk project
		Construction of 14km road from section D to section G
		Construction of 4km road from Section L to taxi rank
21	Kabete and Troya	Tarring of bus and taxi route
	Kabete & Troya	Storm water
	Troya & Kabete	Pedestrian walk
22	Part of Lefisoane	Completion of bus and taxi route
	Lefiso	Construction road and storm water
	Dithlagane	Construction of side walks

23	Part of Marapyane	Construction of Marabyane bus & taxi route phase 4 Tarred road from clinic to bus deport Tarred from panyane car wash to legotlong section
24	Part of Marapyane	Tarring and construction of marapyane reservoir to Matjialla section
	Part of Ga Seabe	Construction of access to Mohele section
	Mmaduma	Completion of pavement at Mmaduma
25	Part of Seabe	Tarred road at Itsoseng section
	Part of Nokaneng	Tarred road at Skuurlik section
	Masopeng storm water	Construction of roads and stormwater
	Part of Nokaneng	Construction of storm water
26	Loding	Construction of storm water, /Tarred road from Dipajerong via Loding Mzimdala to Mbulawa High School
	Nokaneng	Tarred road from ZCC Church to Sepakapakeng section
	Ramtsho to Marapyane	Completion of bus & taxi road
27	Katjibane	Upgrading of bus and taxi route (1)
	Phomolong	Storm-water drainage system (2)
	Diparafeneng	Road Construction (3)
28	Nokaneng	Completion of bus taxi road (1)
	Magareng	Construction of bus and taxi route (3)

	Dierefeng	Construction of bus and taxi road (2)
29	Mmamethlake	Construction of bus & taxi road
	Morningside & Sunny view	Construction of bus & taxi road
30	Rankaile/Rebone/Mantlole and Phola Park	Roads and Storm water at Rankaile (1)
	Khutsong and Ten Morgan	Completion of Rebone paving from entrance to Refithlile Primary school (2)
	Phake Thabeng to Ten Morgan	Construction of bus & taxi road (3)
	Rebone to Rankaile	Construction of stormwater (4)
31	Masobye	Construction of storm water at bus and taxi route
	Trust section	Completion of bus & taxi road

3.14 Community Needs Analysis

Following community ward-based consultation, Dr JS Moroka Local Municipality with communities and stakeholders within identified the following 22 issues repeatedly surfaced as overarching needs of the community and thus are recognised priority in this IDP.

No	Community Needs Analysis
1	Road & Stormwater
2	Sanitation
3	Human settlement
4	Water provision
5	Sports, Culture, Arts & Recreation
6	Education – building of schools

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7	Local Economic Development
8	Waste Management and Collection
9	Electricity provision – HH Connection
10	Community Facilities – community Halls
11	Health services – improve services at all clinics
12	Land & Housing – Allocation of title deeds
13	Public Transport – improve public transport
14	Development Agriculture
15	Environmental Management
16	Maintenance of existing infrastructure
17	Road Safety programs
18	Township Establishment
19	Disaster Management & Fire Fighting
20	Safety & Security
21	Youth Development
22	Primary Health Care and Social Services

4. SOCIO ECONOMIC ANALYSIS

4.1 Social Development

Welfare facilities in the Dr JS Moroka Local Municipality fall under the jurisdiction of the Department of Health in Mpumalanga Province. Although there are still challenges in terms of distribution of welfare services, the population within the municipality has fair access to social welfare services. SASSA indicates that a big portion of the State resources are spent in the form of pension pay out in the entire municipality with **114 439** beneficiaries, especially in areas that are predominantly rural. Many of the beneficiaries are either fostered, old aged, need support one way or the other hence they receive different forms of grants, issues contributing to high dependency rate on grants range from amongst others, orphans resulting from HIV/AIDS related deaths, child-headed households.

There are seven (7) cash pay ports, six (6) post offices, Merchandises, couple of ATMs which have been identified by SASSA for pension pay out. SASSA has move away from single public service for pension pay out as it was previously the case. Majority of grant beneficiaries are now using all available services for pension payment with merchandises becoming effective method of payment.

Grant Type	Total Beneficiaries
Disability grant	4 597
Old Age	29 454
Child support grant kids	82 896
Foster care grant beneficiary	1570
Care Dependency Grant	651
Child disability grant 0 to 1 year	35222

4.2 Children, Gender, Disability, HIV/Aids and Moral Regeneration

Children

Children between the age of 0-5 years falls under the programme of Early Childhood Development. Children from 2-5 years it's a must for all of them to be registered in the Early Childhood Development Centres.

Department of Social Development and Department of Education are responsible for registration of ECD centres and its curriculum. The municipality is responsible for MONITORING of centres and allocation of land when there is a need. Dr J.S Moroka Local Municipality is working closely with all sector departments responsible for children.

In Dr J.S Moroka local Municipality we have 101 registered ECDs with the capacity of 6102 and funded by DSD, out of 101 ECD's 59 are registered conditional and 42 registered fully. Department of education is responsible for the curriculum of the ECDs. In 2020, 4920 children were registered in this ECDs.

Total registered Child Support Grant is 82518; Mmamethake – 15010; Siyabuswa – 35684; Mbibane – 15828; and Marapyana – 15996.

There is Isibindi programs for orphans and vulnerable children wherein the care workers assist these children with their schoolwork and after school programs.

The ECD activities were disrupted covid- 19 regulation as the country is was experiencing the covid 19, and schooling for ECD's was halted at all levels of covid-19 during the year of 2020.

4.3 Orphans and Vulnerable Children

The program that is targeting orphans and vulnerable children who do not have parental guidance and support as well as child headed families. Dr. JS Moroka Local Municipality utilizes data from the Department of Education, Department of Social Development and individual information from ward councillors, Community Development Workers, and children's forum. The children are linked to programs that will assist them with school uniform and register in indigent database.

Dr J.S Moroka have a place of safety in Mmametlhake where children who have run away from home due to abuse are kept and their cases are handled accordingly by Social Workers. These Kids attend schools from place of safety until their cases are solved and they are taken back home. All these programs are funded and monitored by DSD.

4.5 Women Based Programme

Women forum consists of 31 women that are from all 31 wards, to address social and health issues such as gender-based violence, and they are being workshopped on how to address social issues by working with relevant stakeholders.

Dr J.S Moroka Local Municipality is a CRDP Municipality that need to encourage the utilization of cooperative for service delivery. Most women are engaged in community programmes like home-based care, farming, tailoring, art, through the NGOs or unregistered groups. These women are trying to create income in many ways, as the Municipality has extremely limited economic activities.

Dr J.S Moroka Local Municipality we have one Victim Support Centre in Mmametlhake for victimized women whereby they get counselling.

4.4 Programme for Elderly and Disability

There is an Elderly Forum that consists of 31 members from 31 wards, to address social and health issues such as elderly abuse, chronic illnesses, elders' visas grandchildren and management of pension grant. In Dr J.S Moroka Local Municipality there are 6 service centres for elders, and they are also funded by DSD. The other programme for elders is Active Aging Program where these elders participate in sports and compete with other Provinces. All these programs are fully operational, DSD and the Municipality are monitoring. Programme for Persons with Disability.

The persons with disability have representatives from 31 wards and it addresses socio-economic issues for persons with disability, such as education, employment, sports. In Dr J.S Moroka have two Stimulation Centres for Disabled Persons where children are kept and taken care of, have protective workshops especially for those above 18 years of age. Again, there are two Disability Centres for educational purposes.

The total number of beneficiaries for elderly grant is 29382, Mmamethake – 5503; Siyabuswa – 12380; Mbibane – 5254, Marapyana 6245. Siyabuswa has a huge number of elderly persons who are receiving grant. The total number of beneficiaries for disability grant is 4082, Mmamethake – 726; Siyabuswa-1856; Mbibane – 751 and Marapyana – 430

4.6 Gender

Dr. JS Moroka Local Municipality has experienced that number of gender-based violence and the victims are mostly women.

Siyabuswa, Mmamethake, Marapyana and Maphotla are villages where in 2020 case of gender violence were registered and some of women passed on due to the GBV.

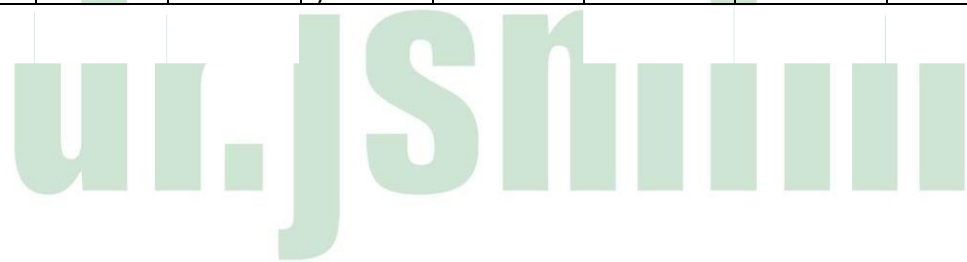
The registered GBV cases from October 2020 to February 2021, total cases are 89 in total and 58 from SAPS and 31 from Department of Social Development.

4.7 The department of social development in Mpumalanga is responsible for the Early Child Development centres in Dr JS Moroka Local Municipality.

Name of ecd centre	Physical address	Ward	Capacity	Number enrolled	Age grouped	Children with disabilities	Number subsidized Specify: weather CG/ES	Number of children benefiting from subsidy (CG/ES)	Registration Status Specify: whether gold/silver or bronze	Number of practitioners employed	NQF Level qualifications
Amazing Grace Educare	Siyabuswa	4	75	47	2 yrs to 5 years	no	33	33	Full	3	Ecd Diploma
Bana Pele Early Learning and Development	Pankop	31	60	40	2 yrs to 5 years	no	33	33	Conditional	2	Ecd Level 4
Bokang Pre School	Seabe	24	30	37	2 yrs to 5 years	no	23	23	Full	2	Ecd Level 4
Bophelong Educare	Ramokgeletsane	7	30	29	2 yrs to 5 years	no	20	20	Conditional	2	Ecd Level 4
Bothlale Pre-school	Mmamethake	29	70	70	2 yrs to 5 years	no	41	41	Conditional	2	Ecd Level 4
Dima's Day Care Centre	Mmamethake	29	23	23	2 yrs to 5 years	no	13	13	Conditional	2	Grade 11
Ekhayaletu Educare	Kameelrivier	9	30	35	2 yrs to 5 years	no	28	28	Conditional	1	Ecd Level 4
Eshadai Educare Centre	Wolwekraal A	13	65	63	2 yrs to 5 years	no	55	55	Conditional	2	B.A Degree
Goodhope Day Care	Marapyane	25	35	35	2 yrs to 5 years	no	34	34	Full	2	Ecd Level 4
Ikageng Day Care centre	Mmamethake	29	30	39	2 yrs to 5 years	no	28	28	Full	2	Ecd Level 4
Ikageng Preschool	Lefiso	21	60	44	2 yrs to 5 years	no	41	41	Conditional	2	Ecd Level 4
Ikoketseng Day Care Centre	Witlaagte	8	50	59	2 yrs to 5 years	no	47	47	Conditional	2	Ecd Level 5
Ipeleng Educare	Allemansdrift	24	100	38	2 yrs to 5 years	no	33	33	Conditional	2	Ecd Level 5

Itereleng Educare	Pankop	31	35	51	2 yrs to 5 years	no	33	33	Conditional	4	Ecd Level 01
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Itumeleng Educare	Loding	26	70	50	2 yrs to 5 years	no	41	41	Conditional	4	Ecd LEVEL 02
Kgotlelelo Educare Centre	Koedoespoort	19	60	49	2 yrs to 5 years	no	24	24	Full	4	Ecd LEVEL4
Khayelihle Pre-School	Siyabuswa	3	200	214	2 yrs to 5 years	no	133	133	Full	7	Ecd Level 05
Kiddies Academy for Learning	Siyabuswa B	3	70	21	2 yrs to 5 years	no	15	15	Conditional	3	Ecd Level 05
Kwelapele Educare centre	Leeufontein	15	96	66	2 yrs to 5 years	no	49	49	Conditional	4	Ecd Level 01
Lehae La Bana Educare	Kalkfontein	27	45	36	2 yrs to 5 years	no	26	26	Full	2	Ecd Level 04
Lehlabile Day Care centre	Pieterskraal	13	40	40	2 yrs to 5 years	no	39	39	Conditional	3	Ecd Level 04
Letsibolo Educare Centre	Debeersput	21	55	31	2 yrs to 5 years	no	22	22	Conditional	1	Ecd Level 01
Lesang Bana Community Creche	Leeufontein B	15	40	53	2 yrs to 5 years	no	39	39	Conditional	4	Ecd Level 04
Leseding Educare	Siyabuswa	11	50	61	2 yrs to 5 years	no	49	49	Conditional	3	Ecd level 04
Leseding Educare	Sleutelfontein	21	60	80	2 yrs to 5 years	no	57	57	Conditional	4	Ecd Level 06
Lethabong Day Care Centre	Mbibane	24	40	52	2 yrs to 5 years	no	38	38	Conditional	5	Ecd Level 06
Letsatsing Educare	Bloedfontein	21	70	28	2 yrs to 5 years	no	23	23	Conditional	3	Ecd Level 02
Libangeni Pre-school	Vaalbank	16	100	91	2 yrs to 5 years	no	58	58	Full	4	Ecd Level 05
Love and Grace Educare	Siyabuswa	2	40	37	2 yrs to 5 years	no	32	32	Conditional	3	Ecd Level 4
Mabati Pre School	Lefiso	22	55	17	2 yrs to 5 years	no	16	16	Conditional	2	Ecd Level 5
Mahlatse Educare	Senontlelo	20	60	15	2 yrs to 5 years	no	7	7	Conditional	1	Ecd Level 01
Malebo Pre School	Mmamethake	24	40	13	2 yrs to 5 years	no	6	6	Conditional	2	Ecd Level 05
Mantwani Educare	Siyabuswa	11	100	74	2 yrs to 5 years	no	67	67	Conditional	2	Ecd Level 05



Maphanga Educare Centre	Maphanga	18	80	76	2 yrs to 5 years	no	72	72	Full	4	Educational Management
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Marulaneng Day Care	Lefiso	21	60	44	2 yrs to 5 years	no	41	41	Full	2	Ecd Level 05
Masego Pre School	Ba-Mokgoko	29	90	35	2 yrs to 5 years	no	30	30	Conditional	2	ECD Level 05
Masuku Community Creche	Sleutelfontein	20	100	86	2 yrs to 5 years	no	76	76	Full	3	Ecd Level 04
Maswike Pre School	Nokaneng	28	130	25	2 yrs to 5 years	no	24	24	Conditional	3	Ecd Level 05
Mathethe Educare Centre	Mbibane	26	30	33	2yrs to 5 years	no	32	32	Conditional	1	Ecd Level 02
Matseke Day Care	Gamaria	23	60	69	2 yrs to 5 years	no	56	56	Full	2	Ecd Level 02
Meriting Educare Centre	Vaalbank	16	50	31	2 yrs to 5 years	no	26	26	Full	2	Ecd Level
Mmabana Educare Centre	Waterval	11	100	90	2 yrs to 5 years	no	84	84	Conditional	3	Diploma in Ecd
Mmakubutona Educare	Marapyane	25	50	50	2 yrs to 5 years	no	43	43	Full	3	Ec d Level 05
Mmamatsue Creche	Marapyane	24	50	48	2 yrs to 5 years	no	42	42	Full	2	Ecd Level 02
Mmanonyana Pre School	Nokaneng	28	130	87	2 yrs to 5 years	no	83	83	Full	2	Ecd Level 04
Moema Pre-school	Marapyane	25	50	31	2 yrs to 5 years	no	30	30	Full	2	Ecd Level 05
Mokgoko Pre school	Marapyane	22	70	61	2 yrs to 5 years	no	49	49	Full	2	Ecd Level 02
Mokopane Pre-school	Phaake	31	95	68	2 yrs to 5 years	no	65	65	Conditional	2	Grade 11
Morake Pre School	Lefiso Village	22	80	81	2 yrs to 5 years	no	63	63	Full	3	Ecd Level 05
Morongwane Pre School	Nokaneng	28	100	67	2 yrs to 5 years	no	57	57	Conditional	2	Ecd Level 05
Motheo Day Care Centre	Pankop	31	25	20	2 yrs to 5 years	no	20	20	Full	2	Ecd Level 05
Mothoe Wa Bana Day Care	Lehabe Section	27	60	58	2 yrs to 5 years	no	42	42	Full	3	Ecd Level 04
Mpatliseng Pre-School and Day care center	Ba-Mokgoko	30	110	86	2 yrs to 5 years	no	60	60	Conditional	3	Ecd Level 04

Mpumelelo Day Care	Kameelrivier B	9	40	43	2 yrs to 5 years	no	39	39	Conditional	3	Ecd Level 04
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Muzekhaya Community Creche	Siyabuswa	11	40	48	2 yrs to 5 years	no	39	39	Conditional	2	Ecd Level 05
Neu-Halle Pre School	Skilpadfontein	25	60	58	2 yrs to 5 years	no	55	55	Full	5	Ecd Level 05
Ntepane Pre-School Centre	Skilpadfontein	24	60	49	2 yrs to 5 years	no	33	33	Full	3	Ecd Level 04
Nthuseng Centre	Ba-Mokgoko	29	100	22	2 yrs to 5 years	no	16	16	Conditional	3	Grade 12
Phanagela Community Creche	Matshiding	12	70	70	2 yrs to 5 years	no	48	48	Conditional	2	E CD 05
Phikelela Educare	Matjhiring	12	24	24	2yrs	no	44	44	Full	5	ECD 04
Phila Uphilise Educare Centre	Madlayedwa	13	36	36	2 yrs to 5 years	no	40	40	Full	2	Ecd Level 04
Phosiwe Community Educare	Weltevrede	8	50	50	2 yrs to 5 years	no	40	40	Conditional	4	Ecd Level 05
Ramokgeletsane Community Creche	Ramokgeletsane	7	60	60	2yrs	no	73	73	Full	5	Diploma In ECD
Ratabatho Creche	Vaalvank Libangeni	17	50	50	2yrs	no	25	25	Conditional	3	Ecd Level 03
Rauwane Pre-school	Pankop	31	47	47	2 yrs to 5 years	no	93	93	Conditional	4	Ecd Level 05
Rebelegeng Educare Centre	Vaalbank A	16	32	32	2yrs	no	25	25	Full	3	Grade 12
Rebelegeng Thabang Day Care	Mmamethlake	28	39	39	2 yrs to 5 years	no	48	48	Conditional	5	Ecd Level 04
Refilwe Day Care Centre	Mmamethlake	30	30	30	2 yrs to 5 years	no	52	52	Conditional	3	Ecd Level 04
Retsogile Pre-school	Seabe	25	29	29	2 yrs to 5 years	no	16	16	Full	2	Ecd Level 04
Rhubhululwazi Educare	Ga-Phahla	1	26	26	2 yrs to 5 years	no	25	25	Full	2	Ecd Level 04
Shining Stars Day Care Centre	Phaake	30	48	48	2 yrs to 5 years	no	48	48	Conditional	3	Ecd Level 05
Sizabantu Day Care Centre	Siyabuswa	3	52	52	2yrs	no	52	52	Full	4	Ecd Level 05
St Martins Pre School	Skilpadfontein	24	53	53	2 yrs to 5 years	no	53	53	Full	5	Ecd Level 05
Sukuma Creche and Community Creche	Allemansdrift C	18	47	47	2 yrs to 5 years	no	47	47	Full	3	ECD Level 05

Thabana Community Creche	Thabana Village	7	61	61	2 yrs to 5 years	no	61	61	Full	4	Ecd Level 05
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Thabang Educare	Siyabuswa C	6	66	66	2 yrs to 5 years	no	66	66	Full	4	Ecd Level 05
Thandabantwana Educare	Waterval B	10	80	80	2 yrs to 5 years	no	80	80	Conditional	5	Ecd Level 05
The Way Educare	Weltevrede	8	62	62	2 yrs to 5 years	no	62	62	Conditional	5	Ecd Level 05
Thedi Pre School	Mmutlestad	22	50	35	2 yrs to 5 years	no	25	25	Full	2	Ecd Level 05
Thembaletu Educare	Mashiding	12	40	29	2 yrs to 5 years	no	25	25	Conditional	2	Ecd Level 05
Tlhatlhane Centre	Ba-Mokgoko	30	90	22	2 yrs to 5 years	no	22	22	Conditional	2	Ecd Level 05
Thokozani Educare	Siyabuswa	2	65	51	2 yrs to 5 years	no	35	35	Full		Ecd Level 05
Thuthukani Educare	Kameelrivier B	9	40	59	2 yrs to 5 years	no	23	23	Conditional	2	Ecd Level 04
Thutong Educare	Vaalbank	16	100	60	2 yrs to 5 years	no	44	44	Full	3	Level 05
Thutopele Educare and Project	KwaMakola	6	120	40	2 yrs to 5 years	no	37	37	Full	4	Ecd Level 04
Tlayang Day Care	Skilpadfontein	24	80	57	2 yrs to 5 years	no	37	37	Conditional	3	Ecd Level 05
Trying Angel Educare	Vaalbank	17	60	90	2 yrs to 5 years	no	57	57	Full	3	Ecd Level 04
Tshepang Early Learning Centre	Troya	21	45	24	2 yrs to 5 years	no	19	19	Conditional	3	Ecd Level 04
Tsholanang Pre School	Marapyane	25	80	75	2 yrs to 5 years	no	61	61	Full	3	Ecd Level 04
Tswelopele Educare	Siyabuswa	8	55	52	2 yrs to 5 years	no	49	49	Conditional	3	Ecd Level 04
Tumakgole Educare center	Ga-makola	9	120	136	2 yrs to 5 years	no	95	95	Conditional	5	Ecd Level 05
Ukukhanya Educare	Mzimkhulu section	8	75	68	2 yrs to 5 years	no	63	63	Conditional	3	Ecd Level 04
Vulingqondo Educare	Waterval B	10	100	23	2 yrs to 5 years	no	18	18	Conditional	3	Grade 12
Wozobona Educare	Kameelrivier B	9	280	255	2 yrs to 5 years	no	195	195	Full	11	Ecd Level 05

Motsweding Day Care	Mmamethlake	28	40	24	2 yrs to 5 years	no	0	0	Conditional		
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Leseding Educare	Marapyane	27	40	23	2 yrs to 5 years	no	0	0	Conditional		
Mampope Day Care	Mmamethlake	31	20	21	2 yrs to 5 years	no	0	0	Conditional		
Paradise Day Care	Marapyane	25	20	22	2 yrs to 5 years	no	0	0	Conditional		
Amogelang Day Care	Marapyane	25	30	14	2 yrs to 5 years	no	0	0	Conditional		
Botshelo Day Care	Seabe	25	25	13	2 yrs to 5 years	no	0	0	Conditional		



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4.8 Health

Health services are critical in nurturing human development and tend to have important economic spin-offs as well. According to population practitioners, countries that have invested

significantly in primary health care (PHC), in particular, generally produce a healthier, and therefore more productive, workforce. There is also significant international evidence to

illustrate that early investments in PHC result in less strain on the health budget (and, consequently, on social spending) in later years.

There are 32 medical facilities in Dr JS Moroka Local Municipality, which mainly constitute regional clinics that provide localised health services to the community. In total the municipality is having 31 clinic and 1 hospital. Clinic are classified in two categories, 21 are 8hour service clinics and 10 are Community Health Centres (CHC) on 24hour service.

Ward	Clinic name	Services
2	Valsfontein clinic	8h00
3	Siyabuswa clinic	CHC
9	Kameelrivier- B clinic	8h00
8	Weltevrede clinic	8h00
10	Waterval clinic	CHC
12	Kliplaadriefft clinic	8h00
	Senzangakhona Digital clinic	8h00
13	Pieterskraal clinic	8h00
14	Maphotla clinic	8h00
15	Leeufontein clinic	8h00
16	Vaalbank clinic	8h00
17	Allmansdriefft B clinic	8h00
18	Allmansdriefft C clinic	CHC
19	Kammelrivier clinic	8h00

	Ronesterkop clinic - Makometsane	
20	Bloedfontein clinic	8h00
21	Troya clinic Debeerspuit clinic - Kabete	8h00
22	Lefiso clinic Lefisoane clinic – Ga-Maria	CHC 8h00 8h00
24	Skilpadfontein clinic Greenside clinic	CHC CHC
25	Seabe clinic	CHC
26	Loding clinic	8h00
27	Kalkfontein clinic	8h00
28	Nokaneng clinic Witlagte clinic	CHC 8h00
29	Mametlhake clinic	CHC
30	Phake clinic	8h00
31	Diphalane clinic - Masobye	8h00
	Mmametlhake Hospital	24h00

Mmametlhake hospital is the only district hospital in the municipal areas to service 246 015 population of Dr JS Moroka Local Municipality. The hospital is ± 70km from Siyabuswa which is the administrative centre for the municipality. Majority of people from Siyabuswa and the surrounding still commute to Limpopo Philadephia hospital for health services. According to the Norms and Standards a clinic must serve a radius of 5km, health centre 10km radius and hospital 60km radius.

Table below indicates basic level of services in Hospitals and Clinics in Dr JS Moroka Local Municipality.

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Ward	Hospital	Clinic	Sanitation	Electricity	Water	Challenges
01	N	N	Y	Y	Y	
02	N	Y	Y	Y	Y	Small structure and water supply
03	N	Y	Y	Y	Y	No ramp and sewage blockage
04	N	N	Y	Y	Y	
05	N	N	Y	Y	Y	
06	N	N	Y	Y	Y	
07	N	N	Y	Y	Y	
08	N	Y	Y	Y	Y	Small structure
09	N	Y	Y	Y	Y	Small structure
10	N	Y	Y	Y	Y	Pit toilet not functional
11	N	N	Y	Y	Y	
12	N	Y x2	Y	Y	Y	Water supply
13	N	Y	Y	Y	Y	Small structure
14	N	Y	Y	Y	Y	Small structure
15	N	Y	Y	Y	Y	Small structure, no shelter, no proper ablution facilities for patients, no proper fencing and gate and no computer
16	N	Y	Y	Y	Y	Fencing, paving, road access and animal farming kraal next to the clinic
17	N	Y	Y	Y	Y	None
18	N	Y	Y	Y	Y	None
19	N	Y x 2	Y	Y	Y	Small structure
20	N	Y	Y	Y	Y	Small structure
21	N	Y x 2	Y	Y	Y	Small structure
22	N	Y x 3	Y	Y	Y	Small structure
23	N	Y	Y	Y	Y	Operate only 12 hours a day but seven days a week, security provision
24	N	Y	Y	Y	Y	Works only five days a week
25	N	Y	Y	Y	Y	
26	N	Y	Y	Y	Y	
27	N	Y	Y	Y	Y	
28	N	N	Y	Y	Y	



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30	N	Y	Y	Y	Y	
31	N	Y	Y	Y	Y	

4.9 HIV & AIDS

HIV and AIDS is increasingly becoming a major public health problem and accounting for the highest number of deaths in the country. Statistics already indicates that one out of five people are HIV positive. Apart from addressing preventative and curative approaches it is important to address social conditions aggravating the vulnerability of communities to HIV and AIDS, such as poverty especially among rural women. Linkages between community care and support services and health facilities should be strengthened to ensure holistic approach to the handling of the epidemic.

Dr.JS Moroka Local Municipality has a Local Aids Council that is chaired by the Executive Mayor. Its composition is members of civil society, sector departments and Municipal departments to address socio economic issues to respond to HIV/Aids drivers. The LAC sits once every quarter wherein all stakeholders present their reports on their quarterly programmes. The consolidated report is then presented to District Aids Council by the Executive Mayor. Dr J.S Moroka Local Municipality is commemorating World Aids Day every year in December since 2009. The Municipality is engaging in the following programmes for the community: TB screening, HIV testing & counselling Diabetic testing HIV & AIDS awareness Drug Abuse Pap Smear The following is the record received from the Department of Health: The total number of patients on ART = 17451. The total number of adult patients on ART is 16735 and TB treatment 90% and = the total number of children under fifteen 716 and TB treatment 5.2%.

4.10 Safety and Security

There are currently four (3) police stations within Dr JS Moroka Local Municipality, namely Siyabuswa, Libangeni and Mmametlhake. There are three satellite police stations in the area, namely Katjibane, Marapyane and Kamelrivier B. Various types and degrees of crimes are reported in various police stations on daily basis i.e. rape, assault, armed robbery, and house breaking. Libangeni satellite police station has recorded the lowest levels of crime, whereas the Siyabuswa Mmametlhake police station has recorded the highest in the region followed by Mmametlhake police station.

Community Policing Forums (CPFs) have been established in several areas with varying degrees of success. Magistrate courts are also available in the areas of Libangeni, Siyabuswa and periodical court in Marapyane.

Table below indicates crime rates per police station in Dr JS Moroka Local Municipality.

Name of Police station	Number of Crimes	Nature of Crime
Libangeni		Assault, firearm robberies & House burglary
Mmametlhake		Drugs, house burglary & common assault
Mdutjana		Common Assault, Stock theft & Business robberies

Crime in Dr JS Moroka Local Municipality manifest in varied forms.

Ward	Villages	Hotspot Area	Category of Crime
01	Ga-phaahla & Siyabuswa "D"	Randomly	Assault GBH & burglary
02	Toitskraal/Makopanong and portion of Kgapamadi		Burglary, Gangrape, Assault, Stock theft
03	Part of Siyabuswa "A" & Siyabuswa "E"		Assault, burglary & malicious damage to property
04	Part of Siyabuswa "A" and part of makopanong	Around Tavern & Shebeen areas	Rape & Stock theft
05	Siyabuswa "B"	Randomly	Burglary
06	Siyabuswa "C", Morhononong & Mabuyeni	Businesses & Residential	Common Assault & Burglary
07	Thabana & Ramokgeletsane		Stock theft & Burglary
08	Mthambothini		
09	Part of Ga-Morwe		Stock theft, Rape, business & House Robberies

10	Part of Ga-Morwe & Part of Metsimadiba		Stock theft & Business Robbery
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11	Part of Metsimadiba, Mabusabesala & Mmakola	Randomly	Stock theft & Business Robberies
12	Matshiding, Marothobolong & Manyebethwane	Randomly	Stock theft, Assault & Robberies
13	Pieterskraal, Skimming & Borolo		Stock theft
14	Maphotla		Robberies including businesses
15	Digwale, Molapoamogale & Rondehoog	Quite isolated streets	Firearm robberies, Assault GBH
16	Part of Libangeni	Randomly around schools	Assault GBH & malicious damage to property
17	Mbongo & part of Libangeni	Libangeni crossroad	Firearm robberies
18	Maphanga	Randomly occurs	Assault GBH, Stock theft & Rape
19	Madubaduba/Makometsane/Ukukhanya	T-junction road	Firearm robberies
20	Senotlelo	Streets & Houses	Assault GBH, House robberies & Stock theft
21	Kabete, Ramonanabela & part of Lefisoane	Majatladi, Montogoane & Malatse Section	Assault GBH & Business Robberies
22	Lefiso, Lefisoane, Ditlhagane & Ditlhokwe	Paneng & Majatladi	Assault, House & Business robberies,
23	Part of Marapyane	Lehotlhong Neuhalle, Ditshwaneng, Mocha, Mototobele & Matseke	Drugs, Liquor related, Assault & House Burglary
24	Mmaduma, portion of Marapyane & portion of Seabe	Katale Square, Tsakane, Maseding, Matjialla, Mosate, Mohete, Pitsoane & Terateng	Assault GBH, Drugs & House Burglary

25	Portion of Seabe & part of Nokaneng	Bokama, Lepaaku, Stateng & New Stands	House Burglary, Drugs
26	Loding, Sehoko, part of Nokaneng & Dihekeng	New Stands, Sadlewa & Sepakapakeng	Assault GBH, Drugs & House Burglary
27	Katjibane, part of Seabe	Loseleleng, Lehothlong, Mtshengu Ville, Motsemodala & Phomolong	Assault GBH, House burglary, Drugs & Liquor related crimes
28	Part of Nokaneng, part of Mmamethlake, Mahareng & Dierefeng	Masakeng, New Stands, Snake Park, Mantlole & Napier	Drugs, House Burglary & Assault GBH
29	Mmamethlake, portion of Phake Ratlhagana	Phelindaba, Masoganeng, Mocha, Morning side, Ten Morgan & Motsemdala	Drugs & Liquor Related Crimes, House Burglary & Assault GBH.
30	Phake & Mantlole, Rebone & Rankaila	Rebone Extension, Phola Park & Rankaila	Drugs & Liquor Related Crimes, House Burglary & Assault GBH
31	Masobye	Phelindaba, Matebeleng, Square, Mocha Itsoseng Section	Drugs & Liquor Related Crimes, House Burglary & Assault GBH.

4.11 Disaster Management

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

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The Disaster Management Unit aims to manage disaster scenarios efficiently and effectively, pro-actively and re-actively, through determining and implementing, prevention, mitigation, preparedness, awareness, response, recovery, and reconstruction strategies.

The Disaster Management act; act 57 of 2002; defines disaster management service is shared service between Dr JS Moroka Local Municipality and Nkangala District Municipality in terms of the board and Municipal systems Act, Act 32 of 2000. The Municipality experienced disaster related incidents each year. This is because of the storms and heavy rains occurring in the area. Several disaster related incidents are normally reported in summer around Mathanjana area where houses are either blown away by heavy storms and strong. During winter times, not much is reported on fire related disasters, neither to say, few incidents are reported because of uncontrollable veld fires.

4.12 Sports, Arts and Culture

The core function of Sports Unit is to promote healthy living lifestyle within Communities of Dr JS Moroka Local municipalities by delivering Sport and Recreation plans. The Municipality is collaborating with external departments and sport agencies on specific issues pertaining to the implementation of Sports & Recreation plans and programs. The municipality works with the Sports council in coordinating sports programmes.

The Municipality has limited sport facilities and those few available facilities still need upgrading and high maintenance. The municipality is currently on the process of upgrading of Kameelrivier stadium and plans are being made to upgrade other sport facilities.

The Municipality currently has limited funds for sport. There is high expectation from communities to the municipality regarding sports funding. The Municipality is doing all its best to source funding and negotiating with relevant stakeholders on behalf of community teams. The municipality needs to consider advancing support to federations that are responsible for different sporting codes so that some social ills can be alleviated.

Table below indicate community sport facilities.

Settlements	Community Hall	Open space	Sport facility	Total
Ga-phaahla	1	1	1	3
Siyabuswa" "D	0	1	0	1

Settlements	Community Hall	Open space	Sport facility	Total
Toitskraal	0	1	0	1
Makopanong	0	1	0	1
Kgapamadi	0	1	0	1
Siyabuswa "A"	1	1	0	2
Siyabuswa "E"	0	1	0	1
Siyabuswa "B"	0	1	0	1
Siyabuswa "C",	0	1	0	1
Morhononong	0	1	0	1
Mabuyeni	0	1	0	1
Thabana	1	1	0	2
Ramokgeletsane	0	1	0	1
Mthambothini	1	1	0	2
Ga-Morwe	1	1	0	2
Metsimadiba	0	1	0	1
Mabusabesala	0	1	0	1
Mmakola	0	1	0	1
Matshiding,	1	1	0	2
Marothobolong	0	1	0	1
Manyebethwane	0	1	0	1
Pieterskraal	0	1	0	1
Skimming	0	1	0	1
Borolo	0	1	0	1
Maphotla	0	1	0	1
Digwale	1	1	0	2
Molapoamogale	0	1	0	1
Rondehoog	1	1	0	2
Libangeni	1	1	0	2
Mbongo	0	1	0	1
Maphanga	2	1	0	3
Madubaduba	0	1	0	1
Makometsane	0	1	0	1
Ukukhanya	1	1	0	2



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Settlements	Community Hall	Open space	Sport facility	Total
Kabete	0	1	0	1
Ramonanabela	0	1	0	1
Lefisoane	1	1	0	2
Lefiso	0	1	0	1
Ditlhagane	0	1	0	1
Ditlhokwe	0	1	0	1
Marapyane	1	1	0	2
Mmaduma	0	1	0	1
Seabe	0	1	0	1
Nokaneng	1	1	1	3
Loding,	0	1	0	1
Sehoko,	0	1	0	1
Dihekeng	0	1	0	1
Katjibane	0	1	0	1
Mmametlhake,	0	1	0	1
Mahareng	0	1	0	1
Dierefeng	0	1	0	1
Phake Ratlhagana	0	1	0	1
Mantlole,	0	1	0	1
Rebone	0	1	0	1
Rankaila	0	1	0	1
Masobye	1	1	0	2

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4.13 Religion

Religious Institutions

Ward	Number of Religious Institutions	Name of Religious Institution
01	04	Church of Christ, St Jonn Apostolic, Dutch, Zion Christian, St Engenas, Bazalwane Churches, Zions
02	07	ZCC Star, ZCC Dove, Love and Grace, Luthern Church, Universal Church of Christ, Faith Mission of Christ, Assembles Church of Christ
03	10	Church of Christ, House of Praise, Christian Apostolic Church, Roman Catholic Church, St John, Victory Fellowship Church, Ethiopian Orthodox Tewahedo Church, Zion Church of God, Church of God
04		
05	10	Apostolic Faith Mission, Royal Throne Assemblies International, Restoration Church International, Dutch Lutheran, Holiness Union Church, New Life in Christ Church, God's Kingdom Worship Center, New Apostolic Church, ZCC, St Engenas
06	11	African Gospel Church, Corner Stone, Hope for Africa Church, Roman Catholic Church, St Peters, Shalom of God, St John at Mogononong, St John at Mabuyeni, St John at Siyabuswa C, Anglican Church, ZCC Siyabuswa C
07	17	St John's Apostolic Faith Mission, Zion Christian Church, Ukukhanya Kwezwe Apostolic Church, Umthombo wokuphila, True Apostolic Church, St Paul Apostolic Faith Mission, St Paul, New Apostolic Church of South Africa, Leaving God's Ministries, Living Christ Ministries, The Christian New Salem Church, Zion Christian Church dove, Zion Christian Church Star, Ichibi lase Bhethesta Zion, Cathalonic Brothers & Sisters, The New Homeland Apostolic Faith Mission, Twelve Apostolic Church of South Africa

08	15	Roman Catholic Church, St Engenasi Zion Christian Church, Rev J Ndala Church, Zion Apostolic, New Assembly Church, Bendecost Church, St John Apostolic Church, Light of God, Swedish Free Church, The New Public Christian Apostolic Church, Jehovas Witness Church, Latter Rain Community Church, Latter Rain Church International, Christ Connection Church, Zion Christian Church
09	03	Zion Christian Church, Holliness, Church of Christ, Methodist Church,
10	01	Zion Christian Church
11	16	Apostolic Faith Mission, United African Church, Central Lutheran Church, Roman Catholic Church, Later Rain Church International, St John Mission Church, Baptist Church, Christian Worship Church, Bodies of Christ, Hope in Christ Followers Church, House of God Church, Ndebele Church, China Church, Gods Mercy Desibles Church, Khonza Ngokuthula Church
12	10	Urim Tobernacle Church, Anointed Gospel Church, Grace Bearean Church, Marothobolong ZCC, Matshiding IPC, Jehova Witnesses, Mkhumbi wezenzo Apostolic Church, Kresjan Apostolic Church, Devine House of Ministry, St Paul Faith Mission
13	9	African Apostolic Church, St John, Saint Angenas, Saint Paul, Saint Lekganyane, Lutheran Church, Dutch Reformed Church, Methodist Church, Roman Catholic Church
14	16	Modise Church, Chauke Church, Mangwane Church, Victory Church, ZCC Lekganyane, ZCC St Engenasi, St John, Church of Christ Apostol x2, Church of Christ, Assembles of God, Hope, International of God, Apostolic Gospel Church International, Apostol Church Mission, Madzela Church

15		3 x Zion Christian Church, 2 x St Engenas, Christian John, Apostolic Church, Revival Church, The New Christian Church, DCC Church, NNBC Church, The New Sabath Christian Church of SA, Mashatola S Church, The New Corinthe Church, Christian Church, ECG Christian Church, Bagabile Tumelo Church, The New United Apostolic Church, PSC Church, The New Jerusalema Church in Zion, New Pentecost Church.
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16	07	St Engenas Zion Christian Church, Saint John, Saint Paul, Faith Assembly Church, African Bavenda Church, African Faith Mission, Brothran Church
17	17	NG Kerk, St Johannes Apostolic, United Faith Mission, St Engenas Zion Church, Zion Christian Church, International Pentecostal Church, St Paul, Assemblies of God, Brothers Apostolic Mission, Saint Paul Spiritual Church, African Church of Jesus Christ, Saint John, Jesus Salvation Centre Ministries, Roman Catholic Church, Solid Rock international ministries, African union church, Pentenkoste witness apostolic church in Zion
18	21	New Jerusalem Apostolic Churc in Zion, ZCC, Dihlatse Tsa Jehova Church, National Baptist Church, Reformed Church, One body, Modimo Ke Lerato, Mabhoko Christian Church, St John, House of Worship Ministries, Church of Christ, Presbeterian Church, African Union Church, Spirit Power, Back to Christ, Ndebele Church, New Holly Church of Christ, Barendra Church, Brotheren Church of God, Christian Apostolic church, Victory Fellowship
19	16	Zion Christian Church, St Engenas ZCC, Reform South Africa, Roman Catholic Church, St John Whisel, St John Skosana, St John Mtsweni, Tema Apostolic, Mokonyane Apostolic, Nkwnika Apostolic, Pilusa Church, Modise Church, Chauke Church, Mangwane Church, ZCC Lekganyane, ZCC St Engenasi
20	14	St John Apostolic Faith Mission, St Johana Apostolic Faith Mission, St Engenas Zion Christian Church, International Assembles of God, Christian Temple Ministries, Emmanuel Ministries Church, Uniting Reform in south Africa, Evangelical Lutheran Church of South Africa, Roman Catholic Church, Durch Reform Church, Zion Christian Church, Jerusalem Ark Apostolic Zion Church, Sedibeng Sabophelo Apostolic Church, St Paul's Apostolic Faith Mission International
21	23	Zion Christian Church x2, St Engenas x2, Brotheren Christian Church, United Holiness Church, Bapedi Lutheran Church, Faith Mission Church, The full Nazareth Church, Devine Life Church, Ditiro Apostolic Church, Catholic Christian Brothers Church, Roman Catholic Church, 4 x Apostolic Churches, 6 x Bazalwane Churches

22	8	Zion Christian Church, Roman Catholic Church, Apostolic Church, St Engernars Church, Bazalwane Church, AME Church, Saint John Church, Darche Church, Luther Church, St Engenas
23	02	St Engenas, Zion Christian Church
24	0	
25	10	St Engenas, Zion Christian Church x2, Roman Catholic Church , Hetlone Church, African Catholic Church, Dutch Reform Church, Lutheran Bapedi Church, International Pentecostal Church, Wesel Methodist Church
26	08	St Engenas, Zion Christian Church, African Catholic Church, Roman Catholic Church, Anglican Church, St John Apostolic Church, Bacha ba Kgotso Apostolic Church, Evangelical Lutheran Church in SA
27	22	Apostolic Faith Mission Church, African Apostolic Church, The General Apostolic Church in Zion, African Methodist episcopal Church, AME, Bantu Apostolic Church, Letsa la galelia Apostolic Church, Jehoba Gadosh Ministries, Brother Apostolic Church, St John Church, St Paul Church, Baptist Church, All Nation Apostolic Church, One body Apostolic Church, Evangelical Lutheran Church, Zion Christian Church, St Engenas, Sabbath Apostolic Church, African Methodist Church, African Baptist Church, Zion Apostolic Church, Wesele Church, Four Nation Apostolic Church
28	28	Zion Christian Church, Dutch Reform Church
29	02	St Engenas, Zion Christian Church
30	29	2 x St Engenas, 2 x Zion Christian Church, Bethesda Assembly Gementey, Holy Apostolic Church, Matlhasedi Apostolic Church, St Francis Apostolic Church, Bathesalonica Apostolic Church, The Zion Galatia Apostolic Church, St John Apostolic Church, Redumetse Apostolic Church, Botshabelo Ba Galatia, Phake Christian Baptist Church, National Baptist, Uniting Reform, Upon the Rock Church, The Rock Church, Apostolic Church Holy Salem, Jehova Gadosh, The star of Jerusalem APC in Zion, Free Rep Church, Star of Christian Church in Zion, African Catholic

		Church, New St Paul, St John, St River Christian Church, Marapyane Community Baptist Church, African Methodist Episcopal Church Came.
31	12	AME, Dutch, Anglican, Methodist, ZCC (Star), ZCC (Dove), St John (Mmoke), St John (Mmolawa), National Baptist Church, Roman Catholic Church, St Phillip,

4.14 Communication

Dr JS Moroka Local municipality has developed its communication strategy and is reviewed on annual basis. There is a dedicated communication unit available which serves as a key driver of the strategy. There are several means of communications used e.g., print media and electronic media. The municipality also uses its website for communication purposes even though the experience challenges with website in the past 2 years.

Several structures such as municipal Council, Ward committees, Community Development workers and Magoshi are also used as vehicles for communication in the area. The Municipality communicates its planning processes and the implementation of both the IDP and Budget using the media for both internal and external communication. The following local radio stations are used by the municipality to communicate with the community of Dr JS Moroka, Moutse radio, Eyethu FM and Unagegelo FM. National radio stations; Ikwekwezi FM and Motswedding FM.

The table below indicate Communication Infrastructure in the Municipality
Description of Available Infrastructure



Description of Available Communication Infrastructure													Challenges
Ward	Postal Services		Land Line		Tower Access		Radio Reception		TV Reception		News Paper Access		
	Yes	No	Yes	No	Yes	No	Yes	No	Yes	No	Yes	No	
1	Ga-phaahla	Siyabuswa "D"	X		All Villages		All Villages		SABC 1,2,3 All Villages			X	No internet access to all
2		Toitskraal/Makopanong and portion of Kgapamadi		X								x	
3	A portion of Siyabuswa A		X								x		
4	Other portion of Siyabuswa A		X								x		
5	Siyabuswa C	Mogononong Mabuyeni	X									x	
6	Siyabuswa B		X								x		
7		Thabana and Ramokgeletsane		X								X	
8	Weltevrede			X								X	
9	Kameelrivier B		X								x		
10	Watervaal and a portion of Kameelrivier B		X								x		
11		Makola and Two-line	X									x	
12		Mashiding									X		
13		Madlayedwa										X	
14		Mapotlha										X	
15		Digwale/Kameelpoor										X	

16	Libangeni										X		
17	They acces from Libangeni	Mbongo										X	
18		Maphanga										X	
19		Ukukhanya/Madudu baduba										X	
20	Senotlelo	S										X	
21		Kabete/Kotoesport										X	
22		Gamaria/Lefiso/Lef esoane										X	
23	Marapyane										X		
24	Marapyane										X		
25		Seabe										X	
26		Loding										X	
27		Katjibane										X	
28	Nokaneng										X		
29	Mamethlake											X	
30		Phake										X	
31	Pankop										X		
Description of Available Communication Infrastructure													Challenges

According to the National Guidelines (Department of Communications) postal outlets must be accessible within a three (3) KM radius. Although the total number of postal offices within the Dr JS Moroka Local Municipality is \pm 10. The households are situated in 71 dispersed settlements. This settlements pattern makes service provision/delivery very costly as some households travel more than 10KM to access postal services. The aforementioned information indicates that there is a significant backlog in respect of the distance travelled to access postal services in Municipality. The South African Post offices has developed lobby-boxes which assist in making the services accessible to communities. There is a need for the South African Post Office Services to expand the services to other villages and marginalized areas.

5. Economic Development Analysis

5.1 Local Economic Development

The Constitution of the Republic of South Africa, 1996 (Act 108 of 1996) mandates that municipalities must structure and manage its administration, budgeting and planning processes to give priority to the basic needs of the community, and to promote the social and economic development of the community. The need for strengthening local economies accord by myriads of legislative prescripts, where the National LED Strategy and Policy Framework provides in addition support to municipalities to prepare implementable LED Strategies that are aligned with the municipal IDPs.

This section focuses on the characteristics of Dr JS Moroka Local economy more specifically the key economic activities that shape it. The section also provides a synopsis of the municipal economy assessment and highlights its competitive and comparative advantage. Although Dr JS Moroka economy remains predominantly rural, the current key economic drivers present a great potential for the improvement in the economic conditions of the general community of the Dr JS Moroka Local Municipality.

The Dr JS Moroka Local Municipality adopted LED strategy in 2010/2011 as five year LED plan which are aligned to the National Development Plan and Mpumalanga vision 2030. The LED strategy was again reviewed in 2016/17 financial year with the assistance from Nkangala district municipality.

The strategy adopted by Dr JS Moroka municipal council makes emphasis that the area has a high level of poverty and unemployment of which indication of the following program and thrusts are made to improve the status of the economy:

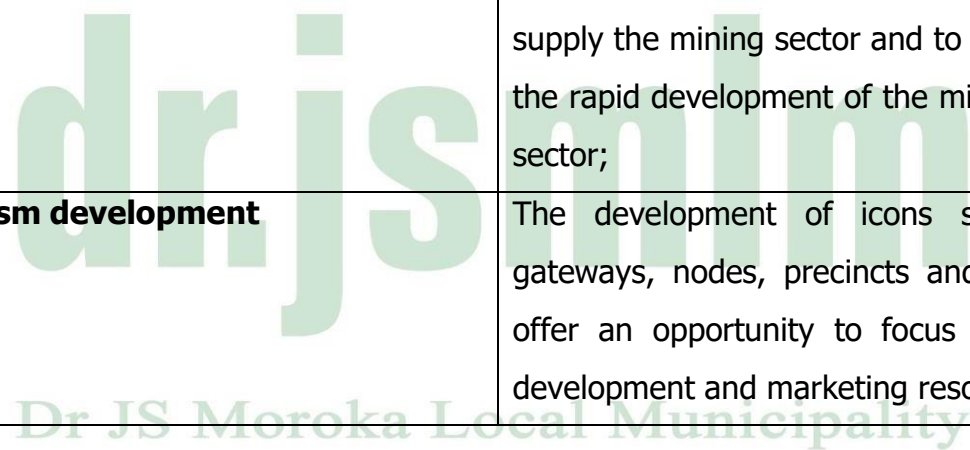
The Moloto Corridor Rail System remains a key LED Anchor Project in the study area and the District as a whole. The system is expected to provide affordable, safe and comfortable transport for commuters to the City of Tshwane which will greatly benefit the historically disadvantaged communities of Thembisile and Dr. JS Moroka LMs.

Service delivery is generally better in the east than in the west of the Municipality. However, being a former homeland area, services are generally limited. There is a need to focus especially on infrastructure for upliftment.

The economy is not integrated into a regional economy. However, it is strategically located between Tshwane, Rustenburg and the Burgersfort area, which holds potential for local market development. Also, the internal structure of settlements is dispersed and fragmented.

In addition, the Dr. JS Moroka LED Strategy (2006-2011) identified a number of development needs/ priority issues that require focused investment. These include inter alia:

<p>Creating Market dynamics</p>	<p>Emphasis must be placed on the development of specific nodes where trade and financial activities can be performed. This implies targeted urban renewal and regeneration activities;</p>
<p>Primary sector development</p>	<p>The development of the primary sectors, especially agriculture, should be viewed as central to LED in the Municipality. The mining sector (also a primary sector) should be supported through the establishment of local enterprises to supply the mining sector and to assist in the rapid development of the mining sector;</p>
<p>Tourism development</p>	<p>The development of icons such as gateways, nodes, precincts and routes offer an opportunity to focus product development and marketing resources;</p>



Economic infrastructure maintenance	The maintenance of infrastructure such as roads, storm water, and water reticulation systems is essential, and the Municipality should perform the role of a primary driver; and
Focused development spending	Areas of comparative advantage should be leveraged via focused development spending in: <ul style="list-style-type: none"> o Trade; o Transport; o Finance; and o Community services.

Table below clearly presents the landscape in terms of the existence of the predominant SMME initiatives in Dr JS Moroka Local Municipality.

The predominant SMMEs are summarised in the table below:

5.2 Business Activities

Wards	Analysis of type of business			
	Total number of businesses	Legal entity of the business		
1	30	General Dealer = 12 Supermarket = 2 Tuck –Shop = 16 Taverns	All Registered	All taverns are not registered (M.L A)
2	35	General Dealer = 13 Tuck-Shop = 17 Hardware = 2 Wholesale = 3	All Registered	

Dr JS Moroka Local Municipality

3	71	General Dealer = 18 Café = 2 Tuck –Shop = 33 Hardware = 5 Retailers = 6 Wholesales = 5	Registered Registered Registered 2Registered. Not registered 3 Registered	
4	22	General Dealer = 4 Tuck –Shop = 16 Wholesale =2	All Registered	
5	17	Genera Dealer = 7 Tuck- Shop = 9 Hardware = 1	All Registered	
6	22	Tuck – Shop = 15 General Dealer = 4 Supermarket = 2 Wholesale = 1	All Registered	
7	28	General Dealer = 8 Tuck- Shop = 19 Hardware = 1	All Registered	
8	32	Tuck- Shop = 22 General Dealer = 8 Hardware = 2	All Registered	
9	31	General Dealer = 12 Tuck –Shop = 17 Wholesale =2	All Registered	
10	28	Tuck- Shop = 16 General Dealer = 11 Hardware = 1	All Registered	

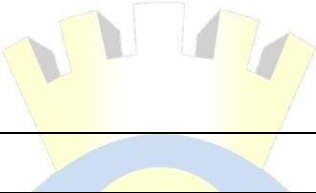
11	38	General Dealer = 10 Supermarket = 6 Wholesale = 3 Hardware = 2 Tuck- Shop = 17	All Registered	
12	44	Tuck – Shop = 24 General Dealer = 15 Wholesale = 3 Hardware = 2	All registered	
13	19	General Dealer = 8 Tuck- Shop = 10 Wholesale = 1	All registered	
14	23	Tuck-Shop = 12 General Dealer = 6 Supermarket = 5	All registered	
15	17	General Dealer = 6 Tuck –Shop = 9 Wholesale = 1 Hardware = 1	All registered	
16	40	Tuck –Shop =18 General Dealer =11 Supermarket = 5 Café = 3 Hardware = 2 Retailer = 1	All Registered	
17	24	Tuck – Shop = 13 General Dealer =9 Wholesale = 2	All Registered	

18	28	General Dealer = 8 Tuck – Shop = 14 Hardware = 1 Wholesale = 1 Supermarket = 4	All Registered	
19	27	Tuck- Shop = 13 General Dealer = 12 Hardware = 1 Fast Food = 1	All Registered	
20	16	General Dealer = 7 Tuck- Shop = 4 Supermarket = 2 Hardware = 2 Fruit & Veg = 1	All Registered	
21	26	Supermarket = 3 General Dealer = 10 Hardware = 3 Tuck- Shop = 9 Café = 1	All Registered	
22	17	General Dealer = 5 Tuck – Shop = 7 Hardware = 2 Supermarket = 3	All Registered	
23	18	General Dealer = 5 Hardware = 2 Tuck- shop = 6 Supermarket = 4 Wholesale = 1	All Registered	

24	25	General Dealer =14 Tuck- Shop = 7 Wholesale =1 Hardware = 2 Fast Food = 1	All Registered	
25	21	General Dealer =13 Tuck –Shop = 7 Hardware = 1	All Registered	
26	17	General Dealer = 6 Tuck – Shop = 10 Hardware = 1	All Registered	
27	15	General Dealer = 8 Tuck- Shop =7	All Registered	
28	22	General Dealer =12 Hardware =1 Tuck-Shop = 9	All Registered	
29	12	General Dealer = 6 Tuck – Shop =5 Hardware =1	All Registered	
30	20	Tuck – Shop =10 General Dealer = 6 Supermarket =4	All Registered	
31	31	General Dealer =15 Tuck – Shop =14 Hardware =2	All Registered	
31	Total Businesses 2 263			

5.3 Municipal enterprises as per the sectors

Economic Sector	Number of Enterprises	Description of Business
Trade		Range of materials relating to goods, such as their quality, size, fitness for purpose and history.
Tourism		All tourism product the area has to offer ranging from things do, to buy, to eat and where to stay.
Retail		Selling merchandise in the state that it is purchased.
Construction		All sectors government, corporate or private involved in construction of civil infrastructure
Services		System supplying a public needs such as transport, communications or utilities such as electricity and water
Manufacturing		Making of articles on a large scale using machinery, industrial production
Agriculture		Improving agricultural production and revitalizing infrastructure
Arts, Culture & Tradition		Throughout the history, arts and culture of various

		kinds and forms has been part of the evolution of many societies

The Dr JS Moroka Local Municipality is economically the most marginal area in Nkangala district municipality. The area is solely dependent on government handouts and retail employment for income for survival. Majority of commodities consumed in the municipality are produced and manufactured outside the borders of the municipality. Mpumalanga vision 2030 development strategy and municipal spatial rationale suggests programs that will improve the economic status of the Province like: Moloto corridor rail system, Tourism development, Youth development, primary sector development and infrastructure development.

5.4 Comparative Advantages Per Local Municipality in NDM

The table below indicates the comparative advantages of local municipalities within the Nkangala District.

Municipalities	Comparative Advantage
Dr JS Moroka	Transport and Communication, Finance & Business Services, Community, Social and Personal Services, General Government Services
Emakhazeni	Agriculture, Manufacturing, Trade, Transport and Communication, Finance and Business services, Community, Social and Personal Services
Emalahleni	Mining, Utilities
Steve Tshwete	Manufacturing, Utilities, Construction, Transport and Communication
Thembisile	Construction, Trade, Transport and Communication, Finance and Business Services, Community, Social and Personal Services, General Government Services
Victor Khanye	Agriculture, Manufacturing, Transport and Communication

5.5 Number of jobs created in the LED initiatives for 2022/2023 FY

Project Name	Number of Jobs	No. of Females	No. of Males	Disability
Refurbishment of Mthombo Bulk line	28	9	19	0
Replacement of pipeline in Siyabuswa D & Mogononong	12	5	7	0
Replacement of pipeline and installation of pump in Makopanong	7	3	4	0
Construction of setateng water reticulation	16	6	10	0
Leseleselleng Borehole elevated tanks & stand pipes	7	1	6	0
Refurbishment of water bulk line to Libangeni	4	2	2	0
Construction of water gantry at Ga-Maria	8	3	5	0
Asbestos replacement at Makometsane	14	5	9	
Provision of CWB toilets at Mabusabesala	47	15	32	0
Provision of CWB toilets at Ga-Morwe	33	12	21	0
Upgrading of Siyabuswa waste water treatment plant	12	6	6	0
Upgrading of Libangeni oxidation pond	25	11	14	0
Construction of sewer reticulation at Libangeni	24	13	11	0

Upgrading of Ga-Maria bus & taxi route	13	9	4	0
Upgrading of Seabe storm-water drainage	16	7	9	0
Totals	266	107	159	0

5.6 Income Levels Per HH

Income	HH
R1 – R400	64 515
R401 – R800	6837
R801 – R1 600	35 931
R1 601 – R3 200	8547
R3 201 – R6 400	5523
R6 401 – R12 800	3966
R12 801 – R25 600	1890
R25 601 – R51 200	258
R51 201 – R102 400	42
R102 401 – R204 800	42
R204 801 Or more	45
Unspecified	7311

Table below indicate Local Economic Development Challenges of MP316

Priority: Local Economic Development		
Ward	Village Name	Challenge
01	Ga Phaahla / Siyabuswa "D"	EPWP Program
		Job creation opportunities
13	Dithabaneng / Borolo/ Madlayedwa	Assistance in registering cooperatives, training and funding
15	Molapoamogale/Digwale	Employment opportunities
		Market stalls
		Promotion of local businesses

Shopping complex

		Infrastructure for poultry project
		Youth empowerment
18	Maphanga	Maphanga business and Tourism forum
		Registration, training and funding of SMMEs
19	Madubaduba/Makometsane/Ukukhanya/Moripe Gardens	Registration and funding of SMMEs
21	Troya/Lefosoane and Kabete	Extension of CWP/EPWP and Siyatentela Programmes
	Lefisoane	leanerships
26	Loding and Nokaneng	Multi-purpose centre
		Community development centre
29	Mmametlhake and Phake	Registration and funding of cooperatives

5.7 Good Governance and Public Participation

5.7.1 Council

As a concrete example of good governance and public participation, Community Development Workers (CDWs) are part of governance and aid ward committees to serve as interface (link/conduits) between the Municipality and the community. Delineation of the spatial rationale remains a major challenge with the traditional authorities in the Municipality allocating residential site and business sites in the rural areas.

The Dr JS Moroka municipal council made up of 62 Councillors comprising 31 ward Councillors and 31 PR Councillors. It has a collective executive system headed by the Executive Mayor, while the Council is chaired by the Speaker elected in terms of Section 48 and Section 36 of the Municipal Structures Act (117 of 1998) respectively. ANC is the majority party in the council, it comprises 42 councillors followed by 10 EFF, 4 DA, ATC 1, PAC1, AIC 1, independent 2, freedom for service delivery 1.

Table below shows representation of different Political parties and Traditional Leaders in the Council

Stakeholders	Number
ANC	39
EFF	10
DA	3
MPP	1
APC	1
AIC	1
Independent	1
Freedom for Service Delivery	2
AIPO	2
MICO	1
AVPP	1
Traditional Councils	8

Portfolio committees were resuscitated, and they are now functional and effectively dealing with day-to-day business of the municipality. This committee are established following the provisions of Section 80 of the Municipal Systems Act of 2000. There are 08 Traditional Leaders seconded by the Mpumalanga department of Local Government & Traditional Affairs.

The table below stipulates section 80 committees as follows:

Committee	Responsible Councillor
MMC: LED & Finance	Cllr MJ Makola
MMC: Admin & Corporate Services	Cllr MS Legong
MMC: Water & Infrastructure	Cllr C Madyibi
MMC: Social Development Services	Cllr PP Mnguni
MMC: Public Safety & Transport	Cllr S Mtsweni

Section 79 committees of the Municipal Systems Act

Name of the Committee

Water & Infrastructure
Rules & Ethics Committee
Social Development Services
Public Safety, Road & Transport
Local Geographical Name Change
Administration & Corporate Services
Municipal Public Accounts Committee

Stakeholder Relation

Stakeholders	Functions
Dr JS MLM Council	<ul style="list-style-type: none"> • Prepare process plan for IDP Revision. • Undertake the overall management, coordination, and monitoring of the process as well as the drafting of the local IDP. • Approve IDP within the agreed framework. • Submit necessary documentation on each phase of the IDP to the District. • Ensure participatory planning that is strategic, and implementation oriented.
Office of the Premier	<ul style="list-style-type: none"> • Ensure Medium Term Frameworks and Strategic Plans of Provincial Sector Departments consider IDPs. • Support and monitor Cogta alignment & responsibilities. • Intervene where there is a performance problem of provincial departments. • Investigates issues of non-performance of provincial government as may be submitted by any municipality.

dr.jsmlm

Dr JS Moroka Local Municipality

Cogta	<ul style="list-style-type: none">• Ensure horizontal alignment of IDPs of various municipalities.• Ensure vertical/sector alignment between provincial sector departments/provincial strategic plans and IDP process at local level.
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	<ul style="list-style-type: none"> • Ensure alignment between provincial departments and designated parastatals
NDM	<ul style="list-style-type: none"> • Compile IDP framework for whole district. • Ensure alignment of IDPs in the District. • Prepare joint strategy workshops with local municipalities, provincial & national role players & other subject matter specialists.
Sector Departments (service authority)	<ul style="list-style-type: none"> • Identify an IDP Coordinator in the Sector Department (a consistent, knowledgeable person and responsible for all IDP related issues in the Department). • Contribute technical knowledge, ideas and sector expertise to the formulation of municipal strategies, projects and sector plans. • Actively participate in the various committee established for IDP process. • Provide departmental operational and capital budgetary information.
IGR structures	<ul style="list-style-type: none"> • Provide dialogue between sectors for holistic infrastructure development. • Promote inter-governmental dialogue to agree on shared priorities & interventions.
DEDET	<ul style="list-style-type: none"> • Providing advice on environmental, economic development and trading issues.
Department Mineral and Energy	<ul style="list-style-type: none"> • Provide support in monitoring implementation of social labour plans of the Mining house.
Treasury (regulatory)	<ul style="list-style-type: none"> • Provide support to ensure that Dr JS MLM complies with MFMA and relevant regulation.
Private/Business Sector	<ul style="list-style-type: none"> • Submit their projects in the IDP of the municipality. • Provide information on the opportunities that the communities may have in their industry.
Mining House	<ul style="list-style-type: none"> • Corporate social responsibility/investment through SLPs

Traditional leaders	<ul style="list-style-type: none"> • Interest groups such as Magoshi, CBOs, NGOs, must be involved in the local IDP Representative Forum as per section 28 of Municipal System Act, 32 of 2000
Media	<ul style="list-style-type: none"> • Inform the public on the municipal activities.
Communities	<ul style="list-style-type: none"> • Identify community needs. • Discuss and comment on the draft IDP review. • Monitor performance in the implementation of the IDP. • Participate in the IDP Representative Forum.
Ward Committees	<ul style="list-style-type: none"> • Articulate the community needs. • Participate in the community consultation meetings. • Help in the collection of the needed data/research.
Community Development Workers	<ul style="list-style-type: none"> • Help in the generation of the required data, thereby providing requisite support to Ward Committees.
Political Parties	<ul style="list-style-type: none"> • Play an oversight, hold administration accountable and provide inputs into the IDP and monitor its implementation.
Civil society (CBOs, NGOs, Organisations for youth, women and people with disability, tertiary, and research institutions)	<ul style="list-style-type: none"> • Inform and consult various interests of the community.

Community Outreach Meetings

Issues raised during the IDP Outreach held on 16 March 2022: Katjibane, Mmamethake, Phake (Thabeng, Rankaila, and Rebone & Ratlhagane), Masobye, Mantlole, Nokaneng, Dierfeng & Terateng, Marapyane, Mmaduma, Seabe, Loding, Sehoko, Moletji, Ramantsho, Semotlhase Ramonanabela and Portion of Nokaneng (W26)

Dr JS Moroka Local Municipality

IDP PRIORITY	VILLAGE/WARD	ISSUES RAISED
water	Ward 23	Water shortage
	Ward 31	Water shortage
	Ward 28	Water shortage(upgrade of storage tank)
	Ward 29	Water shortage
	Ward 27	Water shortage
	Ward 31	Water challenges due to illegal connection, request for jojo tanks
	Ward 30	Request water tank all sections (ten morgan)
	Ward 28	Motsweding and Mahareng water reticulation.
	Ward 26	Water shortage, borehole broken need to be fixed.
Road & storm water	Ward 30	Request storm water
	Ward 31	Request tarred route
	Ward 24,23, 26,27,28	Regravelling of routes
	ward 25	Request for regravelling of routes internal streets
	Ward 28	Request to complete the unfinished bus route
	Ward 24, 30	Request for speed humps
Electricity	Ward 23,24,25,26,27(ramantsu, Loding, Dihekeng)	Request for high mast light
	Ward 29	Request electricity at Phaphamang and Sunnyside
	Ward 31	High mast light not working need services
	Ward 30	Request electricity ten morgan
Sanitation	Ward 23,24,25,27,28,30,	Request CWB toilet
cemetery	Ward 27	Request for new site to cater Mzimdala, Gugulethu and Chris Hani.
RESPONSIBLE DEPARTMENT	VILLAGE/WARD	ISSUES RAISED
Human settlement	Ward 23,24,30,31,	Request to PHP houses
	Ward 28	Request to complete the unfinished RDP houses
	Ward 26 Nokaneng	Request to complete RDP houses
Culture, Sports arts	Ward 23	Request for renovation of community hall
	Ward 24	Request library and community hall, parks
	Ward 29	Request community hall, library
	Ward 30	Request for community hall (phake)
Public works, roads and transport	Ward 26	Request for EPWP programme
Department of Agriculture	Ward 23	Request for debushing Request for grader to remove soil
Department of health	Ward 24,25,27	Request 24hr clinic

Issues raised during the IDP outreach 17 March 2022: Lefiso Community hall: Senotlelo, GaMaria, Kabete, , Dihekeng, Lefiso & Lefisoane, Digwale, Molapoamogale Ronde-oog, Libangeni, Mbongo, Maphanga, Ukukhanya Madubaduba and Makometsane

IDP PRIORITY	VILLAGE/WARD	ISSUES RAISED
water	Ward 15,18,19,21,22	Request for water
	Ward 16	Request for water
Road & storm water	Ward 16,19	Request for gravelling of grounds and street to Emfundweni
	Ward 16,21,22	Request for storm water
	Ward 18	Storm water not monitored,
	Ward 15	Request speed humps
	Ward 19	Request for storm water Thembelihle and Tshikanda route
	Ward 20	Cleaning of reservoir, request storm water Mabogoane church
	Ward 21	Road to clinic need tarred road. And route to Mshongo ville
	Ward 22	Regravelling of cemetery route
	Ward 18	Request for speed humps
	Ward 22	Request storm water GaMaria
	Ward 19 Makometsane	Request speed hump Tshikanda and Kukhanya school
Sanitation	Ward 18,19	Request foe CWB toilets
Cemetery	Ward 22	Request cleaning of cemetery using Siyatentela
	Ward 15	Request for new site
Electricity	Ward 19	Request lighting for high mast light
	Ward 16	Maintenance of high mast light
	Ward 19 Moripe gardens,17	Request electricity new stands
	Ward 18,20,22 (Radijoko)	Request for high mast light
	Ward 21	High mast light not lighting
	Ward 22	Request for electricity for new houses
	Ward 21(Kabete)	Request for additional high mast light and maintenance
	Ward 19 Madubaduba	Request for high mast light
RESPONSIBLE DEPARTMENT	VILLAGE/WARD	ISSUE RAISED
Human settlement	Ward 20	Unfinished RDP houses
	Ward 22	Request for RDP houses
Health	Ward 15(Molapoamogale)	Request for clinic
	Ward 19	Request for 24hr clinic
	Ward 21	Request for extension of the Lefiso clinic
	Ward 18	Request for rehabilitation centre
	Ward 21	Request Troya clinic to be centred
Culture, Sports arts and	Ward 19,22	Renovation of the community hall
	Ward 19,21	Request library, youth centre
SAPS	Ward 19, 21 (Lefisoane)	Crime prevention
	Ward 20	Request police patrol
	Ward 15	Cable theft request for police's visibility

Dr JS Moroka Local Municipality

Issues raised during the IDP outreach 18 March 2022, the following wards attended: Kwa-Phaahla, Siyabuswa A, B, C, D & E, Makopanong, Portion of Kgaphamadi, Toitskraal, Mrhononweni, Mabuyeni, Thabana & Ramokgeletsane, Mthambohini, Gamorwe, Meetsemadiba, Mabusabesala, Mmakola, Matshiding, Marothobolong, Manyebethwane, Kwa Dithabaneng, Madlayedwa, Borolo and Mapotla

IDP PRIORITY	VILLAGE/WARD	ISSUES RAIZED
Water	Ward 6 Mogononong, ward 7 Thabana & Ramokgeletsane	Water shortage, Challenge with water tankers. Bore holes to be tested whether the water is
	Ward 12	Shortage of water , request for bore hole and jojo tank for new houses(stand)
	Ward 10	Addition of water tankers
	Ward 11	Request for the fixing of bore hole
	Ward 7 (Thabana)	request for water tanker
Roads & Stormwater	Ward 6	Bridge between Mogononong & Mabuyeni pedestrian side walk. Tarred road from Roma Church. Storm water from bridge to old cemetery
	Ward 1, 2,5,6,10	Regravelling of roads
	Ward 4	Tarred road of bus route and taxi route.
	Ward 9	Tarred road at Mabona hardware to Thuthuka store ,clinic route
	Ward 5,12	Request for Storm water
	Ward 2 Makopanong	Request for Sewer system
	Ward 5,8,9,10,13,14	Regravelling of roads.
	Ward 11	Bridge between Watervaal and two line need repair.
	Ward 11	Water reticulation needed.
	Ward 4	Renovation of bridge between ward2 and ward 4
	Ward 8	Bridge between Shaluza need repair
	Ward 7 Thabana	Regravelling of roads.
	Ward 7 Ramokgeletsane	Tarred road to be completed
	Ward 5	Request speed humps Ubuhlebethu road, from circuit office to Sbonelo School.
Electricity	Ward 1,2,4,6,8,13,14	Request for high mast light
	Ward 14	Request for maintenance of high mast light
	Ward 7 (Ramokgeletsane)	Request for electricity for houses next to Siyathokoza School. Request for electricity for section D
Sanitation	Ward 1,4,8,10,13	Request for CWB Toilets
	Ward 7 Ward 7(section c)	Section D ekanini Request for CWB toilets
cemetery	ward 2	Request of fencing cemetery
Town planning	Ward 2 (Toitskraal)	Request for tittle deeds, ownership status
RESPONSIBLE DEPARTMENT	VILLAGE/WARD	ISSUE RAISED
Human settlement	Ward 2,10	Request for PHP houses
	Ward 2 (Toitskraal)	Request for their tittle deeds
Health	ward 7 (Ramokgeletsane)	Mobile clinic no longer coming
	Ward 7 (Thabana)	Request for clinic; mobile clinic no longer coming
	Ward 10	Request for clinic assistant

5.7.2 Customer Care Line

From a good governance and public participation point of view it is worth mentioning that the Municipality has Fraud Prevention hotline which includes Fraud and Corruption Prevention, Internal Audit Charter, Audit Committee Charter, Internal Audit Unit as well as Audit Committee and Risk Committee. At present the Risk Management Framework which includes Risk Management Policy strategy exists. The above seek to address a plethora of audit, anti-corruption, and risk management challenges. Municipality is responsible for the latter, thereby making the Municipality to utilise its hotline, presidential and Premier hotline, respectively.

5.7.3 Communication

Dr JS Moroka Local municipality has developed its communication strategy and is reviewed on annual basis. There is a dedicated communication unit established, which serves as a key driver of the strategy. There are several means of communications used e.g., print media and electronic media. The municipality also uses its website for communication purposes. Several structures such as Ward Councillors, Ward committees, Community Development workers and Magoshi are also used as vehicles for communication in the area through the office of the speaker and public participation. The Municipality communicates its planning processes and the implementation of both the IDP and Budget using the media for both internal and external communication.

5.7.4 Public Participation

The Dr JS Moroka Local Municipality has established its public participation unit. The unit comprises four officials focusing on public participation matters. Community development workers and ward committees are linked to this unit for reporting purposes and alignment. Public participation strategy is in place to guide activities that must be undertaken by the unit. The Unit has also established clusters for the purpose of public participation processes for the IDP and the Budget. Public gatherings are the sole responsibilities of the Public participation unit.

5.7.2 Customer Care Line

5.7.5 Fraud & Corruption

The municipality with the assistance from Nkangala district municipality has developed a customer care line to assist the community of Dr JS Moroka Local Municipality to communicate with its constituencies.

Citizens and customers are given opportunities to raise their complaints through walk-ins, Presidential, Premier Hotlines that are attended to. Those that visit municipality are given opportunity to raise their concern and their compliments and complaints register that are attended by the municipality, some of the cases are repeated while others are referred to relevant authorities. Most of the cases relate to basic services such as water, sanitation roads, electricity, health, and housing.

5.7.6 Audits Committee

The Municipality has appointed its audit committee members and is functional. The Audit committee for the municipality is reporting directly to Council as required by law. The Risk Management Strategy of the Dr JS Moroka Local municipality is identifying risk areas which need to be monitored on a daily basis. The audit plan which is developed by the Internal Audit unit is linked or integrated into the risk strategy and serves as a vehicle to monitor progress and processes followed during the risk reduction phase. The municipality is annually developing action plans to deal with issues or comments in the management letter raised by the Auditor General.

5.7.7 Internal Audit

The municipality has established an internal audit unit and is functional. The unit currently comprises of three (3) personnel with no interns.

Table below indicates audit outcomes for Dr JS Moroka Local Municipality for the past four financial years:

2017/18	2018/19	2019/20	2020/21	2021/22
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Dr JS Moroka Local Municipality

The municipality with the assistance from Nkangala district municipality has develop

Adverse opinion	Adverse opinion	Disclaimer opinion	Disclaimer opinion	Qualified Opinion
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Challenges face with Dr JS Moroka Local Municipality Audits

- Poor audit findings/outcomes
- No consequence management

5.7.8 Information * & Communication Technology

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

The Municipal Satellite Offices have been connected via the Multiprotocol Label Switching (MPLS) Network Technology to ensure that users have access to ICT Systems based at the Municipal Head Offices. Redundancy is also needed across the Multiprotocol Label Switching (MPLS) Network for continuity purposes in the event of network failures. The Municipality also utilizes the Geographical Information System for Geographical location when searching for villages, vacant land / stands within its jurisdiction and for sales purposes. The VoIP telephone system has since been implemented at Municipal Head Offices which needs to be extended to other municipal satellite offices to minimize telephone bill to ensure that these satellite offices are accessible via extensions instead of direct telephone lines through the municipal local area network which requires some improvements to accommodate data and voice traffic.

Challenges

- unreliable Multiprotocol Label Switching (MPLS) Network,
- mechanical failures on the UPS & Generator
- unreliable electrical power supply from the Eskom Grid which has a direct impact to the ICT Infrastructure.

- The non-existence of the external disaster recovery site and or hot site for other critical systems for redundancy and business continuity purposes.

Business continuity and disaster recovery

The **Business Continuity Plan (BCP)** and **Disaster Recovery Plan (DRP)** have been designed to help Dr JS Moroka Local Municipality to recover from any disruption to services it offers to the citizenry of the Municipality. Thus, these plan aims to provide guidance to ensure that the Municipality can respond effectively to a disruption and restore essential services to the public as quickly as possible.

Although the BCP and DRP Plans are in place and have been approved by Council, the Municipality currently does not have the External Disaster Recovery Site where its systems would be replicated and mirrored due to budgetary constraints.

6 SPATIAL RATIONALE

6.1 Spatial Development Framework

In terms of Section 20 of SPLUMA, the SDF is still recognised as part of the IDP, which in terms of the MSA has a varied set of criteria for what an SDF should entail. There is also a relationship to other aspects of municipal development planning (e.g., infrastructure planning and investment, capital investment, budget alignment) that should be considered when developing an SDF in a municipality.

The SDF is the lever which has the greatest potential as a planning tool to realize spatial transformation. It is the SDF that interprets the principles into a spatial future/s for the Municipality. In terms of municipal planning, stronger spatial guidance as part of the IDP process could lead to more strategic investment and implementation in the municipal space. For the potential role of the SDF to be realised, the process issues and institutional arrangement of the planning process must not be disregarded.

The SDF is a multidimensional tool that requires constant checks and balances to actively ensure that issues of spatial transformation are being addressed.

Development Objectives/ Principles

It is conceded that in the analysis of the space economy of Dr JS Moroka Local Municipality, there are no significant economic activities at this stage, and a plethora

- The non-existence of the external disaster recovery site and or hot site for other of people living below the minimum living level. The limited access to the municipal

area contributes to the rural character of and limits the economic potential of the study area.

However, there are areas that are developing naturally along movement lines, and major intersections along these lines need to be prioritized for economic development. Furthermore, the high agricultural potential in the area could be used as leverage for economic development. Emphasis in the study area should thus be given to the provision of basic services and more focused economic development/ nodal development.

The main objective of the reviewed Dr JS Moroka SDF is to direct, organize and manage investment, development and growth in the municipal area. The next section will provide the policy and guidelines for achieving the objectives and strategies as indicated in Chapter 2, and in line with the SPLUMA development principles of:

- Spatial Justice
- Spatial Sustainability
- Spatial Efficiency
- Spatial Resilience, and
- Good Administration

These guidelines and policies provide the point of departure for the day-to-day decision-making within the LM, and the basis for the management of public spending. The final section of this report will also address the required institutional arrangement of the Local Municipality to affect the interventions mentioned in this document.

a) Movement (Facilitating local and regional linkages)

The movement system is one of the most important structuring elements within the Municipality. The movement system must directly link strong high-intensity mixed use nodes and high-density developments within the LM with one another, as well as facilitate linkages with nearby higher order nodes, especially the City of Tshwane to the west. In this way, local communities are linked to areas of economic opportunity, employment opportunities, and also higher order goods and services not available locally [Spatial Justice].

b) Nodal Development (Ensure viable strong activity nodes)

Nodal development (the intensification of uses), together with the consolidation of

area contributes to the rural character of and limits the economic potential of the study residential settlements (see principle(c)) will ensure that the municipal spatial

structure is sufficiently robust to allow opportunity areas to adapt to market and demographic changes [Spatial Resilience]. In general, nodes have the following characteristics:

- Clustering of business activities.
- Accommodates a mix of land uses including community facilities.
- High accessibility.

Activity nodes should ideally be established at highly accessible locations, including higher order road intersections within larger settlements, as well as adjacent to public transport stations (including the proposed Moloto rail stations within the DRJSMLM). In managing and even developing new nodes, it needs to be kept in mind that the catchment areas and the income levels of an area determine the necessary/ ideal size of the node, and that the density and intensity of the node is a function of the mixture of land use activities, and the available transport infrastructure.



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Dr JS Moroka Local Municipality



MPUMALANGA PROVINCE

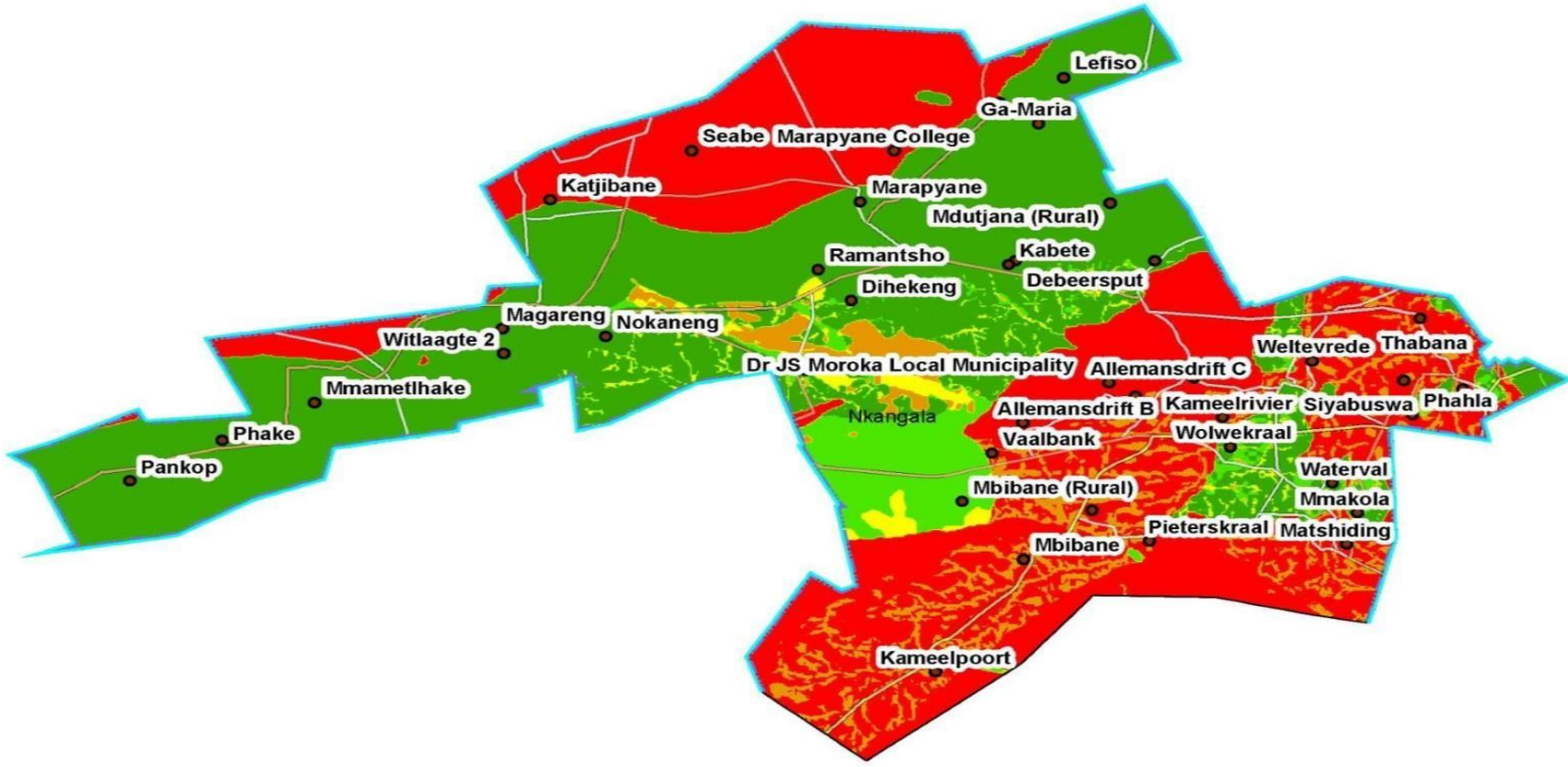


Department of Agriculture,
Rural Development, Land
and Environmental Affairs

NKANGALA DISTRICT MUNICIPALITY

Legend

- Placenames
- Dr JS Moroka Local Municipality
- Nkangala District Municipality
- Roads**
- National Route
- Arterial Road
- Main Road
- Secondary Road
- Other Road
- Soil Potential**
- Low
- Med-Low
- Medium
- Med-High
- High



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Compiled by:
Resource Investigations
DARDLEA - Mpumalanga

c) Settlements (Create sustainable human settlements)

Increased residential densities support the vibrancy of nodes and the viability of public transport, while protecting surrounding high potential agricultural land. Residential development should thus be consolidated around activity nodes, contributing towards an efficient municipal spatial structure. Also, settlements should offer residents a high quality of life by also including social facilities, business activities, open space and adequate engineering infrastructure [Spatial Sustainability].

The benefits of increased residential density are:

- Make more efficient use of existing infrastructure and serviced land.
- A reduced need for the development of Greenfields sites/reduced urban sprawl.
- Reduced need for investment in new infrastructure.
- Better access to existing services and facilities; and
- More sustainable commuting patterns.

As part of this objective/ principle, land claims and the challenges related to land tenure have to be addressed as a matter of urgency.

d) Environment (Support environmental management, tourism and recreational activities)

Conserve and enhance the Municipality's existing physical and natural resources and link them with the regional open space system. Part of this principle is the development of an open space system that will complement nodal development in settlements. In many cases this will require the rehabilitation of degraded vacant land into public amenities. The open space system in Dr JS Moroka should be:

- Able to meet local recreational needs.
- Safe.
- Accessible to all; and
- Versatile.

[Spatial Justice]

e) Corridor Development

Development corridors are linear tracts of land that contain a variety of transportation

c) Settlements (Create sustainable human settlements)

modes, especially public transport, and a variety of dense land uses. The development

of corridors is one of the structuring elements to be used in structuring the Dr JS Moroka Municipality into a robust and efficient growth area [Spatial Efficiency and – Resilience].

The development of corridors should realize the following:

- Access to opportunities to large number of communities.
- Support more efficient service provision.
- Availability of adequate infrastructure.
- Realize economies of scale; and
- Contribute to growth and development of the Municipality.

The Dr J.S. Moroka LM SDF, in essence, promotes the growth of settlements towards identified corridors.

f) Infrastructure Provision (Support efficient infrastructure provision)

The provision of bulk infrastructure should address the basic needs of all communities [Spatial Justice]. Also, the ability of the availability of bulk infrastructure to influence private investment should be optimally utilised by servicing activity nodes and SDAs as a priority [Spatial Efficiency].

In the assessment of proposed development applications, bulk capacity should be assessed in relation to the proposal, and if the capacity is exceeded then the proposal should not be approved by the Municipality.

i) Agriculture and Agro-Industries (Support local economic development)

The agricultural potential of the municipal area and its proximity to major markets in Gauteng offer opportunities for the export of value-added goods. Formal and informal small, micro and medium enterprises should be supported [Good Administration].

g) Community Facilities (Establish Thusong Centres)

Social infrastructures such as clinics, sports facilities, pay-points, police stations etc. should be provided at proximity in strategic locations (preferably at Multi-Purpose Community Centres/ Thusong Centres). This will ensure higher accessibility and more efficient service and facilitate more efficient and optimum use of existing infrastructure [Spatial Resilience].

h) Holistic Planning

A holistic integrated approach in the overall development of Dr. JS Moroka should be followed. This will allow the Local Municipality to better service its residents and those who come to visit [Good Administration].

Land Use Schemes

The amendment of the Land Use Management Scheme which is proposed in the section above to align it with SPLUMA should include the following provisions:

- Applications that fall within the detail precinct plan areas should be fast tracked by the municipality.
- Applications that fall within the Strategic Development Areas should be fast tracked by the municipality.
- The Register of Land Use Rights of the existing LUMS should be reviewed to include all obtainable PTO's and any other land rights which have been issued.
- The Scheme Maps should further be amended to reflect the data contained within the Register of Land Use Rights.
- The Scheme Maps should also outline the boundaries of the precinct plan areas and SDA's where shortened land use procedures are applicable.

6.2 Alignment with SPLUMA Principles

The Spatial Development Framework for the Dr JS Moroka Local Municipality translates the Integrated Development Plan (IDP) of the Municipality into spatial principles and strategies and thus constitutes the spatial implementation of the IDP. The SDF focuses on consolidating the fragmented spatial structure of the Municipality around the Moloto Rail Corridor and the provincial road network (Spatial Efficiency).

It also promotes the establishment of a clear nodal hierarchy, ensuring that all communities have equitable access to economic, cultural, recreational and educational activities and opportunities (Spatial Justice).

It also creates a spatially based policy framework whereby change, needs and growth in the municipal area is to be managed positively to the benefit of everyone (Spatial Resilience). It focuses on how land should be used within the broader context of protecting the existing values of the broader Nkangala District area i.e. ecological corridor, tourism destination, rich historical and cultural area.

It also aims to improve the functioning of the rural and natural environmental systems and assists in the identification of local opportunities for future urban/ rural development, and natural environmental conservation, and makes recommendations as to where and how development of the open space system should be managed and enhanced (Spatial and Environmental Sustainability).

Apart from the above it also establishes strategies and policies to achieve the desired spatial form i.e. movement and linkage systems, open space system, activity system, overall land use pattern etc.

The reviewed DRJSMLM Spatial Development Framework also guides and informs the following:

- Direction of growth.
- Major movement routes.
- Special Development Areas for targeted investment.
- Conservation of the natural and built environment.
- Areas in which the intensity of land development could either be increased or decreased.
- Areas in which particular types of land use should be encouraged and others where it should be discouraged.
- Is a strategic, indicative and flexible tool to guide planning and decisions on land development.
- Develops an approach to the development of the area which is clear enough to allow decision-makers to deal with the unexpected.
- Develops a spatial logic which could guide private sector investments.
- Ensures the social, economic and environmental sustainability of the area; and
- Identifies spatial priorities and places that must be prioritised in the development and upgrading process.

The plan involves and impacts on the activities of a wide range of development disciplines and associated sectoral policies and plans. These include the following:

- Environmentalists to oversee the protection of the regional open space system and monitoring trends in terms of mining activity.

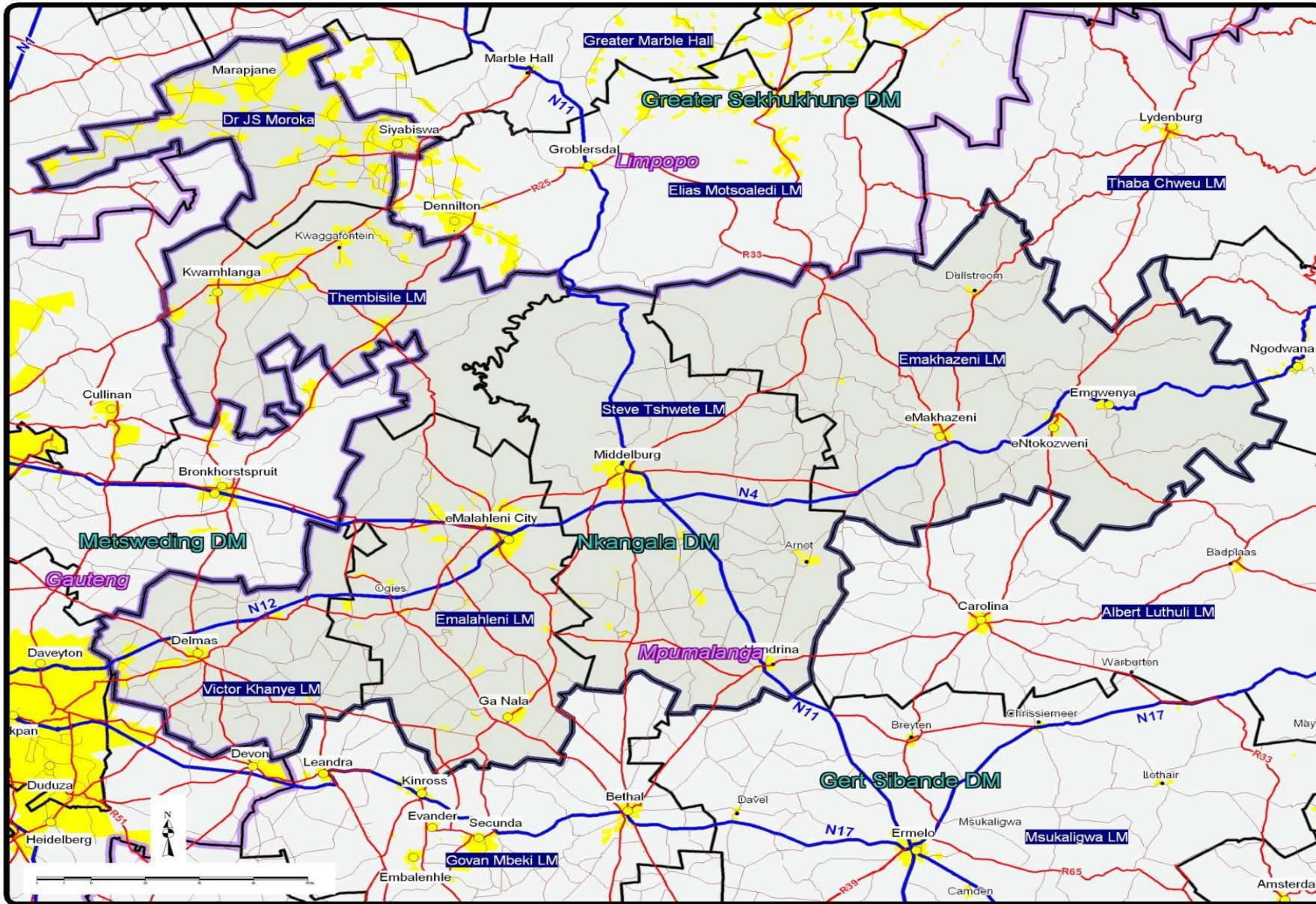
- Transport planners which have to ensure that services and infrastructure link all the major origins and destinations in the area to one another.
- Civil engineers need to oversee the incremental upgrading of engineering services in priority areas; the servicing of Strategic Development Areas to facilitate new housing development; and the provision of economic infrastructure to ensure economic development.
- Social Services representations need to ensure that sufficient social services are provided, but also that these facilities be efficiently clustered to stimulate the creation of critical mass.
- Economists need to ensure that all the development potential that can be derived from the economic footprint for the area be properly exploited.
- Housing specialists need to ensure that housing projects are developed at the optimum locations as determined from the SDF and that the composition of such projects serves the full spectrum of needs in terms of affordability and tenure requirements.

The successful implementation of the SDF will require the commitment from all the above sections which is in line with the fifth SPLUMA principle: Good Administration



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Dr JS Moroka Local Municipality



NKANGALA DISTRICT MUNICIPALITY

REGIONAL CONTEXT

- Provincial Boundary
- Nkangala District Municipality
- Towns and Settlements

Nkangala Local Municipalities

- Dr J.S. Moroka
- Thembisile
- Victor Khanye
- Emalahleni
- Steve Tshwete
- Emakhazeni

- National Roads
- Main Roads
- Secondary Roads
- Main Towns



6.3 SDF compliance and sector planning/implementation

- Alignment of sector plans at different stages in the planning process is critical to ensure that spatial visions are aligned and acted upon, but SPLUMA only contains broad provisions regarding alignment between SDFs and sector plans.
- SPLUMA has not clarified or simplified the planning process by explicitly stating that municipal planning is a local function and needs to drive the sector plans of all spheres of government. Mutual alignment is required which implies a “back and forth” consultation and negotiation process during all planning stages.
- Concern has been expressed regarding SPLUMA not obliging national and provincial spheres to share information and align to the municipal SDF process, thus limiting the ability to achieve truly integrated planning between the three spheres of government.

(The planning function for Dr JS Moroka Local Municipality was entrusted to Nkangala District Municipality as published in the Province of Mpumalanga Provincial Gazette Volume 10 No. 959 date 26 May 2003. This basically means that all Town Planning functions of the Municipality still had to be performed through the Nkangala District Municipality. Nkangala District Municipality are currently undertaking the processes of reviewing the Dr JS Moroka Local Municipal SDF to be aligned with NSDF in accordance with provision of section 20 and 21 of the Act read with section 23 to 35 of the Municipal Systems Act)

It is conceded that in the analysis of the space economy of Dr. JS Moroka Local Municipality, there are no significant economic activities at this stage, and a plethora of people living below the minimum living level. The limited access to the municipal area contributes to the rural character of and limits the economic potential of the study area.

However, there are areas that are developing naturally along movement lines, and major intersections along these lines need to be prioritized for economic development.

6.3 SDF compliance and sector planning/implementation

Furthermore, the high agricultural potential in the area could be used as leverage for

economic development. Emphasis in the study area should thus be given to the provision of basic services and more focused economic development/ nodal development.

Strategic Development Areas (desired spatial form of the municipality)

A Spatial Development Framework (SDF) is not just a spatial plan, but also a tool that should ensure integration of sectoral initiatives. It should construct a new management of infrastructure for existing and future development; ensure policy and institutional instruments to achieve the desired spatial structure and help to align relevant sectors.

Essentially, Dr. JS Moroka represents a large “services priority upgrading area”, and so development spending should primarily be aimed at providing inhabitants with the constitutionally mandated minimum levels of services and community infrastructure. Development spending is envisioned to gravitate towards, and along the proposed Moloto Rail Corridor, and other prominent roads within the Municipality towards the core functional urban area at Siyabuswa.

With regards to consolidating the short to medium term growth, focusing on nodal development, and the upgrading of engineering services the following towns/ settlements in the LM should especially receive attention:

- Libangeni/
- Siyabuswa/
- Makometsane Four-way Crossing,
- Meetsemadiba/ GaMorwe
- Siyabuswa Four-way crossing and
- Siyabuswa/ Matshiding/
- Ga Phaahlamohlaka Four-way crossing,
- Nokaneng/ Seabe/ Mmametlhake Y-junction.

In essence, the proposed Moloto Rail Corridor forms the central structuring element of the SDF for three reasons:

- The corridor holds significant opportunities for both the Nkangala District and Dr. JS Moroka in terms of economic spin-offs from the corridor and tourism

Dr JS Moroka Local Municipality

economic development. Emphasis in the study area should thus be given to the potential.

- The Moloto rail offers a means by which to consolidate and integrate existing and new urban developments into a functional whole, capable of stimulating economic development around key selected primary and secondary nodes; and
- If all environmental, technical, and social factors are taken into consideration, the current alignment of the Moloto rail connects the identified nodes in the most direct and shortest possible manner to one another.

Consistent with the SDF for the Nkangala District, the Moloto railway line should thus serve as a Local Activity Spine to the identified nodes and existing settlements. As such, all new growth should be channelled towards and alongside the Moloto Rail Corridor, and other functionally important roads (R568 and R573) in the Dr JS Moroka Local Municipality. Applying this approach will also ensure that all the “service priority upgrading areas” as identified by the Nkangala District SDF are functionally integrated. As Figure 27.1 indicates, vacant land between Matshiding and Mthambothini and adjoining the proposed Moloto rail corridor (Phase 1) and the R568 and R573, constitute Strategic Development Areas 1, 2 and 3. New developments in the LM should firstly be consolidated within these areas to further promote the desired spatial form of the municipal area, and to enhance the viability of the four proposed future railway stations along this strip i.e. Makola, Mogononong, Siyabuswa and Mthambothini.

This approach of consolidated development along the Moloto Rail Corridor also seeks the structural integration of the dispersed urban form via a U-shaped development corridor of connected settlements and activity nodes, with the short to medium term priority area being the eastern extents of the municipal area (SDA1, 2 and 3).

Apart from consolidating the short to medium term growth in the Dr JS Moroka area in these three Strategic Development Areas and focusing on strengthening the first four railway stations in the LM (Makola to Mthambothini), the towns/settlements in the other parts of the Municipality should also receive attention in terms of the consolidation and densification of land uses, provision of community facilities in line with the concept of Thusong Centres and the upgrading of engineering services.

It is furthermore advised that land claims, particularly those that fall within the Urban Development Boundaries of the respective LMs, be resolved as a priority. This is in order to unlock land within the respective Strategic Development Areas for planning and development.

Furthermore, government (national, provincial and local) and parastatal owned land could be used as a growth management tool, because it presents Council with opportunities to implement strategic and catalytic projects. It is thus vital that the identification of such land pockets be prioritised, and that a Plan of Action be tabled for each.

6.4 The relationship between an SDF and IDP

The SDF becomes a road map for all infrastructural development; this means that the SDF must inform all infrastructure projects that must be implemented on space. The IDP is the short to medium term implementation tool for the SDF objectives; the relationship is that the SDF portrays all spatial opportunities and areas earmarked for various developments (including current existing land-uses) wherein stakeholder's participation should occur to give direction to development proposals.

Participation of stakeholders need to take place to determine the need and desirability of projects proposals including the benefits (social and economic) of projects in order to be prioritized in the IDP/Budget participatory processes during the annual reviews of the five-year IDP plan of council term. The processes of IDP public participation create a platform where community/public and private projects proposals are drawn in and this must happen at the presence and guidance of the SDF maps/frameworks (development directives maps) i.e., Local spatial frameworks or ward spatial framework which should indicate the current land use and future spatial plans for that specific locality.

Land Use Management (basic guidelines for a land use management system in the municipality)

The DR JS Moroka Municipality noted its Land Use Management Scheme (LUMS) in 2019. Essentially the LUMS covers the entire municipal area (wall-to-wall) and is mainly used to perform the following functions:

- Assess and verify existing development rights on individual properties in the municipal area.
- Compare existing rights as recorded in the LUMS to potential rights as earmarked in the Spatial Development Framework for any given property under investigation.
- Determine the most appropriate procedure to follow to obtain the rights to be applied for, based on the directives contained in the LUMS.

All areas within DRJSMLM are governed by a wall-to-wall Land Use Management scheme 2020 prepared in terms of the Spatial Planning and Land Use Management **Act 16 of 2013 (SPLUMA)**. The Land Use Management Scheme 2020 is used by the municipality as a tool to regulate land uses of the current and proposed development within the jurisdiction of the municipality. A Register of Land Use Rights (REGLUR) further complements the Land Use Scheme, which is a register of all land use rights on surveyed and some un-surveyed erven.

The Land Use Management Scheme also consists of scheme maps which should be read together with a land use matrix. The land use matrix provides a comparison of the land uses that are permitted in the zones which are illustrated on the scheme maps. The matrix indicates what type of application may be required should the intended or future use not be aligned to the scheme maps.

The Municipality has also embarked in adopting the e-LUMS which is an initiative by the Department of Rural Development and Land Reform and is implemented by Nkangala District Municipality. The e-LUMS allows applicants to submit applications on-line without having to go to the municipality. The program is however, still experiencing challenges that need to be addressed.

Importantly, the planning function for Dr Moroka Local Municipality is vested with the Nkangala District Municipality (as published in the Province of Mpumalanga Provincial

The DR JS Moroka Municipality noted its Land Use Management Scheme (LUMS) in Gazette Volume 10 No. 959 date 26 May 2003).

The municipality, furthermore, experiences great difficulty in implementing the land use management scheme. This can be attributed to the traditional nature of the former homeland system that needs to be addressed through workshops and community involvement. The current land use management system and its regulations also make the change of land use rights a cumbersome process with a lot of people being stopped at the point of land ownership. The current LUMS only allows the registered owner to apply for a change of land use rights and as stated in the previous section the majority of the land in the municipality is vested with the national or provincial government. Therefore, the occupants of the land cannot apply for a change in land use because they do not have a title deed or deed of grant.

Future Vision for Dr J.S. Moroka

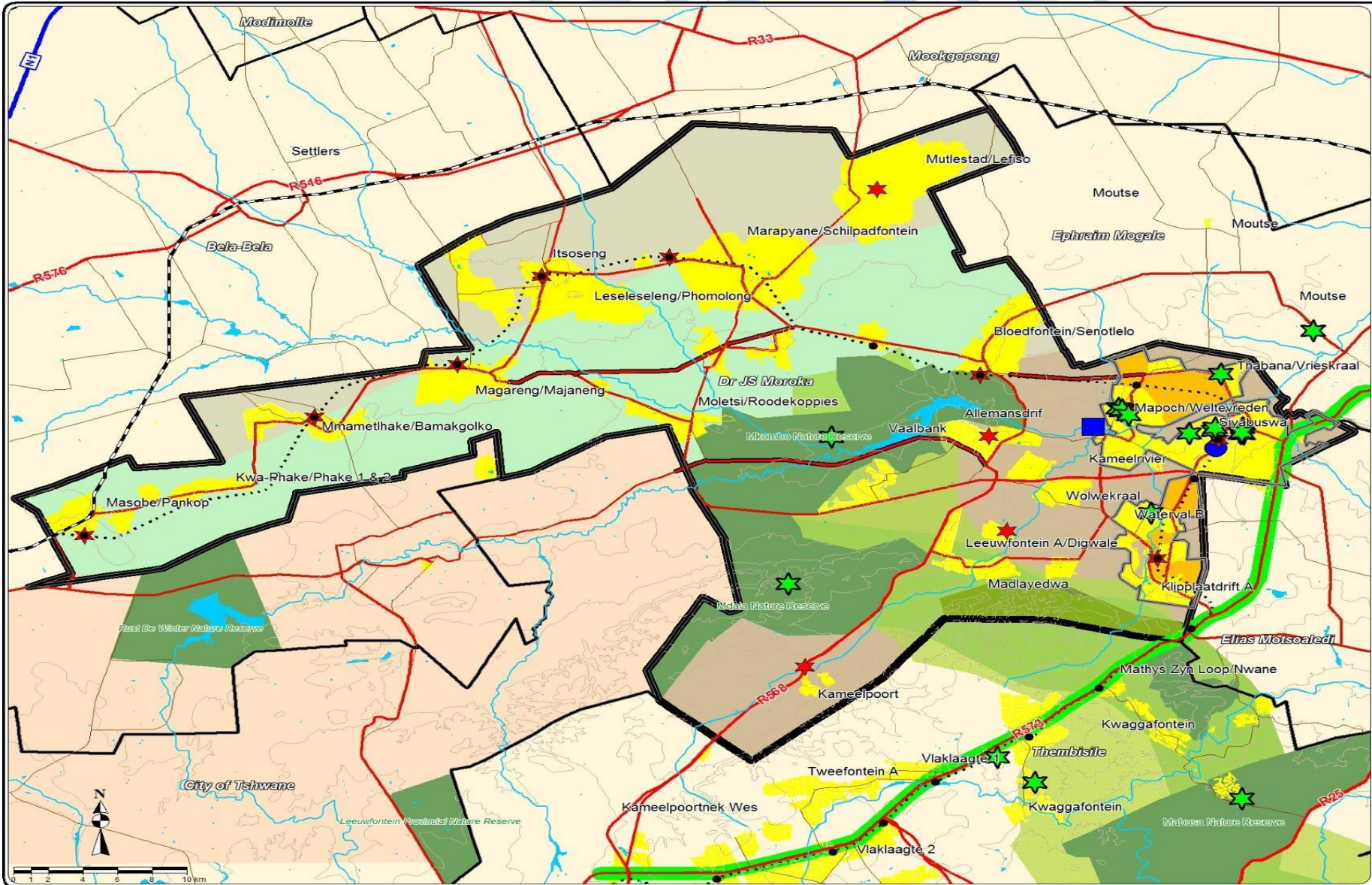
6.5 The spatial vision for the Dr JS Moroka Local Municipality evolves around the following key elements:

- Consolidated settlement structure for viable human settlements.
- Communities connected to centres of employment via public transport.
- Efficient provision of engineering and social services/ infrastructure.
- Growth of agricultural sector and local cooperatives.
- Maximise potential of local tourism attractions including the Mdala and Mkhombo Nature Reserves, and link with regional tourist attractions.



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Dr JS Moroka Local Municipality



DR JS MOROKA LOCAL MUNICIPALITY

Legend

- Nomenclature
 - Dr JS Moroka
 - MP Cadastral
 - Dr JS Moroka
 - State Lands
 - Cattle Game Crop
 - Land Use and Social Structure
 - Main Roads
 - Kamoka Open Africa Route
 - Topography and Hydrology
 - Eco - Agri - Tourism
 - Ecological Corridors
 - Proposed Nature Reserve & Conservation Areas
 - Dr JS Moroka SQZ
 - Agriculture
 - Drookings
 - Ecological Corridors
 - Primary Activity Node
 - Road Upgrading
 - Proposed Railway
 - Proposed Road Network
 - Thusing Centre
 - Proposed Stations
 - Strategic Development Areas
 - Town Names
 - Tourism Anchor
 - Dr JS Moroka - Open Africa Pol
- Thembisa
 - Formal residential
 - Dr JS Moroka - Towns and Settlements
- Topography and Hydrology
 - Nature Reserve Text
 - Contours
 - 1020
 - 1100
 - 1180
 - 1260
 - 1340
 - 1420
 - 1500
 - 1580
 - 1660
 - 940
 - 980
- Thangata District Boundary
- District Municipality
- Main Roads
- Natural Roads
- Main Roads
- Secondary Roads
- Railways
- Geog Blocks
- ROADS_SEC
- WWTW
- Dr JS Moroka Urban Edge



6.6 Land Claims Within MP316

Land reform is the key to the social and economic emancipation of the people of Dr. JS Moroka LM (IDP). In DRJSLM, sixty-seven (67) claims have been submitted to the Land Claims Commission, distributed across 23 individual properties.

The entire central part of the municipal area is subject to land claims, including some of the urbanised areas. There are a fairly large number of claims on the farm Allemansdrift 162-JR as well as De Beersput 152-JR (2/9), Kameelpoort 202-JR and Troya 151-JR (5/11). According to the NDM Land Audit, the land claimed in the Dr JS Moroka municipal area is mainly associated with cattle and game farming, some crop farming and a fairly large portion of the Mkhombo nature reserve. Land claims on land within or adjacent to built up areas are presently constraining the Municipality when it wants to develop an area.

The narrow strip of land to the north of Dr JS Moroka is suitable for primarily crop farming as it forms part of the rich soils of the Springbokvlakte area situated to the north thereof. These land claims thus pose opportunities for LED development, which need to be further investigated.

Map below depicts land claims in MP316



dr.jsmlm

No	KRP	Project Name	No of claims	Project Officer	P1: Lodgement & Registration	P2: Screening & Categorisation	P3: Determination of Qualification	P4: Negotiations	P5: Settlement	P6: Implementation
A	-	MBIBANA								
1	12137	Allemansdrift 162JR	1	1	X	X	X	31/09/06	15/01/07	-
	12136	Allemansdrift 162JR	1	1	X	X	X	31/09/06	15/01/07	-
	12133	Allemansdrift 162JR	1	1	X	X	X	31/09/06	15/01/07	-
	5875	Allemansdrift 162JR	1	1	X	X	X	31/09/06	15/01/07	-
	12127	Allemansdrift 162JR	1	1	X	X	X	31/09/06	15/01/07	-
	935	Allemansdrift 162JR	1	1	X	X	X	31/09/06	15/01/07	-
	707	Allemansdrift 162JR	1	1	X	X	X	31/09/06	15/01/07	-
	675	Allemansdrift 162JR	1	1	X	X	X	31/09/06	15/01/07	-
	674	Allemansdrift 162JR	1	1	X	X	X	31/09/06	15/01/07	-
	645	Allemansdrift 162JR	1	1	X	X	X	31/09/06	15/01/07	-
	644	Allemansdrift 162JR	1	1	X	X	X	31/09/06	15/01/07	-
	641	Allemansdrift 162JR	1	1	X	X	X	31/09/06	15/01/07	-
	312	Allemansdrift 162JR	1	1	X	X	X	31/09/06	15/01/07	-
	322	Allemansdrift 162JR	1	1	X	X	X	31/09/06	15/01/07	-
	321	Allemansdrift 162JR	1	1	X	X	X	31/09/06	15/01/07	-
	320	Allemansdrift 162JR	1	1	X	X	X	31/09/06	15/01/07	-
	319	Allemansdrift 162JR	1	1	X	X	X	31/09/06	15/01/07	-
	703	Allemansdrift 162JR	1	1	X	X	X	31/09/06	15/01/07	-
2	5886	De Beersput 152JR	1	0	X	-	-	-	-	-
	5874	De Beersput 152JR	1	0	X	-	-	-	-	-
	5875	De Beersput 152JR	1	0	X	-	-	-	-	-
	5876	De Beersput 152JR	1	0	X	-	-	-	-	-
	5884	De Beersput 152JR	1	0	X	-	-	-	-	-
	5885	De Beersput 152JR	1	0	X	-	-	-	-	-
	5886	De Beersput 152JR	1	0	X	-	-	-	-	-
	5887	De Beersput 152JR	1	0	X	-	-	-	-	-
	675	De Beersput 152JR	1	0	X	-	-	-	-	-
3	643	Vaalbank 163JR	1	0	X	-	-	-	-	-
	642	Vaalbank 163JR	1	0	X	-	-	-	-	-
	11964	Vaalbank 163JR	1	0	X	-	-	-	-	-
	6592	Vaalbank 163JR	1	0	X	-	-	-	-	-
4	11354	Kloppersdam 187JR	1	15	X	D	D	D	D	D
	11868	Kloppersdam 187JR	1	15	X	D	D	D	D	D
5	12128	Troya 151JR	1	0	X	-	-	-	-	-
	2212	Troya 151JR	1	0	X	-	-	-	-	-
	12127	Troya 151JR	1	0	X	-	-	-	-	-
	709	Troya 151JR	1	0	X	-	-	-	-	-
	708	Troya 151JR	1	0	X	-	-	-	-	-
	707	Troya 151JR	1	0	X	-	-	-	-	-
	706	Troya 151JR	1	0	X	-	-	-	-	-
	704	Troya 151JR	1	0	X	-	-	-	-	-
	677	Troya 151JR	1	0	X	-	-	-	-	-
	676	Troya 151JR	1	0	X	-	-	-	-	-
	638	Troya 151JR	1	0	X	-	-	-	-	-
6	317	Zandspruit 189JR	1	0	X	-	-	-	-	-
	316	Zandspruit 189JR	1	0	X	-	-	-	-	-
7	318	Kameelpoort 202JR	1	5	X	X	07/08/06	S	30/08/06	-
	1113	Kameelpoort 202JR	1	5	X	X	07/08/06	S	30/08/06	-

12174	Kameelpoort 202JR	1	5	X	X	07/08/06	S	30/08/06	-
932	Kameelpoort 202JR	1	5	X	X	07/08/06	S	30/08/06	-

No	KRP	Project Name	No of claims	Project Officer	P1: Lodgement & Registration	P2: Screening & Categorisation	P3: Determination of Qualification	P4: Negotiations	P5: Settlement	P6: Implementation
8	1051	Leeuwfontein 188JR	1	0	X	-	-	-	-	-
	647	Leeuwfontein 188JR	1	0	X	-	-	-	-	-
9	5424	Riekerts Laagers 165JR	1	3	X	X	X	X	X	-
10	6128	Bloedfontein 153JR#	1	0	X	-	-	-	-	-
11		Rhenosterkop 157JR	1	0	X	-	-	-	-	-
12	12353	Wynruit 168JR	1	0	X	-	-	-	-	-
12		MBIBANA	56							
B		MATHANJANA								
13		Pankoppen 36JR	1	0	X	-	-	-	-	-
14		Zandfontein 31JR	1	0	X	-	-	-	-	-
15		Witlaagte 173JR	1	0	X	-	-	-	-	-
16		Rooifontein 171JR	1	2	X	30/10/06	31/10/06	31/10/06	07/11/06	-
17		De Putten 144JR	1	3	X	22/08/06	30/09/06	07/09/06	15/11/06	-
18		Goed Voor Alles 673KR	1	0	X	-	-	-	-	-
19		Roodekoppies 167JR	1	0	X	-	-	-	-	-
20		Opgeruimd P5/677KR	1	0	X	-	-	-	-	-

In most instances, claims have only been lodged and registered through different phases, while some of the claims are already settled. of the restitution process. To date, couple of land claims within the LM have been successful, and one land claim has been dismissed. The study area formed part of the then Bophuthatswana and Kwa-Ndebele homelands. Currently, the majority of land is still either state-owned or tribal- owned.

6.7 Topography and Hydrology

The northern and central parts of the municipal area are flat to gently sloping, while the area to the south which borders onto the Thembisile Hani Local Municipality is mountainous. Dr. JS Moroka LM is located within the Middle Olifants sub-Water Management Area. A number of rivers and -tributaries traverse the municipal area. The Eland and Kameel Rivers are the most prominent, and drain in a northerly direction. The Mkhombo Dam in the central extents of the LM is the only prominent dam.

6.8 Geology and Mineral Potential

The western regions of the Municipality are mostly underlain with Continuous Coal Development, which is part of the Ecca formation of the Karoo Sequence, and consists of sedimentary rock such as Shale and Sandstone. The area however has low mining potential. Superficial enrichment of Limestone does however occur in the northern part of the Municipality at the Pienaars River mine.

The central and southern regions of the Dr. JS Moroka Municipality are underlain by both the Rooiberg/ Pretoria Group and the Waterberg Group. These areas have very limited mineral potential, except for very small deposits of Tin and Barytes in the southern parts of the municipal area.

6.9 Soil Types

The most dominant soil type in the LM is the Plinthic Cantena group. An isolated pocket of the Prisma cutanic and/ or Pedocutanic group is found in the vicinity of the Mkhombo Dam and along the Elands and Kameel Rivers. The rocky areas along the southern boundary of the municipal area comprise miscellaneous land classes. In general, the soil and geological formations are fairly stable, and do not pose significant development constraints.

6.10 High Potential Agricultural Land

The central section of the study is high potential agricultural soil with the northern sections rated as lower. The southern portion of the study area is predominantly low potential with an insert of high potential in and around Wolwekraal. The area comprises high agricultural potential due to stable soil and geological conditions. The strip of land along the northern border is especially suitable for crop farming as it forms part of the rich soils of the Springbokvlakte.

6.11 Vegetation

The dominant veld types in the central and southern parts of the municipal area are Mixed Bushveld and Sourish Mixed Bushveld respectively. The northern extents of the municipal area are characterised by Springbok Flats Turf Thornveld. The mixed bushveld has been indicated as an area of high agricultural potential and can be utilised for grazing and crop farming. The Springbok Flats Turf area is highly suited for crop farming but the area has been developed with houses therefore sterilising the area for high intensity agriculture.

6.12 Existing Nature Reserves, Conservancies and Biodiversity

There are several endangered and vulnerable species that may become critically endangered or even extinct, if not properly conserved.

6.12.1 Nature Reserves

The Mkhomboard Mdala Nature Reserves are the two existing nature reserves in the Municipality, described below and illustrated on Figure 18:

6.12.2 The Mkhombo Nature Reserve

The Mkhombo Nature Reserve encompasses some 11 000 hectares (ha), inclusive of the Mkhombo Dam, and is unique among the numerous reserves and parks found in Mpumalanga in that it is home to a portion of the Kalahari Thornveld biome.

6.12.3 The Mdala Nature Reserve

The Mdala Nature Reserve incorporates approximately 8 000 hectares of sandy bushveld, and a chain of rocky outcrops,

6.12.4 Biodiversity

With regards to biodiversity, a number of small, isolated pockets are considered to be of "significant" and "important" biodiversity value. The conservation of these land pockets is vital to preventing ecosystem collapse, and securing the future of, particularly, the Giant Bullfrog (*Pyxicephalus adspersus*). Lastly, an ecological corridor with high biodiversity value traverses the southern extents of the municipal area.

6.13 Air quality and pollution

Air pollutants are defined as substances which, when present at high enough concentrations, produce significant negative impacts on people and/or the environment. The main or key pollutants that are likely to be detected in the district include SO₂, NO_x, CO, PM and VOCs.

The Dr J.S. Moroka Local Municipality is located in the north-western corner of the Nkangala District and Mpumalanga Province. It is 1416, 49 km² in extent, representing 8.45% of the District land mass. The Municipality is approximately 1,416 square kilometres in extent and is bounded by the following entities; City of Johannesburg and Tshwane Metropolitan Council on the South and West; Thembisile-Hani LM on the South; Modimolle, Mookgopong and Bela-Bela LMs on the North; and Ephraim Mogale and Elias Motsoaledi LMs on the North East and Steve Tshwete and Emalahleni LM's on the East.

6.14 Surface Pollution

All the waste is collected and dumped at Libangeni landfill site. Burgersfort municipal landfill site. Empty cans, bottles, plastics and paper are the most dumped litter in the areas of Siyabuswa, Moripe gardens, marapyane and all other villages from Toitskraal to Masobye, Molapomogale to Ga-Maria. There are no formal litter picking done in the rural areas of the Municipality. There is a need for the Municipality to develop Environmental management policy and strategy in making sure that the environment is managed properly. Total amount of waste collected for 2020/2021 amount to 14 793 for the following wards; 1,2,3,4,5,6,16 and 17 on weekly basis.

6.15 Climate change

Climate change is a global climate patterns, apparent from the mid to the late 20th century onwards; attributed largely to the increased levels of atmospheric carbon dioxide produced by the use of fossil fuels. A continuous flow of energy from the sun heats the Earth, naturally occurring gases in the atmosphere, known as greenhouse gases – this includes carbon dioxide;

6.12.4 Biodiversity

trap the heat like a blanket, keeping the Earth at an average of 15 degrees Celsius – warm

enough to sustain life. The overuse of fossil fuels is increasing, CO₂ in the atmosphere will also increase, trapping more and more heat and warming the earth. As a result, we are seeing more dramatic weather patterns across the globe resulting in devastating natural disasters and shrinking the world's ice shelves and glaciers due to warming sea water. Because ice acts as a solar reflector, the less ice there is the less heat the Earth reflects. Effects of global warming are the ecological and social changes caused by the rise in global temperatures, the rising sea levels and the decreased snow cover in the Northern hemisphere. There is a scientific consensus that climate change is occurring, and that human activities are primary drivers.

The United Nations climate change conference was held in Durban from 28 November - 11 December 2009. The conference resulted in the adoption of 19 COP decisions and 17m CMP decisions and approval of a number of conclusions by the subsidiary bodies. These outcomes cover a wide range of topics, notably the establishment of a second commitment period under the Kyoto protocol, a decision on long term cooperative action under the convention, the launch of a new process towards an agreed outcome with legal force applicable to all parties to the convention, and operationalization of the green climate fund.

The South African position is that there should be a different responsibility for emission of the past, but equal responsibilities for emission of the future. South Africa agreed to a framework for mitigation action. There was a need to reduce greenhouse gas emission and at the same time ensure that economic growth is not compromised.

7. STRATEGIC PHASE ANALYSIS

This chapter provides an overview of the Municipality's key development strategies. Strategies Phase involves formulation of strategies to address problem issues identified in the Analysis Phase in the medium, short and long term. It provides core ideology of the Municipality, for example formulation of vision (achievable statement about future of the Municipality, where the Municipality, PM316 wants to go). This includes development of objectives (what the Municipality would like to achieve to address problem issues and realise the vision). Strategies phase is about finding the most appropriate ways/means of achieving the objectives.

7.1 Vision

"Striving to become the best economically developing municipality mostly admired for taking care of its people". This vision builds on and at the same time

enough to sustain life. The overuse of fossil fuels is increasing, CO_2 in the atmosphere will also contribute to the attainment of the Mpumalanga province vision.

7.2 Mission Statement

"With commitment, and resilience, we will deliver services in an effective, efficient, accountable and sustainable manner".

"Working together with communities and strategic partners, we will create a conducive environment for economic growth".

7.3 Values

Values	Descriptive
High standard of professional ethics	Upholding good work ethics
Consultation	Maintain integrity on all relationships with customers and the community
Service Standard	Offering high quality standards when providing sustainable services to our communities
Access	Increase access to services especially people disadvantaged by related barriers.
Courtesy	Treatment of customers with courtesy, concern and consideration. Things such as smile, respect for customers, apology if things go wrong – this cost nothing.
Information	Provide more & better information about services so that customers have full, accurate relevant and up-to-date information about services they are entitled to receive.
Value for Money	Give the best possible value for money so that customers feel that their contribution through taxation is used effectively, efficiently and savings ploughed back to improve their lives. The implementation of Batho Pele Principles is continuous process, not a once off-task, to be done all the time.
Redress	If the promised standard of services is not delivered (failures/mistakes/performance problems occur), citizens should be offered an apology, a full explanation and a speedy and effective remedy; and when the complaints are made, citizens should receive a sympathetic, positive response.
Openness and Transparency	Tell people how the Municipality runs, its departments cost and who is in charge.

7.4 Municipal Goals

The municipal IDP Goals are as follows:

- To provide democratic and accountable government for local communities.
- To ensure the provision of services to communities in a sustainable manner.
- To promote social and economic development.
- To promote a safe and healthy environment; and
- To encourage the involvement of communities and community organisations in the matters of local government.

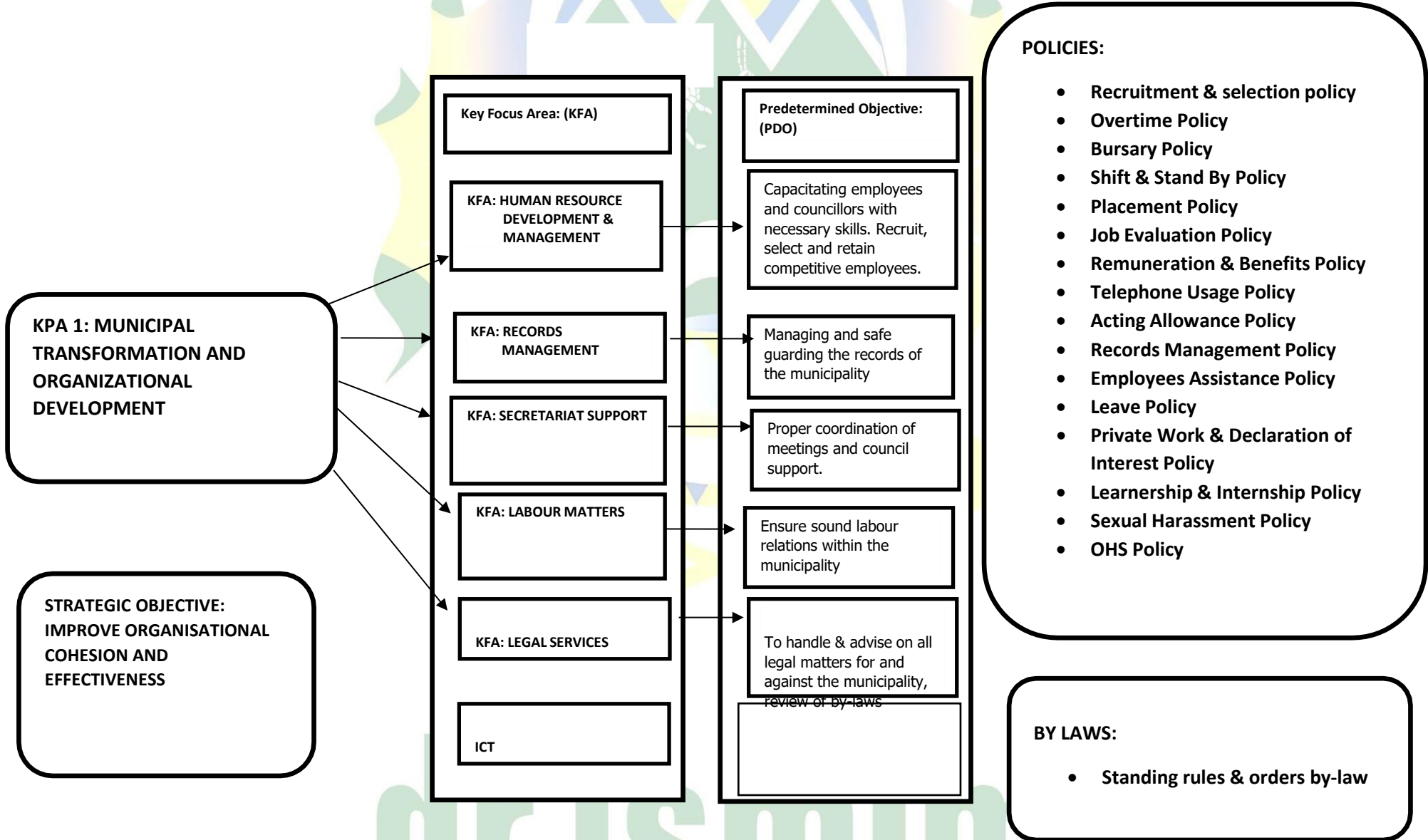
7.5 Municipal Priority Areas, Key Performance Areas (KPAs) and Strategic Development Objectives



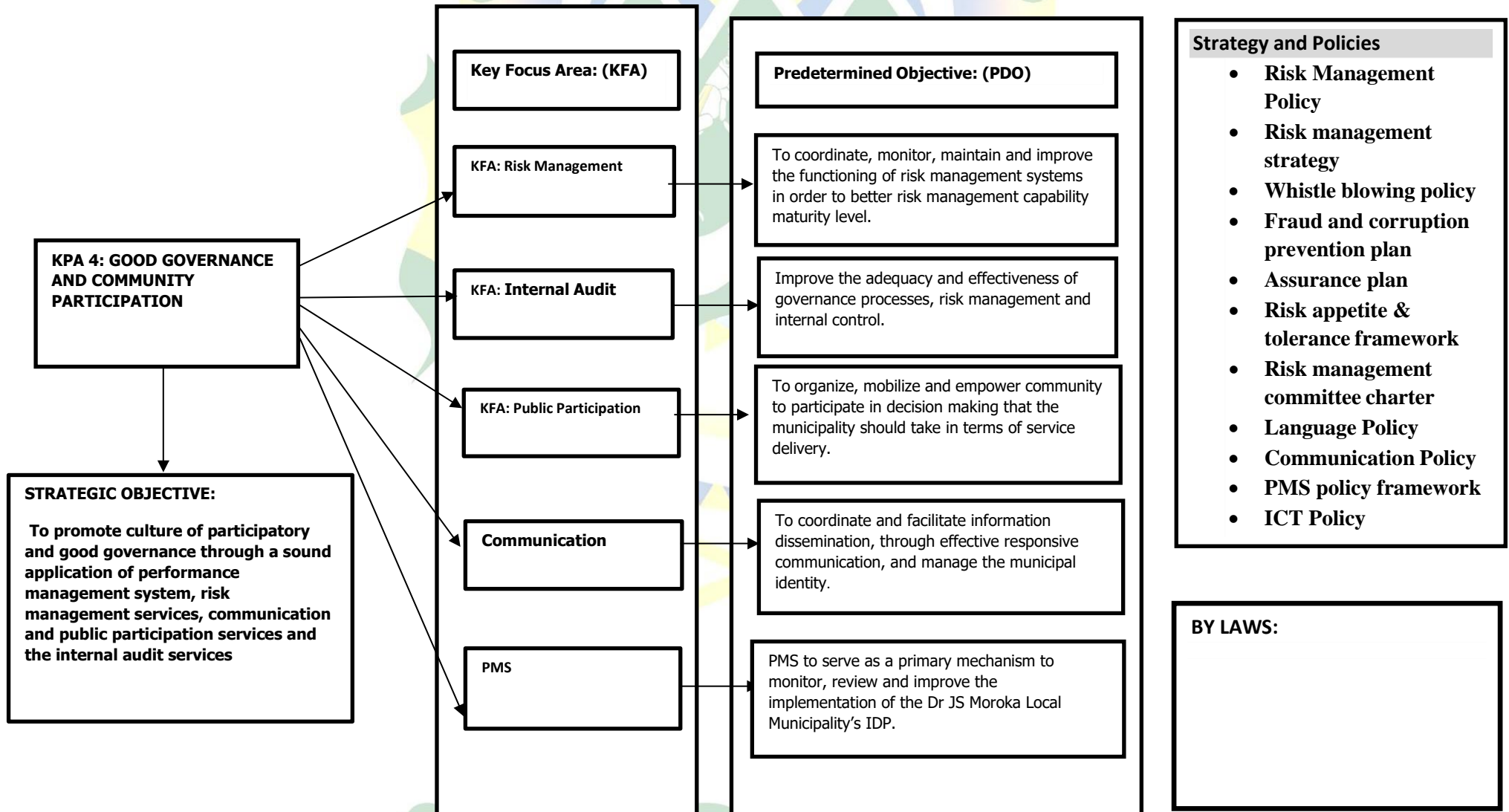
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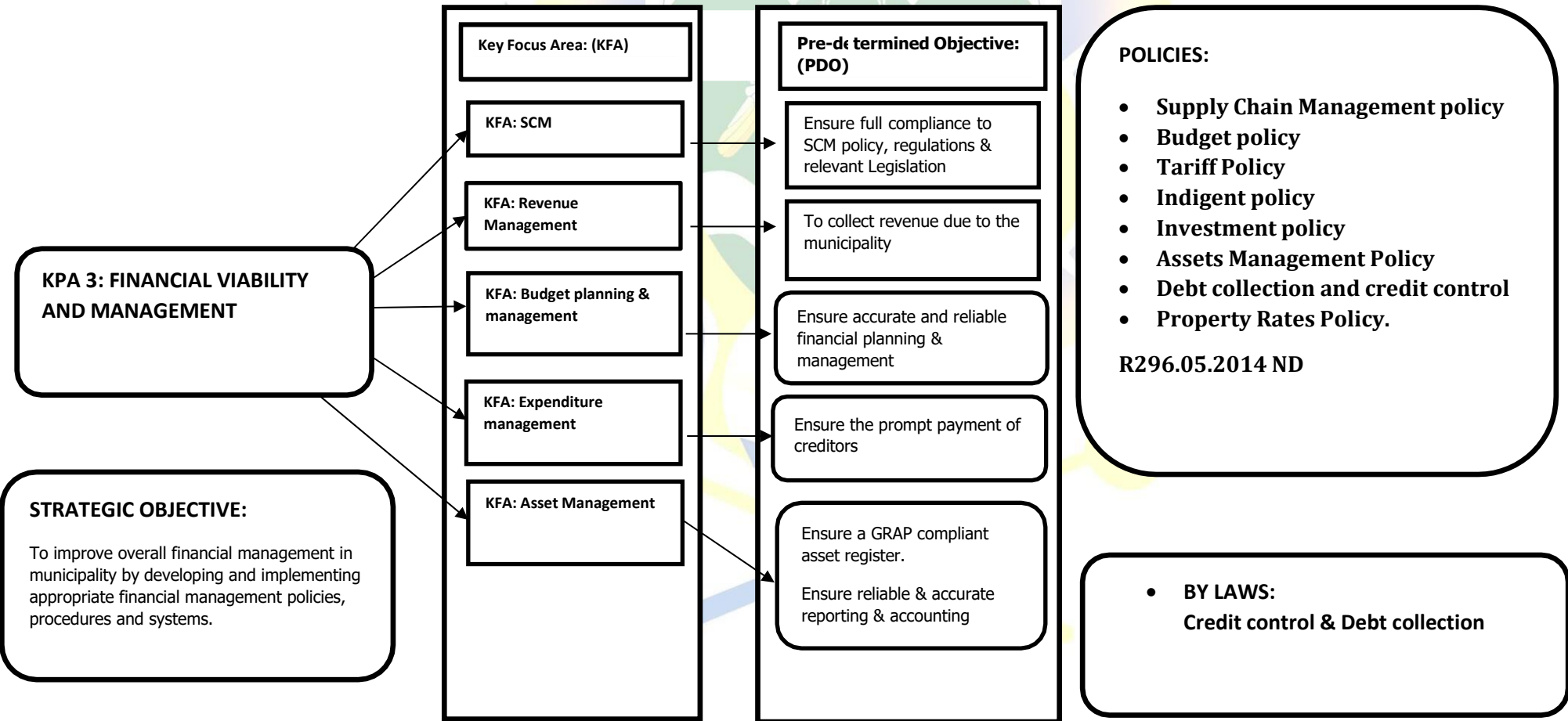
KPA : MUNICIPAL TRANSFORMATION AND ORGANIZATIONAL DEVELOPMEN



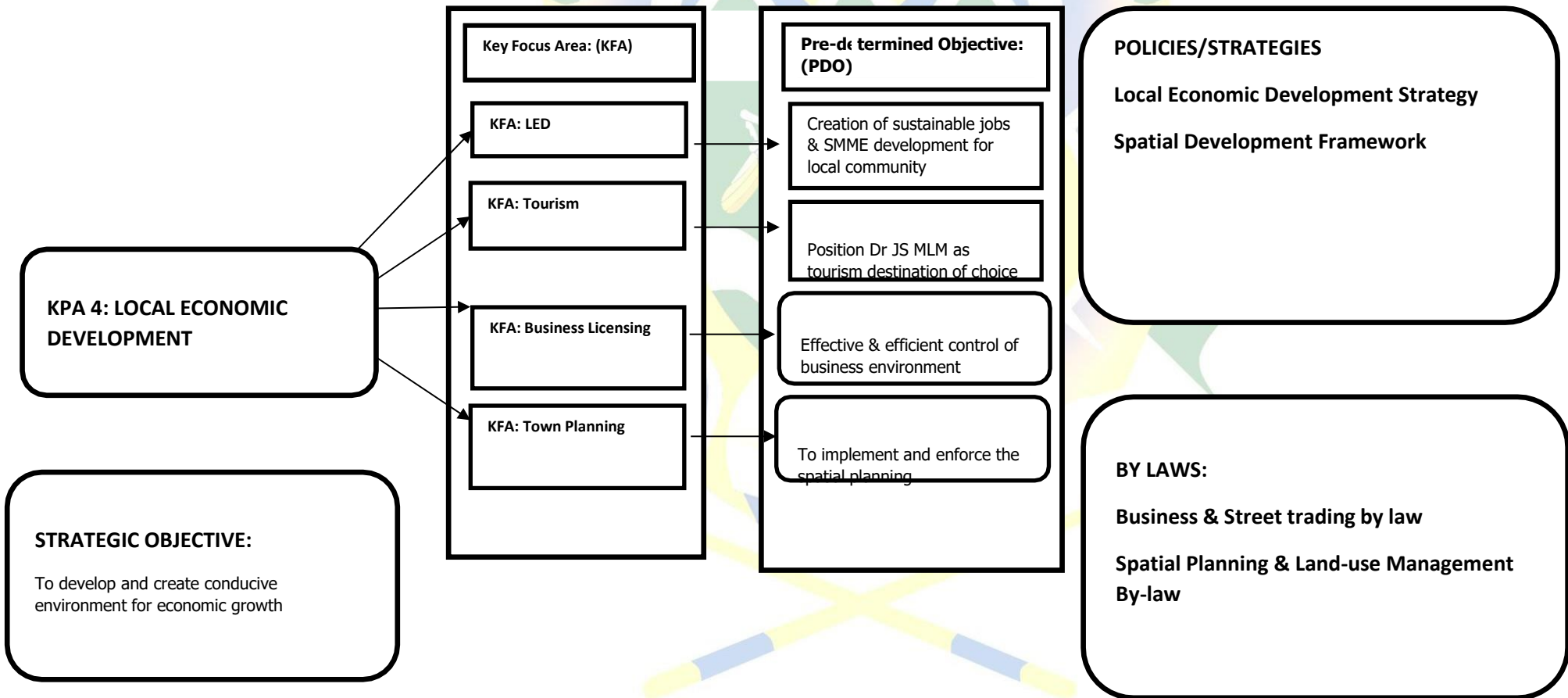
KPA: GOOD GOVERNANCE AND PUBLIC PARTICIPATION



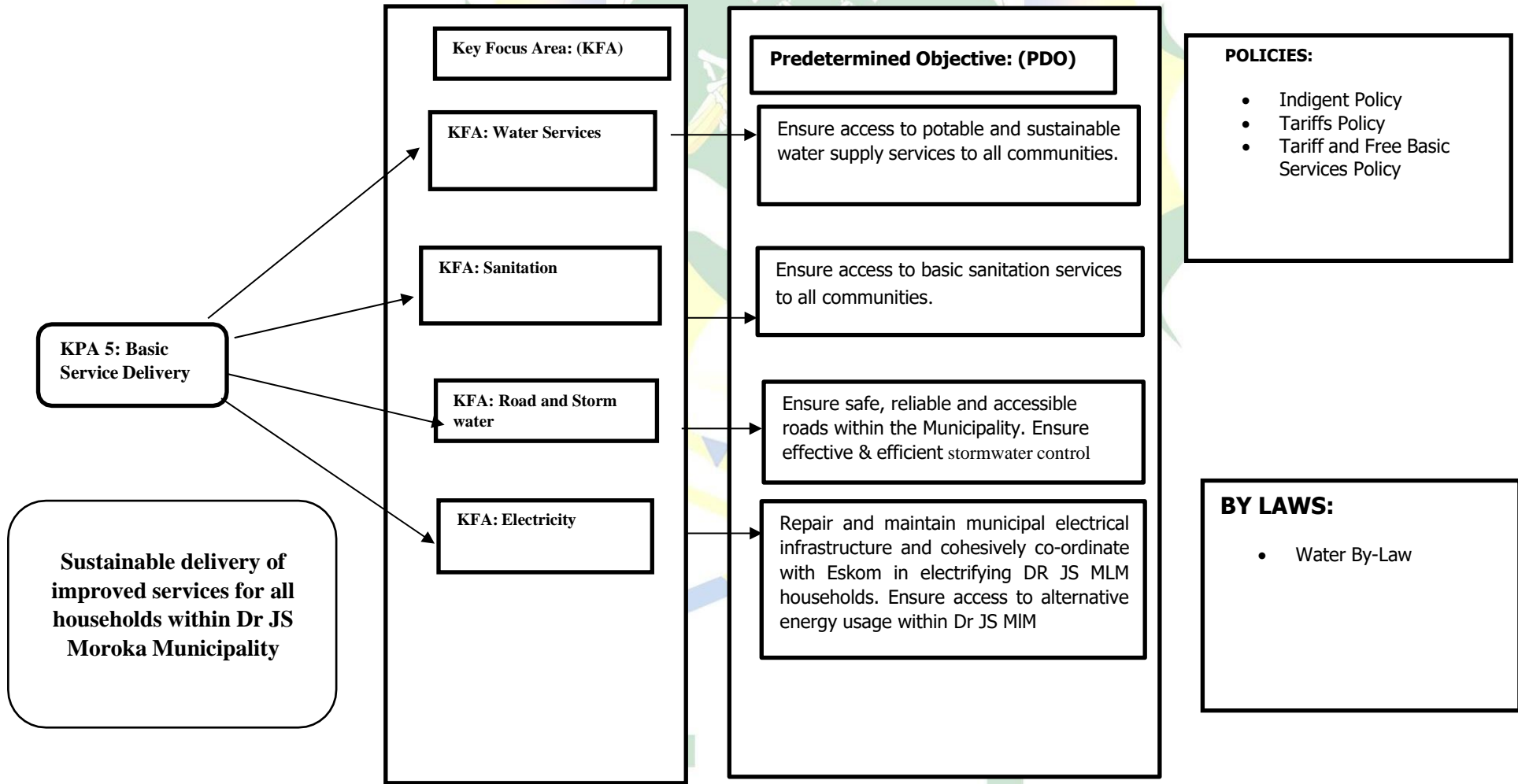
KPA 3: MUNICIPAL FINANCIAL MANAGEMENT AND VIABILIT



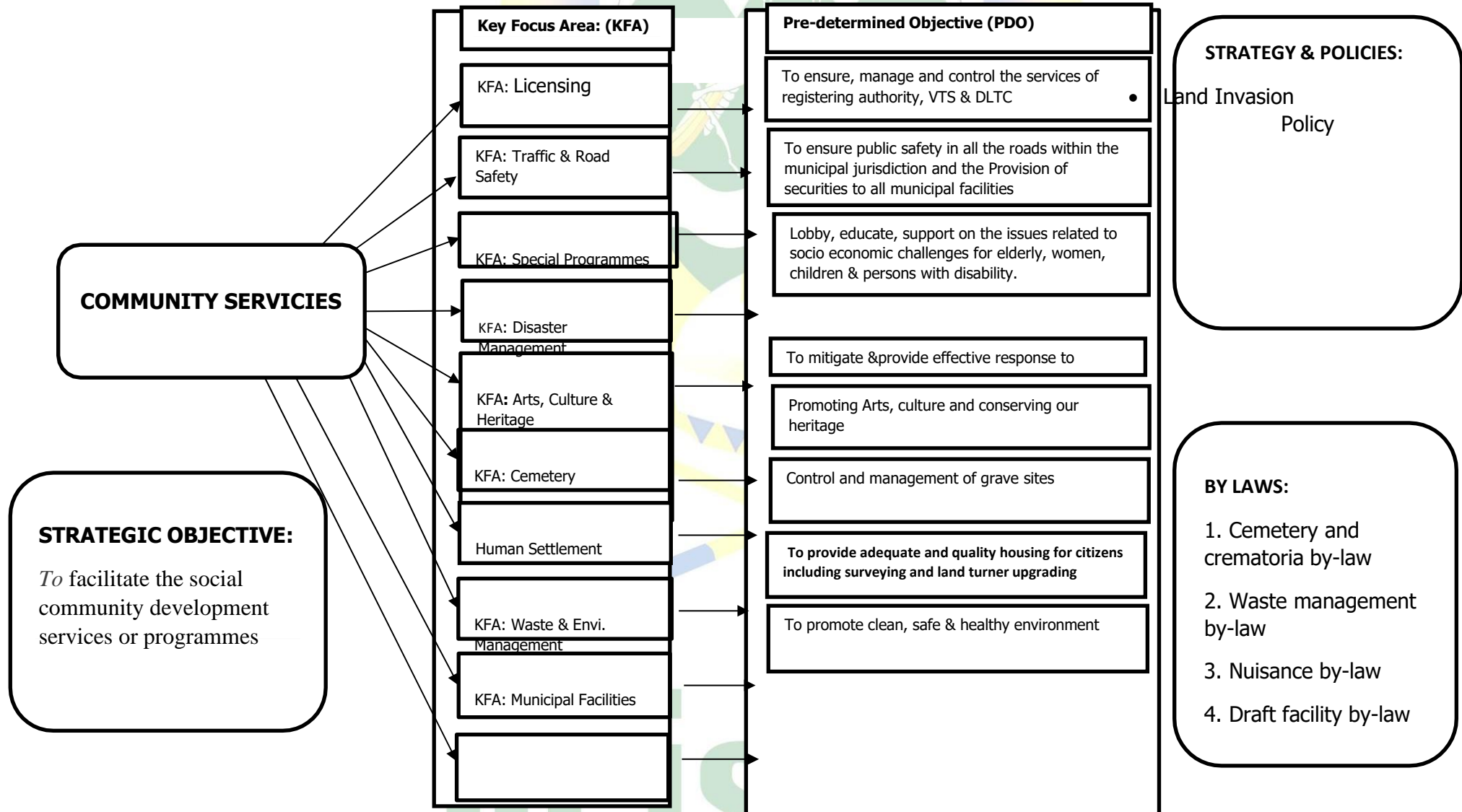
KPA 4: LOCAL ECONOMIC DEVELOPMENT



KPA: Basic Service Delivery & Infrastructure



KPA: BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPEME





KFA: Youth Development

To have a safe, efficient and accessible facilities for all

To develop and empower youth socially, economically and with career pathing

No.	Priority Area	Key Performance Area	Developmental Objective
1	Organizational Development	Municipal Transformation and Organizational Development	Improve organisational cohesion and effectiveness
2	Good Governance	Good governance and community participation	To promote culture of participatory and good governance through a sound application of performance management system, risk management services, communication and public participation services and the internal audit services
3	Financial Viability	Financial viability and management	To improve overall financial management in municipality by developing and implementing appropriate financial management policies, procedures, and systems.
4	Job Creation	Local Economic Development	To develop and create conducive environment for economic growth
5	Infrastructure development	Basic Service Delivery	Sustainable delivery of improved services for all households within Dr JS Moroka Municipality
6	Community Development Services	Basic Service Delivery	To facilitate the social community development services or programmes
7	Spatial Rationale	Spatial Rationale	To promote integrated human settlements

As spelled out in the Local Government: Municipal Planning and Performance Management Regulations (RSA, 2001: s09) read with the Local Government: Municipal Systems Act (no. 32 of 2000) (RSA, 2000: s26 (c)), targets and indicators are set in later sections of this document. In this regard, seven (7) municipal focal strategic priorities have been identified.

The essence of this IDP is over a medium to a longer horizon, the realization of twelve (12) outcomes which have been approved by the Cabinet for the period ending 2014 and the Medium-Term Strategic Framework (MTSF) (the national MTSF for 2015-2019 is the first five-year implementation plan of the National Development Plan), which twelve key outcomes are:

- Improved quality of basic education.
- A long and healthy life for all South Africans.
- All people in South Africa are and feel free.
- Decent employment through inclusive economic growth.
- A skilled and capable workforce to support an inclusive growth path.
- An efficient, competitive and responsive economic infrastructure network.
- Vibrant, equitable and sustainable rural communities with food security for all.
- Sustainable human settlements and improved quality of household life.
- **A responsive, accountable, effective and efficient local government system.**
- Environmental assets and natural resources that are well protected and continually enhanced.
- Create a better South Africa and contribute to a better and safer Africa and World; and
- An efficient, effective and development oriented public service and empowered, fair and inclusive citizenship (RSA, 2010:12).

The table below provides a broad conceptual overview of Outcome Nine (09) which has profound bearing on local government, **"A responsive, accountable, effective and efficient local government system"** with seven (07) outputs:

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Output and Measures / Conceptual Overview		
Output 1	Implement a differentiated approach to municipal financing, planning & support	Credible & simplified IDPs for delivery of municipal services. Entail revenue management & plan/strategy. Ensure that critical posts (MM, CFO, Engineer/Technical Services, Community Development Services) are filled by competent & suitably qualified individuals.
Output 2	Improving access to basic services	In respect of this output, the following targets were set for 2021, Water (100% supply), sanitation (100%), refuse removal (80%), electricity (100%). The municipality has built bulk infrastructure water projects to address issues of water.
Output 3	Implementation of the Community Work Programme	Initiatives that provide work opportunities to communities at local level e.g. through functional co-operatives. Useful work (i.e. 1-3 days a week or two weeks a month) at specific wards needs to be identified. The overall national target for CWP job opportunities is 4.5million. Dr JS Moroka is having ± 1500 participants on the programme.
Output 4	Actions supportive of the human settlement outcome	The municipality to continue making land available for human settlement to promote decent living and ensure communities have access to housing.
Output 5	Administrative & financial capability	The municipality to work towards the clean audit.
Output 6	Deepen democracy through a refined Ward Committee model	Strengthen people-centred approach to governance & development (i.e. community participation, ward committees etc.)
Output 7	Single widow of co-ordination	Finalization of changes on powers & functions. Review of legislation & policies (implementation more by national & provincial government)

National and International and Targets for Service Delivery

The MP316 development strategies have been significantly influenced by the national (South Africa's) targets and the desire to meet the international obligations, MDGs, viz: national targets - eradication of bucket system by 2007 (in our case eradicating relief in the bush), all schools and clinics have access to water and sanitation by 2007, access to basic water by 2008, access to basic sanitation at RDP level by 2010, economic growth of 6% by 2010, access to electricity by 2012, access to housing by 2024, half unemployment by 2014. International obligations - halve poverty and hunger by 2015, attainment of universal primary education (ensure that by 2015 all children complete primary education), promote gender equality and women empowerment, reduction of child mortality (reduce under-five children mortality rate by two thirds in 2015, improve maternal health (reduce maternal mortality), combat HIV/AIDS, malaria and other diseases, ensure environmental sustainability (integrate principles of sustainable development into policies, programmes & IDP) and develop global partnership (ways of raising resources to attain the above goals). Unless there is a step change, several scenarios come to fore.

Scenario Development Exercise (2030)

Scenario 1: Not Yet Uhuru	Scenario 2: Nkalakatha	Scenario 3: Muvhango
Walking behind – development targets not achieved	Walking together – Effective implementation	Walking apart – social divisions. This scenario suggests failed government due to poor planning, lack of coordination, slow implementation, and polarised community

In 2030, the Municipality, PM316 desires to realise **scenario 5** in which we walk together, side-by side with the broad cross section of the municipal citizenry. This could be especially realised through and by upholding the following organisational values.

The municipal Departmental Contributions towards the attainment of the above (inclusive of core Departmental Functions) follow below.

Department	Core Function	Departmental Vision
Budget & Treasury	Financial planning & management	To improve overall financial management in municipality by developing and implementing

	Financial Revenue management”	appropriate financial management policies, procedures and systems.
	Expenditure management	
	Asset management	
	Contract Management	
	Supply Chain Management	
	Annual Financial Statements compilation	
	Financial planning & management “A Custodian of Sound	
Technical Services	Infrastructure Development	Sustainable delivery of improved services for all households within Dr JS Moroka Municipality
	Infrastructure projects’ implementation,	
	management, monitoring & evaluation	
	MIG expenditure	
	Internal streets	
	Street lighting	
	High mast lighting	
	Roads & Stormwater management	
Water & Sanitation management		
Corporate Services	Organizational development	Improve organisational cohesion and effectiveness
	Legal services	
	Customer care	
Development & Planning	Land use management	Sustainable delivery of improved services for all households within Dr JS Moroka Municipality
	Municipal planning	
	Building regulations	
	Spatial planning	
	Human settlement	
	Social services	

Community Development Services	Cemeteries' management	To facilitate the social community development services or programmes
	Sports, recreation, arts & culture	
	Community safety	
	Drivers' and vehicle licensing	
	Public facilities	
	Environmental management / refuse removal	
	Law enforcement	
	Emergency services	
Local Economic Development	Tourism development	To develop and create conducive environment for economic growth
	Local business support	
	Cooperative support	
	Public private partnership	
	Trading regulations	
	Agricultural	

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Dr JS Moroka Local Municipality

PROJECT PHASE

This chapter portrays key ventures for the coming a long time as adjusted to the budget. A blend of both capital and a few operational things are reflected. A huge number of the ventures especially capital projects will be executed in terms of Expanded Public Works Program (EPWP), in this manner providing means of preparing and work openings.

PROJECT, PROGRAMMES & ACTIVITIES FOR IDP 2024/25

WATER PROJECTS

Project, Programme & Activity	Ward	Location	Key Performance Indicator	Medium Term Budget & Expenditure Framework 2024/25 /26 / 27		
Replacement of 5km asbestos bulk line to HDPE including installation of 100m steel pipe and of air valve butterfly valves, water bulk meters, scour valves, strainers, accessories and construction of rectangular Manhole (Phase 2)	8	Mthambothini	Replacement of 5km asbestos bulk line to HDPE completed 24/25	R 21 748 513	R	R

Replacement of 11,5km asbestos bulk line to HDPE including installation of 100m steel pipe and of air valve butterfly valves, water bulk meters, scour valves and construction of rectangular manhole (Phase 3)	8 & 20	Mthambothini & Senotlello	Replacement of 11,5km asbestos bulk line to HDPE completed	R25 000 000	R	R
Replacement of 6km asbestos bulk line to HDPE including installation of chamber, scour valves, pressure reducing valves, bulk water meters and accessories	1 & 3	Ga-phaahla to Siyabuswa	Replacement of 6km asbestos bulk line to HDPE completed	R0	R0	R0

Replacement of 30km asbestos pipeline to UPVC pipeline, yard connections 500 households	3 & 4	Siyabuswa A	Replacement of 30km asbestos pipeline to UPVC completed	R0	R15 000 000	R12 000 000
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Replacement of 50km asbestos pipeline to UPVC pipeline, yard connections 1500 households	5	Siyabuswa B	Replacement of 50km asbestos pipeline to UPVC completed	R0	R18 000 000	R15 000 000
Replacement of 2km asbestos pipeline to 400mm HDPE pipe air valve, scour valve, isolation valve and chambers	13 & 14	Pieterskraal B to Maphotla	Replacement of 2km asbestos pipeline to 400mm HDPE completed	R0	R20 000 000	R15 000 000
Replacement of pumps at Waalkraal	11	Waalkraal	Pumps replacement completed	R0	R12 000 000	R12 000 000
Installation of Bulk services (Water reticulation) at Siyabuswa 1A industrial (Phahla extension)	1	Siyabuswa Industrial	Water reticulation for 518 stands completed	R 0	R 0	R 0

ROADS AND STORMWATER CAPITAL PROJECTS

Project, Programme & Activity	Ward	Location	Key Performance Indicator	Medium Term Budget & Expenditure Framework 2024/25 /26 /27		
Construction of Siyabuswa C Bus and Taxi route (Next to Velulwazi high school)	6	Siyabuswa C	4km route and stormwater control completed	R 0	R15 000 000	R 15 000 000
Construction of Mmametlhake Bus and Taxi Route (Phase 3)	29	Mmametlhake	4km route and stormwater control completed	R 0	R12 000 000	R
Construction of Radijoko Bus and Taxi route (Phase 3)	22	Radijoko	6km of route & stormwater completed	R 11 000 000	R12 000 000	R
Construction of Bus and Taxi route at makopanong section A and C (Phase 2)	2	Makopanong	5,5km route and stormwater control completed	R 11 000 000	R12 000 000	R15 000 000
Construction of Digwale (RDP bus and taxi route)	15	Digwale	4km route and stormwater control completed	R 0	R17 500 000	R17 500 000

Construction of Ramokgeletsane Bus and Taxi route	7	Ramokgeletsane	2.5km route and stormwater control completed	R0	R10 800 000	R10 800 000
Construction Mogonong bus and taxi route	6	Mogonong	6km route and stormwater control completed	R0	R24 000 000	R24 000 000
Construction of Senotlelo Bus and taxi route	20	Senotlelo	4km route and stormwater control completed	R0	R16 002 250	R16 002 250
Construction of Katjibane Bus and Taxi route (Phase 3)	27	Katjibane	3.5km route and stormwater control completed	R 11 000 000	R12 000 000	R15 000 000
Construction Marapyane Bus and Taxi route	23&24	Marapyane	3.5km route and stormwater control completed	R0	R15 000 000	R15 000 000
Construction of Lefiso Bus and Taxi route	22	Lefiso	3km route and stormwater control completed	R0	R18 000 000	R9 000 000
Construction of Nokaneng Bus and Taxi route	28	Nokaneng	3km route and stormwater control completed	R0	R9 000 000	R18 000 000
Construction of Loding bus & taxi route	26	Loding	4km route and stormwater control completed	R0	R17 000 000	R17 000 000
Construction of Matshiding bus & taxi route	12	Matshiding	4km route and stormwater control completed	R0	R6 500 000	R15 000 000

Installation of Bulk services (Roads and stormwater) at Siyabuswa 1A industrial (Phahla extension)	1	Siyabuswa Industrial	4km route and stormwater completed	R 0	R 0	R 0
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SANITATION

Project, Programme & Activity	Ward	Location	Key Performance Indicator	Medium Term Budget & Expenditure Framework 2024/25 /26 /27		
Construction of Ga-Phaahla sewer outfall, sewer reticulation of 46km, manholes, yard connections, installation precast structure of 1640. (Phase 3)	1	Ga-Phaahla	2km of sewer outfall completed	R 20 508 208	R	R
Construction of 2 pumpstations, class 34 uPVC heavy sewer Pipes,30 km 160mm dia uPVC,1.1 km of 200mm dia uPVC,1 km of 35mm PipeuPVC,534 manholes,200 Toilets Units & installation of Power Supply 2x Transformer. (Phase 2)	16&17	Libangeni	Construction of 2 pump stations,30km of 160mm dia uPVC, 1.1 km of 200mm dia uPVC,1 km of 35mm & installation of Power Supply 2x Transformer completed	R 17 669 120	R	R
Construction of 3.5km sewer outfall, construction of sewer reticulation of 30km, manholes, installation of precast and 1000 house connections. (Phase 2)	7	Thabana	Construction of 3.5km sewer outfall completed.	R 20 508 209	R	R

Installation of Bulk services (sewer outfall and sewer	1	Siyabuswa Industrial	Bulk sewer project completed	R 0	R 0	R 0
Upgrading of the football curve, ablution facility installing flooding lights, athletics tracks, drilling of borehole and installation 4 x 10000l jojo tanks. Paving driveways and parking's area. Upgrading of irrigation system. Storm management erection\fencing of VIP at the pavilion. Preparing and install outdoor gym	10	Ga-Morwe	Upgrading of the football curve, ablution facility installing flooding lights, athletics tracks, drilling of borehole completed	R 0	R	R

ELECTRICAL

Project Name	Municipality	Ward	Project Type	Allocation	TOTAL Planned Households 2024/2025
Household Electrification Phake Tenmogen (Planning & Design)	MP316_Dr JS Moroka	30	Households - (Planning & Design)	R 774 090	900
Household Electrification Thabana & Ramokgeletsane (Planning & Design)	MP316_Dr JS Moroka	7	Households - (Planning & Design)	R 616 910	450

COUNCIL FUNDED PROJECTS, PROGRAMMES & ACTIVITIES

Strategic Objective:	Divisions: Human Resource, Secretariat, Labour Relation, Records Management					
Project Name, Programme & Activity	Source of Funding	Key Performance Indicator	Medium Term Budget Framework (Achievable at end of the year: 24/25 /26/27)			
Improve organisational cohesion and effectiveness	Bursary	Council	Municipal bursary services implemented	R 1 800 000	R	R
	Training		Training services implemented	R 3 000 000	R	R
	Employee Satisfactory Survey		Employee Satisfactory Survey conducted	R	R	R

Strategic Objective	Vote/department: Municipal Manager					
	Divisions: PMS, Risk, Internal Audit, Public Participation					
To promote culture of participatory and good governance through a sound application of performance management system, risk management services, communication and public participation services and the internal audit services	Project Name, Programme & Activity	Source of Funding	Key Performance Indicator	Medium Term Budget Framework (Achievable at end of the year: 24/25 /26 /27)		
	Upgrading of the telephone systems (reception upgrade)		Telephone systems (reception) upgraded	R 4 000 000	R	R
	SD-WAN & MPLS Network		ICT Network connectivity across all Municipal Offices	R 6 000 000	R	R
	Community participation event		Community event implemented	R 2 000 000	R	R
	Ward Committee Support		Ward committee support implemented	R 3 650 000	R	R


Strategic Objective	Vote/department: Municipal Manager					
	Divisions: IDP, LED, Town Planning & Human Settlement					
To develop and create conducive environment for economic growth	Project Name, Programme & Activity	Source of Funding	Key Performance Indicator	Medium Term Budget Framework (Achievable at end of the year: 24/25 /26 /27		
		LED Road-show	Council	LED Road-show held to identify the support needed by the SMME's in the municipality for proper future planning of SMME's support projects and collect data of all small businesses within the municipal jurisdiction	R 150 000	R
	Revival of Business development Cultural show		Business development Cultural show held to promote local business , cultural development and Tourism within the municipality	R 2 000 000	R	R
	Review of the SDF and Township Establishment	Council	SDF and Township Establishment Reviewed	R 800 000	R	R
	Formalization of Waterval 34 JS		Formalisation of Waterval 34 JS completed	R 1 400 000	R	R
	Land tenure and Surveying		Land surveyed	R 500 000	R	R

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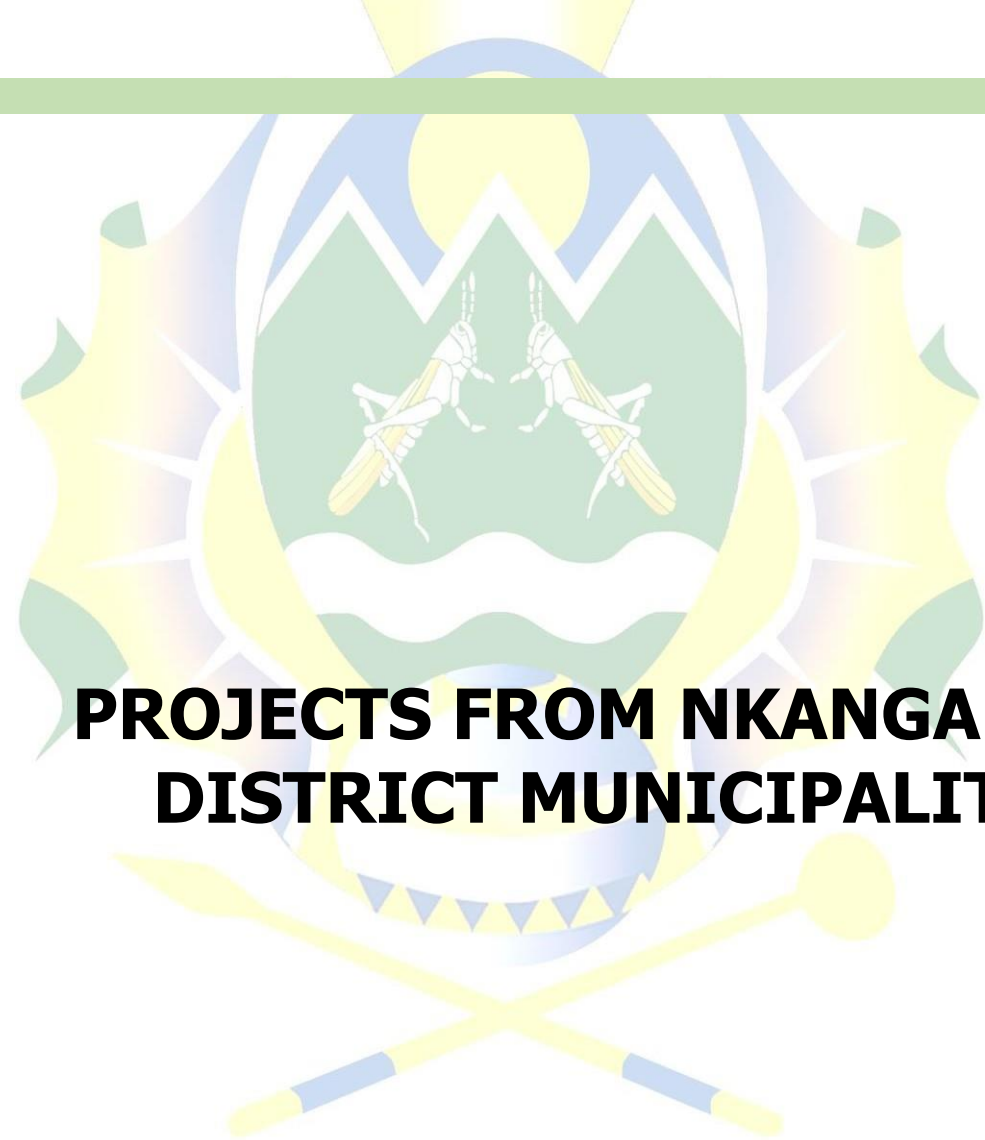
Strategic Objective	Vote/department: Technical Services					
	Divisions: Water, Roads, Sanitation, Mechanical & Electrical					
Sustainable delivery of improved services for all households within Dr JS Moroka Municipality	Project Name, Programme & Activity	Source of Funding	Key Performance Indicator	Medium Term Budget Framework (Achievable at end of the year: 24/25/ 26 / 27)		
	Road stormwater pavement	Council	Road stormwater pavement completed	R 8 000 000	R	R
	Street surfacing sealing		Streets surfaced and sealed	R 6 900 000	R	R
	Traffic Signs		Traffic signs installed	R 1 200 000	R	R
	Fencing and rehabilitation of municipal borrow pits		Fencing and rehabilitation of municipal borrow pits completed	R 3 000 000	R	R
	Road Markings		Roads marked	R 1 000 000	R	R
	Repairs maintenance of pump station		Pump station repaired	R 9 000 000	R	R
	High mast light repair		High mast lights repaired	R 500 000	R	R

	Maintenance of Reservoirs	Council	Water reservoirs maintained	R 3 500 000	R	R
	Borehole Repair		Boreholes maintained	R 4 500 000	R	R
	Bulk water mains		Bulk water mains supplied / maintained	R 3 000 000	R	R
	Procurement of portable water tank		Portable water tanks	R 750 000	R	R
	Main holes and unblocking		Main holes unblocked	R 4 500 000	R	R
	Procurement of Fleet/Earth moving-machinery		Fleet/Earth moving-machinery	R	R	R

Strategic Objective	Vote/department: Community Development Services					
	Divisions: Special Programmes, Sports, Arts, Culture and Recreation, Motor Licensing, Public Safety, Waste Management					
To facilitate the social community development services and programs	Project Name, Programme & Activity	Source of Funding	Key Performance Indicator	Medium Term Budget Framework (Achievable at end of the year: 24/25 / 26 /27)		
	HIV/AIDS	Council	HIV/AIDS programmes implemented	R 200 000	R	R
	Persons with Disability indaba		Disability indaba completed	R 500 000	R	R
	Elderly sport indaba		Elderly sport indaba completed		R	R
	Women indaba (internal)		Women indaba completed		R	R
	Men's forum workshop		Men's forum completed			
	Career Expo		Career Expo event held	R 110 000	R	R
	Heritage		Heritage Support provided	R 690 000	R	R
	Youth Support (Entrepreneurship summit and SAYC summit)		Youth Support services provided	R 250 000	R	R
	Road Safety Awareness Campaign		Safety Awareness Campaign Held	R 180 000	R	R
	Disaster Management		Disaster Management services provided	R 500 000	R	R
	Maintenance of municipal Buildings		Municipal buildings maintained	R 3 000 000	R	R
	EPWP		EPWP Implemented	R 6 000 000	R	R
Landfill site rehabilitation		Landfill site rehabilitation completed	R 500 000	R	R	



	Skip/wheely bins		Skip/wheely bins procured	R 300 000	R	R
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**PROJECTS FROM NKANGALA
DISTRICT MUNICIPALITY**

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DR JS MOROKA LOCAL MUNICIPALITY

Row Labels	FEB 2023/24 Adjustment Budget	Sum of 2024/25 Draft Budget	Sum of 2025/26 Draft Budget	Sum of 2026/27 Draft Budget
Ga-Morwe Sub-surface Drainage System		-	-	4 000 000
Thabana and Ramokgeletsane Sub-Surface Drainage		-	-	4 000 000
Western Highveld (Rust De Winter) Bulk Water Scheme	5 000 000	10 000 000	10 000 000	10 000 000
Honey Sucker Truck	2 989 000	-	-	-
Paving of Dr E Mahlangu to Emgwenyameni Road	2 875 000	9 125 000	-	-
Formalisation of a Township Estab. Dr JS Moroka	2 000 000	-	-	-
State Land Release: Dr JS Moroka		750 000	-	500 000
Opening Township Register: Dr JS Moroka	600 000	-	-	-
Land Surveying Dr JS Moroka	650 000	800 000	-	500 000
Madubaduba & Moripe Gardens Water Supply	900 627	-	-	-
Total	15 014 627	20 675 000	10 000 000	19 000 000

PROJECTS FROM SECTOR DEPARTMENTS

DEPARTMENT OF AGRICULTURE, LAND REFORM AND RURAL DEVELOPMENT 2024/25

Local Municipality	Project/Programme Name/Description	Project beneficiary/ Ward/ Location	2024/25 Target	2024/25 budget Allocation(Annual)	Total project cost
Dr J.S. Moroka	Kameelrivier FPSU Support Kameelrivier Fortune 40 Youth project; Mohwaduba Farming project; Bakgatla Marapyane Cooperative; Mechanisation support, production inputs; diesel	Balemi Ba Moroka Cooperative, Madubaduba-Kameelrivier Village/ S25°39'41.6" E28°41'39.0"/ Areyeng Mashemong Cooperatives/ Troya Village/ S25° 04'335" - E028° 46'960"	Provision of mechanisation, production inputs, skills development, operational costs to support food production in the prioritised commodities value chain.	R3 789 000	R3 789 000
Dr J.S. Moroka	Nokaneng Cotton Project Procurement of production inputs; supply and delivery of diesel and Cotton SA management fee	Tsela Le Nnete Cooperative/ Ward 28/ Nokaneng Village/ S25° 04'13.5" - E028° 37'34.2"	Provision of mechanisation, production inputs, skills development, operational costs to support food production in the prioritised commodities value chain.	R4 800 000	R4 800 000
Thembisile Hani Dr JS Moroka Steve Tshwete	Automotive Motor Mechanic	Wards: 6, 36, 15, 16, 2, 25, 26, 24,	Training and placement of 19 rural youth	R1 848 336	R3 080 000

DEPARTMENT OF SOCIAL DEVELOPMENT

Local Municipality	Project/Programme Name/Description	Project beneficiary/ Ward/ Location	2024/25 Target	2024/25 budget Allocation(Annual)	Total project cost R'000
Dr JS Moroka	Mmamethlake Branch Office	Ward 29	Project Implementation 100% completion	R 8 000 000.00	R 35 576 000.00

DEPARTMENT OF AGRICULTURE, RURAL DEVELOPMENT, LAND AND ENVIRONMENT

Local Municipality	Project/Programme Name/Description	Project beneficiary/ Ward/ Location	2024/25 Target	2024/25 budget Allocation(Annual)	Total project cost

MPUMLANGA ECONOMIC GROWTH AGENCY

Local Municipality	Project/Programme Name/Description	Project beneficiary/ Ward/ Location	2024/25 Target	2024/25 budget Allocation(Annual)	Total project cost

DEPARTMENT OF WATER AND SANITATION

Local Municipality	Project/Programme Name/Description	Project beneficiary/ Ward/ Location	2024/25 Target	2024/25 budget Allocation(Annual)	Total project cost

DEPARTMENT OF COMMUNITY SAFETY, SECURITY AND LIASON

Local Municipality	Project/Programme Name/Description	Project beneficiary/ Ward/ Location	2024/25 Target	2024/25 budget Allocation(Annual)	Total project cost
Dr JS Moroka	Education Awareness Campaigns - Sports Against Crime	- Pieterskraal	Educational awareness campaigns conducted	R 25 000.00	R 25 000.00
Dr JS Moroka	Rural Safety initiative - Stock Theft Awareness Campaign	- Pankop	Rural Safety initiative conducted	R 15 000.00	R 15 000.00
	School Safety initiative - Anti-Crime Awareness Campaigns - Prison Tour for Learners -	- Lehlabile & Sizamokwethu Secondary School - Pungutsha & Litho	School Safety initiative conducted	R 60 000.00	R 60 000.00

	<ul style="list-style-type: none"> - Anti- Crime Awareness Campaigns 	<ul style="list-style-type: none"> - Secondary School - Intuthuko & Sidlasoke Secondary School 			
Dr JS Moroka	Support to Community Safety Forum	Dr JS Moroka local municipality	Community Safety Campaigns Conducted	R 13 000.00	R 13 000.00
Dr JS Moroka	Support to community policing forum (CPF's)	<ul style="list-style-type: none"> - Mmamethlake - Vaalbank - Siyabuswa 	CPF's campaigns conducted	R 39 000.00	R 39 000.00
Dr JS Moroka	<ul style="list-style-type: none"> - Job Massification - Recruitment and deployment of Tourism Safety Monitors for 12 months closed contract @ R2 432PM 	<ul style="list-style-type: none"> - 32 Young people - Siyabuswa : 16 - Vaalbank : 16 	Community Tourism Safety monitors employed	R 934 000.00	R 934 000.00
Dr JS Moroka	<ul style="list-style-type: none"> - Safety Engineering - Traffic law enforcement - Road safety Education - Transport administration and licensing 	Dr JS Moroka local municipality	Road safety campaigns conducted	Operational	Operational

DEPARTMENT OF PUBLIC WORKS, ROADS AND TRANSPORT

Local Municipality	Project/Programme Name/Description	Project beneficiary/ Ward/ Location	2024/25 Target	2024/25 budget Allocation(Annual)	Total project cost

DEPARTMENT OF HEALTH

Local Municipality	Project/Programme Name/Description	Project beneficiary/ Ward/ Location	2024/25 Target	2024/25 budget Allocation(Annual)	Total project cost

DEPARTMENT OF CULTURE, SPORT AND RECREATION

Local Municipality	Project/Programme Name/Description	Project beneficiary/ Ward/ Location	2024/25 Target	2024/25 budget Allocation(Annual)	Total project cost

DEPARTMENT OF HUMAN SETTLEMENT

NAME OF NEW BNG UNDER PLANNING AND OR IMPLEMENTATION	PROJECT LOCATION	PHSHDA	NUMBER OF PLANNED HOUSING OPPORTUNITIES INCLUSIVE OF SUPPORTING URBAN INFRASTRUCTURE	PROJECT BASELINE	PROGRESS REPORT	CHALLENGES

SOCIAL AND LABOUR PLAN

Company Name	Projects	Budget allocation 2021 - 2024
Vergenoeg Mining Company	Agricultural Projects (Detailed plan attached)	<u>R 7 050 000.00</u>

PRIVATE PROJECTS

- 1. Libangeni shopping mall- Ratsoma**
- 2. Twin city mall**

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