

# **DR JS MOROKA LOCAL MUNICIPALITY**



**DRAFT**

**2026-2027**

**INTEGRATED DEVELOPMENT**

**PLAN**

**REVIEW**

**"We develop as we grow "**

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<b>LIST OF ACRONYMS</b>	
<b>MFMA</b>	Municipal Finance Management Act
<b>MIDP</b>	Municipal Integrated Development Planning
<b>MIG</b>	Municipal Infrastructure Grant
<b>MM</b>	Municipal Manager
<b>MSCOA</b>	Municipal Standard Chart of Accountants
<b>MVRA</b>	Motor Vehicle Registration Authority
<b>NEMA</b>	National Environmental Management Act
<b>NDP</b>	National Development Plan
<b>OHS</b>	Occupational Health and Safety
<b>OPEX</b>	Operational Expenditure
<b>PDAs</b>	Previously Disadvantaged Areas
<b>PWR&amp;T</b>	Public Works Roads and Transport
<b>SACR</b>	Sport, Arts, Culture and Recreation
<b>SANBI</b>	South African National Biodiversity Institute's
<b>SANS</b>	South African National Standards
<b>SCM</b>	Supply Chain Management
<b>SDBIP</b>	Service Delivery and Budget Implementation Plan
<b>SDF</b>	Spatial Development Framework
<b>SDGs</b>	Sustainable Development Goals
<b>SEI</b>	Special Economic Initiatives
<b>SOEs</b>	State Own Enterprises
<b>SOPA</b>	State of the Provincial Address
<b>SMS</b>	Strategic Management Services
<b>SPLUMA</b>	Spatial Planning and Land Use Management Act
<b>STI:</b>	Sexual Transmitted Infections
<b>SU</b>	Social Upliftment
<b>TMR</b>	Transformation, Modernisation and Re-Industrialisation
<b>UMS</b>	Utilities Management Services
<b>UNESCO</b>	United Nations Education and Scientific Cultural Organisation
<b>W&amp;S</b>	Water and Sanitation
<b>NDM</b>	Nkangala District Municipality
<b>DDM</b>	District Development Model

<b>KPIs</b>	Key Performance Indicators
<b>AIDS</b>	Acquired Immune Deficiency Syndrome
<b>BTO</b>	Budget and Treasury Office
<b>CBD</b>	Central Business District
<b>CAPEX</b>	Capital Expenditure
<b>CDS</b>	Community Development Services
<b>COGTA</b>	Cooperative Government and Traditional Affairs
<b>CSS</b>	Corporate Support Services
<b>DLTC</b>	Drive Licencing Test Centre
<b>EAP</b>	Employee Assistance Programmes
<b>ECDC</b>	Early Childhood Development Centre
<b>EDS</b>	Economic Development Services
<b>EM</b>	Executive Manager
<b>EPCCC</b>	Environmental Planning Coordination and Climate Change
<b>ES</b>	Energy Services
<b>FIFA</b>	Federation Internationale De Football Association.
<b>FY</b>	Financial Year
<b>GDP</b>	Gross Domestic Product
<b>HCM</b>	Human Capital Management
<b>HS&amp;RD</b>	Human Settlement and Real Estate
<b>IDP</b>	Integrated Development Plan
<b>IEM</b>	Integrated Environmental Management
<b>IWN</b>	Integrated Waste Management
<b>LTO</b>	Local Tourism Association
<b>DDM</b>	District Development Model
<b>LA</b>	Legal Administration
<b>M&amp;E</b>	Monitoring and Evaluation
<b>MDGs</b>	Millennium Development Goals

## **MUNICIPAL VISION, MISSION & VALUES**

### **a). Vision**

The vision expresses the municipality's aspirational future and serves as a guiding beacon for strategic planning. It represents the ideal state that the municipality aims to achieve.

#### **Vision Statement:**

"Becoming the best economically developing municipality, mostly admired to render quality services for all."

#### **Key Points:**

- Vision inspires and energizes stakeholders to strive for a better future.
- It is forward-looking and sets the destination for planning and growth.
- It is meant to guide strategic initiatives and decision-making.

### **b). Mission**

The mission describes the municipality's core purpose and approach to achieving its vision. It aligns with constitutional obligations, specifically **Section 152 of the South African Constitution**, which outlines the developmental role of local government.

#### **Mission Statement:**

Supporting the three pillars of the municipal vision, the mission aims to:

- Ensure efficient and effective systems, processes, and procedures.
- Create conditions for economic growth by identifying and supporting municipal growth points.
- Develop integrated and well-resourced plans that leverage Dr JS Moroka's competitive advantages.

#### **Key Points:**

- Guides day-to-day operations and long-term strategic planning.
- Ensures compliance with constitutional requirements for local government.
- Focuses on economic development, service delivery, and effective administration.

### 3. Values

Values define the cultural and ethical foundation of the municipality. They shape decision-making, behavior, and organizational culture, ensuring that the municipality operates with integrity and accountability.

#### Municipal Values:

<b>Value</b>	<b>Description</b>
<b>Customer Focus</b>	Fostering a climate that encourages a service-oriented workforce.
<b>Good Work Ethics</b>	Upholding professionalism and ethical behavior in all activities.
<b>Accountability</b>	Inculcating responsibility in dealings with the community in line with Batho Pele principles.
<b>High-Performance Culture</b>	Cultivating a motivated team of employees committed to excellence.
<b>Integrity</b>	Maintaining honesty and transparency in all relationships with customers and the community.
<b>Excellence</b>	Delivering high-quality, sustainable services consistently.

#### Key Points:

- Values are actively practiced and internalized rather than being decorative.
- They guide behavior, reward systems, decision-making, and organizational culture.
- They directly influence service delivery and municipal performance.

## THE EXECUTIVE MAYOR'S FOREWORD



It is with a deep sense of responsibility and pride that I present the 2026/2027 Integrated Development Plan (IDP) of the Dr JS Moroka Local Municipality. This IDP marks the final year of the current Council's term of office and stands as both a reflection of the progress achieved and a bridge toward the next Council following the upcoming Local Government Elections.

Over the past term, this Council has remained firmly committed to improving the living conditions of our communities, accelerating service delivery, and strengthening governance systems. Despite financial constraints, infrastructure backlogs, and persistent socio-economic challenges, we have made measurable progress in expanding access to water and sanitation services, electrification programmes, road infrastructure upgrades, and community development initiatives. These achievements demonstrate our collective resolve to build a responsive and developmental local government.

Our planning and implementation have been guided by the long-term vision of the National Planning Commission through the National Development Plan 2030 (NDP), which calls for inclusive economic growth, poverty reduction, job creation, and capable state institutions. At a provincial level, our priorities remain aligned with the Mpumalanga Provincial Government through the Mpumalanga Vision 2030 which emphasizes economic diversification, rural development, infrastructure investment, and social transformation.

In addition, our Municipality continues to actively participate in the District Development Model (DDM) as implemented in Mpumalanga. Through the DDM approach "One District, One Plan" we have strengthened coordination with district, provincial, and national stakeholders to ensure integrated planning, resource alignment, and elimination of duplication. This model has enhanced collaboration, improved accountability, and accelerated the implementation of catalytic projects within our municipal area.

As we conclude this Council term, we take pride in:

- Advancing infrastructure development and reducing service delivery backlogs
- Strengthening financial management and governance oversight
- Promoting local economic development and supporting SMMEs and cooperatives
- Enhancing community participation and transparency

While progress has been made, we acknowledge that challenges such as unemployment, revenue constraints, and infrastructure maintenance remain pressing. The 2026/2027 IDP therefore prioritizes consolidation of existing projects,

sustainability of services, and institutional stability to ensure a smooth transition to the incoming Council after elections.

As we approach the Local Government Elections, I wish to express my sincere appreciation to Councillors, municipal officials, traditional leaders, community stakeholders, and residents for their continued support and active participation in shaping our development agenda. The strength of our Municipality lies in collaborative governance and shared responsibility.

This IDP is not merely a compliance document; it is a social compact with our communities. It reflects our achievements, confronts our challenges, and charts a practical and realistic path forward. I am confident that the foundation laid by this Council will enable the next Council to build upon our progress and continue advancing the developmental vision of Dr JS Moroka.

Together, we will continue working toward a resilient, inclusive, and prosperous municipality for all.

**THE EXECUTIVE MAYOR  
CLLR NS MTSWENI**

## EXECUTIVE SUMMARY OF THE MUNICIPAL MANAGER



The 2026/2027 Integrated Development Plan (IDP) of the Dr JS Moroka Local Municipality represents the final strategic implementation phase of the current Council's term of office. As the Municipality prepares for the upcoming Local Government Elections, this IDP serves both as a consolidation of the achievements of the outgoing Council and as a foundation for the incoming Council to build upon.

Over the past term, the Council has remained committed to fulfilling its constitutional mandate of ensuring sustainable service delivery, promoting socio-economic development, and strengthening good governance. The 2026/2027 IDP reflects progress made, challenges encountered, and priority interventions required to ensure continuity and stability during the transition to a new political administration.

### **Reflection on the Current Council Term**

During its tenure, the current Council prioritized:

Expansion of access to basic services, particularly water, sanitation, electricity, and refuse removal

Infrastructure development and rehabilitation to address historical backlogs

Strengthening financial management and governance systems

Promoting local economic development initiatives aimed at job creation and SMME support

While notable progress has been achieved in infrastructure roll-out and institutional strengthening, challenges remain in relation to revenue collection, aging infrastructure, unemployment, and increasing service delivery demands. The 2026/2027 IDP therefore focuses on consolidating gains and addressing outstanding priorities.

### **Strategic Focus for 2026/2027**

As the last IDP review under the current Council, the Municipality will prioritize:

#### **Completion of Ongoing Capital Projects**

Fast-tracking infrastructure projects to ensure delivery within approved timelines and budgets.

#### **Service Delivery Stabilization**

Improving operations and maintenance of water, sanitation, electricity, roads, and waste management services.

### **Financial Sustainability and Revenue Enhancement**

Strengthening billing systems, credit control measures, and compliance with financial management regulations.

### **Institutional Resilience and Governance**

Maintaining clean administration practices, strengthening internal controls, and ensuring compliance with applicable legislation.

### **Economic Recovery and Community Development**

Supporting local enterprises, agricultural initiatives, and youth employment programs to stimulate economic growth.

### **Preparing for a New Council Term**

As the Municipality approaches the Local Government Elections, this IDP ensures policy continuity, administrative stability, and responsible financial planning. It provides a credible Medium-Term Revenue and Expenditure Framework (MTREF) that safeguards essential service delivery regardless of political transition.

The administration remains committed to maintaining neutrality, professionalism, and adherence to legislative prescripts during the election period, while ensuring uninterrupted service delivery to communities.

### **Community Participation and Accountability**

Public participation remains central to the IDP process. Ward-based consultations and stakeholder engagements informed the review process, ensuring that community priorities continue to shape municipal planning. Performance monitoring mechanisms will track the implementation of approved projects and programs, with regular reporting to Council and the public.

The 2026/2027 IDP of the Dr JS Moroka Local Municipality marks both a culmination and a transition. It reflects the work undertaken by the outgoing Council, acknowledges existing developmental challenges, and lays a solid foundation for the next Council following the elections.

The Municipality remains steadfast in its commitment to accountable governance, sustainable development, and improved quality of life for all residents of Dr JS Moroka.

**Ms MM MATHEBELA**  
**MUNICIPAL MANAGER**

## CHAPTER 1: INTRODUCTION

The **Dr JS Moroka Local Municipality** is a Category B municipality situated within the Nkangala District Municipality in the north-western part of Mpumalanga Province. It is one of six municipalities in the district and is bordered by Gauteng Province to the south-west and Limpopo Province to the north.

The municipality is named after James Moroka, a medical doctor and politician who served as the 8th President-General of the African National Congress (ANC) from 1949 to 1952. Siyabuswa is the capital town of the municipality.

The municipality forms part of a larger economic region linked to the City of Tshwane, Emalahleni, Steve Tshwete, and Limpopo Province. These neighbouring areas provide employment opportunities to a significant portion of the municipality's population.

### **The municipality consists of:**

- 40 villages
- 23 townships (formalized areas)
- 31 wards

It has a total population of 324,855 people and 74,581 households. The area is characterized by a mix of urban, peri-urban, and rural settlements. Land use is predominantly residential, with most land under the custodianship of traditional leaders.

The municipality has limited economic activity, resulting in a high unemployment rate of approximately 70.2% and significant poverty levels.

### **Opportunities in the Municipal Area**

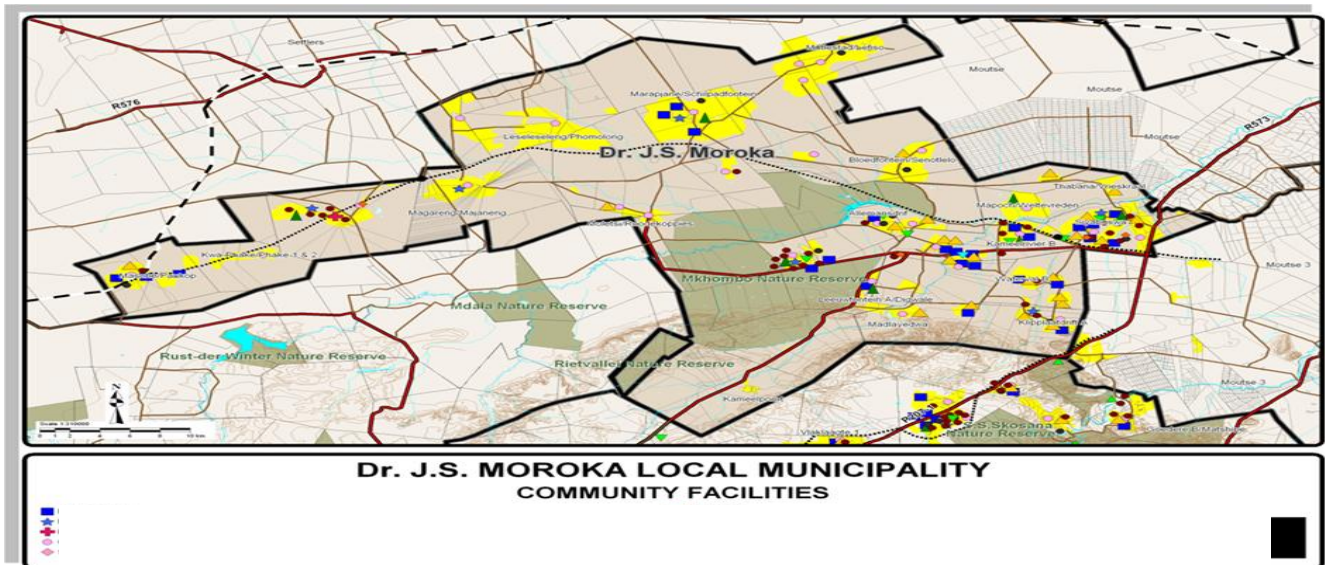
The municipality's proximity to Gauteng Province provides strategic economic advantages, with easy access via the R573 (Moloto Road) and R568 Road. It is also within close reach of Emalahleni and Limpopo Province.

There are substantial opportunities for investors and growth in the following sectors:

- Tourism
- Agriculture
- Manufacturing

The municipality's strategic location and available land create strong potential for economic development and investment expansion.

**LOCALITY OF DR J.S. MOROKA LOCAL MUNICIPALITY (source: DR JSMLM SDF)**



**1.1 DR JS MLM AT A GLANCE**

<b>Dr JS MOROKA LOCAL MUNICIPALITY AT GLANCE</b>	
<b>Region/Area</b>	<b>Dr JS Moroka Local Municipality</b>
<b>Province</b>	<b>Mpumalanga</b>
<b>District</b>	<b>Nkangala</b>
<b>Land Surface</b>	<b>1 416 km<sup>2</sup></b>

<b>WARD NUMBER</b>	<b>LIST OF VILLAGES IN A WARD</b>
1	Ga-Phaahla
2	Makopanong, Kgaphamadi, Machipisane & Tooiskraal
3	Part of Siyabuswa A & Siyabuswa E
4	Siyabuswa A & part of Makopanong
5	Siyabuswa 'B'
6	Siyabuswa 'C', Siyabuswa D & Extension & Morhononong
7	Thabana & Ramokgeletsane
8	Mthambohini
9	Part of Ga-Morwe
10	Part of Ga-Morwe and Part of Meetsimadiba
11	Part of Meetsimadiba, Mabusabesala and Mmakola
12	Marothobolong, Mashiding, Matshilapata & Manyebethwane
13	Pieterskraal, Borolo & Skimming
14	Mapotla

15	Digwale, Molapoamogale & Rondehoog
16	Part of Libangeni
17	Mbongo & part of Libangeni
18	Maphanga
19	Makometsane, Ukukhanya, Moripe Gardens & Madubaduba
20	Senotlelo
21	Kabete, Matimpule & Ramonanabela
22	Lefiso, Lefisoane & Ga Maria
23	Larger Part of Marapyane
24	Mmaduma, part of Marapyane & Seabe
25	Part of Seabe &
26	Loding, Sehoko, Dihekeng, Ramantsho, Semotlhase, Moletjie & Part of Libangeni "B"
27	Katjibane and Part of Seabe
28	Nokaneng, Magareng & Part of Dierefeng (Witlaagte)
29	Mmametlhake & Norman AH(Dierefeng),
30	Phake Thabeng, Ratlhagane, Rebone & Rankaila
31	Masobye, Mantlole

## 1.2 Powers and Functions

The powers and functions of the Dr JS Moroka Local Municipality are derived from the Constitution of the Republic of South Africa (RSA, 1996: Sections 156 and 229, read together with Part B of Schedules 4 and 5), as well as the Local Government: Municipal Structures Act (RSA, 1998: Section 83). These legislative frameworks assign specific responsibilities and authority to local municipalities, enabling them to govern effectively and deliver services within their jurisdictions.

The functions that are applicable (amenable) to the Dr JS Moroka Local Municipality are outlined below:

Function	authorised	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

### **1.3 INTERGRATED DEVELOPEMT PLAN(IDP)**

The Integrated Development Plan (IDP) is a legally mandated process that municipalities are required to undertake in terms of the Constitution of the Republic of South Africa. The IDP forms part of democratic governance and requires that municipal planning and development be informed by inputs from affected and involved stakeholders.

The objectives of Local Government are grounded in a cooperative governance framework that promotes participation among Municipal Councils, Provincial Government, and National Government in public policy formulation, development planning, and service delivery.

## **Constitutional Mandate of Municipalities**

Municipalities are required, within their financial and administrative capacity, to achieve the objectives of local government and carry out their developmental duties. Municipal Councils therefore assume the following principal responsibilities:

- Providing democratic and accountable government without favour or prejudice.
- Encouraging the involvement of the local community in governance processes.
- Ensuring equitable access to municipal services for all community members.
- Planning at local and regional levels to meet present and future development needs.
- Monitoring municipal performance by evaluating Budget Reports and Annual Performance Reports to prevent financial distress and to identify corrective measures where necessary.
- Delivering services, facilities, and financial management in line with constitutional and legislative guidelines.

## **Purpose and Development of the IDP**

The IDP is developed through a participatory process involving:

- The Local Municipality
- National and Provincial Government Departments
- State-Owned Enterprises (SOEs)
- Non-Governmental Organisations (NGOs)
- Private sector stakeholders
- Affected communities and interest groups

Through this collaborative approach, developmental needs are identified, and clear objectives and strategies are formulated to guide the allocation and management of financial, human, and infrastructure resources within the municipal jurisdiction.

## **Objectives of the IDP**

The primary objectives of the IDP are to improve coordination and integration of planning, budgeting, and development within the municipal area.

The IDP is a five-year strategic programme that integrates:

- Budgeting
- Decision-making
- Strategic planning
- Development planning
- It serves as a key instrument for achieving developmental local governance.

Central to the IDP are overarching objectives and strategies that guide the Municipality in the following areas:

- Municipal budgeting
- Institutional restructuring to realise strategic goals
- Integration of infrastructure, land use, economic, social, and environmental planning
- Performance management

### **Legislative Framework for IDP Review**

The Local Government: Municipal Systems Act (MSA), Section 34, governs the review and amendment of the IDP. It stipulates that:

#### **The Municipal Council:**

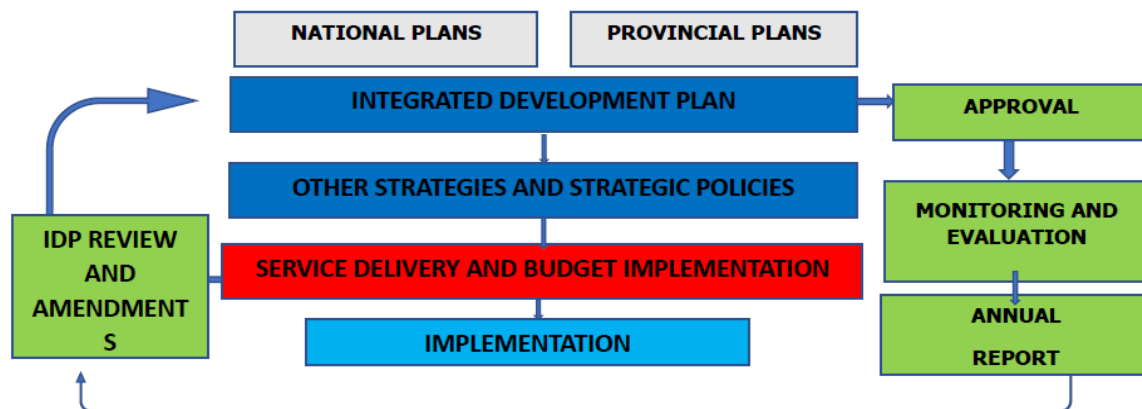
- a) Must review its Integrated Development Plan
  - i) Annually, in accordance with an assessment of its performance measures as required by Section 41; and
  - ii) To the extent that changing circumstances demand; and
- b) May amend its Integrated Development Plan in accordance with the prescribed process.

### **Annual Review Process**

The annual review process entails:

- Assessing municipal performance against organisational objectives.
- Evaluating service delivery and implementation progress.
- Considering new information or changing circumstances arising after adoption of the previous IDP.
- The review and amendment process must comply with public participation requirements as outlined in Chapter 4 of the Municipal Systems Act (2000).

## 1.4 IDP PROCESS



### Purpose of the Annual IDP Review

The IDP must be reviewed annually to:

- Ensure its continued relevance as the Municipality's principal strategic plan.
- Inform other components of the municipal business process, including institutional planning, financial planning, and budgeting.
- Inform and align with the cyclical inter-governmental planning and budgeting cycle.

### Objectives of the Review Process

The review process aims to:

- Reflect and report on progress made in implementing the five-year strategy and achieving key outcomes.
- Adjust the five-year strategy where internal or external changes affect its relevance or effectiveness.
- Determine annual targets and activities for the upcoming financial year in line with the broader strategic framework.
- Guide the Municipality's financial and institutional planning, particularly the drafting of the annual budget.

### Legislative Compliance

The IDP is prepared and submitted in fulfilment of the Municipality's legal obligations in terms of:

- Section 25 of the Municipal Systems Act (2000), which requires each municipal council to adopt a single, inclusive, and strategic plan for development.
- Section 29(1)(b) and Section 16(1)(a)(i), which require public participation in the drafting and review of the IDP.

The IDP 2026/2027 Review of Dr JS Moroka Local Municipality is conducted in strict compliance with these legislative provisions.

### **Organisational Arrangements and Public Participation**

Organisational arrangements are implemented in accordance with the approved IDP Process Plan, ensuring adherence to all legislative prescripts.

Key structures include:

- The IDP Representative Forum
- Municipal Council and Mayoral Committee
- Ward Committees
- Traditional Leadership Structures
- Community Stakeholders

Public participation remains central throughout the IDP process, ensuring transparency, accountability, and community ownership of development priorities.

### **Core Components of the IDP (Section 26 Compliance)**

In accordance with Section 26 of the Municipal Systems Act (Act 32 of 2000), the 2026/2027 IDP of Dr JS Moroka Local Municipality must reflect the following components:

- a) **Council's Vision** for long-term development, with emphasis on critical development priorities and internal transformation needs.
- b) **Assessment of Existing Development Conditions**, including identification of communities lacking access to basic services.
- c) **Development Priorities and Objectives** for the elected term, including local economic development goals and institutional transformation.
- d) **Developmental Strategies**, aligned with National and Provincial sector plans and legislative planning requirements.
- e) **Spatial Development Framework (SDF)**, including guidelines for a Land Use Management System (LUMS).
- f) **Operational Strategies** to support implementation of strategic objectives.
- g) **Disaster Management Plans**, addressing risk mitigation and emergency response.
- h) **Financial Plan**, including budget projections for at least the next three years (Medium-Term Revenue and Expenditure Framework – MTREF).

i) **Key Performance Indicators (KPIs) and Performance Targets**, as determined in terms of Section 41 of the Municipal Systems Act.

For Dr JS Moroka Local Municipality, the annual IDP review is a structured governance mechanism that strengthens accountability, promotes institutional learning, and ensures strategic continuity. It safeguards the integrity of the five-year development vision while enabling the Municipality to remain responsive to evolving socio-economic conditions, community needs, and legislative requirements.

### **1.5 2026/2027 IDP REVIEW PROCESS**

In August 2025, Dr JS Moroka Local Municipality adopted the 2026/2027 Integrated Development Plan (IDP), Budget, and Performance Management System (PMS) Process Plan in accordance with the Local Government: Municipal Systems Act.

The Process Plan provides a detailed schedule of activities required for the annual review of the five-year IDP, ensuring alignment between municipal planning, budgeting, and performance management. It serves as a roadmap to guide municipal officials, stakeholders, and communities through the review process.

#### **Purpose of the 2026/2027 IDP Review Process**

The IDP review process for 2026/2027 aims to:

- Ensure that the IDP remains relevant as the Municipality's strategic plan.
- Align the IDP with the annual budget, institutional planning, and inter-governmental planning cycles.
- Facilitate community participation and stakeholder engagement in identifying development priorities and reviewing past performance.
- Update strategies, targets, and projects based on progress achieved, emerging priorities, and changing socio-economic conditions.

#### **Key Features of the Process Plan**

The IDP Process Plan defines:

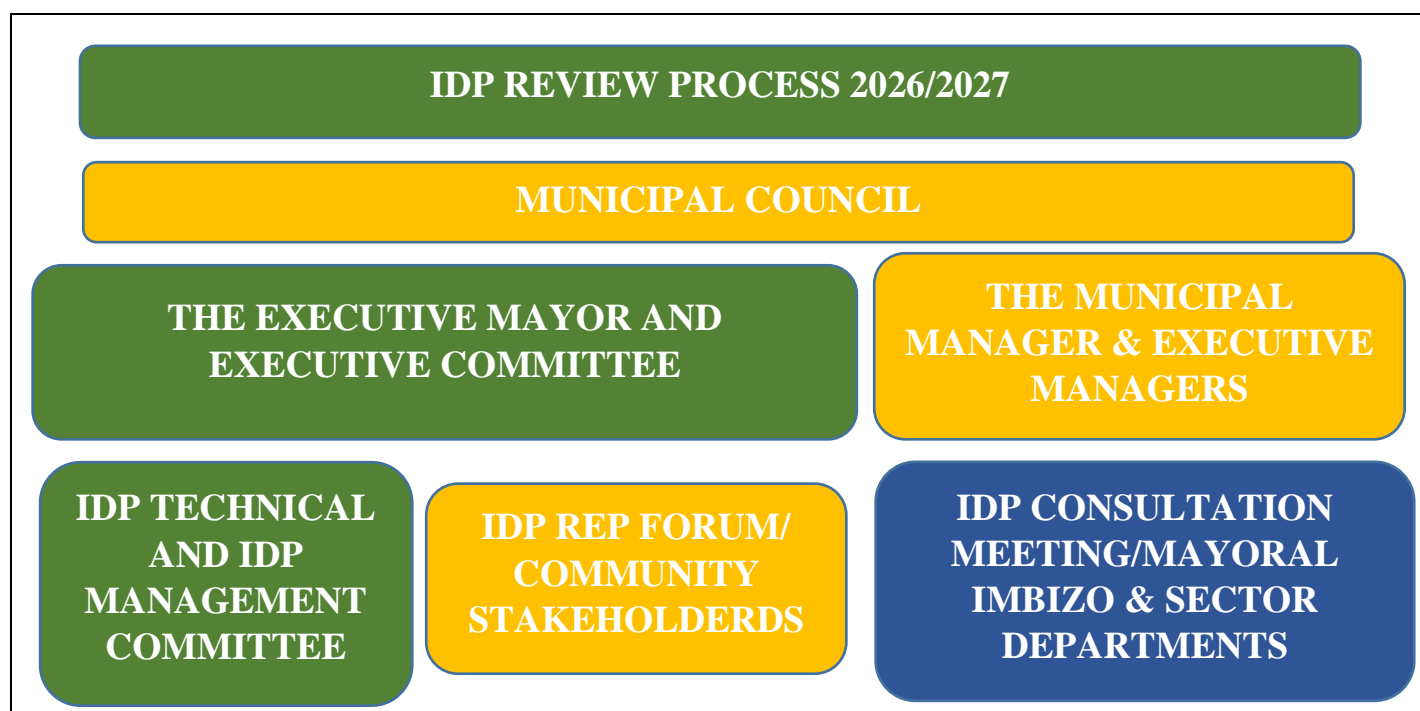
- Roles and responsibilities of municipal structures (Council, Mayoral Committee, IDP Office, Ward Committees, Traditional Leadership).
- Engagement with National and Provincial Departments, State-Owned Enterprises (SOEs), NGOs, and private sector stakeholders.
- Public participation mechanisms, including community meetings, IDP Representative Forum sessions, and stakeholder workshops.
- Timeframes and milestones for submission, review, and approval of the IDP.
- Integration with the Budget and PMS, ensuring that municipal resources are allocated according to the IDP priorities.

Action	Responsibility	Legislative background	Deadline
<b>Preparatory Phase</b>			
Publishing of approved Service Delivery and Budget Implementation Plan (SDBIP), as well as Performance Agreements (PAs) of Senior Managers	Office of the Municipal Manager	MFMA s 53	31 July 2025
Preparations and submission of Annual Financial Statements (AFS)	Budget and Treasury	MFMA s 122 Generally Recognized Accounting Practice (GRAP)	31 August 2025
Council adopts IDP/Budget & PMS Process Plan for 2026/2027 IDP/Budget review	Office of the Municipal Manager /Budget and Treasury	- Section 27(1) Act 32 of 2000 - Section 21(1) Act 56 of 2003	31 August 2025
Table a time schedule of key budget & IDP deadlines	The Mayor	MFMA s 21	31 August 2025
Public notice in the Local newspaper regarding the adoption of Framework/Process Plan	Office of the Municipal Manager	Section 21(1) (a) (b) and (c) Act 32 of 2000 Section 28 (3), Act 32 of 2000	20 September 2025
Preparations and submission of Consolidated Annual Financial Statements (AFS)	Budget and Treasury	MFMA s 122 Generally Recognized Accounting Practice (GRAP)	30 September 2025
Sitting of the Budget Steering Committee: - to monitor implementation of budget and - assess Analysis Phase information in preparation for IDP Representative Forum	Budget and Treasury	Section 4(1) Municipal Budgets and Reporting Regulations, 2008	31 October 2025
<b>Analysis Phase</b>			
IDP Representative Forum meeting (to discuss Analysis Phase information)	Office of the Municipal Manager	Section 27 (d) (i) and Section 17 of Act 32 of 2000	30 November 2025
Situational analysis to assess the existing level of development (analysis phase chapter) of the municipality	Office of the Municipal Manager	Section 26 (b) of Act 32 of 2000	30 November 2025
Determination of revenue projections, proposed rates and service charges and draft budget allocations	Budget and Treasury	MFMA s 18	30 November 2025
Submit mid-year performance assessment to council	Budget and Treasury	MFMA s 72	25 January 2026
Submit mid-year performance assessment to AG, NT, PT and provincial department responsible for local government and Mayor	Office of the Municipal Manager	MFMA s 72	25 January 2026

<b>Strategy Phase</b>			
Strategic Planning session	Office of the Municipal Manager	MSA s 25	28 February 2026
The objectives and strategies that will be used to tackle challenges of development is specified.	All internal departments from Dr JS Moroka Local Municipality	Section 26 (c and d) of Act 32 of 2000	28 February 2026
Table Adjustment Budget if necessary	The Executive Mayor	MFMA s28	28 February 2026
<b>Project phase and Integration phase</b>			
Projects to implement the identified objectives and strategies are formulated, as well as finalization of Integration Phase	All internal departments from Dr JS Moroka Local Municipality	Section 26 of Act 32 of 2000	31 March 2026
Sitting of the Budget Steering Committee (to discuss Draft IDP/Budget for 2026/2027, prepare for public consultations and the IDP Rep Forum)	Budget and Treasury Office	Section 4(1) Municipal Budgets and Reporting Regulations, 2008	31 March 2026
- Draft IDP/Budget for 2026/2027 tabled before Council for noting (at least 90 days before start of financial year) - Draft Budget related policies and Risk Policies tabled before council for noting	Office of the Municipal Manager / Budget and Treasury	MFMA Section 16(1) and (2), Section 14 (1) of Municipal Budgets and Reporting Regulations	31 March 2026
IDP Representative Forum meeting (to present Draft IDP for 2026/2027)	Office of the Municipal Manager	Section 27 (d) (i) and Section 17 of Act 32 of 2000	30 April 2026
Make budget available to Public, National Treasury, Provincial Treasury and other government Departments	Budget and Treasury	MFMA s 22 (a) and (b)	11 April 2026
Public consultations final round (Presenting 2026/2027 Draft IDP/Budget)	Office of the Municipal Manager / Budget and Treasury / Office of the Speaker/ the Executive Mayor	Section 16(1) (a), Section 28 (2) of Act 32 of 2000 and MFMA s 22 (a) and (b)	30 April 2026
<b>Approval Phase</b>			
Council approves the IDP and Budget (and budget related policies and HR Policies) for 2026/2027	Office of the Municipal	Section 16 and 17 of Municipal Budgets	31 May 2026

	Manager / Budget and Treasury	and Reporting Regulations,2008	
Submission of approved IDP/Budget to MEC for Local Government, National and Provincial treasury	Office of the Municipal Manager /Budget and Treasury Office/Municipal Manager	Section 32 of Act 32 of 2000	10 June 2026
Notice and summary of approved IDP/budget in local newspaper	Office of the Municipal Manager /Budget and Treasury	Section 25 (4); 21(1) (a) (b) and (c) Act 32 of 2000 Section 18(1) Municipal Budgets and reporting regulations,2008	14 June 2026
Submit draft SDBIP within 14 days after approval of the budget to Mayor	The Municipal Manager	MFMA s 53	14 June 2026
Approval of SDBIP and Performance agreements of senior managers- within 28 days after budget approval.	The Executive Mayor	MFMA s 53	28 June 2026
Finalisation of Strategic Risks Register and Operational Risks Register	The Municipal Manager	Provincial Circular no 2 of 2016	30 June 2026

## 1.6 INSTITUTIONAL ARRANGEMENTS



## 1.7 ROLES AND RESPONSIBILITIES IN THE IDP REVIEW

Distribution of roles and Responsibilities within the municipality	
Municipal Council	As the ultimate <b>political decision-making body</b> of the municipality, the Municipal Council must: Consider and adopt a Process Plan. Consider, adopt, and approve the IDP
The Executive Mayor and Executive Committee	As the <b>senior governing body</b> of the municipality, they must: Decide on the Process Plan. Be responsible for the overall management, co-ordination and monitoring of the process and drafting of the IDP and Budget or delegate this function to the Municipal Manager. Approve nominated persons to oversee the different roles, activities and responsibilities of the process and drafting.
The Municipal Manager & Executive Managers	The Municipal Manager or a senior official being charged with the function of an IDP Manager on his/her behalf must <b>manage and co-ordinate to IDP process</b> . This includes to:  prepare the 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 process; 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, and other spheres of government to the satisfaction of the municipal 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. Even if the Municipal Manager delegates some of these functions to an IDP Manager on his/her behalf, he/she is still responsible and accountable

<p>IDP Technical and Management Committee</p> <p>IDP</p>	<p>As the persons in charge for implementing IDPs, the technical/sectional officers and Officials must <b>be fully involved in the planning process to:</b></p> <ul style="list-style-type: none"> <li>provide relevant technical, sector and financial information for analysis for determining priority issues;</li> <li>contribute technical expertise in the consideration and finalization of strategies and identification of projects;</li> <li>provide departmental operational and capital budgetary information;</li> <li>be responsible for the preparation of project proposals, the integration of projects and sector programmes; and</li> <li>be responsible for preparing amendments to the draft IDP for submission to the municipal council for approval and the MEC for Local Government for comments</li> </ul>
<p>IDP Rep Forum &amp; Community Stakeholders</p>	<p>It is constituted by the executive Mayor, members of the mayoral committee, councillors, managers led by the accounting officer, Sector departments, Traditional council, CDW's, private sector and NGOs.</p> <p>To discuss the report from IDP management committee and make inputs, comments and recommendations to council for public consultation</p>
<p>IDP Consultation Meeting/Mayoral Imbizo &amp; Sector Departments</p>	<p>The Mayoral imbizos are an outreach consultative programmed meant for communities within the municipality.</p> <p>To 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.</p> <p>To encourage the involvement of communities in the matters of local government</p>

## CHAPTER 2: LEGISLATIVE FRAMEWORK

This chapter provides the legal and policy framework guiding the planning, governance, and development of Dr JS Moroka Local Municipality for the 2026/2027 IDP cycle. It situates the municipality within national, provincial, and district development priorities and legislative obligations to ensure integrated, sustainable, and inclusive development.

### 2.1 Legal Background

In terms of Chapter 5 of the Municipal Systems Act (MSA), Act 32 of 2000, municipalities must undertake developmentally oriented planning to achieve the objectives of local government as stipulated in Section 152 of the Constitution and fulfil the developmental duties required by Section 153.

Local government, together with other organs of state, must contribute to the progressive realisation of fundamental rights (Sections 24, 25, 27, and 29 of the Constitution) through intergovernmental coordination, ensuring integrated development across neighbouring communities.

#### Principal Responsibilities of Dr JS Moroka Local Municipality

For 2026/2027, the Municipal Council of Dr JS Moroka must:

- Provide democratic and accountable governance without favour or prejudice.
- Promote community participation and ensure all residents have equitable access to municipal services.
- Plan at local and regional levels to meet current and future development needs.
- Monitor municipal performance through budget reports and annual performance reports, identifying financial and administrative challenges and implementing corrective actions.
- Deliver services, facilities, and resources in line with Constitutional and legislative mandates.

The Integrated Development Plan (IDP) is a mandated, strategic, and inclusive planning instrument that:

- Integrates municipal resources, capacity, and programmes to address long-term development needs.
- Links financial planning, service delivery, and performance management to strategic objectives.
- Aligns with national, provincial, and district development priorities.

## **2.2 National, Provincial, and District Policy Context**

Development in South Africa is guided by legislation, policies, and frameworks that inform municipal planning and sector alignment. For Dr JS Moroka, the 2026/2027 IDP aligns with:

- National policies such as the National Development Plan (NDP 2030) and the National Spatial Development Framework (NSDF).
- Provincial strategies including the Mpumalanga Provincial Spatial Development Framework (PSDF) and the Mpumalanga Economic Growth and Development Path (MEGDP).
- District priorities through the Nkangala District IDP Framework and District Development Model (DDM) for integrated service delivery and spatial coordination.

## **2.3 Constitution of the Republic of South Africa (Act 108 of 1996)**

The Constitution is the supreme law, prescribing functions for national, provincial, and local governments.

Dr JS Moroka Local Municipality is constitutionally mandated to:

- Provide democratic and accountable government to local communities.
- Ensure sustainable provision of municipal services.
- Promote social and economic development.
- Foster a safe and healthy environment.
- Encourage community participation in local, provincial, and national development.

## **2.4 National Development Plan (NDP 2030)**

The NDP aims to:

- Eliminate poverty and reduce inequality.
- Diversify ownership of productive assets to include black people and women.
- Achieve inclusive economic growth and create 11 million jobs by 2030.

Key strategies relevant to Dr JS Moroka include:

- Job creation and improved livelihoods.
- Expansion of infrastructure and spatial connectivity.
- Transition to a low-carbon economy.
- Transformation of urban and rural spaces.
- Strengthening education, skills, and healthcare access.
- Fighting corruption and promoting accountability.
- Enhancing social cohesion and nation-building.

The municipality faces challenges of high unemployment (70.2%) and poverty, highlighting the importance of aligning local development interventions to achieve NDP objectives.

## **2.5 National Spatial Development Framework (NSDF)**

The NSDF is a long-term strategic plan to 2050, mandated by the Spatial Planning and Land Use Management Act (SPLUMA, 2013) and aligned with the NDP 2030.

Objectives for Dr JS Moroka include:

- Directing national and SOE infrastructure investments within the municipality.
- Aligning budgeting, planning, and implementation across government spheres.
- Guiding provincial, regional, and municipal spatial frameworks to ensure integrated development.

## **2.6 Mpumalanga Provincial Spatial Development Framework (PSDF)**

The PSDF provides a framework for:

- Achieving spatial justice, sustainability, and resilience.
- Integrating development planning and service delivery across sectors and spheres of government.
- Guiding social and economic infrastructure development, including skills development and employment creation.
- The framework ensures alignment with national, provincial, and municipal priorities and promotes:
  - Integrated development policies and objectives.
  - Prioritised land-use development patterns.
  - Spatial directives for investment and sectoral development.

## **2.7 Mpumalanga Economic Growth and Development Path (MEGDP, 2011)**

The MEGDP aims to:

- Improve labour absorption and job creation.
- Reduce carbon emissions and address climate change.
- Strengthen the link between science, technology, growth, and employment.

Nkangala District, where Dr JS Moroka is located, contributes approximately 40% of the province's Gross Value Added, driven by utilities, mining, and agriculture, highlighting the potential for local economic development initiatives aligned to MEGDP objectives.

## **2.8 District IDP Framework**

As per Section 27 of the MSA, Nkangala District Municipality adopts a framework for integrated development planning, which binds both the district and its local municipalities. The framework:

- Identifies plans and requirements from national and provincial legislation.
- Specifies principles and coordination approaches for alignment between district and local municipalities.
- Guides consultation, amendments, and alignment of municipal IDPs to the district framework.

Dr JS Moroka Local Municipality aligns its IDP with the Nkangala District IDP Framework to ensure integrated development planning.

## **2.9 District Development Model (DDM)**

The DDM, initiated by President Cyril Ramaphosa in 2019, promotes:

- Integrated planning and implementation across local, district, and metropolitan municipalities.
- Breaking the “silos” approach in service delivery.
- One Plan for each district, ensuring coherent development.
- Engagement of national departments, provincial authorities, local municipalities, and communities in joint planning and budgeting.

For Dr JS Moroka, the DDM ensures that municipal development interventions are coordinated, targeted, and aligned with the triple challenges of poverty, inequality, and unemployment.

This framework positions the 2026/2027 IDP of Dr JS Moroka Local Municipality within the legal, policy, and spatial planning environment, ensuring compliance, strategic alignment, and integrated development planning.

## **2.10. Economic Reconstruction and Recovery Plan**

The Economic Reconstruction and Recovery Plan (ERRP) of South Africa was developed to stimulate inclusive, fair, and sustainable economic growth. This initiative emerged at a time when the national economy was experiencing prolonged stagnation, making it increasingly difficult to address the triple challenges of inequality, unemployment, and poverty, which are deeply rooted in the legacy of apartheid.

The economic outlook was further weakened by several structural challenges, including:

- Low levels of Gross Fixed Capital Formation (GFCF) and economic growth
- Revenue leakages
- Downgrades of state-owned enterprises

- Increasing budget deficits
- Rising national debt levels

The situation deteriorated further with the outbreak of the \*\*COVID-19 pandemic, which exposed vulnerabilities in the economy and deepened the existing economic crisis.

### **Phases of the Reconstruction and Recovery Plan**

The ERRP is implemented through three key phases:

1. Engage and Preserve: Focuses on a comprehensive health response to save lives and curb the spread of the pandemic.
2. Recover and Reform: Introduces interventions aimed at restoring economic activity while managing ongoing health risks.
3. Reconstruct and Transform: Seeks to build a sustainable, resilient, and inclusive economy for long-term growth.

### **Priority Interventions**

The plan outlines several priority interventions that are also relevant to the development trajectory of Dr JS Moroka Local Municipality, including:

- Aggressive infrastructure investment to stimulate economic activity
- Employment-oriented strategic localisation, reindustrialisation, and export promotion
- Ensuring energy security
- Support for tourism recovery and growth
- Promoting gender equality and economic inclusion of women and youth
- Advancing green economy initiatives
- Expanding mass public employment programmes
- Strengthening food security
- Implementing supportive macroeconomic policies

### **Relevance to Dr JS Moroka Local Municipality**

For Dr JS Moroka Local Municipality, the implementation of the ERRP is critical in:

- Revitalising the local economy
- Creating sustainable employment opportunities
- Improving infrastructure and service delivery
- Supporting emerging businesses and rural development
- Enhancing resilience against future economic shocks

The alignment of municipal planning instruments, particularly the Integrated Development Plan (IDP), with the ERRP ensures that local development initiatives contribute meaningfully to both provincial and national recovery objectives.

## **2.11. Medium Term development Framework**

The Medium-Term Development Plan (MTDP) 2024/2029 of South Africa serves as a strategic framework guiding government priorities over a five-year period, representing a critical phase toward achieving the National Development Plan 2030 (NDP Vision 2030). Approved by Cabinet in February 2025, the MTDP focuses on inclusive growth, poverty reduction, improved governance, and sustainable development.

For Dr JS Moroka Local Municipality, the MTDP provides a policy framework that must be aligned with municipal planning instruments, particularly the Integrated Development Plan (IDP), to ensure coordinated and effective service delivery.

## **CHAPTER 3: SITUATIONAL ANALYSIS AND DEMOGRAPHICS**

### **DEMOGRAPHICS**

#### **3.1 POPULATION BY GENDER**

Population statistics are critical for understanding socio-economic development, planning for service delivery, and guiding employment and economic growth strategies within Dr JS Moroka Local Municipality.

According to Stats SA 2022 Community Survey (CS), the municipality's total population is 324,855, showing a growth of 2.6% from 2011 when the population was 249,705. The youth population (aged 15–34 years) constitutes 29.63% of the total population, highlighting a significant proportion of residents who are potentially economically active and requiring employment, education, and skills development opportunities.

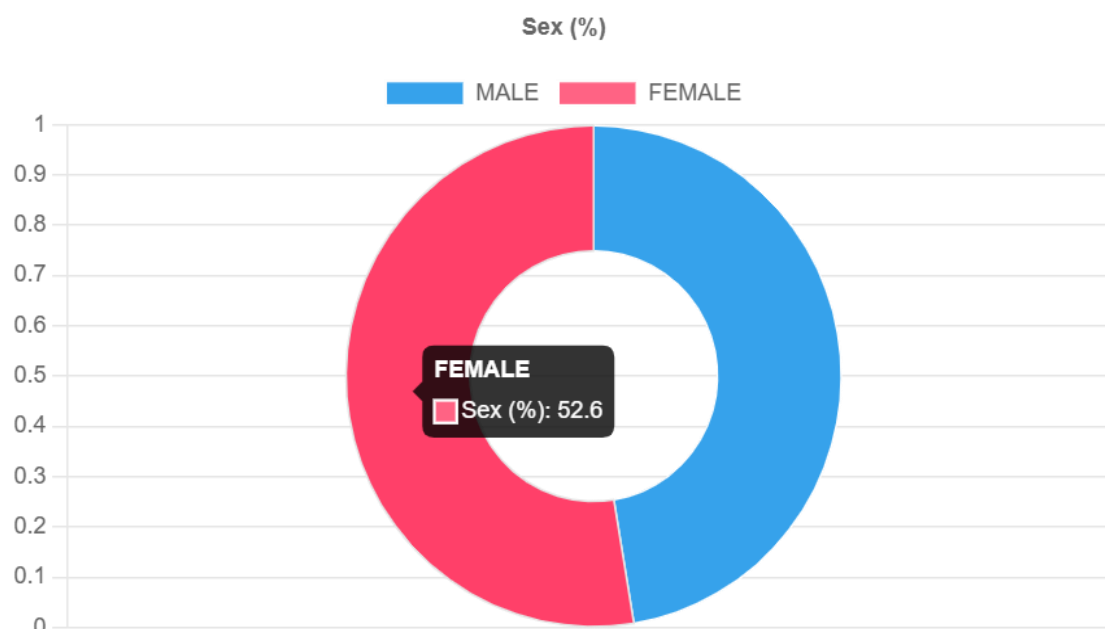
The gender distribution indicates that 57% of the population are female and 43% are male, which has implications for service delivery, healthcare, and social development planning. For example, targeted programmes in maternal health, women empowerment, and youth employment initiatives are critical to address the specific needs of the population.

The population growth and gender distribution data provide a foundation for:

- Planning municipal services such as water, sanitation, housing, and healthcare.
- Identifying economic opportunities to reduce unemployment, which currently remains high at 70.2%.
- Aligning municipal budgets and programmes with the demographic profile to improve social and economic outcomes.

Source: Stats SA, 2022 Community Survey; CSIR Green Book, 2022

<b>DR J.S. MLM DEMOGRAPHIC</b>	
<b>VALUES</b>	
MALE: 47,4% of total population	<b>153 912</b>
FEMALE 52,6% of total population	<b>170 953</b>
0-14 children 29,6% total population	96 258
15-35 youth 32% total population	102 449
35-64 adult (25 % total population)	96 810
65- Elders 9% total population	29 338
Unspecified	1
<b>Total</b>	<b>324 855</b>



Source: Stats SA, 2022 Community Survey

## HIGHEST LEVEL OF EDUCATION

Education is a critical driver of economic growth, local development, and poverty alleviation in Dr JS Moroka Local Municipality. It provides the foundation for a skilled workforce, equips residents with necessary competencies, and enhances employability, which is particularly important in a municipality facing a high unemployment rate of 70.2%.

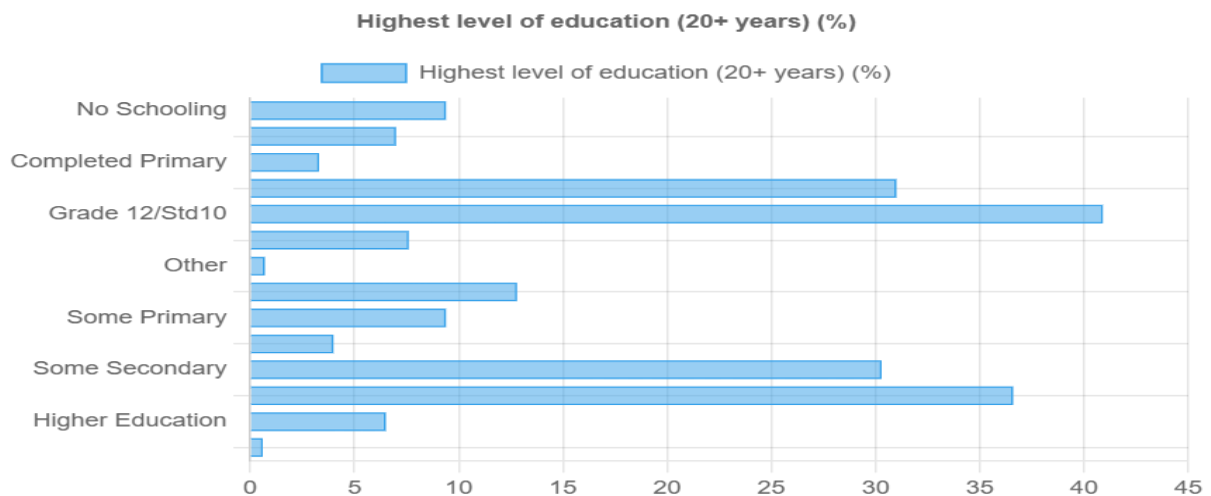
The measure of education reflects the highest level of schooling attained by individuals aged 15 years and older, in line with the United Nations' definition of adult education and South African legislation. This age group represents the population that has completed or is eligible to complete formal schooling, and it provides a benchmark for planning skills development, vocational training, and adult education programmes.

Key insights for Dr JS Moroka include:

Name	Frequency	%
BLACK AFRICAN	322 943	99,4%
COLOURED	786	0,2%
INDIAN/ASIAN	704	0,2%
WHITE	343	0,1%
OTHER	50	0,0%

- A significant portion of the population has limited formal education, which affects access to employment and economic opportunities.
- Planning for skills development, technical training, and higher education initiatives is critical to increase the municipality’s human capital.
- Understanding education levels helps align municipal economic development strategies with the capacity of the local labour force, supporting sectors such as agriculture, manufacturing, and tourism, which are highlighted as potential growth areas in the municipality’s IDP.

Source: Stats SA 2022 Community Survey; IHS Education Metrics; CSIR Green Book, 2022



### 3.4 POPULATION BY LANGUAGE

Languages	Year (2022)
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

### 3.5 Households in DR JS Moroka

Household trends are an important indicator for planning municipal services, infrastructure, and social development programmes in Dr JS Moroka Local Municipality. Between 2011 and 2022, the number of households increased from 62,162 to 74,581, representing an annual household growth rate of 1.77%.

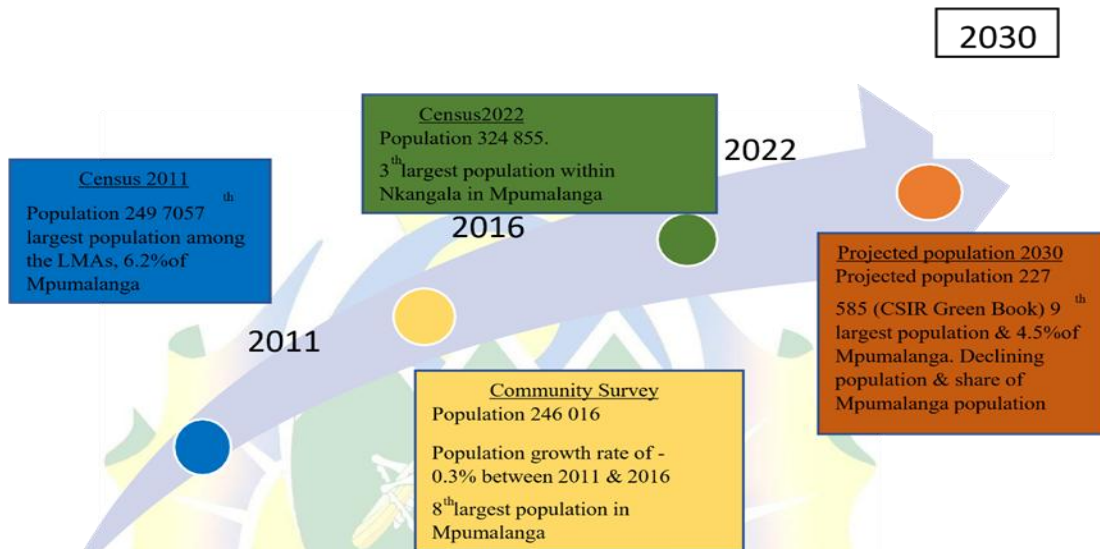
This growth reflects the increasing demand for basic services such as water, sanitation, electricity, waste management, and housing, especially in the municipality's 40 villages and 23 formal townships. It also has implications for budget planning, spatial development, and service delivery strategies.

Interestingly, this trend contrasts with CSIR Green Book projections (2022–2030), which anticipated a decline in households from 74,581 to 58,355. The current household data indicate that Dr JS Moroka Municipality is experiencing continued population and household growth, contrary to earlier projections, which may require:

- Re-evaluation of municipal service delivery plans to accommodate higher-than-expected demand.
- Adjustment of housing and infrastructure investment priorities, particularly in peri-urban and rural areas under traditional leadership.

- Alignment of the municipal budget and IDP programmes to ensure that growth is sustainably managed, and essential services are equitably provided across all wards.

Source: Stats SA 2011 Census; Stats SA 2022 Community Survey; CSIR Green Book, 2022



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	Households		Average Annual Households growth 2011 - 2022	Projected Number by 2030 CSIR Green Book
	2011 Census	2022 Census		
Dr JS Moroka Mun.	62 367	74 581	1.77%	58 355
Emalahleni Mun	150 420	164 573	3.08%	233 142
Emakhazeni Mun	14 633	19 613	3.47%	18 768
Thembisile Hani Mun	82 740	110 563	3.69%	101 204
Steve Tshwete Mun	278 749	80 052	2.03%	156 456

Dr JS Moroka Local Municipality

### 3.6 Household Services in DR JS Moroka LM

Access to basic household services is a key indicator of service delivery performance and socio-economic development within Dr JS Moroka Local Municipality. While improvements have been recorded between 2011 and 2022, significant backlogs remain, particularly in piped water and sanitation services.

Key highlights include:

- **Informal dwellings:** The number of households living in informal settlements decreased from 7,678 in 2011 to 3,056 in 2022, indicating that 4,622 households were formalized or moved to more permanent structures. This reflects progress in housing and settlement management.
- **Piped water:** In 2022, 54,775 households (73.44%) had access to piped water. This represents a slight decrease from the 77% reported in the 2016 survey, leaving 19,806 households without piped water. This remains a key priority area for the municipality to ensure equitable access to clean and safe water.
- **Sanitation (flush toilets connected to sewer/septic tanks):** Access improved from 15% in 2011 to 30.8% in 2022, leaving a backlog of 69.2%, which is among the highest in Nkangala District. Urgent interventions are required to expand sanitation infrastructure and reduce health risks associated with inadequate sanitation.
- **Electricity:** Access to electricity has significantly improved, with 72,698 households (97.9%) connected in 2022. Only 1,883 households remain without electricity, making Dr JS Moroka the highest-ranked municipality in the district for electricity access.
- **Infrastructure ranking:** In 2019, the municipality ranked 6th lowest in Mpumalanga Province in terms of the Household Infrastructure and Services Index, but trends from 2016 to 2019 indicate steady improvement, particularly in electrification and formal housing.

Implications for the 2026/2027 IDP:

- Accelerate water and sanitation infrastructure development, focusing on wards with the highest backlogs.
- Continue formalizing informal settlements and supporting housing development programmes.
- Maintain high electricity service coverage and plan for alternative energy sources in rural areas.
- Integrate household services priorities with the municipal budget, LED strategies, and Spatial Development Framework (SDF) to ensure equitable and sustainable service delivery.

Source: Stats SA 2011 Census; Stats SA 2022 Community Survey; CSIR Green Book, 2022; Dr JS Moroka Municipality Household Services Reports.

### Informal Dwelling Number and Share

Local Municipal Area	Number of HH in informal dwelling		Share of total HH	
	2011	2022	2011	2022
Dr JS MLM	4 813	2 719	7.7%	3.6%
Emalahleni Mun	23 138	18 489	19.3%	11.2%
Emakhazeni Mun	1 537	768	11.2%	3.9%
Steve Tshwete Mun	9 190	6 955	14.1%	8.7%
Thembisile Hani Mun	7 678	3 056	10.2%	2.8%
Victor Khanye Mun	3 158	4 505	15.4%	13.3%

Source: Stats SA: Census 2011 & 2022

### Piped water backlog number and share

Local Municipal Area	Number of HH without Access		Share of total HH	
	2011	2022	2011	2022
Dr JS MLM	13 750	19 806	21.1%	26.6%
Emalahleni Mun	6 273	18 714	5.2%	11.2%
Emakhazeni Mun	642	444	4.7%	2.3%
Steve Tshwete Mun	1 194	3 056	1.8%	3.8%
Thembisile Hani Mun	3 459	15 726	4.6%	14.2%
Victor Khanye Mun	882	721	4.3%	2.1%

Source: Census 2011 & 2022

### Water Supply per Municipal Area

Area	Water Supply Share			Number of	
	Inside the yard	<200m from yard	>200m from yard	Domestic Units	Non-domestic Units
Dr JS MLM Mun	67.9%	3.1%	5.5%	67 807	1 987
Emalahleni Mun	82.2%	5.0%	6.4%	142 967	1 865
Emakhazeni Mun	95.4%	1.4%	2.4%	15 637	1 200
Steve Tshwete Mun	87.8%	5.3%	8.4%	43 211	2 075
Thembisile Hani Mun	82.1%	2.3%	3.6%	72 159	455
Victor Khanye Mun	90.1%	6.9%	6.9%	24 319	341

Source: Census 2011 & 2022

### Sanitation

Dr JS Moroka Local Municipality  
Number and Share in Toilet Backlog

Local Municipal Area	Number of households without toilets		Share of total households	
	2011	2022	2011	2022
Dr JS MLM Mun	1 215	762	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%

Source: Stats SA 2011 Census; Stats SA 2022 Community Survey; CSIR Green Book, 2022

### Number and Share – Flush/Chemical Toilet Backlog

Local Municipal Area	Number of households without flush/chemical toilets		Share of total households	
	2011	2022	2011	2022
Dr JS MLM Mun	<b>52 450</b>	<b>50 738</b>	<b>84.4%</b>	<b>81.4 %</b>
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 %

Source: Stats SA 2011 Census; Stats SA 2022 Community Survey; CSIR Green Book, 2022

## Number of households not connected to electricity

Local Area	Municipal	Number of households not connected to electricity		Share of total households	
		2011	2022	2011	2022
Dr JS MLM Mun		1 972	1 883	3.1%	2.5%
Emalahleni Mun		31 572	26 862	26.3%	16,3%
Emakhazeni Mun		2 209	1 224	16.1%	6.2 %
Steve Tshwete Mun		5 782	5 503	8.9%	6.9 %
Thembisile Hani Mun		3 062	2 839	14.9%	8.4 %

Source: Stats SA 2011 Census; Stats SA 2022 Community Survey; CSIR Green Book, 2022

The table above indicate that out of 74 581 households within the municipality, only 1 883 households are not connected to the electricity. These are new settlements in various areas within the municipality.

### 3.7 Refuse Removal

REFUSE DISPOSAL	HOUSEHOLDS	%
Removed by local authority at least once a week	16 177	21,7%
Removed by local authority less often	369	0,5%
Communal refuse dump	2 128	2,9%
Communal container/central collection point	502	0,7%
Own refuse dump	50 382	67,6%
No Rubbish Disposal	4 693	6,3%
Other	329	0,4%

## CHAPTER 4: SPATIAL RATIONALE

This chapter is informed by the need to address historical spatial imbalances, promote equitable development, and guide sustainable land use within the municipality. South Africa's spatial landscape continues to reflect the legacy of apartheid planning, characterised by fragmented settlements, unequal access to economic opportunities, and inefficient land use patterns.

In response, the Spatial Rationale aligns with national and provincial policy frameworks such as the Spatial Planning and Land Use Management Act (SPLUMA), the National Development Plan (NDP), and relevant Provincial Spatial Development Frameworks. These frameworks emphasise the creation of inclusive, compact, and connected settlements that support economic growth, social integration, and environmental sustainability.

At a local level, the Spatial Rationale is guided by the Municipal Spatial Development Framework (SDF), which provides a long-term vision for spatial restructuring and development. It identifies key growth nodes, development corridors, and priority investment areas to ensure optimal allocation of resources and infrastructure.

The municipality continues to experience challenges such as rapid urbanisation, informal settlement growth, infrastructure backlogs, and spatial inequality. These pressures necessitate a coordinated spatial planning approach that integrates land use, infrastructure provision, environmental management, and socio-economic development.

The Spatial Rationale therefore seeks to:

- Promote spatial justice by improving access to land, services, and opportunities
- Encourage densification and infill development to curb urban sprawl
- Support economic development through strategic location of investments
- Protect environmentally sensitive areas and ensure sustainable resource use
- Enhance connectivity between settlements and economic hubs

This chapter provides the basis for spatial decision-making and investment prioritisation within the municipality, ensuring that development is both strategic and responsive to current and future needs.

### 4.1 Spatial Development Framework (SDF)

In terms of Section 20 of the Spatial Planning and Land Use Management Act (SPLUMA), the Spatial Development Framework (SDF) remains a core component of the Integrated Development Plan (IDP). In line with the Municipal Systems Act (MSA), the SDF must meet a range of criteria and maintain strong alignment with other components of municipal planning, including infrastructure planning, capital investment programmes, and budget allocation processes.

The SDF serves as a critical strategic planning instrument with the greatest potential to drive spatial transformation within the municipality. It translates development principles into a desired spatial future for the municipality and provides spatial direction to guide land use management, infrastructure investment, and development decisions. Strengthening spatial guidance within the IDP process enables more targeted and strategic public and private sector investment.

To realise the full potential of the SDF, it is essential that planning processes, institutional arrangements, and implementation mechanisms are effectively aligned and maintained. The SDF is inherently a multi-dimensional tool that requires continuous monitoring, evaluation, and refinement to ensure that spatial transformation objectives are actively pursued and achieved.

### **Development Objectives and Principles**

An analysis of the spatial economy of Dr JS Moroka Local Municipality indicates limited economic activity, with a significant portion of the population living below the minimum living standard. The rural character of the municipality, compounded by limited accessibility, continues to constrain economic growth and development potential.

Despite these challenges, natural development trends are emerging along key movement corridors. Strategic intersections and movement routes present opportunities for targeted economic and nodal development. Furthermore, the municipality's agricultural potential provides a valuable basis for stimulating local economic development.

Accordingly, emphasis within the municipal area should be placed on:

- Provision of basic services
- Strengthening economic development initiatives
- Promoting nodal and corridor-based development

The primary objective of the reviewed SDF is to direct, organise, and manage development, growth, and investment within the municipal area in a structured and sustainable manner.

This objective is supported by the SPLUMA development principles, namely:

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

These principles inform policy direction and serve as a foundation for decision-making, planning, and the management of public resources within the municipality.

Institutional arrangements required to implement these principles are addressed in the final section of the SDF.

## **Spatial Structuring Elements**

### **a) Movement (Facilitating Local and Regional Linkages)**

The movement system is a fundamental structuring element within the municipality. It plays a critical role in integrating settlements and linking communities to economic opportunities, employment centres, and higher-order services.

The movement network should:

- Connect high-intensity mixed-use nodes and high-density settlements within the municipality
- Strengthen linkages to external economic centres, particularly the City of Tshwane to the west
- Improve accessibility to goods, services, and opportunities

An efficient and integrated movement system supports spatial justice by reducing travel costs, improving mobility, and enhancing access to socio-economic opportunities.

### **b) Nodal Development (Ensuring Viable and Strong Activity Nodes)**

Nodal development, which involves the intensification and clustering of land uses, is a key strategy for restructuring the municipal spatial form. Together with the consolidation of residential settlements, it contributes to a more resilient and adaptable spatial structure.

Key characteristics of activity nodes include:

- Clustering of business and commercial activities
- Integration of mixed land uses, including social and community facilities
- High levels of accessibility and connectivity

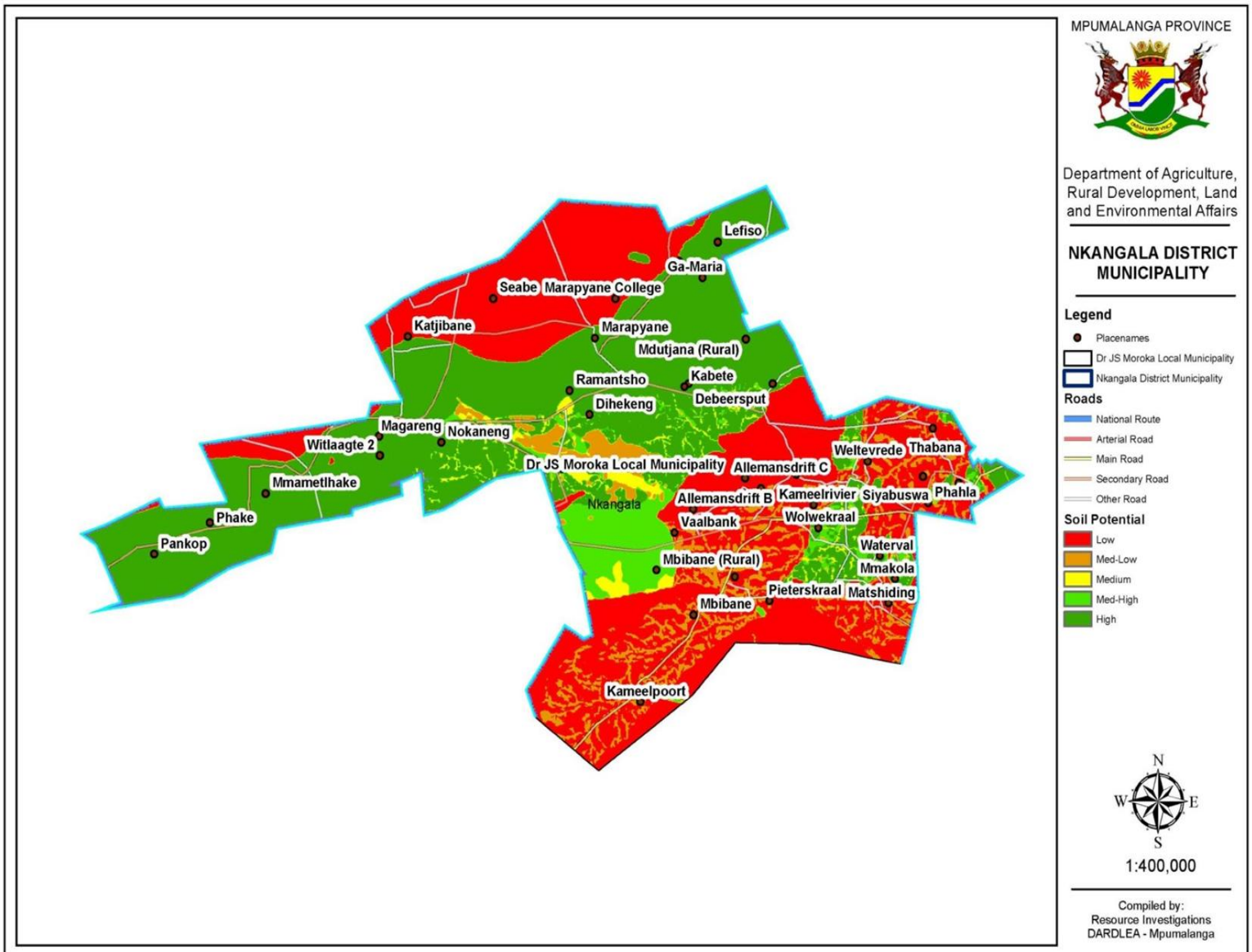
Strategically, activity nodes should be located:

- At major road intersections
- Within larger settlements
- Adjacent to public transport facilities, including proposed Moloto Rail stations within the municipality

In planning and managing nodes, consideration must be given to:

- The size and income levels of the catchment population
- The appropriate scale and intensity of development
- The availability and capacity of transport and infrastructure systems

The density and functionality of each node should respond to local conditions and support sustainable economic activity.



### C) Settlements – Creating Sustainable Human Settlements in Dr JS Moroka LM

In Dr JS Moroka Local Municipality, the development of sustainable human settlements focuses on promoting higher residential densities, especially around identified activity nodes and along key corridors such as the Moloto development corridor. This approach enhances the vibrancy and functionality of nodes, improves the viability of public transport, and protects surrounding high-potential agricultural land from urban sprawl.

Residential development should be strategically concentrated in well-located areas, contributing to a more compact, efficient, and integrated spatial structure. This is particularly important in addressing the municipality's historically fragmented settlement patterns.

To ensure a high quality of life, settlements in Dr JS Moroka LM must integrate:

- Social facilities (clinics, schools, Thusong Centres)
- Economic opportunities (local businesses and informal trading)
- Open and recreational spaces
- Adequate engineering infrastructure (water, sanitation, electricity, roads)

This approach supports the principle of Spatial Sustainability by balancing social, economic, and environmental needs.

### **Benefits of Increased Residential Density in Dr JS Moroka LM**

- Promotes efficient use of existing infrastructure and serviced land
- Reduces reliance on greenfield development and limits urban sprawl
- Minimises the need for costly new bulk infrastructure
- Improves access to essential services and community facilities
- Encourages more sustainable and cost-effective commuting patterns, especially along transport corridors

### **Key Challenge**

A major constraint in Dr JS Moroka LM is the issue of land claims and insecure land tenure (e.g., PTOs). These challenges:

- Delay development approvals
- Complicate land use management
- Limit investment and infrastructure provision

Addressing land tenure insecurity is therefore critical for achieving sustainable and well-planned settlements in the municipality.

### **D) Environment – Supporting Environmental Management, Tourism, and Recreational Activities in Dr JS Moroka LM**

In Dr JS Moroka Local Municipality, environmental management focuses on conserving and enhancing existing physical and natural resources while integrating them into a broader regional open space system. This approach ensures that development occurs in harmony with the natural environment and promotes sustainable tourism and recreational opportunities.

A key part of this principle is the creation of a comprehensive open space system that complements nodal and corridor development. In many cases, this involves the rehabilitation of degraded or vacant land into safe and usable public amenities, enhancing both environmental quality and community access.

## **Key Features of Dr JS Moroka LM's Open Space System**

- Meets local recreational needs – playgrounds, sports fields, walking trails, and parks
- Safe for all users – secure and well-maintained spaces
- Accessible to everyone – inclusive design for all ages and abilities
- Versatile and multifunctional – accommodates leisure, cultural, and tourism activities

This principle aligns with Spatial Justice, ensuring that all communities, regardless of location, have equitable access to environmental, recreational, and cultural resources.

## **E) Corridor Development – Structuring Growth in Dr JS Moroka LM**

In Dr JS Moroka Local Municipality, development corridors are designated linear areas that integrate multiple transportation modes, with a strong emphasis on public transport, and support higher-density, mixed land uses. Corridors serve as key structuring elements in shaping the municipality into a robust, efficient, and resilient growth area, in line with Spatial Efficiency and Spatial Resilience principles.

### **Objectives of Corridor Development**

1. Access to opportunities – Connects a large number of communities to jobs, services, and social facilities.
2. Efficient service provision – Infrastructure and public services can be delivered more effectively along corridors.
3. Adequate infrastructure availability – Ensures that development occurs where bulk infrastructure can support growth.
4. Economies of scale – Concentrated development reduces the cost per user of infrastructure and services.
5. Support municipal growth and development – Guides the expansion of settlements in a structured, sustainable manner.

### **Implementation in Dr JS Moroka LM**

- The Spatial Development Framework (SDF) promotes settlement growth toward identified corridors, ensuring that urban expansion is strategically aligned with transport and infrastructure networks.
- Corridors help link activity nodes, residential areas, and economic hubs, fostering efficient land use and resilient urban form.

## **F) Infrastructure Provision – Supporting Efficient Service Delivery**

In Dr JS Moroka Local Municipality, the provision of bulk infrastructure is a critical tool to ensure that all communities' basic needs are met, in line with Spatial Justice principles. This includes water, sanitation, electricity, roads, and stormwater systems.

Key points for efficient infrastructure planning:

- Prioritise activity nodes and Strategic Development Areas (SDAs) to maximize the potential for private investment, reflecting Spatial Efficiency.
- Development proposals must be evaluated against existing bulk infrastructure capacity; projects should not be approved if infrastructure is insufficient, preventing overloading and service failure.

This approach ensures equitable access to services while supporting structured and sustainable urban growth.

### **G) Agriculture and Agro-Industries – Supporting Local Economic Development**

Dr JS Moroka has significant agricultural potential and is strategically located near major Gauteng markets, providing opportunities for:

- Export of value-added agricultural products
- Support for formal and informal SMMEs (small, micro, and medium enterprises)

This aligns with Good Administration principles by leveraging local resources for economic growth, job creation, and local enterprise development.

### **H) Community Facilities – Establishing Thusong Centres**

To improve access to social services, the municipality promotes strategically located multi-purpose community hubs (Thusong Centres). These centres integrate services such as:

- Clinics and health facilities
- Sports and recreational facilities
- Pay-points and social services
- Police and safety services

### **Benefits**

- Enhances accessibility for all communities
- Promotes efficient service delivery
- Encourages optimum use of existing infrastructure
- Supports Spatial Resilience by clustering facilities to create critical mass

### **I) Holistic Planning – Integrated Development in Dr JS Moroka LM**

Dr JS Moroka Local Municipality promotes a holistic and integrated planning approach to guide the overall development of the area. This ensures that both residents and visitors benefit from coordinated service delivery, infrastructure provision, and sustainable growth. Holistic planning aligns with the principle of Good Administration, emphasizing efficiency, transparency, and responsiveness in municipal governance.

## **Land Use Schemes – Aligning with SPLUMA**

To comply with SPLUMA (Spatial Planning and Land Use Management Act), the municipality proposes the following amendments to the Land Use Management Scheme (LUMS):

1. Fast-track applications: Development applications within detailed precinct plan areas and Strategic Development Areas (SDAs) should be processed more quickly to encourage structured growth.
2. Review of Land Use Rights Register: Update the register to include all obtainable Permission to Occupy (PTOs) and other land rights that have been issued.
3. Amendment of Scheme Maps:
  - Reflect updated land rights and tenure information from the Register.
  - Clearly outline the boundaries of precinct plan areas and SDAs where shortened land use procedures apply.

### **Purpose of These Amendments**

- Ensure efficient and transparent land administration
- Support strategic and sustainable development
- Align municipal planning with national legislation (SPLUMA)
- Facilitate investment and orderly urban growth

## **4.2 Alignment with SPLUMA Principles – Dr JS Moroka Local Municipality**

The Spatial Development Framework (SDF) of Dr JS Moroka Local Municipality translates the municipality's Integrated Development Plan (IDP) into actionable spatial principles and strategies, providing the framework for sustainable and coordinated development. The SDF ensures that spatial growth aligns with the five core SPLUMA principles: Spatial Justice, Spatial Efficiency, Spatial Resilience, Spatial and Environmental Sustainability, and Good Administration.

### **Key Alignments**

#### **1. Spatial Efficiency**

- Consolidates the fragmented spatial structure of the municipality around the Moloto Rail Corridor and provincial road network.
- Guides settlement growth toward identified activity nodes and corridors, maximizing infrastructure use and reducing urban sprawl.

#### **2. Spatial Justice**

- Establishes a clear nodal hierarchy to ensure equitable access to economic, cultural, recreational, and educational opportunities for all communities.
- Promotes inclusive service delivery and access to social facilities.

### **3. Spatial Resilience**

- Creates a spatially based policy framework to manage change, growth, and development in a way that benefits all residents.
- Provides flexibility for unexpected developments while maintaining strategic planning logic.

### **4. Spatial and Environmental Sustainability**

- Protects ecological corridors, heritage sites, and tourism destinations in the broader Nkangala District.
- Enhances rural and natural environmental systems and identifies opportunities for urban/rural development and conservation.
- Recommends the development and management of an integrated open space system.

### **5. Good Administration**

- Provides a strategic, indicative, and flexible tool to guide planning decisions, land use, and private sector investment.
- Prioritizes areas for development, investment, and conservation while supporting social, economic, and environmental sustainability.

### **SDF Guidance and Implementation**

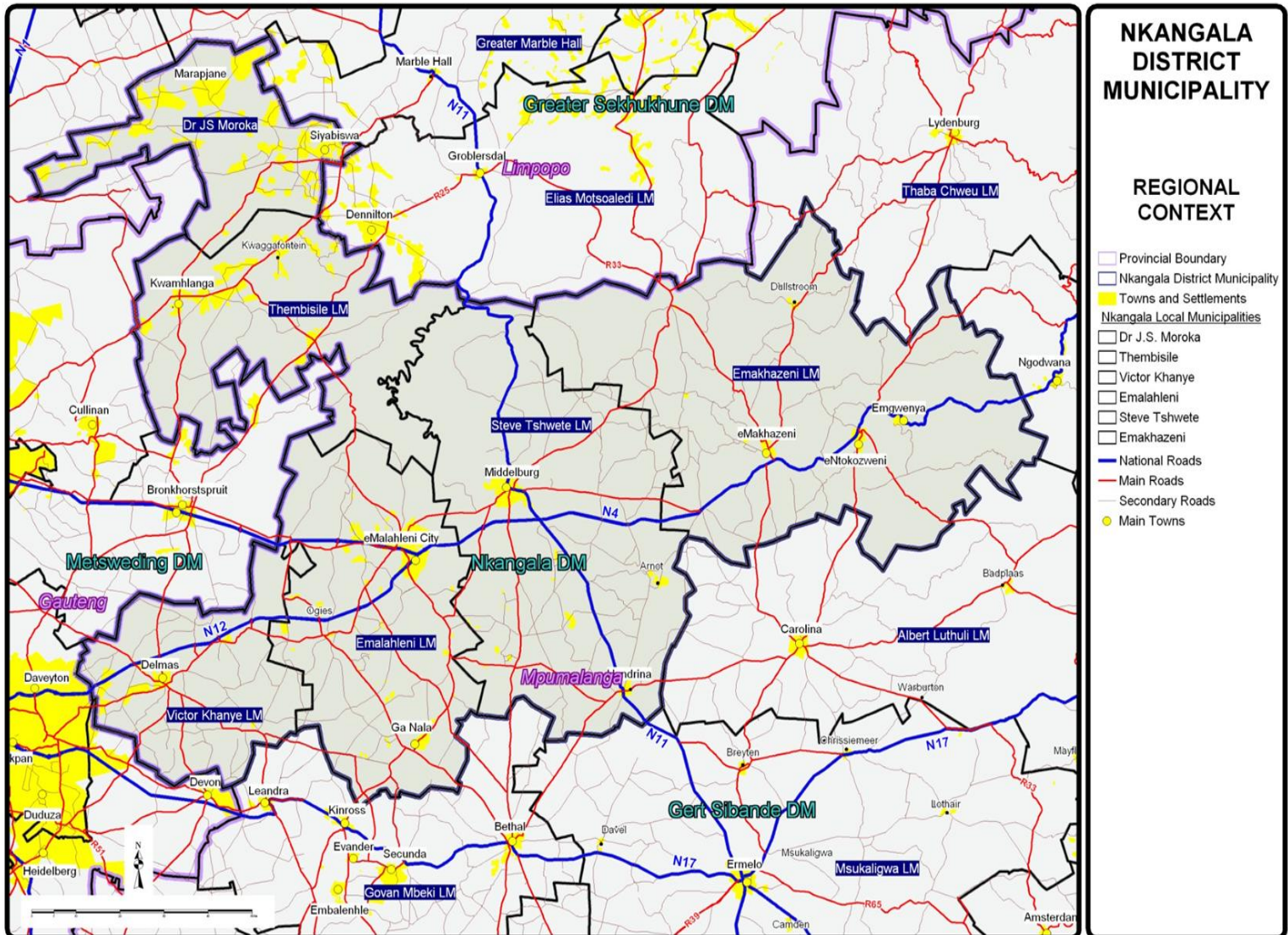
The SDF informs municipal development on:

- Direction of growth and major movement routes
- Special Development Areas (SDAs) for targeted investment
- Conservation of natural and built environments
- Intensity of land development – where to increase or reduce
- Encouraged and discouraged land uses
- Spatial priorities and areas for upgrading

### **Sectoral Roles in Implementation**

- Environmentalists: Protect regional open space and monitor mining impacts
- Transport planners: Ensure connectivity between major origins and destinations
- Civil engineers: Upgrade infrastructure in priority areas; service SDAs for housing and economic growth
- Social services: Cluster facilities efficiently to create critical mass
- Economists: Maximise development potential from the municipal economic footprint
- Housing specialists: Ensure optimal housing location, tenure diversity, and affordability

The successful implementation of the SDF depends on coordinated commitment across all sectors, fully reflecting SPLUMA’s principle of Good Administration.



### 4.3 SDF Compliance and Sector Planning/Implementation – Dr JS Moroka LM

The effective implementation of the Spatial Development Framework (SDF) for Dr JS Moroka Local Municipality depends on the alignment of sector plans at all stages of the planning process. While SPLUMA provides broad guidance on integration, it does not explicitly require national or provincial departments to align with municipal SDFs, making mutual consultation and negotiation essential throughout planning processes.

#### Municipal Planning Context

- The planning function for Dr JS Moroka has historically been administered through the Nkangala District Municipality (Provincial Gazette Vol. 10 No. 959, 26 May 2003).

- Nkangala District is currently reviewing Dr JS Moroka’s SDF to align with the National Spatial Development Framework (NSDF), in accordance with SPLUMA provisions and sections 20–35 of the Municipal Systems Act.

### **Current Spatial and Economic Challenges**

- The municipality exhibits low economic activity and high levels of poverty, contributing to its rural character.
- Limited access and infrastructure constrain economic development.
- Despite these challenges, natural development occurs along major movement lines, highlighting the need to prioritize key intersections for economic and nodal development.
- Agricultural potential offers opportunities for economic growth and should be leveraged in development planning.

### **Strategic Development Areas (SDAs)**

A Spatial Development Framework is not only a spatial plan but also a tool for sectoral integration, aligning infrastructure, policy, and institutional actions to achieve the municipality’s desired spatial form.

- Dr JS Moroka is identified as a “services priority upgrading area”, meaning development spending should focus on providing constitutionally mandated minimum services and community infrastructure.
- Priority growth and investment should be directed along the Moloto Rail Corridor and other major roads, linking settlements to the core urban area at Siyabuswa.

### **Short- to Medium-Term Priority Areas**

Key towns and nodes for consolidation and infrastructure upgrading include:

- Libangeni
- Siyabuswa
- Makometsane Four-way Crossing
- Metsimadiba / GaMorwe
- Siyabuswa Four-way Crossing
- Siyabuswa / Matshiding
- Ga Phaahlamohlaka Four-way Crossing
- Nokaneng / Seabe / Mmametlhake Y-junction

### **Moloto Rail Corridor as a Structuring Element**

The Moloto Rail Corridor is central to the SDF for three main reasons:

1. Offers significant economic and tourism opportunities for the municipality and Nkangala District.

2. Facilitates the integration of existing and new urban developments into functional nodes that stimulate economic activity.
  3. Connects identified nodes efficiently, considering environmental, technical, and social factors.
- The corridor should function as a Local Activity Spine, guiding all new growth toward and alongside the Moloto Rail Corridor and key roads such as R568 and R573.
  - This ensures integration of “service priority upgrading areas” identified by the Nkangala District SDF.

### **Strategic Development Areas Along the Corridor**

- Vacant land between Matshiding and Mthambothini, adjoining the Moloto Rail Corridor and R568/R573, constitutes SDA 1, 2, and 3.
- Development should first be consolidated here to:
  - Promote desired spatial form
  - Enhance the viability of four proposed railway stations: Makola, Mogononong, Siyabuswa, and Mthambothini
- This approach aims to create a U-shaped development corridor connecting dispersed settlements and activity nodes.

### **Other Municipal Areas**

- Outside the Moloto Corridor, settlements should receive attention for:
  - Land use consolidation and densification
  - Provision of community facilities (aligned with Thusong Centres)
  - Upgrading of engineering services

### **Land Claims and Growth Management**

- Resolving land claims within Urban Development Boundaries is critical to unlock land for SDAs.
- Government and parastatal-owned land should be strategically leveraged for catalytic development projects.
- Identification of such land parcels and a Plan of Action for each is essential to guide investment and development priorities.

The SDF compliance and sector alignment for Dr JS Moroka LM aim to:

- Integrate sector plans, infrastructure, and policy initiatives
- Focus on nodal development along the Moloto Rail Corridor
- Prioritize service delivery, economic development, and land management
- Support a structured, consolidated, and resilient municipal spatial form, guiding sustainable growth in line with SPLUMA principles.

#### **4.4 The Relationship Between an SDF and IDP – Dr JS Moroka LM**

The Spatial Development Framework (SDF) serves as a roadmap for spatial and infrastructural development in Dr JS Moroka Local Municipality. It identifies spatial opportunities, priority areas, and development directives, guiding the short- to medium-term actions implemented through the Integrated Development Plan (IDP). In this way:

- The SDF sets the spatial vision and framework, indicating where developments should occur, including both current and future land uses.
- The IDP operationalizes the SDF by allocating resources, prioritizing projects, and implementing infrastructure developments aligned with the SDF.

#### **Role of Stakeholder Participation**

- Stakeholder participation is essential to determine the need, desirability, and socio-economic benefits of development projects.
- Participation occurs during IDP and budget planning cycles, particularly in the annual review of the five-year IDP plan.
- Community and private sector proposals are assessed using the SDF as a guiding spatial framework, including local and ward-level spatial frameworks that indicate current land use and future development plans.

#### **Land Use Management in Dr JS Moroka LM**

##### **Overview**

- The municipality adopted its Land Use Management Scheme (LUMS) in 2019/2020, covering the entire municipal area (wall-to-wall).
- The LUMS regulates current and future land uses and ensures alignment with SPLUMA (2013).
- A Register of Land Use Rights (REGLUR) complements the LUMS, listing rights for surveyed and some unsurveyed erven.
- Scheme maps and a land use matrix are used together:
  - Maps illustrate zoning and spatial allocations
  - The matrix indicates permitted land uses and procedures for applications outside prescribed uses

##### **Functions of the LUMS**

- Assess existing development rights on individual properties
- Compare existing rights to potential rights as identified in the SDF
- Determine the appropriate procedures to apply for changes in land use rights.

## **e-LUMS Initiative**

- The municipality is adopting e-LUMS, an online platform implemented by the Nkangala District Municipality under the Department of Rural Development and Land Reform.
- e-LUMS allows applicants to submit land use applications online, though the system faces challenges that need to be addressed.

## **Challenges in Implementation**

- The planning function is vested in Nkangala District Municipality, limiting direct municipal control (Provincial Gazette Vol. 10 No. 959, 26 May 2003).
- Traditional land tenure patterns, stemming from former homeland systems, complicate planning and land use changes.
- Current LUMS regulations restrict land use change applications to registered owners, while most land is government-owned, leaving occupants unable to apply for land use changes without title deeds or grants.

## **Future Vision for Dr JS Moroka LM**

- Strengthen the integration of SDF and IDP, ensuring that all development projects align spatially with priority areas and corridors.
- Resolve land tenure issues to unlock land for development, particularly in Strategic Development Areas (SDAs).
- Improve community participation and awareness of planning processes to promote equitable access to land and infrastructure services.
- Leverage government and parastatal-owned land as a tool for strategic and catalytic development, supporting nodal development, infrastructure upgrades, and economic growth.
- Transition fully to **digital land management platforms (e-LUMS)** to streamline processes, reduce delays, and improve transparency.

## **4.5 Spatial Vision for Dr JS Moroka Local Municipality**

The spatial vision for Dr JS Moroka Local Municipality guides the municipality's long-term growth and development, ensuring that settlements, infrastructure, and economic activities are structured for sustainability, accessibility, and resilience. The vision is centered on the following key elements:

### **Consolidated Settlement Structure**

Promote compact, well-located settlements that support viable human settlements, reduce urban sprawl, and optimize land and infrastructure use.

## Connected Communities

Ensure residents are linked to centres of employment, education, and services through reliable and accessible public transport systems, including the Moloto Rail Corridor and major roads (R568 and R573).

## Efficient Service Provision

Provide engineering services (water, sanitation, electricity, roads) and social infrastructure (clinics, schools, community centres) in a manner that is cost-effective, equitable, and responsive to current and future demand.

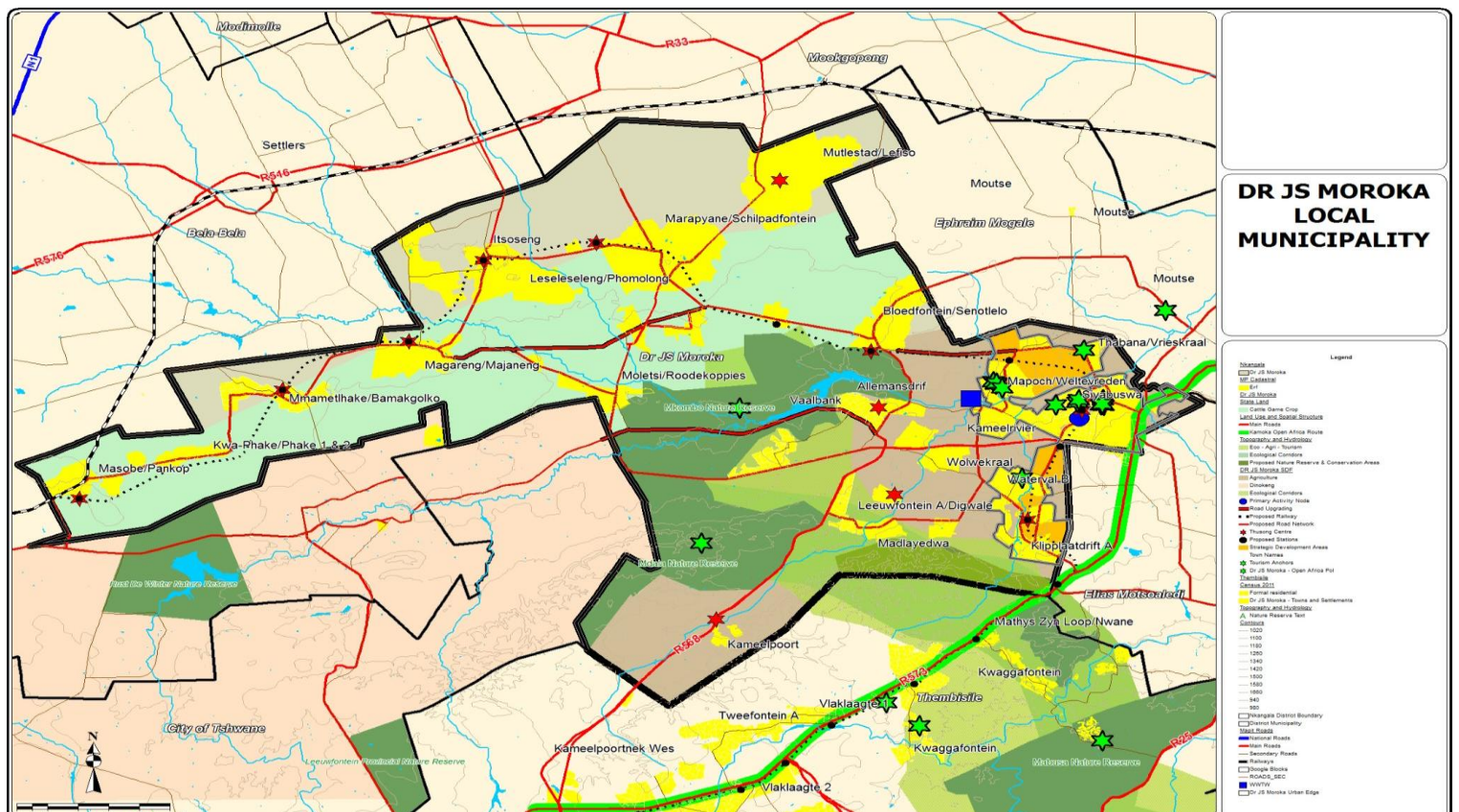
## Agricultural Growth and Local Cooperatives

Support the expansion of the agricultural sector, encourage small, medium, and micro enterprises (SMMEs), and foster local cooperatives to stimulate economic development and job creation.

## Tourism Development

Maximise the potential of local tourism attractions, such as the Mdala and Mkhombo Nature Reserves, and strategically link them with regional tourism circuits to enhance the municipality's economic and recreational appeal.

This vision provides a framework for strategic development, ensuring that future growth is integrated, sustainable, and aligned with SPLUMA principles, while promoting economic, social, and environmental well-being across the municipality.



## **4.6 Land Claims Within MP316**

Land reform remains central to the social and economic empowerment of communities in Dr JS Moroka LM. Currently, 67 land claims have been submitted to the Land Claims Commission across 23 properties, mainly in the central municipal area, including some urbanized zones.

- Claims have been lodged and registered in different phases of the restitution process.
- Some claims have already been settled, a few have been successful, and one claim has been dismissed.
- Most claimed land is used for cattle and game farming, crop production, and parts of the Mkhombo Nature Reserve.
- Land within or near built-up areas constrains municipal development, while the northern strip (Springbokvlakte fertile soils) presents opportunities for Local Economic Development (LED).

Historically, the study area formed part of the Bophuthatswana and Kwa-Ndebele homelands, and today, the majority of land remains state-owned or tribal-owned, limiting direct municipal control over land use changes.

## **4.7 Topography and Hydrology**

The northern and central areas are flat to gently sloping, while the southern boundary is mountainous, adjoining Thembisile Hani LM. Located within the Middle Olifants sub-Water Management Area, the municipality is traversed by several rivers and tributaries, with the Eland and Kameel Rivers being prominent. Mkhombo Dam is the main water body in the central area, serving as a key resource for water supply and recreation.

## **4.8 Geology and Mineral Potential**

Western regions: Ecca formation of the Karoo Sequence (shale and sandstone), mostly low mining potential, with minor limestone enrichment at Pienaars River mine. Central and southern regions: Rooiberg/Pretoria and Waterberg Groups with limited mineral potential, small deposits of tin and barytes in the south.

## **4.9 Soil Types**

- Dominant: Plinthic-Cantena soils
- Isolated pockets: Prismaeutanic/Pedocutanic soils along rivers and Mkhombo Dam
- Rocky southern areas are miscellaneous land classes.
- Overall, soils and geology are stable and suitable for development.

## **4.10 High Potential Agricultural Land**

- Central areas: high agricultural potential

- Northern strip (Springbokvlakte): fertile soils ideal for crop farming
- Southern areas: generally low potential, with pockets near Wolwekraal suitable for farming

#### **4.11 Vegetation**

- Central and southern areas: Mixed Bushveld and Sourish Mixed Bushveld (suitable for grazing and crops)
- Northern areas: Springbok Flats Turf Thornveld (suitable for crops, but partially urbanized)

#### **4.12 Nature Reserves, Conservancies, and Biodiversity**

- Existing reserves:
  - Mkhombo Nature Reserve: ~11,000 ha including Mkhombo Dam; Kalahari Thornveld biome
  - Mdala Nature Reserve: ~8,000 ha of sandy bushveld and rocky outcrops
- Biodiversity: Small pockets of high conservation value; ecological corridor in the south supports species such as the Giant Bullfrog (*Pyxicephalus adspersus*)

#### **4.13 Air Quality**

- Main pollutants: SO<sub>2</sub>, NO<sub>x</sub>, CO, PM, VOCs
- The municipality covers ~1,416 km<sup>2</sup> (~8.45% of Nkangala District) and is bordered by Johannesburg, Tshwane, Thembisile-Hani, Modimolle, Mookgopong, Bela-Bela, Ephraim Mogale, Elias Motsoaledi, Steve Tshwete, and Emalahleni municipalities

#### **4.14 Surface Pollution**

- Waste collected at Libangeni landfill; major litter includes cans, bottles, plastics, and paper
- Rural areas lack formal litter collection
- Total waste collected in 2020/21: 14,793 tons (wards 1–6, 16, 17)
- Need for an Environmental Management Policy and strategy to ensure proper waste management

#### **4.15 Climate Change**

- Global warming due to greenhouse gas emissions (CO<sub>2</sub>) from fossil fuels
- Consequences: extreme weather events, rising sea levels, decreased ice cover
- South Africa's stance: differentiated responsibility—reduce emissions without compromising economic growth

UN Climate Change Conference (Durban, 2011) outcomes: second Kyoto commitment period, Green Climate Fund operationalization, framework for mitigation and long-term cooperative action.

## CHAPTER 5: BASIC SERVICE DELIVERY AND INFRASTRUCTURE AND DEVELOPMENT

Basic service delivery is a core responsibility of local government, and for Dr JS Moroka Local Municipality (LM), it encompasses the provision of essential services such as:

- Potable water
- Sanitation and sewerage systems
- Refuse collection and waste management
- Electricity supply
- Roads and transport infrastructure

In addition, housing is recognized as a critical aspect of service delivery, although it is primarily managed at the provincial level by the Mpumalanga Department of Human Settlements.

The Municipality's approach to basic services aligns with broader sustainable development objectives, as outlined in the United Nations Sustainable Development Goals (SDGs). The overarching target is to ensure that all households have equitable access to basic services, thereby supporting social well-being, economic development, and environmental sustainability.

By focusing on both infrastructure provision and service delivery, the Municipality aims to improve quality of life, reduce service backlogs, and create conditions conducive to economic growth and settlement consolidation in line with its Spatial Development Framework (SDF) priorities.

### **5.1 Basic Service Delivery and Infrastructure Development Analysis – Dr JS Moroka LM**

The provision of basic services and infrastructure is fundamental to the social and economic development of Dr JS Moroka Local Municipality. The Municipality is responsible for delivering a range of services that directly impact the quality of life of its residents, settlement patterns, and local economic opportunities.

#### **5.1.1 Dr JS Moroka Local Municipality: Water Supply and Sanitation Overview**

The Dr JS Moroka Local Municipality provides potable water to both urban and rural settlements. While most urban areas enjoy reliable water access, some rural communities continue to face limited availability and often rely on boreholes, rivers, and communal taps. Continuous maintenance and upgrading of water infrastructure are required, particularly in growth nodes and Strategic Development Areas (SDAs), to ensure a sustainable and reliable water supply that supports future development.

## **Water Supply Infrastructure**

- Urban Settlements: Generally reliable access to potable water.
- Rural Settlements: Limited access, with communities relying on alternative sources such as boreholes, rivers, and community taps.
- Infrastructure Needs: Ongoing maintenance and upgrades are essential, especially in high-growth areas, to prevent service interruptions and accommodate population growth.

## **Wastewater and Sanitation Infrastructure**

The municipality's wastewater treatment infrastructure is a combination of conventional plants, pond systems, and septic tanks, with notable facilities as follows:

- Ga-Morwe: Conventional wastewater treatment plant with a capacity of 60 ML/day. The plant is currently overloaded due to septic tank discharge and toilet flushing. Refurbishment and capacity expansion are necessary to support current and future growth in Siyabuswa, Moripe Gardens, and surrounding areas.
- Siyabuswa: Predominantly served by septic systems, which require integration into the sewerage network to improve efficiency and service delivery.
- Libangeni: Features a pond system and a small septic facility (0.06 ML/day). Both require capacity upgrades or integration into sewer lines to enhance service reliability.
- Mathanjana: Served by septic systems needing connection to the municipal sewer network to improve sanitation services.

Approximately 80% of households in the municipality rely on VIP (Ventilated Improved Pit) toilets, which meet national standards for cost, health, and environmental safety. Bucket latrines are not in use, in accordance with the National Sanitation Policy and RDP requirements.

## **Sanitation Backlogs and Challenges**

Despite existing infrastructure, significant sanitation challenges remain:

- Many villages lack adequate sewer systems or VIP/CWB toilets. Villages such as Ga-Phaahla, Mogononong, Siyabuswa C, Marothobolong, Masobye, and parts of Ga-Morwe are particularly constrained, affecting household hygiene and public health.
- High demand exists for CWB toilet construction, with urgent needs in the following areas:
  - Senotlelo: 1,200 units
  - Mmametlhake and Phake: 1,400 units
  - Madubaduba, Makometsane, and Ukukhanya: 50–100 units each
  - Other wards requiring interventions include Marapyane, Seabe, Troya, Kabete, Loding, Sehoko, Dihekeng, and Nokaneng.

The expansion of sewerage infrastructure is strategically aligned with SDAs, supporting nodal growth, housing developments, and broader municipal planning objectives.

### Strategic Priorities

- Upgrade and expand existing wastewater treatment works to reduce overloading and improve service efficiency.
- Connect septic systems to sewer networks where feasible.
- Provide sufficient VIP/CWB toilets to underserved households, particularly in rural and peri-urban areas.
- Align sanitation and water infrastructure investments with SDAs to support sustainable municipal growth, public health, and environmental protection.

The Dr JS Moroka Local Municipality faces critical water and sanitation infrastructure challenges, particularly in rural settlements and growth nodes. Targeted investment in wastewater treatment upgrades, sewer network expansion, and provision of VIP/CWB toilets is essential to ensure safe, reliable, and sustainable water and sanitation services for all residents.

### 5.1.2 Electricity Supply in Dr JS Moroka Local Municipality

Electricity in the municipality is primarily supplied by Eskom, with reticulation managed by the municipality in certain areas. Many rural settlements still lack formal electricity connections and rely on alternative energy sources. Priority is given to residential areas, commercial zones, and community nodes to stimulate economic activity and improve living conditions.

According to the 2022 Census, a total of 1,883 households within the jurisdiction of Dr JS Moroka Local Municipality remain without electricity, while 72,698 households have already been electrified. To guide future electrification efforts, DME, Eskom, and the municipality have developed an electricity template tool to assist in planning and implementing village electrification projects.

### MP316 Project List

Project Name	Type	Beneficiaries
Phake Ratlhagana	HH Connection	200
Libangeni	HH Connection	74
Madubaduba Moripe	HH Connection	70
<b>Total</b>		<b>344</b>

### Eskom Infrastructure & Pre-Engineering Projects

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

## Challenges

- Electricity is not available in some areas.
- The municipality is not an electricity authority, limiting its direct control.
- Limited resources to maintain existing high-mast lights.
- Inconsistent indigent register for the provision of free basic electricity, affecting household access.

### 5.1.3 Dr JS Moroka Local Municipality: Housing Delivery Overview

Housing delivery is primarily a provincial responsibility, led by the Mpumalanga Department of Human Settlements. The Dr JS Moroka Local Municipality supports this process by identifying suitable land, facilitating bulk service provision, and promoting community participation. The main focus is on providing housing for low-income communities while integrating settlements with essential infrastructure and services.

#### Municipal Role in Housing

While housing delivery is led by the Department of Human Settlements, the municipality plays a supporting role that includes:

- Compiling housing waiting lists
- Facilitating local planning processes
- Monitoring housing developments
- Evaluating the socio-economic impact of housing delivery

Despite the municipality's limited mandate, its involvement is essential to ensure that housing projects meet the needs of local residents.

#### Unplanned Settlements

The municipality is witnessing rapid growth of unplanned settlements in several villages, including:

- Kgapamadi (Ward 2)
- Digwale (Ward 15)
- Libangeni (Ward 16)
- Makometsane (Ward 19)
- Masobe (Ward 31)

These settlements face significant service delivery challenges:

- Gravel roads
- Self-made pit toilets
- Lack of electricity
- Inadequate water supply
- Absence of solid waste management

The expansion of informal settlements poses serious challenges for sanitation, health, and socio-economic development.

### Housing Backlog by Ward

Ward	Village / Area	Challenge / Housing Need
1	Ga-Phaahla	PHP Houses
2	Redutse/Toitskraal	Allocation of title deeds
4	Siyabuswa	PHP Houses
8	Mthambothini	PHP Houses in all sections
10	All villages	Additional PHP Houses
11	All villages	PHP Houses
13	All villages	Allocation of PHP Houses
15	New township establishments	RDP Houses
16	All 4 sections	PHP Houses for indigent households
17	Mbhongo/Libangeni	5 additional RDP houses
18	Maphanga	PHP houses / incomplete PHP completion

### Active Housing Projects

Ward / Village	Project Details
19 – Madubaduba	100 houses
19 – Ukukhanya	80 houses
19 – Makometsane	20 PHP houses
20 – Senotlelo	50 PHP houses
21 – Troya	PHP Houses
25 – Part of Nokaneng	PHP houses
25 – Part of Seabe	PHP houses
26 – All villages	PHP Houses
29 – MMametlhake	Township establishment
30 – All villages	500 PHP Houses

## Key Observations

1. High Backlogs: Wards across the municipality, especially rural villages, face significant housing shortages.
2. Incomplete Projects: Some PHP and RDP projects remain unfinished, limiting access for qualifying households.
3. Unplanned Settlement Growth: Informal settlement expansion complicates service delivery, infrastructure planning, and socio-economic development.
4. Strategic Focus: Priority should be given to completing existing projects, formalizing unplanned settlements, and coordinating with the Department of Human Settlements to efficiently reduce backlogs.

The Dr JS Moroka Local Municipality faces substantial housing challenges, including backlogs, informal settlements, and incomplete projects. Improving housing delivery requires:

- Strategic coordination with provincial authorities
- Prioritization of high-need wards
- Structured planning and development strategies

These measures are essential to enhance living conditions, service delivery, and overall socio-economic outcomes for residents.

### 5.1.4 Waste Removal in Dr JS Moroka Local Municipality

Waste management in Dr JS Moroka Local Municipality is primarily focused on urban centres and densely populated areas. Rural settlements often lack formal refuse removal services, leading to informal dumping and environmental degradation. The municipality operates a central landfill at Libangeni, supplemented by local collection points, and has strengthened its waste management services through the Expanded Public Works Programme (EPWP) by recruiting 415 workers to intensify door-to-door waste collection.

Despite these efforts, backlogs in domestic waste management persist, limiting visibility and impact of the services rendered. Waste collection needs to be extended to all villages, as regular solid waste services currently cover only business premises, educational institutions, offices, and households within select urban areas. Residential waste collection is conducted on a weekly or bi-weekly basis, but currently, only 21% of households receive regular collection services.

#### Waste Service Backlogs

A study estimates that approximately 59,664 households ( $\pm 80\%$ ) in the municipality lack formal refuse removal services. These households often resort to using dongas, forests, open spaces, and self-created dumping sites. The widespread inadequacy of formal refuse removal presents a significant health hazard to rural communities and poses challenges for local businesses.

Currently, formal waste collection services operate in seven wards: 1, 3, 4, 5, 6, 16, and 17.

### Waste Management Backlogs per Ward

Ward	Refuse Removal Status	Challenges
01	Collection by municipality	Not all wards benefit
02	Own	Insufficient equipment; only open spaces cleaned
03	Collection by municipality	Collection once a week
04	Collection by municipality	Collection once a week
05	Collection by municipality	Collection once a week
06	Collection by municipality	Collection once a week
07	Own	Insufficient equipment
08	Own	Insufficient equipment
09	Own	-
10	Own	Insufficient equipment; only open spaces cleaned
11	Own	Insufficient equipment
12	Own	Insufficient equipment
13	Own	Insufficient equipment
14	Own	Insufficient equipment; only open spaces cleaned
15	Own	Insufficient equipment; only open spaces cleaned
16	Collection by municipality	Collection once a week
17	Collection by municipality	Collection once a week
18	Own	Insufficient equipment; only open spaces cleaned
19	Own	Insufficient equipment; only open spaces cleaned
20	Own	Insufficient equipment
21	Own	Insufficient equipment
22	Own	Insufficient equipment
23	Own	Insufficient equipment
24	Own	-
25	Own	Insufficient equipment

Ward	Refuse Removal Status	Challenges
26	Own	Insufficient equipment
27	Own	Insufficient equipment
28	Own	Insufficient equipment
29	Own	Insufficient equipment
30	Own	Insufficient equipment
31	Own	Insufficient equipment

### Landfill Sites

Site Name	Status	Challenges / Recommendations
Libangeni Landfill Site	Licensed	Fully operational
Mmamethlake Landfill Site	Licensed	Not fully operational

Waste is collected and deposited in licensed landfill sites. However, most households are yet to receive bins for effective waste collection. Public containers are available in some areas, but expansion is needed. Waste collection is conducted Monday to Friday, and approximately 20,000 tons of waste is generated annually.

With a projected population of 235,882 by 2030, waste generation is expected to reduce to about 10,000 tons, which may improve municipal operations, allowing for expansion of services to all households while sustaining landfill capacity.

### Key Observations

1. Limited Coverage: Formal waste collection services currently reach only 21% of households.
2. Infrastructure Gaps: Many wards lack sufficient equipment for door-to-door collection.
3. Health & Environmental Risks: Informal dumping poses serious risks to rural communities.
4. Strategic Need: Expansion of waste collection, provision of household bins, and full operationalization of landfill sites are critical to meet constitutional service delivery obligations.

### 5.1.5 Roads and Stormwater Management in Dr JS Moroka Local Municipality

The municipal road network is a critical enabler of social and economic development, linking settlements within the municipality to the Moloto Rail Corridor and key provincial routes, including R568 and R573. The network comprises primary,

secondary, and tertiary roads. However, many rural and informal settlements have unpaved roads, which limits accessibility, particularly during the rainy season. Underdeveloped stormwater drainage systems further increase flooding risks and accelerate infrastructure deterioration.

### Major Roads and Connectivity

Key roads facilitating mobility and economic activity include:

- R568 (Kwa-Mhlanga to Mkhombo Dam Road): Connects the municipality to larger economic nodes.
- R573 (Moloto Road, Pretoria to Johannesburg): Major provincial route currently being upgraded by SANRAL due to high accident rates.
- D2091 (Marapyane College to Tuinplaas): Supports local connectivity.
- D2740 (Pankop to Hammanskraal): Links Dr JS Moroka to Gauteng and Limpopo provinces.

These roads are vital for transporting people, goods, and services, especially for residents commuting to employment hubs in Tshwane and Johannesburg.

### Planning and Management Frameworks

Road management in the municipality is guided by:

- Rural Roads Asset Management Plan (RRAMP): Commissioned by Nkangala District Municipality, prioritizing road network development, maintenance, and resource allocation.
- Integrated Transport Plan (ITP): Prepared under the National Land Transport Act (Act 5 of 2009), identifying gaps in transport systems and guiding service delivery. The ITP informs the municipality’s Integrated Development Plan (IDP), with a five-year review currently underway.

### Road Network Overview

Ownership	Paved (km)	Gravel (km)	Earth Tracks
SANRAL	40	–	–
DPWRT	85	–	–
Municipality	409.1	2,500	–

- Total internal gravel roads: 2,500 km
- Municipal bus and taxi roads: 325 km (220 km paved, 32.3% backlog remaining)
- Annual maintenance: ~500 km (gravelling and blading)

The municipality has increased paved bus and taxi routes from 48.8% in 2016 to 57.4%, reducing the backlog by 8.6%. Local roads account for ~90% of the network, while major arterial routes connect settlements to provincial roads.

## **Road Conditions**

- Local roads: Poor, with potholes, uneven surfaces, shoulder breakages, and inadequate maintenance.
- Arterial/provincial roads: Generally fair but require interventions (e.g., sections of R568, Siyabuswa collector roads).
- Stormwater management: Most roads lack proper drainage, contributing to erosion and road deterioration.
- Traffic safety: Many tarred roads lack markings or signage; heavy vehicles exacerbate damage.

East-West disparity: Eastern areas are better supplied, while western rural areas require urgent interventions.

### **Key observations:**

1. Accessibility challenges in rural/informal settlements.
2. Maintenance backlogs due to limited municipal resources.
3. Stormwater deficiencies causing flooding and accelerated road damage.
4. Safety and infrastructure concerns from poor-quality repairs and missing signage.
5. Strategic focus: routine maintenance, paving critical bus/taxi routes, upgrading stormwater systems.

## **Rail, Air, and Freight**

### **Rail**

- Single north-running bypass freight line from Pretoria along the N1 (crossing Masobye) is currently inactive; previously transported agricultural produce.
- Two stations: Leonie and Pankopboth.
- Future rail development along the Moloto Corridor is being explored for mass public transport, linking to Tshwane.

### **Air**

- No airports or airfields within the municipality.

### **Freight**

- Heavy vehicles use roads not designed for high loads, causing deterioration of provincial roads.

## **Stormwater and Underground Water**

Stormwater management is largely inadequate:

- Provincial roads have limited systems (mostly culvert bridges); most municipal roads lack drainage.
- Erosion and road damage result from insufficient stormwater management.
- Sub-surface water negatively impacts villages such as Mmaduma/Greenside, which are located in flood lines on communal land.

### Stormwater Master Plan

- The municipality has a plan to address stormwater and sub-surface water.
- Maintenance and expansion of stormwater channels is needed, linking them to streams.
- Skills transfer and municipal staff strengthening are critical for sustainable maintenance.

### Villages with Stormwater Challenges

Sub-surface water issues: Makopanong, Siyabuswa B, Ramokgeletsane, Mapotla, Mthambothini, GaMorwe, Thabana, Ga Phaahla  
 Stormwater systems: Seabe, Mmaduma, Matshiding, Maseleseleng, Siyabuswa C & D, GaMorwe, Loding

### Road and Stormwater Challenges by Ward (MP316)

Ward	Village	Challenges
01	Ga-Phaahla	Stormwater drainage
02	Kgapamadi	Extension of road to R573
02	Makopanong to Siyabuswa	Pedestrian bridge
02	Section A-C	Bus and taxi road
02	Phola Park Section A	Stormwater
02	Section C & Siyabuswa Ward 3	Refurbishment of Siyabuswa A bridge
03	Siyabuswa A	Emasofeni bridge upgrade, pedestrian walk, stormwater construction
04	Makopanong	Tarred roads, next to MMashadi High School, re-gravelling (Makopanong/Siyabuswa)
05	Siyabuswa B	Stormwater, pavement along Bishop Hendrick Street
06	Siyabuswa C	Stormwater, bus road at Velulwazi taxi, Prince School road, Mabuyeni stormwater
07	Mokgeletsane	Completion of bus & taxi route, Thabana stormwater
08	Kosini	Tarred roads, paving streets, stormwater drainage
09	Ga Morwe	Tarred roads, Vukuzenzele stormwater
10	Meetsemadiba	Bus & taxi route upgrade, pedestal bridge, stormwater

Ward	Village	Challenges
11	All villages	Stormwater, tarred roads
12-28	Various	Bus & taxi routes, tarred roads, stormwater, pedestrian bridges and sidewalks

Maintenance: Pothole patching and manual grading are done internally, with stone-pitched concrete and earth channels in sloping areas like Mbibane and Mdutjana, while flat areas like Mathanjana rely on soil-specific solutions. This version integrates road infrastructure, stormwater management, and transport systems into a structured report suitable for municipal planning, public reports, or presentations.

### 5.1.6 Public Transport in Dr JS Moroka Local Municipality

Public transport services within the municipality are limited, with most residents relying on minibus taxis, informal routes, bicycles, donkey carts, and walking for commuting to work, school, and social activities.

#### Key Features:

- Moloto Rail Corridor: A strategic transport spine linking settlements, economic nodes, and services; prioritized for future development and potential mass public transport services.
- Bus Services: Mainly used for work-related trips to areas outside the municipality, including City of Tshwane (CoT).
- Taxi Services: Primarily serve intra-municipal trips between settlements.

#### Traffic Patterns:

- Highest traffic volumes occur on routes connecting Dr JS Moroka LM to Gauteng Province, as well as economic centers such as eMalahleni (Witbank), Middelburg, Marble Hall, and Bronkhorstspuit.
- Moderate traffic occurs between local nodal points like Kwa-Mhlanga and Kwaggafontein, which have seen economic growth due to sub-regional shopping centers.
- Traffic has increased with developments such as Dinokeng Nature Reserve, east of Hammanskraal in the City of Tshwane Metropolitan Area.

#### Taxi Facilities:

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

Facility Name	Status
Katjibane Taxi Rank	Informal
Makopanong Taxi Rank	Informal

<b>Facility Name</b>	<b>Status</b>
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 primary transport service provider, has installed basic commuter shelters along most routes. However, many shelters are rudimentary and require urgent maintenance.

### **Non-Motorized Transport (NMT)**

- Walking remains a primary mode of transport for many residents.
- Pedestrian infrastructure is generally inadequate; sidewalks are often limited to school vicinities.
- Animal-drawn carts are used but must share road space with faster motorized vehicles due to lack of dedicated lanes.
- Expansion of pedestrian walkways and NMT infrastructure is necessary, particularly where pedestrian traffic interacts with vehicles.

### **District and Provincial Roads**

District and provincial roads fall under the jurisdiction of the Mpumalanga Provincial Department of Roads, Transport and Public Works, which is responsible for construction and routine maintenance.

### **Critical Roads Requiring Attention:**

- Ga-Morwe to Makometsane
- Ramokgeletsane to Senotlelo
- Nokaneng to Katjibane (connecting Chester, Limpopo)
- Seabe to Bingley (Limpopo)
- Marapyane to Tuinplaas (Limpopo)
- Ramokgeletsane to Matlerekeng (Limpopo)
- Senotlelo to Lefisoane
- Mamelhake to Rust de Venter (Gauteng)
- Lefiso to Pankop

- Senotlelo to Ga-Matlala Ramoshiho (Limpopo)
- Molapoamogale to Kwa-Mhlanga

### **Challenges:**

- Coordination with Limpopo Province is required for border roads such as Seabe to Bingley, Katjibane to Chester, Mamethake to Rust de Venter, and Marapyane to Tuinplaas.

### **Municipal Partnership Approach**

The municipality has partnered with the Department of Public Works to reduce the roads backlog by:

- Combining resources for road surfacing and maintenance.
- Patching potholes and re-gravelling roads collaboratively.
- Upgrading key gravel roads internally at Libangeni (300 m), Loding (600 m), and Marapyane (1 km).

### **Benefits:**

- Cost-effective road upgrades using municipal staff.
- Ensures skills transfer between municipal and provincial personnel.
- Reduces reliance on outsourced contractors and enhances local capacity.

This version clearly separates public transport, non-motorized transport, and district/provincial roads, highlighting current infrastructure, challenges, and municipal initiatives.

### **Telecommunications**

- Coverage of mobile networks and internet services is improving, but rural connectivity remains limited.
- Expanding telecommunications infrastructure is critical for education, business, and access to government services.

Dr JS Moroka LM faces significant infrastructure and service delivery challenges, particularly in rural and informal settlements. Key priorities include:

- Expanding water, sanitation, and electricity coverage
- Supporting housing and settlement densification in strategic nodes
- Improving roads, stormwater systems, and waste management
- Enhancing public transport and telecommunications to enable connectivity and economic growth

The alignment of infrastructure investment with the SDF and Strategic Development Areas is essential to ensure efficient service provision, promote economic development, and improve the quality of life for all residents.

Across the Dr JS Moroka Local Municipality, several villages continue to experience critical infrastructure challenges, particularly regarding water supply, stormwater management, and related services. Ga Phaahla faces issues with stormwater drainage, while areas such as Kgapamadi Section 1, Redutse (Toitskraal), Siyabuswa "A" Langothi, Sweet Corner, and parts of Siyabuswa Ward 4 require the replacement or removal of asbestos water pipes and improvements to water reticulation systems. Other settlements, including Ramokgeletsane, Thabana, Mrhesha/Mrhawini, Mgababa, Meetsemadiba, Matshiding, Mapotla, Digwale, Molapoamogale, Wolwekraal, and Libangeni Mbongo, are challenged by insufficient water infrastructure, bulk water supply limitations, and the need for operational enhancements at water facilities.

Several areas, such as Makometsane, Madubaduba, Ukukhanya, Moripe Garden, Senotlelo, Lefisoane, Kabete, Troya, Marapyane, Seabe, Mmaduma, Loding, Dihekeng, Nokaneng, Leseleseng, Mmamethlake, Phake Ratlhagane, and Masobe, require comprehensive interventions, including water reticulation, house connections, installation and repair of boreholes, bulk water supply, steel tank provision, purification systems, and electricity connections for proper operation. Collectively, these challenges highlight the need for targeted investment in water infrastructure and stormwater systems to improve access, reliability, and service delivery, particularly in rural and peri-urban settlements.

## **5.2 Free Basic water**

The Dr JS Moroka Local Municipality provides Free Basic Water (FBW) to communities to ensure access to this essential service, particularly for vulnerable households. Most households in the municipality are classified as poor or indigent, with a total monthly income below R4,000. Currently, approximately 80% of households qualify as indigent, highlighting the municipality's socio-economic challenges. To maintain equitable access and ensure that support reaches the most needy, the municipality updates its indigent register annually, enabling targeted delivery of free basic water services and supporting social welfare objectives.

## **5.3 Registering Authority**

Dr JS Moroka Municipality operates three Licensing Sections across its magisterial districts: Mbibane, Mdutjana, and Mathanjana.

### **Historical Context**

- Before 2000, the Mpumalanga Provincial Government provided registering authority services only in Siyabuswa, requiring residents from other areas to travel long distances.

- After the Municipality's establishment in 2000, powers were devolved to the local government to manage registering authority functions within its jurisdiction.

### **Current Challenges**

- Staffing: 19 traffic officers and 2 road safety officers serve the entire municipality.
- Coverage: Geographically stretched; some areas cannot be served efficiently.
- Road Infrastructure: Most tarred roads lack markings and signage; heavy vehicles cause infrastructure damage.
- Traffic Enforcement: Approximately 600 written notices issued monthly; only 20% are paid; enforcement is difficult for offenders outside municipal boundaries.
- Road Safety: Limited road safety officers assist with scholar patrol programs, but coverage is incomplete. Road accidents remain a significant challenge due to reckless driving, alcohol abuse, and stray animals.

### **5.4 Libraries**

- Villages: 60 villages in the municipality.
- Public Libraries: Only 5 operational libraries:
  - Masobye (container library)
  - Mapotla, Siyabuswa, Libangeni, Marapyane
- Additional Libraries: Mdutjana and Mathanjana each have 2 libraries; Libangeni library at Mbibane is under construction.

### **Challenges**

- No libraries cater to special needs (blind, deaf, disabled).
- Libraries lack guard houses and sufficient furniture or information resources.
- Monthly users across 4 libraries: ~14,000, indicating a high demand.
- Functional responsibility for libraries remains primarily provincial (Schedule 5, Part B, Constitution). The Municipality plays a supportive role via a signed protocol with the Department of Culture, Sports and Recreation.

### **5.5 Disaster Management**

- Legal Framework: Disaster Management Act No. 57 of 2002; shared service with Nkangala District Municipality under Municipal Systems Act 32 of 2000.
- Scope: Prevention, mitigation, preparedness, awareness, response, recovery, and reconstruction.
- Common Incidents:
  - Summer: Storms and heavy rains causing property damage, especially in Mathanjana.
  - Winter: Limited incidents, occasional veld fires.
- The Disaster Management Unit focuses on proactive and reactive strategies to manage disaster scenarios effectively.

## 5.6 Sports, Arts, and Culture

### Objectives

- Promote healthy lifestyles through sports and recreation programs.
- Collaborate with external departments, sport councils, and agencies.

### Current Status

- Limited sport facilities; ongoing upgrades at Kameelrivier Stadium.
- Municipal funds for sports are constrained; communities have high expectations.
- Strategy includes supporting federations for different sporting codes to alleviate social ills.

### Community Sport Facilities by Settlement

Settlement	Community Hall	Open Space	Sport Facility	Total
Ga-Phaahla	1	1	1	3
Siyabuswa D	0	1	0	1
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
Mthambothini	1	1	0	2
Ga-Morwe	1	1	0	2
Marothobolong	0	1	0	1
Maphanga	2	1	0	3
Ukukhanya	1	1	0	2
Senotlelo	1	1	0	2
Nokaneng	1	1	1	3
Masobe	1	1	0	2

*Note: Other settlements have at least open spaces for recreation; sport facilities are largely centralized and insufficient.*

## Key Takeaways

1. Registering Authority: Staff shortages and infrastructure gaps limit effective service delivery and road safety enforcement.
2. Libraries: Limited number of libraries, high demand, and inadequate facilities, especially for communities with special needs.
3. Disaster Management: Vulnerable to seasonal storms, floods, and occasional fires; need for proactive and reactive management is high.
4. Sports & Culture: Limited facilities, high demand, ongoing infrastructure upgrades, and insufficient funding.

Overall Observation: Dr JS Moroka Municipality faces challenges in service coverage, infrastructure, staffing, and funding, but strategic planning and partnerships with provincial departments, councils, and agencies are helping mitigate these gaps.

## 5.7 Dr JS Moroka Local Municipality – Socio-Economic Services Overview

### Social Development & Welfare Services

- Oversight: Welfare services fall under the Mpumalanga Department of Health, with service delivery support from SASSA.
- Accessibility: Fair access to social welfare services, though distribution challenges remain, particularly in rural areas.
- Dependency: High reliance on grants due to orphaned households, HIV/AIDS impact, and vulnerable populations.
- Grant Beneficiaries:

Grant Type	Total Beneficiaries
Disability Grant	4,597
Old Age Grant	29,454
Child Support Grant	82,896
Foster Care Grant	1,570
Care Dependency Grant	651
Child Disability Grant (0–1 yr)	35,222

- Pension & Cash Pay Points: 7 cash pay points, 6 post offices, ATMs, and merchandisers serve grant beneficiaries.

### Children Services

- Early Childhood Development (ECD):
  - 101 registered ECD centres with a capacity of 6,102 children.
  - 59 conditional registration, 42 fully registered.
  - Curriculum managed by the Department of Education; Municipality monitors and allocates land.
  - 2020 enrollment: 4,920 children.

- Child Support: 82,518 children registered across Mmamethlake, Siyabuswa, Mbibane, and Marapyane.
- Programs for Orphans & Vulnerable Children:
  - Isibindi program: Support for education, after-school care, and psychosocial support.
  - Place of Safety at Mmamethlake for children escaping abuse.

### **Women-Based Programmes**

- Women Forum: 31 members representing 31 wards; focus on social and health issues, including gender-based violence (GBV).
- Economic Participation: Women engage in home-based care, farming, tailoring, and arts via NGOs or informal groups.
- Victim Support Centre: Located in Mmamethlake for counselling and support services.

### **Programmes for Elderly and Persons with Disabilities**

#### **Elderly**

- Elderly Forum: 31 members addressing abuse, chronic illnesses, and pension management.
- Service Centres: 6 centers funded by DSD.
- Active Aging Program: Promotes sports and inter-provincial competitions.
- Grant Beneficiaries: 29,382

<b>Area</b>	<b>Beneficiaries</b>
Mmamethlake	5,503
Siyabuswa	12,380
Mbibane	5,254
Marapyane	6,245

#### **Persons with Disabilities**

- Representatives from all 31 wards; focus on education, employment, and sports.
- Facilities: 2 stimulation centres for children and protective workshops for adults; 2 disability education centres.
- Grant Beneficiaries: 4,082

<b>Area</b>	<b>Beneficiaries</b>
Mmamethlake	726
Siyabuswa	1,856
Mbibane	751
Marapyane	430

## Gender and GBV

- Incidence: High levels of gender-based violence, predominantly affecting women.
- Hotspot Villages: Siyabuswa, Mmamethlake, Marapyane, and Mapotla.
- Registered Cases: October 2020 – February 2021: 89 cases (58 reported to SAPS, 31 to DSD).

## HIV/AIDS & Public Health

- HIV Prevalence: Approximately 1 in 5 residents are HIV positive.
- Municipal Intervention: Local AIDS Council chaired by the Executive Mayor; includes civil society, municipal, and sector department representatives.
- Programs: TB screening, HIV testing & counselling, diabetes testing, drug awareness, Pap smears, and community awareness campaigns.
- ART Statistics:

Category	Patients
Total on ART	17,451
Adults	16,735
Children (<15 yrs)	716
TB Treatment (Adults)	90%
TB Treatment (Children)	5.2%

- World AIDS Day: Commemorated annually since 2009.

## Safety and Security

- Police Stations: 3 main stations – Siyabuswa, Libangeni, Mmamethlake.
- Satellite Stations: Katjibane, Marapyane, Kameelrivier B.
- Crime Patterns: Rape, assault, armed robbery, and housebreaking.
  - Lowest crime: Libangeni satellite station.
  - Highest crime: Siyabuswa and Mmamethlake stations.

## Key Takeaways

1. High Dependency on Grants: Driven by HIV/AIDS, orphaned children, and elderly needs.
2. Child Services: Significant number of children in ECDs; programs exist for vulnerable children, but resource gaps remain.
3. Women & Gender: Programs and forums exist, but GBV remains a serious concern.
4. Elderly & Disability: Adequate programs exist, yet limited infrastructure and resources constrain service coverage.
5. HIV/AIDS: Active municipal programs, but prevalence remains high; linkage to social support and healthcare is crucial.

6. Safety & Security: Limited police resources; certain areas experience higher crime rates.

## **5.8 Economic Analysis – Dr. JS Moroka Local Municipality**

### **Background**

Dr. JS Moroka Local Municipality contributes to the Nkangala District's economy. The main economic sectors in the municipality include agriculture, tourism, mining, wholesale and retail trade, and manufacturing. Agriculture remains the largest employer, followed by wholesale and retail trade, manufacturing, and mining. The municipality's economy is heavily dependent on these sectors, which provide livelihoods for a substantial portion of the local population.

### **Legislative Framework**

Section 152(c) of the Constitution of the Republic of South Africa Act 108 of 1996 outlines that local government has a mandate "to promote social and economic development."

Local Economic Development (LED) forms a key component of the municipality's Integrated Development Plan (IDP), in line with Section 26(c) of the Municipal Systems Act. This legislation requires municipalities to define development priorities and objectives, including local economic development and internal transformation.

The White Paper on Local Government (Section B 2.3) highlights that local government plays an important role in job creation and economic growth by providing quality, cost-effective services and by making local areas attractive for residents and businesses.

### **By-Laws and Policies**

- Informal Traders By-Law: Regulates informal trading activities within the municipality, ensuring recognition of the informal economy while promoting order and sustainability.
- Local Economic Development (LED) Strategy: Guides economic development and investment, consolidates existing strategies, and ensures the municipality creates an enabling environment for business growth and job creation.

### **Structure of the Economy**

The economy of Dr. JS Moroka Local Municipality is made up of several key sectors:

- Agriculture
- Mining
- Manufacturing
- Construction
- Tourism
- Wholesale and Trade:

- Other Services: Includes transport and communication, financial and community services, government services, and a large informal trading network.

## **Key Economic Sectors**

The key economic sectors of Dr. JS Moroka Local Municipality are:

- Agriculture – small-scale crop and livestock farming.
- Trade & Retail – local shops, informal trading, and commerce.
- Transport – movement of people and goods.
- Construction & Manufacturing – small-scale building and industrial activities.
- Community & Public Services – government, education, and health services.
- Finance – banking and business support services.
- Tourism – growing sector with nature reserves and cultural heritage sites.

In short, the municipality's economy is diverse, combining agriculture, trade, services, and emerging tourism.

## **Development Corridors**

The Spatial Development Framework (SDF) for Dr JS Moroka Local Municipality identifies several key development corridors that are fundamental to shaping economic, spatial, and infrastructure planning within the area. These corridors are aligned with broader provincial and national objectives to enhance connectivity, stimulate economic activity, support land reform, and promote inclusive development across rural and urban nodes.

### **1. R573 / Moloto Road Corridor – Regional Connectivity and Economic Linkage**

The R573 corridor (commonly known as the Moloto Road) is recognised as a major economic and transport route that traverses through the municipality. This corridor plays a vital role in connecting Dr JS Moroka to adjacent provinces especially Gauteng and Limpopo and facilitates the movement of people, goods, and services. It is seen as a strategic axis for promoting small- and medium-scale agricultural support programmes, protecting high-value agricultural land, and strengthening job-intensive agro-processing activities. Emphasis is placed not only on improving transport infrastructure, but also on leveraging the corridor to attract investment and enhance economic linkages across regions.

### **2. Inter-Regional and National Economic Routes**

Beyond the R573, the municipality's spatial strategy integrates with national development corridors such as the N4 corridor, which forms part of the sub-continental transport network between Maputo (Mozambique) and Walvis Bay (Namibia). Although this corridor does not run directly through Dr JS Moroka, its influence in the broader Nkangala District and Mpumalanga region strengthens economic connectivity and opens up opportunities for trade and logistics development. The SDF highlights

the importance of aligning local planning with these corridors to tap into larger national and cross-border markets.

### **3. Local Development Corridors Supporting Urban-Rural Integration**

The municipality's SDF also proposes internal corridors that stimulate development linkages between town nodes and rural settlements. For example, Siyabuswa, the municipal seat, is identified as a regional development anchor, while Vaalbank and Marapyane are proposed as secondary growth centres. These corridors focus on improving infrastructure provision, enhancing access to services, and strengthening economic nodes that can support clustered development, agri-hubs, and market facilities. This nodal approach aims to reduce spatial inequalities by better integrating rural communities into the local economy.

#### **Purpose and Strategic Value**

The development corridors in Dr JS Moroka Local Municipality are designed to:

- Facilitate regional integration and access to larger economic hubs, particularly Gauteng and Limpopo.
- Support diversified economic growth through agriculture, agro-processing, trade, and logistics.
- Enhance infrastructure investment, including transportation and connectivity between rural and urban centres.
- Stimulate job creation and enterprise development by linking nodes of activity and improving service delivery.

These corridors are core to the municipality's long-term spatial vision, ensuring that land use planning, infrastructure investment, and local economic development are coordinated to unlock sustainable growth and improve the quality of life for residents.

#### **Competitive and Comparative Advantages**

the municipality's competitive and comparative advantages are anchored in its strategic location, diverse and agriculture-based economy, tourism potential, youthful population, and integration into a resource-rich district. When effectively leveraged, these strengths can drive sustainable economic development, job creation, and improved livelihoods.

#### **Local Constraints**

The municipality faces economic constraints including:

- Limited access to basic services (electricity, water, roads)
- High unemployment, poverty, and inequality
- Land ownership disputes affecting investment and agricultural growth
- Underdeveloped tourism and mining potential

## **Job Creation Initiatives**

The Job Creation Initiatives of Dr. JS Moroka Local Municipality aimed at promoting sustainable employment and reducing unemployment across its local areas. This is achieved through a range of targeted programmes, including Public Works Programmes such as the Expanded Public Works Programme (EPWP) and the Community Works Programme (CWP), which provide short- to medium-term employment opportunities. Infrastructure development also plays a critical role, with a focus on road construction and maintenance, as well as water and sanitation projects that both create jobs and improve service delivery. In addition, the municipality supports Small, Medium and Micro Enterprises (SMMEs) and cooperatives through funding facilitation, business mentorship, and incubation programmes. Agricultural development is another key component, with initiatives designed to support smallholder farmers and promote agro-processing activities. These efforts primarily target youth, women, people with disabilities, and unemployed graduates, with the expected outcomes being increased local employment, effective skills transfer, and growth in both the informal and formal sectors of the economy.

## **The Local Economic Development (LED) Strategy**

The Local Economic Development (LED) Strategy seeks to build a diversified, inclusive, and sustainable local economy. This strategy is anchored on several strategic pillars, including economic diversification across sectors such as agriculture, tourism, and retail (including informal trade). Enterprise development is promoted through SMME support programmes and improved access to finance. The municipality also prioritises infrastructure investment, particularly in the development of industrial sites and market facilities, to stimulate economic activity. Furthermore, partnership development is emphasised through collaboration with the private sector and alignment with provincial and national government initiatives. Key projects under this strategy include the establishment of agri-hubs and farming clusters, the development of informal trader markets, and broader rural development initiatives. Progress is monitored through indicators such as business growth rates, employment levels, and investment inflows.

## **The Tourism Plan**

The Tourism Plan is designed to position the municipality as a competitive rural tourism destination by leveraging its unique assets. These include cultural heritage sites, natural landscapes, and community-based tourism experiences. To support tourism growth, the municipality focuses on infrastructure development, such as improving access roads to attractions and providing adequate signage and visitor facilities. Marketing and branding efforts are strengthened through digital promotion and the hosting of tourism events and festivals. Capacity building is also prioritised, with training programmes for local tour operators and the development of hospitality skills. Potential tourism products include cultural villages, eco-tourism trails, and local craft markets. The anticipated impact of these initiatives includes job creation, increased visitor numbers, and enhanced local revenue generation.

## **Business Registration and Support**

The municipality also promotes Business Registration and Support as a means of encouraging the formalisation of enterprises and improving regulatory compliance. Business registration processes include company name registration through the Companies and Intellectual Property Commission (CIPC), tax registration with the South African Revenue Service (SARS), and the acquisition of municipal trading permits. To facilitate this, the municipality provides support services such as business advisory services, registration assistance workshops, and information desks. Requirements for registration typically include identification documents, a business plan where applicable, and proof of address. Despite these efforts, challenges such as low awareness of registration processes, administrative barriers, and the dominance of the informal sector persist. However, opportunities exist to address these issues through the digitisation of services and the establishment of one-stop business support centres.

## **Local Skills Base assessment**

The Local Skills Base assessment focuses on understanding the available skills and labour force characteristics within the municipality. Key sectors include agriculture and farming, construction, retail and informal trade, and public services. However, there are notable skills gaps in technical and vocational areas, entrepreneurship and business management, and digital literacy. To address these gaps, the municipality implements various development interventions, including skills training programmes in partnership with Technical and Vocational Education and Training (TVET) institutions, as well as learnerships, apprenticeships, and youth development initiatives. Collaboration with stakeholders such as local schools, TVET colleges, Sector Education and Training Authorities (SETAs), and private training providers is essential. These efforts aim to improve employability, align skills with economic needs, and enhance overall productivity within the municipality.

Across all initiatives, the municipality faces several cross-cutting challenges, including a high unemployment rate, rural underdevelopment, and limited infrastructure. At the same time, there are significant cross-cutting opportunities that can be leveraged to drive development. These include access to government funding programmes, the municipality's strategic location within Mpumalanga, and a growing youth population that can serve as a catalyst for economic growth and innovation.

## CHAPTER 6 – FINANCIAL ANALYSIS

### Background

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 2024/2025 financial.

The purpose of analysing the financial status of the municipality is to determine the financial soundness of the institution so that the municipality can improve its financial management capacity and revenue generation. 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.

For Dr JS Moroka Local Municipality, financial sustainability is critical in ensuring the municipality can continue to provide basic services to communities and maintain infrastructure while complying with legislative financial regulations.

## **Municipal Financial Management Legislative Prescripts**

The Municipal Finance Management Act 56 of 2003 (MFMA) aims to:

- The primary aim of the Municipal Finance Management Act, No. 56 of 2003 is to secure sound, sustainable management of financial affairs in South Africa's municipalities and local entities. It aims to modernize budget, accounting, and financial practices, enhance accountability, and strengthen transparency to improve service.

The MFMA is based on the following key principles:

- Promoting sound financial governance through clear roles and responsibilities.
- Encouraging a strategic approach to budgeting and financial management.
- Modernising financial management practices within municipalities.
- Requiring transparent, accessible reporting on financial performance and encouraging community involvement in the budget process.
- Promoting cooperative governance between different spheres of government.
- Promoting financial sustainability and improved institutional performance.

## **Financial Management Policies**

A financial management system comprises policies, procedures, personnel, and systems or equipment that ensure effective financial control. The budgeting and financial management processes of Dr JS Moroka Local Municipality are guided by relevant legislation, national frameworks, municipal strategies, and financial management policies.

The following financial management policies and procedures have been developed and are periodically reviewed:

### **Credit Control and Debt Management Policy**

The implementation of this policy is based on sound business practices. It includes conducting creditworthiness checks when applications for municipal services are submitted and implementing debt collection mechanisms such as warnings, service disconnections, and legal recovery processes where necessary.

### **Supply Chain Management Policy**

This policy prescribes the procedures relating to Supply Chain Management within the municipality. It seeks to ensure that procurement processes are fair, equitable, transparent, competitive, and cost-effective in the acquisition of goods and services, disposal of municipal assets, and appointment of contractors for service delivery.

### **Budget Policy**

The purpose of this policy is to provide an overview of procedures for planning, preparing, and managing the municipal budget. The procedures include the preparation, review, approval, implementation, monitoring, and evaluation of budget performance during the financial year.

### **Free Basic Services and Indigent Support Policy**

The purpose of this policy is to regulate access to free basic services for indigent households within the municipality and to ensure equitable support to vulnerable residents.

### **Tariff Policy**

This policy determines the tariffs that must be charged for municipal services, particularly the provision of water, sanitation and refuse removal services, ensuring that tariffs remain sustainable and affordable.

### **Property Rates Policy**

The purpose of this policy is to guide the municipality in imposing property rates within a statutory framework that promotes certainty, uniformity, and simplicity while addressing historical imbalances and minimising the burden on poor households.

### **Investment Policy**

This policy regulates the management of municipal cash resources and provides guidelines for the investment of municipal funds in a manner that ensures safety, liquidity, and reasonable returns.

### **Asset Management Policy**

The Asset Management Policy provides direction for the management, accounting and control of Property, Plant & Equipment (Fixed Assets) owned or controlled by the municipality.

### **Cost Containment Policy**

The purpose of this policy is to regulate spending and to implement cost containment measures within the municipality. It ensures that the resources of the municipality are used effectively, efficiently and economically.

### **Grants Policy**

This policy aim to facilitate the transfer of funds from national/provincial government to municipalities to ensure the delivery of basic services, eradicate infrastructure backlogs, and foster local economic development.

### **Impairment of Debts and Write off Policy.**

The policy aims to ensure that debtors are disclosed in the annual financial statements at the amounts deemed to be collectable and uncollectable debt is written off within the guidelines of existing policies and applicable legislation.

### **Insurance Management Policy**

This policy set out a legislative framework in order to comply with asset management requirements, more especially requirements pertaining to the safeguarding of municipal assets.

### **Inventory Management Policy**

The policy aims to provide guidelines that employees of the Municipality must follow in the management and control of inventory, including safeguarding and disposal of inventory and to eliminate any potential misuse of inventory and possible theft.

## **Loss Control Policy**

This document informs departmental officials of the policy on loss control within the Department. This policy applies to all departments of Dr JS Moroka Municipality.

## **UIF&W Policy**

This policy sets out the procedures with regards to unauthorised, irregular, fruitless and wasteful expenditure. It aims to ensure that, amongst other things: Unauthorised, irregular, or fruitless and wasteful expenditure is detected, processed, recorded, and reported in a timely manner.

## **6.2 Assessment of Municipal Financial Status**

The municipality has maintained Qualified audit opinion in the 2024/2025 financial year. However, the municipality has continuously improved 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 and overall compliance with the MFMA.

## **Revenue Management**

The municipality continues to render services which are legislated primarily by the Constitution of the Republic of South Africa and Municipal Finance Management Act and Legislations.

Municipal revenue comprises of own revenue and grants and subsidies. The municipality is grant dependant with 68% and own revenue contributes 32% of total revenue for 2026/2027 financial year. The following the municipality own revenue projected by source:

### Grants and Subsidies

The Municipality will receive the following Grants as per the Division of revenue Bill: -

<b>CONDITIONAL GRANT &amp; SUBSIDIES</b>	<b>2026/2027 DRAFT BUDGET</b>	<b>2027/2028 BUDGET</b>	<b>2028/2029 BUDGET</b>
Equitable Share	535 672 000	545 103 000	573 940 000
Municipal Infrastructure Grant (MIG)	158 449 000	171 414 000	177 014 000
Finance Management Grant (FMG)	2 500 000	2 600 000	2 700 000
Integrated National Electrification Programme (INEP)	10 355 000	-	-
Water Service Operating Grant (WSOG)	20 000 000	-	-
Expanded Public Works Programme (EPWP)	2 492 000	-	-
<b>TOTAL</b>	<b>729 468 000</b>	<b>719 117 000</b>	<b>753 654 000</b>

## Own Revenue

OWN REVENUE BY SOURCE	2025/2026 ADJUSTED BUDGET	2026/2027 DRAFT BUDGET	2027-2028 BUDGET	2028-2029 BUDGET
<b>Exchange Revenue</b>				
Water	79 169 000	82 098 253	84 807 495	87 521 335
Sewerage	15 208 000	15 770 696	16 291 129	16 812 445
Refuse	6 916 000	7 171 892	7 408 564	7 645 638
Sale of Goods and Services	751 000	778 787	804 487	830 231
Interest earned from Receivables	218 000	226 066	233 526	240 999
Interest earned from Current and non-Current Assets	7 375 000	7 647 875	7 900 255	8 153 063
Rental of Fixed Assets	753 000	780 861	806 629	832 442
Operational Revenue	5 834 000	6 049 858	6 249 503	6 449 487
<b>Non-Exchange Revenue</b>				
Property Rates	117 293 000	121 632 841	125 646 725	129 667 420
Traffic Fines	397 000	411 689	425 275	438 884
License and Permits	7 117 000	7 380 329	7 623 880	7 867 844
Interest	90 222 000	93 560 214	96 647 701	99 740 427
<b>TOTALS</b>	<b>331 253 000</b>	<b>343 509 361</b>	<b>354 845 170</b>	<b>366 200 215</b>

The total municipal own revenue has increased by average of 3.7% in year under review. In 2025/256 total revenue as adjusted is projected at R331 Million whilst the Draft 2026/2027 MTREF revenue is estimated at R343 million, R354 million and R366 million. These projections are excluding revenue from grants.

## Debtors Management

The municipality collect an average of 25% of revenue across the municipality however the challenge has always been the collection of historical debts. The municipality has developed revenue enhancement strategy in 2023/2024 financial year; the strategy is implemented and monitored on a monthly basis.

## Billing

Billing system is in place at the municipality; the challenge currently is the sending of the bills to the respective owners and occupants. There is a currently a data cleansing project in all wards, this is aimed at updating the data to enable the municipality to send bulk SMS's and emails to all the customers.

## Expenditure Management

The municipality is currently settling its creditors within 30 days after receipt of an invoice as required by the MFMA section 65(e). The municipality has also developed a centralized email to receive invoices to avoid any delays in paying those invoices.

<b>OPERATIONAL EXPENDITURE BY TYPE</b>	<b>2025/2026 ADJUSTED BUDGET</b>	<b>2026/2027 DRAFT BUDGET</b>	<b>2027/2028 BUDGET</b>	<b>2028/2029 BUDGET</b>
Employee Related Costs	259 764 000	271 193 616	282 176 957	293 322 947
Councillors Remuneration	39 696 000	41 283 840	42 935 194	44 652 601
Contracted Services	236 452 000	245 200 724	253 292 348	261 397 703
Debt Impairment	95 298 000	98 824 026	102 085 219	105 351 946
Depreciation	64 324 692	66 704 706	68 905 961	71 110 952
Inventory Consumed	13 930 000	14 445 410	14 922 109	15 399 616
Interest	1 500 000	1 555 500	1 606 832	1 658 250
Irrecoverable Debts Written Off	135 418 000	-	-	-
Operational Costs	104 159 000	108 012 883	111 577 308	115 147 782
Transfers and Subsidies	8 400 000	8 710 800	8 998 256	9 286 201
<b>TOTAL</b>	<b>958 941 692</b>	<b>855 931 505</b>	<b>886 500 183</b>	<b>917 327 998</b>

The total draft operating expenditure budget for 2026/2027 financial is sitting at R855-million. The outer financial year inflation rate of 3.3% and 3.2% was applied as per the macroeconomic forecast as outlined in the Municipal Budget Circular for the 2026/27 MTREF.

## 6.5 Capital Expenditure

The capital budget is financed through a Municipal Infrastructure Grant, Integrated Electrification Programme and Water Service Operating Grant.

The following table provides a breakdown of budgeted capital expenditure by vote:

<b>CAPITAL PROJECTS BY VOTE</b>	<b>2025/2026 ADJUSTED BUDGET</b>	<b>2026/2027 DRAFT BUDGET</b>	<b>2027/2028 BUDGET</b>	<b>2028/2029 BUDGET</b>
Water	55 752 922	81 431 925	13 568 075	-
Sanitation	43 789 624	44 827 575	50 000 000	15 000 000
Roads & Stormwater	44 233 603	32 000 000	-	-
Facilities	9 000 000	12 500 000	14 500 000	-
Electricity	10 827 000	10 355 000	-	-
<b>Total</b>	<b>163 603 149</b>	<b>181 114 500</b>	<b>78 068 075</b>	<b>15 000 000</b>

The draft capital budget complies with the Municipal Structures Act and MFMA as it aligns with the Draft IDP. The budgetary allocations for draft capital expenditure have been undertaken in a manner that will not only ensure that the IDP outcomes are achieved but also lead to the municipality's vision being realized.

The following table provides a detailed capital budget per project.

<b>2026/2027 DETAIL CAPITAL PROJECTS</b>					
<b>WATER PROJECTS</b>	<b>Ward</b>	<b>SOURCE OF FUND</b>	<b>ORIGINAL BUDGET 2026/2027</b>	<b>BUDGET 2027/2028</b>	<b>BUDGET 2028/2029</b>
Replacement of asbestos bulk line from water treatment plant to Bloedfontein resevoir Phase 4	8 & 20	MIG	49 431 925	13 568 075	-
Replacement of asbestos pipe line from Pieteskraal- B to Wolvekraal reservoir	12 & 13	MIG	12 000 000	-	-
Refurbishment of the Weltevrede Water Treatment works	8 & 9	WSOG	20 000 000	9 374 444	-
<b>SUB-TOTAL</b>			<b>81 431 925</b>	<b>47 760 917</b>	<b>-</b>
<b>SANITATION PROJECTS</b>					
Construction of Ga-Phaahla sewer out fall, sewer reticulation and precast	1	MIG	9 827 575	-	-
Construction of Sewer reticulation at Libangeni Phase 3	16 & 17	MIG	20 000 000	20 000 000	-
Construction of Sewer reticulation at Thabana Phase 4	7	MIG	15 000 000	30 000 000	15 000 000
<b>SUB-TOTAL</b>			<b>44 827 575</b>	<b>50 000 000</b>	<b>15 000 000</b>
<b>ROADS AND STORMWATER PROJECTS</b>					
Construction of Katjibane bus and Taxi route Phase 4	27	MIG	10 000 000	-	-
Construction of Loading bus and taxi route	26	MIG	12 000 000	-	-
Construction of Mametlhake bus and Taxi route Phase 4	22	MIG	10 000 000	-	-
<b>SUB-TOTAL</b>			<b>32 000 000</b>	<b>-</b>	<b>-</b>
<b>FACILITIES</b>					
Upgrading of Nokaneng Stadium	27	MIG	12 500 000	14 500 000	-
<b>SUB-TOTAL</b>			<b>12 500 000</b>	<b>14 500 000</b>	<b>-</b>
<b>ELECTRIFICATION</b>					
Electrification of 213 household in Phake Phase 2	30	INEP	5 325 000	-	-
Electrification of 170 household in Madubaduba	19	INEP	4 250 000	-	-
Electrification of 70 household in Skimming (Pre-Engineering)	13	INEP	255 000	-	-
Electrification of 250 household in Masobye/Diphlane (Pre-Engineering)	31	INEP	525 000	-	-
<b>SUB-TOTAL</b>			<b>10 355 000</b>	<b>-</b>	<b>-</b>
<b>TOTALS</b>			<b>181 114 500</b>	<b>112 260 917</b>	<b>15 000 000</b>

### 7. Background

One of the key objectives of local government as captured in Section 152 of the Constitution of the Republic of South Africa is to encourage the involvement of communities and community organisations in matters of local governance. In addition, the White Paper on Local Government emphasises that municipalities should work closely with communities and stakeholder groups to find sustainable ways of meeting their social, economic and developmental needs while improving the quality of life of residents.

In line with this mandate, the Dr JS Moroka Local Municipality has adopted various strategies, systems and platforms to strengthen community participation, communication and transparency in governance. These mechanisms ensure that residents, stakeholders and organised groups are actively involved in municipal planning, service delivery monitoring and decision-making processes.

#### 7.1 Functionality of Municipal Council and Committees

The Municipal Council and its committees are functional and play an important role in governance and oversight within the municipality. Key council structures include the Mayoral Committee and Portfolio Committees, which support the implementation of municipal policies and programmes.

Council meetings are held quarterly, with special council meetings convened when necessary to address urgent matters affecting the municipality.

#### Council

The Municipal Council consists of 62 councillors, comprising 31 Ward Councillors and 32 Proportional Representation (PR) Councillors. The Council provides political leadership and policy direction to the municipality while exercising oversight over the Executive and the administration to ensure accountability and good governance.

#### Office of the Speaker

The Speaker presides over all Council meetings and ensures that Council proceedings are conducted in accordance with legislative requirements and the Rules of Order.

The Speaker performs duties and exercises powers delegated in terms of Section 32 of the Local Government: Municipal Structures Act, as amended by the Local Government: Municipal Structures Amendment Act.

Key responsibilities of the Speaker include:

- Ensuring that Council meets at least once every quarter
- Maintaining order during Council meetings
- Ensuring compliance with the Code of Conduct for Councillors
- Ensuring that Council and committee meetings follow the approved Rules and Orders of Council
- Promoting public participation and stakeholder engagement in municipal processes.

### Office of the Executive Mayor

The Executive Mayor provides political leadership and oversight of municipal development and service delivery programmes.

The Executive Mayor presides over meetings of the Mayoral Committee and performs delegated duties in accordance with Section 49 of the Local Government: Municipal Structures Act. The Executive Mayor also represents the municipality in intergovernmental relations structures and performs ceremonial and community leadership roles.

The council of the Dr JS Moroka Local Municipality consists of sixty-two (62) members who perform both legislative and executive functions. The council focuses on legislative duties, oversight responsibilities, and participatory governance. Its main role is to publicly debate important issues and facilitate political discussion and decision-making within the municipality. In addition to their responsibilities as decision-makers, councillors also participate in community development initiatives and various social programmes within the municipal area.

NAME & SURNAME	POSITIONS
Ms Nomsa Sanny Mtsweni	Executive Mayor
Ms Mantwa Rosina Nkoane	Speaker
Ms John Swanyane Nkgodi	Chief Whip
Mr Charles Madyibi	MMC Technical Services
Ms Manini Joyce Makola	MMC Finance & LED
Ms Sophy Lehong	MMC Cooperate Services
Ms Sabina Mtsweni	MMC Public Safety and Transport
Ms Phindile Phumzile Mnguni	MMC Social Development services

NO	NAME & SURNAME	M/F	WARD/PR CLLR/NDM REP	POLITICAL PARTY
1.	Msiza David Lucas	M	Ward Cllr 01	ANC
2.	Lekgoathi Mirriam Raisibe	F	Ward Cllr 02	ANC
3.	Mtsweni Themba Linda	M	Ward Cllr 03	ANC
4.	Mtimunye Mnyazwa Sibusiso Sydney	M	Ward Cllr 04	ANC
5.	Skosana Alfred Xolani	M	Ward Cllr 05	ANC
6.	Makuwa Isaac Sindi	M	Ward Cllr 06	ANC
7.	Mahlangu Solomon Khulbona	M	Ward Cllr 07	ANC
8.	Dlowu Brilliant Mncedisi	M	Ward Cllr 08	ANC

NO	NAME & SURNAME	M/F	WARD/PR CLLR/NDM REP	POLITICAL PARTY
9.	Mtsweni Sabina	F	Ward Cllr 09	ANC
10.	Mashabela Joseph Nteteleng	M	Ward Cllr 10	ANC
11.	Mahlangu Mphureni Lucas	M	Ward Cllr 11	ANC
12.	Skhosana Lucas Makafuri	M	Ward Cllr 12	Independent
13.	Mhlanga Kagiso Phillip	M	Ward Cllr 13	ANC
14.	Ntuli Petrus Andile	M	Ward Cllr 14	ANC
15.	Manganye Samuel Magesi	M	Ward Cllr 15	ANC
16.	Nkwana Mishack Molefe Tukiso	M	Ward Cllr 16	ANC
17.	Simango Ben Adalberdo	M	Ward Cllr 17	ANC
18.	Matlaila Bafu Joel	M	Ward Cllr 18	ANC
19.	Kekae Mokgaetsi Dessia	F	Ward Cllr 19	ANC
20.	Maleka Annah Letebele	F	Ward Cllr 20	ANC
21.	Mashishi Dingaan Andries	M	Ward Cllr 21	ANC
22.	Masumbuka Mmathabo Pauline	F	Ward Cllr 22	ANC
23.	Nkgodi John Swanyane	M	Ward Cllr 23	ANC
24.	Mothibi Modimo Francina	F	Ward Cllr 24	ANC
25.	Moabi Julia Mmapitso	F	Ward Cllr 25	ANC
26.	Moimana Anthon Tshepo	M	Ward Cllr 26	ANC
27.	Ngubeni Pamela Nomsa	F	Ward Cllr 27	ANC
28.	Mashilo Jeremia Patrick	M	Ward Cllr 28	ANC
29.	Maubane Obed Nkubane	M	Ward Cllr 29	ANC
30.	Manganye Johannes	M	Ward Cllr 30	ANC
31.	Rankapole Solomon	M	Ward Cllr 31	ANC
32.	Nomsa Sanny Mtsweni	F	PR Cllr	ANC
33.	Nkoane Mantwa Rosina	F	PR Cllr	ANC
34.	Lehong Sophy	F	PR Cllr	ANC
35.	Mnguni Phindile Phumzile	F	PR Cllr	ANC
36.	Madyibi Charles	M	PR Cllr	ANC
37.	Mashishi Mokgadi Welheminah	F	PR Cllr	ANC
38.	Lebelo Lizzy Kentinah	F	PR Cllr	ANC
39.	Makola Manini Joyce	F	PR Cllr	ANC
40.	Maleka Mamelale Elizabeth	F	PR Cllr	ANC
41.	Majombosi Thandeka Rose	F	PR Cllr	APC
42.	Mahlangu Piet	M	PR Cllr	AVPP
43.	Lamola Bethuel Rankapole	M	PR Cllr	DA
44.	Ngoatle Maureen Motshetshe	F	PR Cllr	DA
45.	Mahlangu Koos	M	PR Cllr	DA
46.	Matabane Micheal Simon	M	PR Cllr	EFF
47.	Mabogoane Kate Mammasole	F	PR Cllr	EFF
48.	Mnguni Vincent	M	PR Cllr	EFF
49.	Ditshego Kgaogelo	F	PR Cllr	EFF
50.	Ntuli Joseph Mandla	M	PR Cllr	EFF
51.	Machava Sarah Seipati	F	PR Cllr	EFF
52.	Maphalla Johannes Kgashane	M	PR Cllr	EFF

NO	NAME & SURNAME	M/F	WARD/PR CLLR/NDM REP	POLITICAL PARTY
53.	Mabena Josephine Sponono	F	PR Cllr	EFF
54.	Mphela Lucas Kgongwase	M	PR Cllr	EFF
55.	Mashamaite Jane	F	PR Cllr	EFF
	Rankapole Motswaledi Martin	M	PR Cllr	F4SD
56.	Mahlangu Priscilla Lebo	F	PR Cllr	F4SD
57.	Nkgau Jan Sello	M	PR Cllr	MICO
58.	Kutu Puna Frans	M	PR Cllr	MPP
59.	Mgidi May Amos	M	PR Cllr	AIPO
60.	Nomava Emerald Nxabane	M	PR Cllr	AIPO
61.	Mahlangu Jeremiah Siphon	M	PR Cllr	AIC

## Communications

The municipality uses a range of communication platforms to ensure that residents are informed about municipal programmes, development initiatives and service delivery matters.

Quarterly municipal newsletters are produced to inform communities about municipal activities and development programmes. The municipal website and digital platforms are also maintained and regularly updated to provide information to residents and stakeholders.

The Communication Unit supports all municipal departments by coordinating events, public engagements and communication campaigns. It also works closely with provincial and national government departments to align communication around government programmes implemented within the municipal jurisdiction.

The municipal communications function plays a crucial role in strengthening the municipality's branding, corporate image and public engagement. Through coordinated messaging, visual identity and media engagement, the municipality ensures that its values, development vision and service commitments are clearly communicated to the public.

Communication responsibilities include:

- Managing media relations and public information campaigns
- Coordinating stakeholder engagement activities
- Producing municipal publications and promotional material
- Supporting public meetings and municipal events with sound systems and communication infrastructure
- Enhancing transparency and accessibility through digital platforms and social media.

## **Community Feedback Meetings**

The Dr JS Moroka Local Municipality regularly engages with stakeholders including:

- Traditional leaders
- Business sector representatives
- Civil society organisations
- Community structures
- Sector departments

These engagements strengthen communication between the municipality and communities and enable residents to provide input into municipal programmes and development priorities.

## **Communication Platforms**

The municipality uses several communication platforms to reach communities:

- State of the Municipality Address (SOMA)
- Mayoral Outreach Programmes
- Municipal Newsletters
- Annual Reports
- Promotional and informational materials
- Local and national newspapers
- Provincial and local radio stations
- Flyers and public notices
- Ward Committee meetings
- Social media platforms
- Loud-hailing and community announcements.

## **Ward Committees**

The municipality has established 31 Ward Committees, one in each ward. Ward Committees serve as a vital link between the municipality and communities.

Each committee consists of 10 community representatives who focus on different development sectors such as:

- Water and sanitation
- Electricity
- Roads and infrastructure
- Housing
- Local Economic Development (LED)
- Integrated Development Planning (IDP)

Ward Committees participate in municipal planning processes, including IDP review meetings, where they provide feedback on community needs and development

priorities. Members receive a sitting allowance for attending official meetings and supporting community engagement processes.

## **7.2 Relationship with Traditional Leaders**

The municipality maintains a cooperative relationship with Traditional Leaders within the municipal area. Traditional authorities play a key role in community development, land management and cultural leadership.

Traditional leaders participate in various municipal platforms such as:

- IDP Representative Forums
- Public participation meetings
- Community development programmes.

This collaboration ensures alignment between traditional governance structures and municipal development initiatives.

## **7.3 Intergovernmental Relations**

The municipality maintains strong intergovernmental relations with the Nkangala District Municipality and sector departments. Collaboration takes place through several governance forums, including:

- Mayors Forum
- Municipal Managers Forum
- IDP Managers Forum
- IDP Representative Forum
- Planning Forum
- Performance Management System (PMS) Forum
- Provincial CFO Forum
- Municipal Communications Forum
- Speakers Forum.

These forums promote coordination, policy alignment and cooperative governance between different spheres of government.

## **7.4 State of Financial Entities**

### **7.4.1 Municipal Public Accounts Committee (MPAC)**

The municipality has established a Municipal Public Accounts Committee (MPAC) in terms of Sections 33 and 79 of the Local Government: Municipal Structures Act.

MPAC plays an oversight role by reviewing financial management, audit outcomes and municipal expenditure. The committee consists of non-executive councillors who ensure accountability and transparency in municipal financial governance.

### **7.4.2 Internal Audit Unit**

The municipality has a functional Internal Audit Unit, established in terms of Section 165 of the Municipal Finance Management Act.

The unit advises the Accounting Officer and reports to the Audit Committee on matters relating to:

- Internal audit processes
- Internal controls
- Accounting procedures and practices
- Risk management
- Performance management
- Loss control
- Compliance with legislation and municipal regulations.

The Internal Audit Unit operates in accordance with the International Professional Practices Framework (IPPF) issued by the Institute of Internal Auditors.

Key governance documents guiding the unit include:

- Internal Audit Charter
- Three-Year Strategic Internal Audit Plan
- Annual Operational Plan
- Internal Audit Methodology.

#### **7.4.2.2 Audit Committee**

The Audit and Performance Committee is an independent advisory body appointed by Council in terms of Section 166 of the Municipal Finance Management Act.

The committee assists Council in fulfilling its oversight responsibilities relating to:

- Financial management
- Risk management
- Internal control systems
- Performance management
- Compliance with legislation.

The operations of the committee are guided by the Audit Committee Charter and relevant regulations issued by National Treasury.

#### **7.4.2.3 Audit Action Plan**

The municipality obtained Qualified Audit Opinion for the 2024/2025 financial year from the Auditor-General of South Africa.

Although improvements have been recorded, the municipality continues to implement corrective measures aimed at achieving a clean audit outcome.

A comprehensive Audit Action Plan has been developed to address audit findings. Implementation of the plan is monitored by:

- Internal Audit
- Audit Technical Committee
- Audit Steering Committee
- Audit and Performance Committee
- Municipal Council.

#### **7.4.2.4 Risk Management**

Risk Management has been institutionalised within the municipality. A Risk Management Unit, Risk Management Committee, and governance policies are in place to ensure effective risk monitoring and mitigation.

Top institutional risks identified include:

- Non-compliance with legislation
- Community unrest and protests
- Fraud and corruption risks
- Reputational risks
- Low revenue collection
- Difficulty attracting and retaining skilled personnel
- Skills and competency gaps
- Theft and vandalism of infrastructure
- Ageing municipal infrastructure
- Land invasion and unplanned settlements.

Mitigation measures are implemented through strategic and operational risk registers and monitored regularly by the Risk Management Committee and Audit Committee.

#### **7.4.2.5 Supply Chain Committees**

The municipality has established Supply Chain Management Committees in accordance with National Treasury regulations. These include:

- Bid Specification Committee
- Bid Evaluation Committee
- Bid Adjudication Committee.

These committees ensure transparency, fairness and compliance in procurement processes.

#### **7.4.2.6 Complaints Management System**

The municipality has implemented a Complaints Management System to address service delivery concerns raised by community members.

The system enables the municipality to:

- Receive and track community complaints
- Provide feedback to residents
- Coordinate responses with relevant departments.

The municipality also works with the Presidential Hotline and Premier’s Hotline to address escalated community issues.

#### **7.5 State of Community Development Workers**

A total of Community Development Workers (CDWs) are deployed across the municipality’s 31 wards to support community development initiatives and facilitate communication between government and communities. CDWs report to the Office of the Speaker.

#### **7.6 Outline of Municipal Audit Outcomes**

<b>Financial Year</b>	<b>Audit Outcome</b>
2022/2023	Qualified Audit Opinion with finding
2023/2024	Qualified Audit Opinion with finding
2024/2025	Qualified Audit Opinion with finding

The municipality continues to strengthen financial management systems to improve audit outcomes and ultimately achieve a clean audit.

#### **7.7 Public Participation**

Public participation remains a cornerstone of governance within the Dr JS Moroka Local Municipality.

The municipality has developed an annual public participation programme targeting all wards and villages. These meetings provide councillors with an opportunity to report back to communities on municipal progress, discuss development priorities and obtain direct feedback from residents.

Through these platforms, communities actively contribute to planning processes such as:

- Integrated Development Plan (IDP)
- Budget consultations
- Service delivery monitoring.

## CHAPTER 8 – MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT

### 8.1 Institutional Analysis

#### Background

The purpose of conducting an institutional analysis is to ensure that municipal development strategies are aligned with existing institutional capacities and that any institutional shortcomings are addressed.

The Dr. JS Moroka Local Municipality was established in 2000 in terms of the Municipal Structures Act, 1998 (Act No. 117 of 1998). The municipal head offices are located at No. 2601/3 Bongimfundo, Siyabuswa, 0472. The municipality also operates several satellite offices, including:

- Technical Services Office, Siyabuswa
- Matshiding Office
- Mbibane Office
- Libangeni Office
- Nokaneng Unit Office

These offices ensure that municipal services are accessible throughout the municipality.

#### 8.2 Institutional Structure

Dr. JS Moroka Local Municipality operates a Ward Participatory System of Local Governance, which decentralizes governance to the community level. This system ensures:

- Representation of all citizens in municipal decision-making
- Increased resident sense of belonging and empowerment
- Enhanced accountability of municipal officials
- Active community involvement in municipal issues and planning

This participatory approach strengthens local democracy and ensures that development initiatives are community-driven and responsive to local needs.

##### 8.2.1 Political Structure

The Council consists of 62 councillors of both elected, 31 ward representatives and 31 proportional representatives (Councillors). Each of the Ward Councillors chairs a ward committee as part of the Ward Participatory System that brings participation down to community level. Ward Councillors play a central role in the communication process between the communities they represent and the Council, reporting back regularly through ward meetings and assisting the community in identifying needs and priority areas of development which feed into the municipal planning process.

The Executive mayor heads the Mayoral Committee which comprises of Five Councillors. The municipality has seven full-time Councillors i.e., the Executive Mayor, Speaker, and Five Mayoral Committee members. Political oversight of the Executive is ensured through Section 79 Committees.

The table below stipulates section 80 committees as follows:

Name of Committee /Department	Mayoral Committee
Mr Charles Madyibi	MMC Technical Services
Ms Manini Joyce Makola	MMC Finance & LED
Ms Sophy Lehong	MMC Cooperate Services
Ms Sabina Mtsweni	MMC Public Safety and Transport
Ms Phindile Phumzile Mnguni	MMC Social Development services

### Section 79 committees of the Municipal Systems Act

Name of the Committee	Chairpersons/responsible Councillor
Finance & LED	Cllr Ntuli PA
Water & Infrastructure	Cllr Mothibi MF
Rules & Ethics Committee	Cllr Nkoane MR
Social Development Services	Cllr Maleka ME
Public Safety, Road & Transport	Cllr Dlowu MB
Local Geographical Name Change	Cllr Moimana AT
Administration & Corporate Services	Cllr Skosana AX
Municipal Public Accounts Committee	Cllr Mashishi MW

#### 8.2.2 Administrative Structure and Vacancy Rate

The Municipal Manager, who is the accounting officer of the municipality, heads the administration and is responsible for the overall management and implementation of municipal policies and programmes.

The municipality has 316 approved posts on its organisational structure (organogram). Out of these, 242 posts are filled, which represents 76.58% of the total positions, leaving 74 vacancies within the administration.

The administrative governance structure consists of the following key senior management positions:

<b>Position</b>	<b>Status</b>	<b>Gender</b>	<b>Incumbent</b>
Municipal Manager	Filled	Female	Ms. MM Mathebela
CFO	Filled	Female	Ms. B Klaas.
Director Admin Corporate Services	Filled	Male	Mr. LT Zulu
Director Technical Services	Filled	Male	Mr. S Mpela
Director Community Development Services	Filled	Female	Ms. RS Mathabe
Director Planning & Local Economic Development	Filled	Female	Ms. EK Matjiane

These senior managers assist the Municipal Manager in overseeing the municipality's main departments and ensuring effective service delivery, governance, and administration.

### **8.2.3 Organisational chart (Organogram)**

The following organogram was reviewed by council on 31 May 2025 and is aligned to the powers and functions of the municipality as set out below:

#### **Dr JS Moroka Local Municipality –Total Workforce**

<b>DEPARTMENT</b>	<b>FILLED POSTS</b>	<b>VACANT POSTS</b>	<b>TOTAL POSTS</b>
Senior Management (MM & Sec 56)	6	0	6
Administration & Corporate Services	30	21	51
Office of the Municipal Manager	27	50	77
Community Development Services	147	110	257
Finance	57	23	80
Technical Services	211	182	393
Economic Development & Planning	20	19	39
<b>Total</b>	<b>498</b>	<b>405</b>	<b>903</b>

### **8.2.4 Organisational Staffing Component**

The municipality is structured into various institutional components to ensure effective service delivery. The organisational structure (organogram) has been finalized, and processes relating to secondments and staff placements have been completed. Job descriptions for all positions are in place, and the appointment of key personnel is being undertaken as financial resources permit.

The municipality has a total staff establishment of 890 positions, of which 495 positions are filled and 395 positions remain vacant.

### **8.3 Human Resource Management Systems**

The municipality has implemented several Human Resource Management systems and policies aimed at improving organisational performance, staff retention, and compliance with legislative requirements.

The Travelling and Subsistence Allowances Policy and Cell Phone Policy were reviewed and revised as part of measures to retain scarce skills within the municipality.

The municipality has implemented both an Organisational Performance Management System (OPMS) and an Employee Performance Management System (PMS).

The Performance Management System Framework has been reviewed and approved by the Municipal Council. The framework complies with the CoGTA Local Government Performance Regulations of 1 August 2006. Performance agreements for the 2025/2026 financial year have been signed by managers. A PMS Evaluation Panel has been established and received training from the Provincial Department of CoGHSTA. In addition, the Audit Committee has been appointed, and quarterly performance reviews were conducted during the 2024/2025 financial year.

An Employment Equity Plan has been developed in accordance with the Employment Equity Act 55 of 1998. Furthermore, a draft Employment Equity Policy has been prepared and submitted for approval by the Municipal Council.

The municipality continues to face challenges in attracting and retaining suitably qualified and competent staff due to its status as a Grade 4 municipality, which results in relatively lower salary scales compared to larger municipalities. As a result, certain critical positions remain vacant for extended periods despite being advertised. In some cases, positions are filled but become vacant shortly thereafter when incumbents leave for better employment opportunities elsewhere. The situation is further exacerbated by the municipality's ineligibility for Remote Allowance, Rural Allowance, or Scarce Skills Allowance.

The municipality has developed a Workplace Skills Plan in terms of the Skills Development Act 97 of 1998 (as amended) and contributes to the National Skills Development Levy Fund in accordance with the Skills Development Levies Act No. 9 of 1999. Most employees are suitably qualified and identified skills gaps are addressed through the Skills Development Plan.

Capacity building initiatives include Skills Development Programme aimed at enhancing employee competencies and the municipality also offers the executive mayor's bursary scheme.

#### **8.4 Institutional HIV/AIDS Mainstreaming**

HIV/AIDS mainstreaming within the municipality involves the integration of HIV/AIDS awareness and prevention programmes into institutional activities and departmental programmes. The objective is to disseminate information about HIV/AIDS through various platforms such as workshops, seminars, formal training sessions, and awareness campaigns.

These initiatives aim to:

- Promote awareness of HIV/AIDS and its impact.
- Encourage preventative measures.
- Provide guidance on managing the disease and living a healthy life after infection.
- Promote non-discriminatory behaviour towards people living with HIV/AIDS.

The municipality has developed a HIV/AIDS Policy, which is currently awaiting approval by the Municipal Council.

#### **8.5 Council Special Programmes**

The municipality has established desks dedicated to Special Focus Groups, which are coordinated through the Office of the Mayor. These programmes focus on addressing the needs of vulnerable and previously disadvantaged groups.

The focus areas include:

- Disability
- Youth
- Gender
- Early Childhood Development (ECD)
- Moral Regeneration
- Traditional Healers
- Traditional Leaders
- Religious Organisations

The key needs identified for these special focus groups include:

- Skills development opportunities
- Employment creation initiatives
- Improved access to government facilities and services
- Recreational facilities for persons with disabilities
- Promotion and advocacy of the needs of these groups

## **8.6 Performance Management System**

The municipality has implemented a Performance Management System (PMS) Framework to monitor and evaluate organisational and individual performance.

Currently, the system is implemented at the Section 56 Manager level, with plans to cascade the system to all employees during the 2025/2026 financial year.

All Section 56 managers have signed performance agreements and are assessed accordingly. Institutional quarterly performance reports are subjected to internal audit processes to ensure accuracy and reliability.

In the most recent audit conducted by the Auditor-General of South Africa (AGSA), the municipality obtained a Qualified Audit Opinion on the Performance Management System.

## **8.7 Information and Communication Technology (ICT) Systems (Internal and External)**

The municipality has an ICT Division responsible for managing internal and external information and communication systems. The division currently consists of five full-time officials of which 4 positions are still vacant.

The Municipality utilizes its Information and Communication Technology (ICT) systems to communicate with other spheres of government and stakeholders. This communication is facilitated through the municipal email system, which has been migrated to the cloud, as well as through the municipal website accessible at [www.moroka.gov.za](http://www.moroka.gov.za), which requires further enhancements and optimization to improve functionality and user experience.

Furthermore, the Municipality relies on various Government Portals to ensure that it remains informed and up to date with developments in Local, Provincial, and National Government. The implementation of cloud-based applications and systems within the ICT environment has introduced several critical systems that support efficient communication and integration. These include Office 365 E3, Electronic Document and Records Management System (EDRMS – Intranet), the ICT Helpdesk Portal (SharePoint), and the Employee Self-Service (ESS) platform.

The Municipal Satellite Offices have been connected through Software-Defined Wide Area Network (SD-WAN), IPsec, and Multiprotocol Label Switching (MPLS) Wide Area Network technologies. These technologies ensure that users in satellite offices have secure and reliable access to ICT systems hosted at the Municipal Head Office.

In addition, the Municipality's ICT infrastructure has been virtualized using VMware technology to reduce the number of physical servers within the environment and to minimize hardware and maintenance costs.

The municipal telephone system, currently based at the Head Office, operates on the ICT network. However, it requires upgrading and expansion to the Municipal Satellite Offices. This upgrade will reduce telephone costs and ensure that the municipal ICT network can seamlessly transmit both data and voice traffic across all municipal sites.

An ICT Steering Committee, consisting of representatives from various municipal departments, has been established to guide ICT governance and strategic direction.

## **CHAPTER 9 - CROSS CUTTING ANALYSIS**

### **DISASTER MANAGEMENT**

Section 26(g) of the Municipal Systems Act, 32 of 2000 and Sections 52 and 53 of the Disaster Management Act, 57 of 2002, as amended, compel municipalities to develop and maintain a Disaster Management Plan.

The primary focus of the Dr JS Moroka Local Municipality Disaster Management Unit is to confirm the organisational and institutional arrangements required to effectively prevent disasters from occurring and to minimise the impact of hazards that cannot be avoided. The Disaster Management Plan establishes operational procedures for risk reduction planning as well as emergency response procedures to be implemented when a disaster occurs or threatens to occur.

Disaster management is an integrated and coordinated function that focuses on preventing and reducing the risk of disasters, mitigating their severity, ensuring emergency preparedness, enabling rapid and effective response to disasters, and facilitating post-disaster recovery and rehabilitation.

The Local Municipality works in conjunction with the Sekhukhune District Municipality in executing disaster management functions. Disaster management within the municipality is guided by the Disaster Management Act, 57 of 2002, as amended, and the Disaster Management Framework of 2005, which is structured around four Key Performance Areas (KPA's) and three Enablers.

#### **9.1.1 Risk Analysis of the Municipal Area**

A comprehensive risk analysis of the municipal area, covering institutional, social, economic, environmental and infrastructural vulnerabilities, will be conducted during the compilation of the Disaster Management Plan. As an interim measure, the following hazards and vulnerabilities have been identified within the municipal area.

## Identified Vulnerabilities in the Dr JS Moroka Municipal Area

Hazards include:		
Land degradation	Solid waste disposal challenges	Demonstrations and public unrest
Veld fires	Inadequate sanitation services	Aircraft incidents
Water pollution	Dam failure	Air pollution
Severe storms	Road accidents	Crime
Flooding	Hazardous materials (Hazmat) incidents	Drug abuse
Sand mining	Drought	Wetland degradation
Human diseases	Alien invasive plants	

### 9.1.2 Risk Mapping

The entire municipal area is exposed to various risks as identified above. A detailed risk map indicating the location of hazards, areas of vulnerability, and anticipated risks will be included in the municipality's Disaster Management Plan. These risks are prioritised and ranked according to their likelihood of occurrence and potential impact.

### 9.1.3 High-Level Indication of Risks at Ward Level

At ward level, communities face several disaster-related risks including:

- Fires, floods, and severe storms which damage houses, roads, and community facilities
- Swimming in rivers, which exposes residents to dangers such as crocodiles and polluted water
- Unsafe use of chemicals in households and agricultural activities
- Pollution caused by illegal waste dumping, leading to environmental and health hazards
- Consumption of polluted or unsafe water sources

### 9.1.4 Municipal Capacity to Perform Disaster Management Functions

The municipality has appointed one Disaster Management Officer who reports to the Director of Community Services. The disaster management function is operational, and disaster relief material has been procured and stored as a proactive measure to provide assistance during emergencies.

The municipality conducts approximately eight disaster awareness campaigns each financial year in various communities. These campaigns form part of Enabler 2, which aims to promote a culture of risk avoidance and preparedness within communities. The campaigns are conducted quarterly and are distributed across wards on a rotational basis to capacitate community stakeholders and raise awareness about disaster risks and prevention.

Two Expanded Public Works Programme (EPWP) employees have been placed in the division to support the Disaster Management Officer. Their contracts are scheduled to end in June 2025.

### Disaster Management Challenges

The municipality currently faces several operational challenges, including:

- The Disaster Management Unit operates with only one official responsible for all disaster-related functions.
- The official coordinates annual awareness campaigns across various wards through presentations and community engagements.
- The official is responsible for coordinating support to vulnerable groups, particularly elderly residents affected by disasters.
- Monitoring and management of beneficiary registers, including roll calls for vulnerable groups.
- Transportation and erection of temporary shelters during disaster incidents when required.
- Delays in providing temporary shelters to affected communities due to limited transport resources.

#### 9.1.5 Current Risk Priority List for the Municipality

The municipality has prioritised disaster risks as follows:

Priority 1	Priority 2	Priority 3	Priority 4	Priority 5	Priority 6	Priority 7	Priority 8
<ul style="list-style-type: none"> <li>- Land degradation</li> <li>- Veld fires</li> <li>- Water pollution</li> <li>- Flooding</li> <li>- Solid waste management challenges</li> <li>- Hazardous materials incidents</li> </ul>	<ul style="list-style-type: none"> <li>- Severe storms</li> <li>- Road accidents</li> <li>- Air pollution</li> </ul>	<ul style="list-style-type: none"> <li>- Dam failure</li> </ul>	<ul style="list-style-type: none"> <li>- Public demonstrations</li> <li>- Sand mining</li> </ul>	<ul style="list-style-type: none"> <li>- Wetland degradation</li> </ul>	<ul style="list-style-type: none"> <li>- Crime</li> <li>- Drought</li> <li>- Human diseases</li> <li>- Drug abuse</li> </ul>	<ul style="list-style-type: none"> <li>- Sanitation challenges</li> </ul>	<ul style="list-style-type: none"> <li>- Aircraft incidents</li> </ul>

### **9.1.6 Disaster Management Plan**

The purpose of the Disaster Management Plan is to outline policies and procedures for both proactive disaster prevention and reactive disaster response and mitigation phases of disaster management.

The preventative elements of the plan must be implemented and maintained continuously. The emergency or reactive components of the plan will be activated whenever a major incident or disaster occurs or is likely to occur.

In terms of the Disaster Management Act, Dr JS Moroka Local Municipality is required to:

- Prepare and maintain a Disaster Management Plan for the municipal area in line with prevailing local circumstances.
- Coordinate and align the implementation of its Disaster Management Plan with those of other organs of state and institutional role players.
- Regularly review and update the plan.
- Integrate the Disaster Management Plan with the Municipal Integrated Development Plan (IDP) to ensure that disaster risk reduction is incorporated into development initiatives.
- Anticipate the types of disasters that are likely to occur within the municipal area and assess their potential impact.
- Identify communities and areas that are at risk.
- Provide appropriate prevention, risk reduction, and mitigation strategies.
- Identify and address capacity gaps in dealing with potential disasters.
- Facilitate maximum emergency preparedness within the municipality and communities.

The Disaster Management Plan serves as the municipality's internal guiding document and acts as a coordination and cooperation mechanism between all relevant municipal departments, units, and clusters of Council.

## CHAPTER 10: STRATEGIES PHASE

This chapter provides an overview of the Dr. JS Moroka Local Municipality’s key developmental strategies. It focuses on the formulation of strategies aimed at addressing gaps and service delivery challenges identified during the analysis phase. The municipality has aligned its objectives and strategic goals with the National Development Plan (NDP) Vision 2030 and the Mpumalanga Development Plan (MDP), ensuring that local priorities are consistent with provincial and national developmental frameworks.

A Strategic Planning Session for the Dr. JS Moroka Local Municipality was held from 08–10 March 2026, providing a platform for stakeholders to review current challenges, explore strategic interventions, and define actionable plans for sustainable service delivery and development.

### 10.1 STRATEGIC ALIGNMENT

The Department of Co-operative Governance, Human Settlement and Traditional Affairs (COGHSTA) has identified outcomes whereby the Strategic Agenda can be Implemented and monitored. Of critical nature for the municipality will be to link its strategic objectives to Outcome 9. The table below provides the detail whereby the strategic objectives of the municipality can be linked to the outputs of Outcome 9 and the six Key Performance Areas as stipulated by the Department of Co-operative Governance, Human Settlement and Traditional Affairs (COGHSTA)

KPA	Description	Outcome 9 Outputs	Strategic Objectives
KPA 1	Spatial Rationale	Actions supportive of the human settlement outcomes	To build Integrated human settlements
KPA 2	Basic Services Delivery and Infrastructure Development	Improved access to basic services	To improve community well-being through accelerated service delivery
			To improve social well-being
KPA 3	Local Economic Development	Implementation of community work programme	To grow the economy and provide livelihood support

<b>KPA</b>	<b>Description</b>	<b>Outcome 9 Outputs</b>	<b>Strategic Objectives</b>
KPA 4	Municipal Transformation and Institutional Development	Differentiate approach to municipal financing, planning and support	To develop and retain a skilled capacitated workforce
KPA 5	Municipal Financial Viability and Management	Improve municipal financial and administrative capability	To become financially viable
KPA 6	Good Governance and Public Participation	Refine ward committee model to deepen democracy	To create a culture of accountability and transparency
		Single co-ordination window	

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.

<b>Output and Measures / Conceptual Overview</b>		
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)

## 10.2 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.

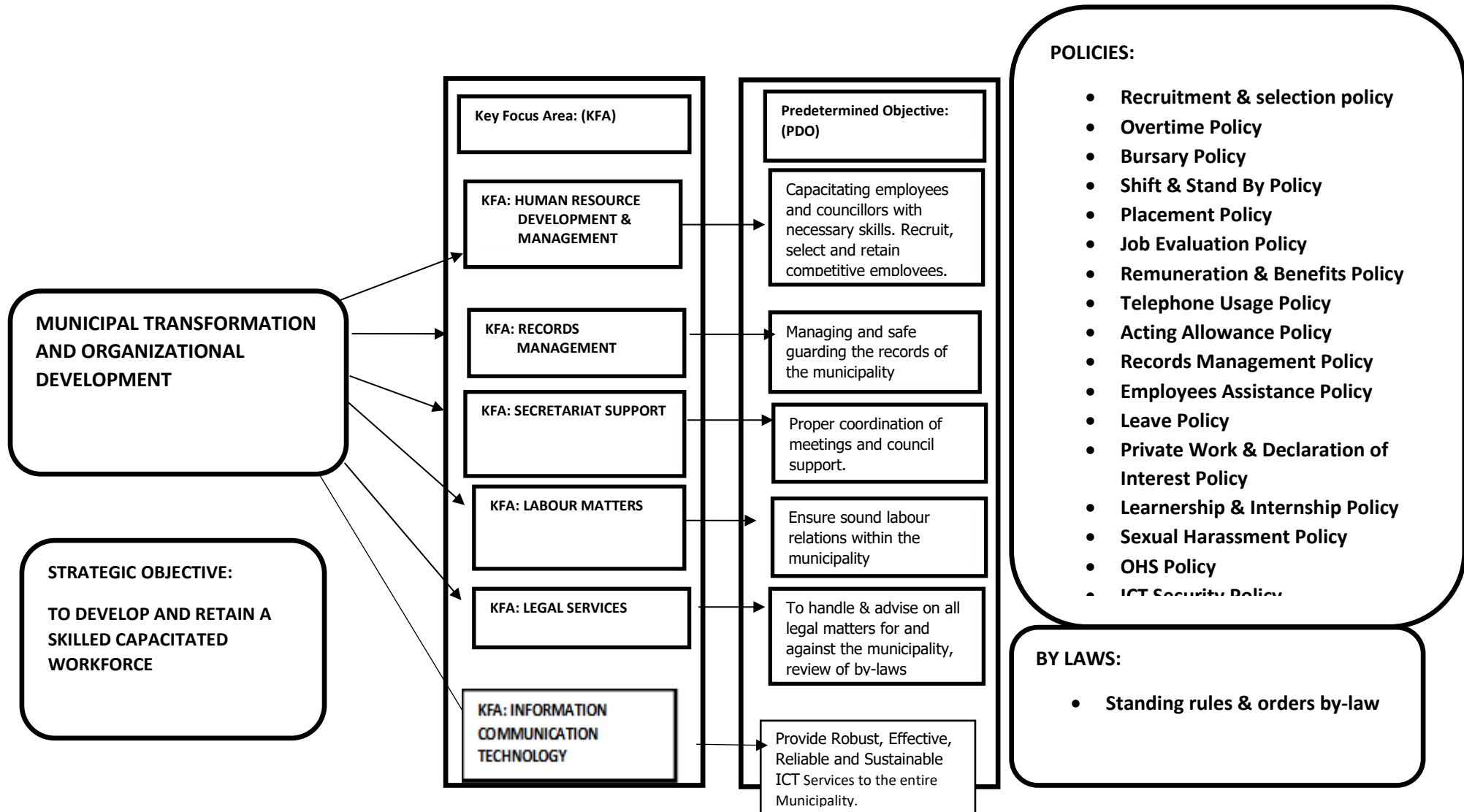
### 4.3 The municipal Departmental Contributions towards the attainment of the above (inclusive of core Departmental Functions) follow below.

Department	Core Function	Departmental Vision
<b>Budget &amp; Treasury</b>	Financial planning & management	To become financially viable
	Financial Revenue management"	
	Expenditure management	
	Asset management	
	Contract Management	
	Supply Chain Management	
	Annual Financial Statements compilation	
	Financial planning & management "A Custodian of Sound	
<b>Technical Services</b>	Infrastructure Development	To improve community well-being through accelerated service delivery
	Infrastructure projects' implementation,	
	management, monitoring & evaluation	

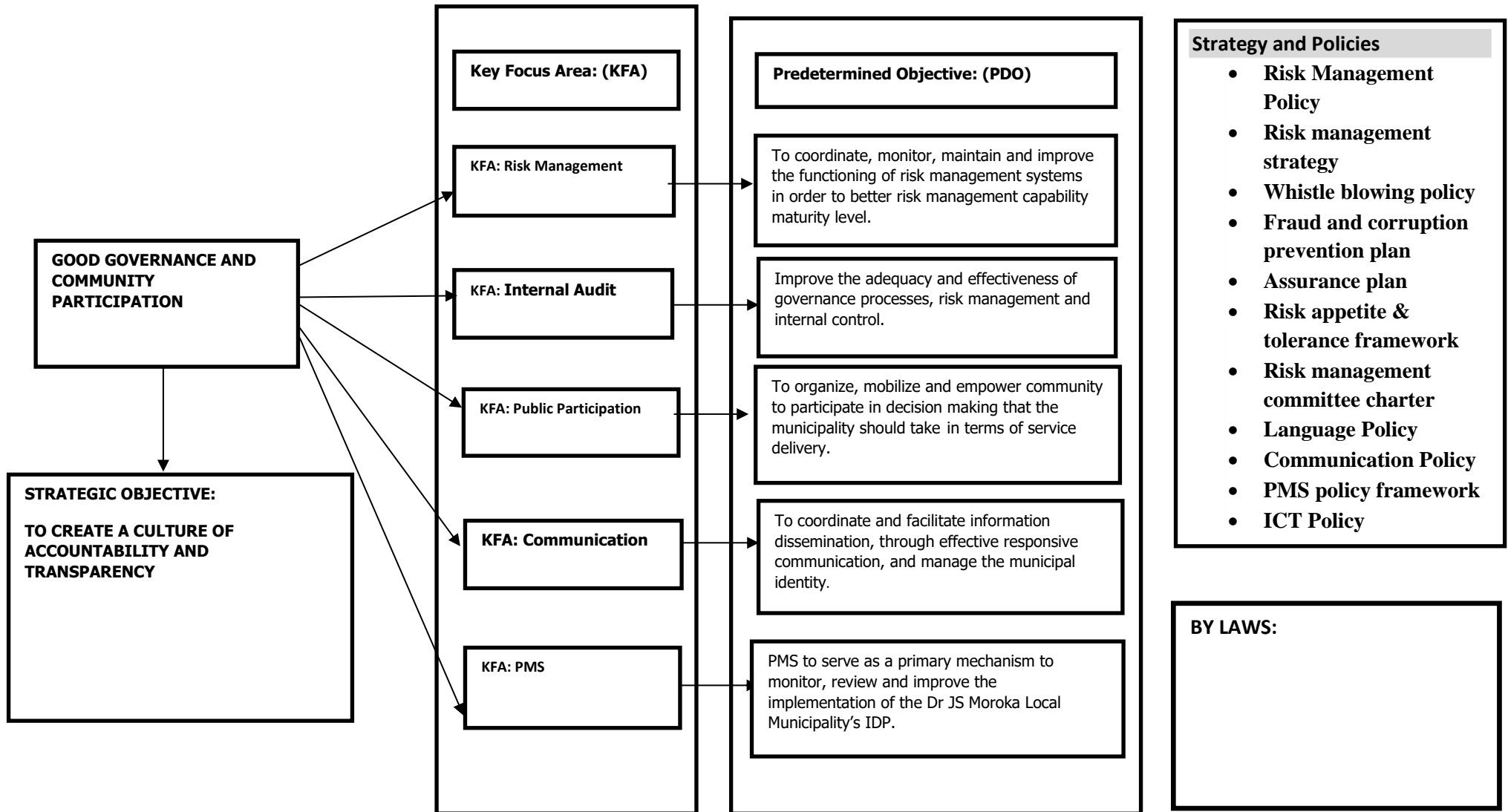
	MIG expenditure	
	Internal streets	
	Street lighting	
	High mast lighting	
	Roads & Stormwater management	
	Water & Sanitation management	
<b>Corporate Services</b>	Organizational development	To develop and retain a skilled capacitated workforce. To create a culture of accountability and transparency.
	Legal services	
	Customer care	
<b>Development &amp; Planning</b>	Land use management	To build Integrated human settlements
	Municipal planning	
	Building regulations	
	Spatial planning	
	Human settlement	
<b>Community Development Services</b>	Social services	To improve social well-being
	Cemeteries' management	
	Sports, recreation, arts & culture	
	Community safety	
	Drivers' and vehicle licensing	
	Public facilities	
	Environmental management / refuse removal	
	Law enforcement	
	Emergency services	
<b>Local Economic Development</b>	<b>Tourism development</b>	To grow the economy and provide livelihood support
	Local business support	
	Cooperative support	
	Public private partnership	
	Trading regulations	
	Agricultural	

## 4.4 MUNICIPAL PRIORITY AREAS, KEY PERFORMANCE AREAS (KPAS) AND STRATEGIC DEVELOPMENT OBJECTIVE

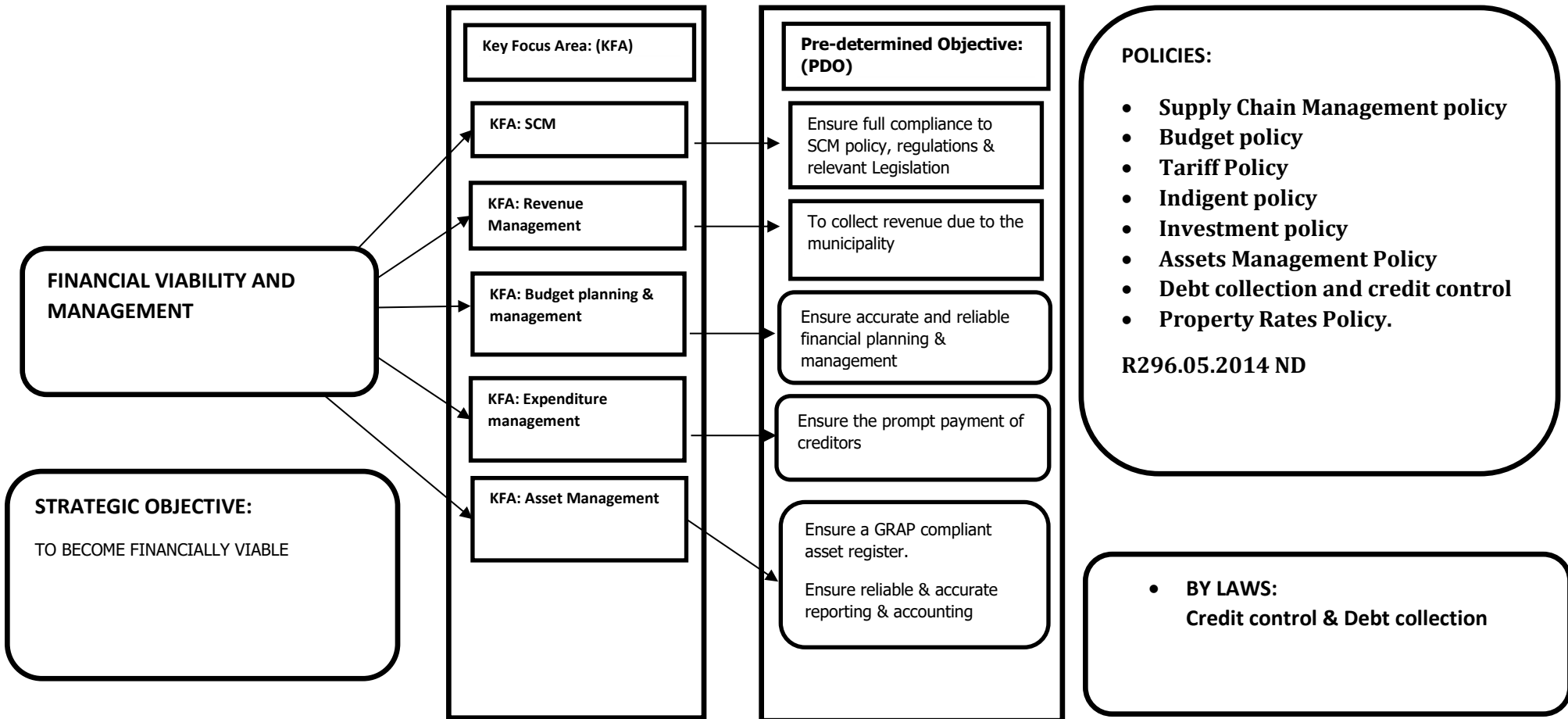
### KPA: MUNICIPAL TRANSFORMATION AND ORGANIZATIONAL DEVELOPMENT



KPA: GOOD GOVERNANCE AND PUBLIC PARTICIPATION

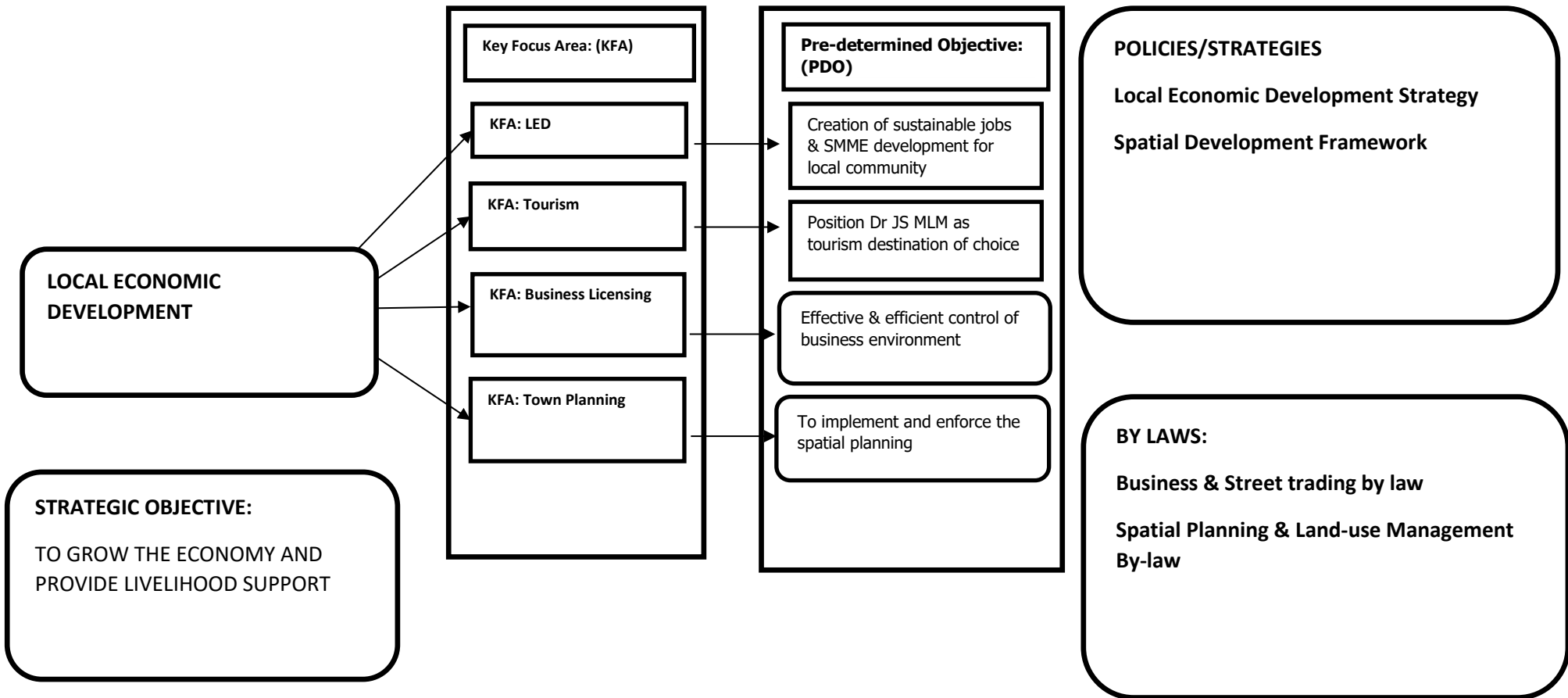


KPA: MUNICIPAL FINANCIAL MANAGEMENT AND VIABILITY

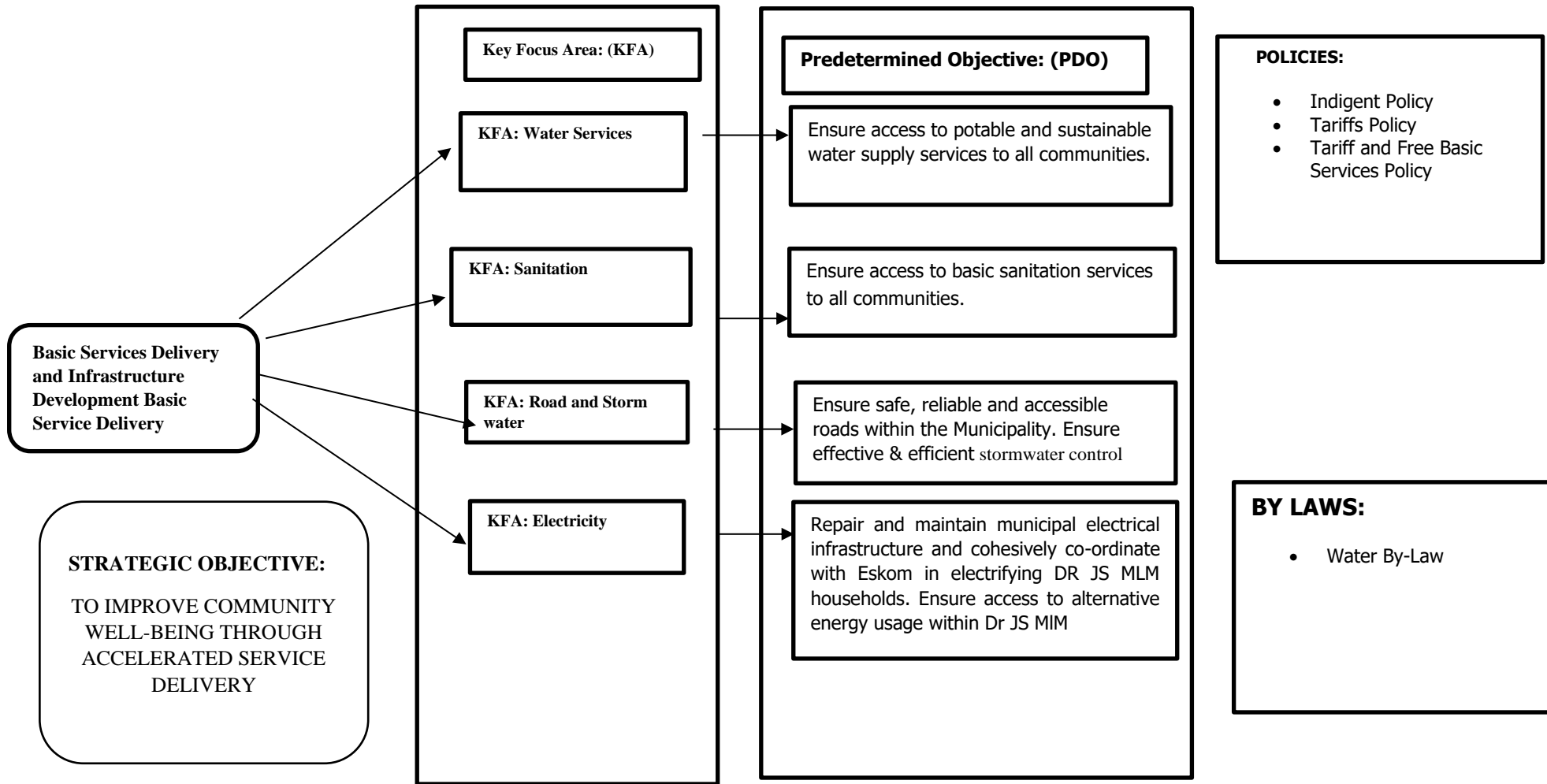




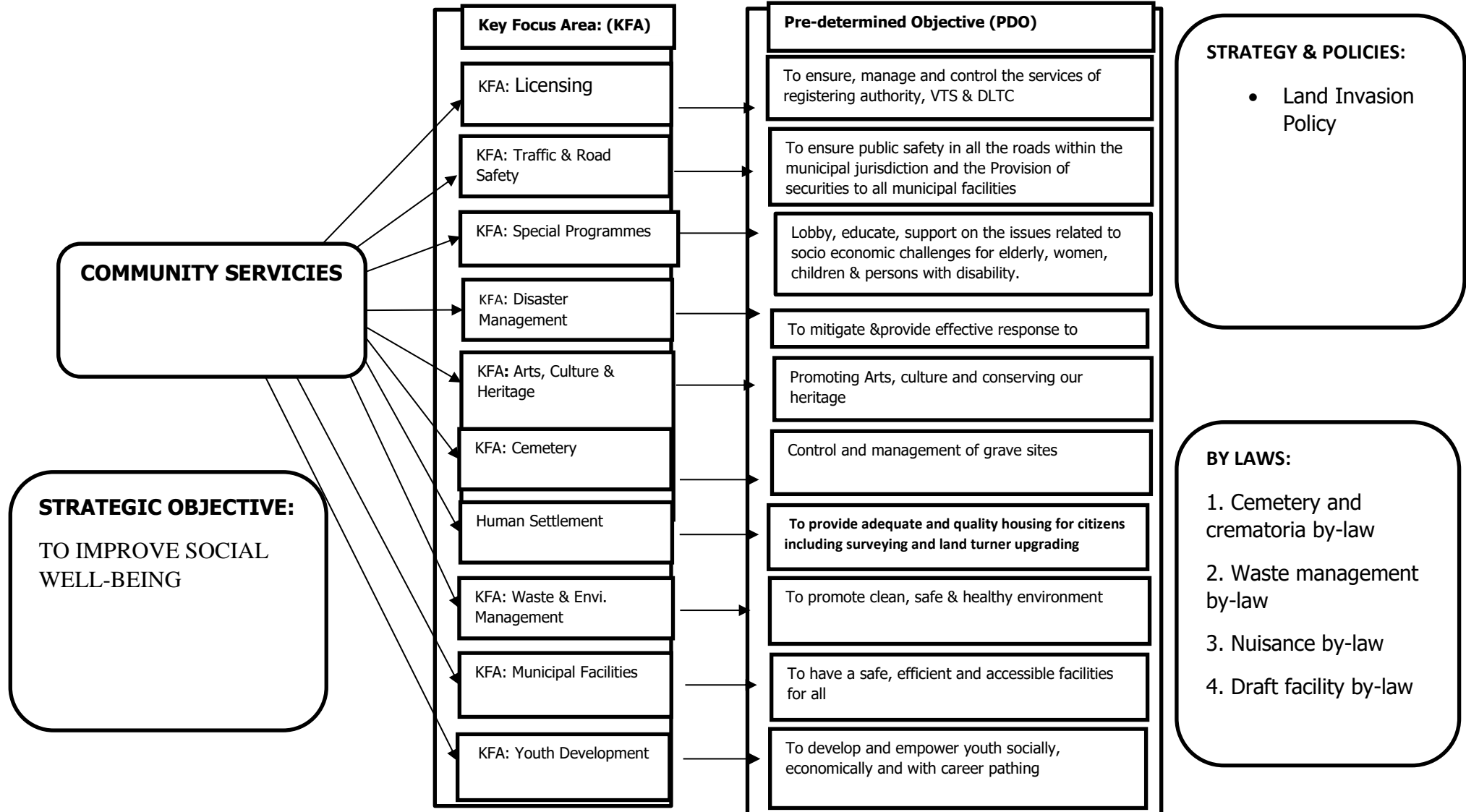
KPA: LOCAL ECONOMIC DEVELOPMENT



KPA: BASIC SERVICES DELIVERY AND INFRASTRUCTURE DEVELOPMENT



KPA: BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT



The Strategies Phase of the Dr. JS Moroka Local Municipality IDP represents a critical step in translating identified challenges and developmental gaps into actionable plans. During this phase, the municipality formulated strategies that are aligned with both the National Development Plan (NDP) Vision 2030 and the Mpumalanga Development Plan (MDP), ensuring that local priorities are consistent with broader provincial and national objectives.

Through the Strategic Planning Session held from 08–10 March 2026, key stakeholders engaged in robust discussions to define clear strategic focus areas, including infrastructure development, local economic growth, good governance, social development, and environmental sustainability. These focus areas were further anchored in the seven municipal strategic priorities and aligned with Outcome Nine of the national outcomes, which emphasizes a responsive, accountable, and efficient local government system.

In summary, the Strategies Phase provides a roadmap for the municipality to address service delivery challenges, promote sustainable socio-economic development, and enhance institutional capacity. It lays the foundation for setting measurable targets, performance indicators, and implementing interventions that will advance the overall developmental vision of Dr. JS Moroka Local Municipality over the medium- to long-term horizon.

## CHAPTER 11: PROJECT PHASE

This chapter focuses on identifying specific projects that will be implemented to achieve the strategic objectives of the Dr JS Moroka Local Municipality. The purpose of this phase is to translate the municipality's strategies into practical, implementable programmes and projects.

Projects are prioritized according to:

- The urgency of community needs
- Available municipal resources and budget
- Alignment with strategic goals and legislative requirements
- Potential social and economic impact

Where necessary, feasibility studies are conducted to assess the viability, sustainability, and affordability of proposed projects. This ensures that selected projects are realistic, achievable, and capable of delivering meaningful improvements in service delivery and community development.

The table below presents the Integrated Development Plan (IDP) projects for the 2026/2027 to 2030/2031 financial years, including budget projections. This overview highlights planned interventions, their estimated costs, and timelines to ensure strategic and sustainable service delivery across the municipality.

### 11.1 The main projected and planned development projects implemented by Dr. JS Moroka Local Municipality

Project No:	Project Name:	Project Description:	Project Location	Strategic Objective	Outcome	Performance Indicator	Target	Medium Term Expenditure Framework					Funding	Implementation Agent	EIA
								2026/2027	2027/2028	2028/2029	2029/2030	2030/2031			
<b>KPA 1: SPATIAL RATIONALE</b>															
SR01	Compliance with Town Planning Scheme regulations	To ensure approval of building plans	DR JS MLM	To build Integrated human settlements.	Actions supportive of the human settlement outcomes	Number of quarterly reports on buildings; constructed with approved plans, received and inspected within 5 days compliance to National Building Regulations and Building Standards Amendments Act No 49 of 1995	4	0.00	0.00	0.00	0.00	0.00	Own	DR JS MLM	
			DR JS MLM			Number of quarterly reports on New Building Plans of less than 500 square meters received and assessed within 28 days of receipt of plans	4	0.00	0.00	0.00	0.00	Own	DR JS MLM		
			DR JS MLM			Number of quarterly reports on New Building Plans of more than 500 square meters received and assessed within 60 days of receipt of plans	4	0.00	0.00	0.00	0.00	Own	DR JS MLM		
			DR JS MLM			Number of quarterly reports on complaint business licenses application received,	4	0.00	0.00	0.00	0.00	Own	DR JS MLM		

Project No:	Project Name:	Project Description:	Project Location	Strategic Objective	Outcome	Performance Indicator	Target	Medium Term Expenditure Framework					Funding	Implementation Agent	EIA
								2026/2027	2027/2028	2028/2029	2029/2030	2030/2031			
						processed and issued									
			DR JS MLM			Number of reports on land use contraventions attended to per quarter	4	0.00	0.00	0.00	0.00	0.00	Own	DR JS MLM	
SR02	Compliance with Town Planning Scheme regulations	Processing land use applications received.	DR JS MLM			Number of quarterly reports on land use compliance applications received and processed within 60 days as per the SPLUMA Act 16 of 2013	4	0.00	0.00	0.00	0.00	0.00	Own	DR JS MLM	
SR03	Township Establishment	To provide local communities with tenure rights through proclamation of settlements	Moripe			Township formalization in Moripe (Ptn 7 of Kameelivier 106 JR)	1	0.00	0.00	0.00	0.00	0.00	Own	DR JS MLM/ COGH STA	X
			Borolo Ext			Township Establishment in Borolo Ext (Rem Ptn of Wolvenkraal 192 JR)	1	0.00	0.00	0.00	0.00	0.00	Own	DR JS MLM/ COGH STA	X
SR04	Land Invasion	To create a viable community and promote integrated sustainable development	DR JS MLM			Number of cases on land invasion reported and attended	4	4	4	4	4	4	Own	DR JS MLM	
SR05	Amended Siyabuswa D General plan,	Land Surveying, Sites Pegging and finalization of the General Plan in accordance with an approved Layout Plan.	Siyabuswa D			Number of amended Siyabuswa General plan developed	1	R500 000	0.00	0.00	0.00	0.00	Own	DR JS MLM	

Project No:	Project Name:	Project Description:	Project Location	Strategic Objective	Outcome	Performance Indicator	Target	Medium Term Expenditure Framework					Funding	Implementation Agent	EIA	
								2026/2027	2027/2028	2028/2029	2029/2030	2030/2031				
SR06	Repegging of Vaalbank	Land Surveying, and Sites Pegging in accordance with an approved General Plan.	Pegging of Vaalbank			Number of stands pegged in Vaalbank	200	R500 000	0.00	0.00	0.00	0.00	Own	DR JS MLM		
SR07	Geographic Information System	Procurement of Geographic Information System	DR JS MLM			Procurement of Geographic Information System	1	R500 000	R300 000	R300 000	R300 000	R300 000	Own	DR JS MLM		
<b>KPA 2: BASIC SERVICES: IMPROVE COMMUNITY WELL-BEING THROUGH ACCELERATED SERVICE</b>																
<b>TECHNICAL SERVICES</b>																
BS01	Water Provision	Access to clean and reliable water is essential for human survival, public health, and socio-economic development	DR JS MLM	To improve community well-being through provision of accelerated service delivery	Improved and decent standard of living of the Dr. JS Moroka Community.	Number of quarterly reports on households provided with access to basic water, sanitation and electricity	4	R 0.00	R 0.00	R 0.00	R 0.00	R 0.00	Own	DR JS MLM	N/A	
BS02	Fleet Management	Efficient service delivery and good governance to improve service delivery	DR JS MLM			Number of Fleet Management reports submitted to Council per quarter	4	R 0.00	R 0.00	R 0.00	R 0.00	R 0.00				
BS03	Maintenance of municipal buildings	To ensure safe, functional, and efficient service delivery environments	DR JS MLM			Number of quarterly status report in terms of municipal buildings maintained as per the approved municipal maintenance plan	4	R9 000 000.00	R10 000 000.00	R11 000 000.00	R12 000 000.00	R13 000 000.00	Own	DR JS MLM	N/A	
BS04	Construction of Nokaneng Stadium	Contribute significantly to social, economic, and youth development within the area	Nokaneng			Number of quarterly reports on the physical work completed on the Construction of Nokaneng Stadium	4	R 12 500 000.00	R 14 500 000.00	R 0.00	R 0.00	R 0.00	MIG	DR JS MLM	N/A	
BS05	Maintenance of pumps at water	To ensure reliable water supply and efficient operation	DR JS MLM			Number of reports of pumps at water treatment water	4	R 0.00	R 0.00	R 0.00	R 0.00	R 0.00	R 0.00	R 0.00		

Project No:	Project Name:	Project Description:	Project Location	Strategic Objective	Outcome	Performance Indicator	Target	Medium Term Expenditure Framework					Funding	Implementation Agent	EIA
								2026/2027	2027/2028	2028/2029	2029/2030	2030/2031			
	treatment works and pump-stations	of municipal water infrastructure.				and sub-station maintained per quarter									
BS06	Maintenance of wastewater treatment works and sub-stations	Effective sanitation, environmental protection, and public health in municipalities	DR JS MLM			Number of quarterly reports on pumps including panels of wastewater treatment works maintained	4	R 0.00	R 0.00	R 0.00	R 0.00	R 0.00	R 0.00	R 0.00	
BS07	Inspection of High-mast lights	Inspection of Mast lights	DR JS MLM			Number of high mast lights fittings routinely inspected	274	0.00	0.00	0.00	0.00	0.00	Own	DRJSM LM	N/A
BS08	Maintenance of high Mast Lights	Maintenance of Mast lights	DR JS MLM			% of Faulty high mast light fittings repaired after routine inspection within 90 days	100%	R5 000 000.00	R5 500 000.00	R6 000 000.00	R6 500 000.00	R7 000 000.00	Own	DRJSM LM	N/A
BS09	Electrification of Phake households	Construction of the network for the electrification of households at Phake 2	Phake			Number of households electrified	213	R 5 325 000.00	R 0.00	R 0.00	R 0.00	R 0.00	INEP	DR JSMLM	N/A
BS10	Electrification of Madubaduba households	Construction of the network for the electrification of households at Madubaduba	Madubaduba			Number of households electrified	170	R 4 250 000	R 0.00	R 0.00	R 0.00	R 0.00	INEP	DR JSMLM	N/A
BS11	Electrification of Skimming households	Design of the network for the electrification of households at Skimming (Pre-Engineering)	Skimming			Number of design report for the household electrification	100% of 3 report	R 255 000.00	R 1 750 000.00	R 0.00	R 0.00	R 0.00	INEP	DR JSMLM	N/A
BS12	Electrification of Masobye/Diphlane households	Construction of the network for the electrification of households at Masobye/Diphlane (Pre-Engineering)	Masobye/Diphlane			Number of design report for the household electrification	100% of 3 report	R 525 000.00	R 6 250 000.00	R 0.00	R 0.00	R 0.00	INEP	DR JSMLM	N/A

Project No:	Project Name:	Project Description:	Project Location	Strategic Objective	Outcome	Performance Indicator	Target	Medium Term Expenditure Framework					Funding	Implementation Agent	EIA
								2026/2027	2027/2028	2028/2029	2029/2030	2030/2031			
BS13	Household Electrification application	Application for construction network for the electrification of households	DR JS MLM			Applications for household electrification made to DEE	1	0.00	0.00	0.00	0.00	0.00	0.00	DRJSM LM	N/A
BS14	Replacement of asbestos bulk line from water treatment plant to Bloedfontein reservoirs Phase 4	Supports safe, reliable, and sustainable water supply	Bloedfontein reservoir			Number of quarterly reports on physical work completed on the Replacement of asbestos bulk line from water treatment plant to Bloedfontein reservoir Phase	4	R 49 431 925.00	R 13 568 075.00	R 0.00	R 0.00	R 0.00	MIG	DR JSMLM	N/A
BS15	Replacement of asbestos bulk line from Pieterskraal B to Wolvenkraal (Multiyear)		Pieterskraal B to Wolvenkraal			Number of quarterly reports on physical work completed on the Replacement of asbestos bulk line from Pieterskraal B to Wolvenkraal	4	R 12 000 000.00	R 0.00	R 0.00	R 0.00	R 0.00	MIG	DR JSMLM	N/A
BS16	Maintenance of Roads		Safe transportation, economic development, and effective service delivery within communities	DR JS MLM			Kilometres of roads graded per quarter	500km						OPEX	DRJSM LM
						M <sup>2</sup> of base and surface patched per quarter	202.5m <sup>2</sup>	R440000	R484000	R532400	R585640	R644204	OPEX	DRJSM LM	
						Kilometer of stormwater drains and channels cleaned per quarter	1,0km	R330000	R363000	R399300	R439230	R483153	OPEX	DRJSM LM	
BS17	Construction of Katjibane Bus and Taxi Route Phase 5		Katjibane			Number of kilometres of Katjibane Bus and Taxi Route constructed (Phase 4)	0.6km	R 10 000 000.00	R 0.00	R 0.00	R 0.00	R 0.00	MIG	DR JSMLM	N/A
BS18	Construction of Mmamethake		Mmamethake			Number of kilometres of Mmamethake Bus	0.8km	R 10 000 000.00	R 0.00	R 0.00	R 0.00	R 0.00	MIG	DR JSMLM	N/A

Project No:	Project Name:	Project Description:	Project Location	Strategic Objective	Outcome	Performance Indicator	Target	Medium Term Expenditure Framework					Funding	Implementation Agent	EIA
								2026/2027	2027/2028	2028/2029	2029/2030	2030/2031			
	Bus and Taxi Route Phae 4					& Taxi Route constructed (Phase 4)									
BS19	Construction of Loding Bus and Taxi Route		Loding			Number of kilometres of Loding Bus and Taxi route constructed	1.5km	R 12 000 000.00	R 0.00	R 0.00	R 0.00	R 0.00	MIG	Dr JSMLM	N/A
BS20	Construction of Ga-Phaahla sewe outfall, sewer reticulation and precast toilets (Phase 4) (Multiyear)		Ga-Phaahla sewe			Number of quarterly reports on physical work completed on the Construction of Ga-Phaahla sewer outfall, sewer reticulation and precast toilets (Phase 4)	4	R 9 827 575.00	R 0.00	R 0.00	R 0.00	R 0.00	MIG	Dr JSMLM	N/A
BS21	Construction of Sewer reticulation at Thabana (Phase 3)	To ensure proper sanitation, protect public health, and promote sustainable community development	Thabana			Number of quarterly reports on physical work completed on the Construction of Sewer reticulation at Thabana (Phase 3)	4	R 15 000 000.00	R 30 000 000.00	R 15 000 000.00	R 0.00	R 0.00	MIG	Dr JSMLM	N/A
BS22	Construction of Sewer reticulation at Libangeni (Phae 3)		Libangeni			Number of quarterly reports on physical work completed on the Construction of Sewer reticulation at Libangeni (Phase 3)	4	R 20 000 000.00	R 20 000 000.00	R 0.00	R 0.00	R 0.00	MIG	Dr JSMLM	N/A
BS23	INEP grant	Effective expenditure of these grants is critical for municipal performance and community development	DR JS MLM			Number of quarterly reports on INEP grant expenditure	4	R 10 355 000.00	R 0.00	R 0.00	R 0.00	R 0.00	INEP	Dr JSMLM	N/A
BS24	MIG grant		DR JS MLM			Number of quarterly reports on MIG grant expenditure	4	R 158 449 000.00	R 171 414 000.00	R 177 014 000.00	R 0.00	R 0.00	MIG	Dr JSMLM	N/A

Project No:	Project Name:	Project Description:	Project Location	Strategic Objective	Outcome	Performance Indicator	Target	Medium Term Expenditure Framework					Funding	Implementation Agent	EIA
								2026/2027	2027/2028	2028/2029	2029/2030	2030/2031			
BS25	WSIG grant		DR JS MLM			Number of quarterly reports on WSIG grant expenditure	4	R 20 000 000.00	R 0.00	R 0.00	R 0.00	R 0.00	WSIG	Dr JSMLM	N/A
<b>COMMUNITY DEVELOPMENT SERVICES</b>															
BS23	Road Safety Promotion	To promote safety and Awareness	DR JS MLM	To improve the wellbeing of Communities through service delivery	Improved and decent standard of living of the Dr. JS Moroka Community.	Number of road Safety campaign conducted	2						Own	DR JS MLM	N/A
BS24	Road Safety Promotion		DR JS MLM			Number of monthly reports on notices issued in contravention of the National Road Traffic Act and Municipal By-Laws	12						Own	DR JS MLM	N/A
BS25	Operations of Municipal Registering Authorities	DR JS MLM	Number of monthly reports on the operations of Municipal registering authorities with revenue collected from all transactions			12						Own	DR JS MLM	N/A	
BS26	Life skills workshop	DR JS MLM	Number of life skills workshops held			8						Own	DR JS MLM	N/A	
BS27	Career Expo	To develop programs to ensure effective participation of young people in the activities of the municipality	DR JS MLM			Number of career expo held	1					Own	DR JS MLM	N/A	
BS28	Youth development	To develop programs to ensure effective participation of young people in the activities of the municipality	DR JS MLM			Number of Youth programmes / initiatives implemented	4					Own	DR JS MLM	N/A	
			DR JS MLM			Number of Youth Summits held	1					Own	DR JS MLM	N/A	
BS29	HIV/Aids, cancer and TB awareness campaign	To promote safety and Awareness	DR JS MLM			Number of reports on HIV/Aids, cancer and TB awareness campaign conducted	2	R500 000.00	R500 000.00	R500 000.00	R500 000.00	R500 000.00	Own	DR JS MLM	N/A

Project No:	Project Name:	Project Description:	Project Location	Strategic Objective	Outcome	Performance Indicator	Target	Medium Term Expenditure Framework					Funding	Implementation Agent	EIA
								2026/2027	2027/2028	2028/2029	2029/2030	2030/2031			
BS30	GBV Programme	Protecting public health, the environment, and community well-being.	DR JS MLM			Number of GBV Programmes coordinated per quarter	4	R200 000.00	R200 000.00	R200 000.00	R200 000.00	R200 000.00	Own	DR JS MLM	N/A
BS31	Vulnerable Groups Programme		DR JS MLM			Number of vulnerable groups programmes coordinated per quarter	4	R500 000.00	R500 000.00	R500 000.00	R500 000.00	R500 000.00	Own	DR JS MLM	N/A
BS32	Disaster Management		DR JS MLM			Number of reports on disaster incidents reported and coordinated per quarter	4	0.00	0.00	0.00	0.00	0.00	Own	DR JS MLM	N/A
			DR JS MLM			Number of Disaster Awareness Campaign conducted	1	0.00	0.00	0.00	0.00	0.00	Own	DR JS MLM	N/A
BS33	Waste Collection		Siyabuswa (A, B, C, D, E & F), Vaalbank & Maphanga			Number of villages with access to a minimum level of basic waste collection once per week	3 villages	0.00	0.00	0.00	0.00	0.00	Own	DR JS MLM	N/A
						Number of households with access to a minimum level of basic waste collection once per week	7689	0.00	0.00	0.00	0.00	0.00	Own	DR JS MLM	N/A
		DR JS MLM		Number of Refuse containers placed in villages for access to refuse collection once per week	39	0.00	0.00	0.00	0.00	0.00	Own	DR JS MLM	N/A		

Project No:	Project Name:	Project Description:	Project Location	Strategic Objective	Outcome	Performance Indicator	Target	Medium Term Expenditure Framework					Funding	Implementation Agent	EIA
								2026/2027	2027/2028	2028/2029	2029/2030	2030/2031			
BS34	Integrated Waste Management Plan		DR JS MLM			Integrated Waste Management Plan developed and approved by council	1	0.00	0.00	0.00	0.00	0.00	Own	DR JS MLM	N/A
BS35	External compliance audit on landfill sites		DR JS MLM			Number of external compliance audit of landfill sites conducted	1	0.00	0.00	0.00	0.00	0.00	Own	DR JS MLM	N/A
BS36	EPWP	Alleviation of poverty through job creation	DR JS MLM			Number of job opportunities waste & environmental management & street maintenance	119						Own & EPWP Grant	DR JS MLM	N/A
						Number of job opportunities created through bulk water maintenance	30						Own & EPWP Grant	DR JS MLM	N/A
						Number of job opportunities created through wastewater projects	30						Own & EPWP Grant	DR JS MLM	N/A
						Number of job opportunities created through road maintenance	30						Own & EPWP Grant	DR JS MLM	N/A
						Number of job opportunities created through facility maintenance	4						Own & EPWP Grant	DR JS MLM	N/A
						Number of job opportunities created through filing clerks	8						Own & EPWP Grant	DR JS MLM	N/A
						Number of job opportunities							Own	DR JS MLM	N/A

Project No:	Project Name:	Project Description:	Project Location	Strategic Objective	Outcome	Performance Indicator	Target	Medium Term Expenditure Framework					Funding	Implementation Agent	EIA	
								2026/2027	2027/2028	2028/2029	2029/2030	2030/2031				
						created though data capturing							& EPWP Grant			
<b>KPA 3: LOCAL ECONOMIC DEVELOPMENT</b>																
LED01	Updated tourism destination/products	Ensure economic growth in all sectors of the economy in order to curb unemployment and related negative issues	DR JS MLM	To grow the economy and provide livelihood support	Implemented community work programmes.	Number of the tourism destination/products updated on municipal website	6	0.00	0.00	0.00	0.00	0.00	Own	DR JS MLM	N/A	
LED02	LED forums meeting		DR JS MLM			Number of LED forums meeting held by 30 June 2026	4	0.00	0.00	0.00	0.00	0.00	0.00	Own	DR JS MLM	N/A
LED03	LED Support		DR JS MLM			Number of Jobs Created through the Community Work Programme	900	0.00	0.00	0.00	0.00	0.00	0.00	Own	DR JS MLM	N/A
LED04	LED Support		DR JS MLM			Number of job opportunities facilitated through Capital Projects, EPWP and Private Sector	100	0.00	0.00	0.00	0.00	0.00	0.00	Own	DR JS MLM	N/A
LED05	Business Development Cultural Show		DR JS MLM			Number of Business Development Cultural Show hosted	1	R1 000 000,00	R1 000 000,00	R1 000 000,00	R1 000 000,00	R1 000 000,00	R1 000 000,00	Own	DR JS MLM	N/A
LED06	LED Support		DR JS MLM			Number of SMME's registered on municipal database	40	0.00	0.00	0.00	0.00	0.00	0.00	Own	DR JS MLM	N/A
LED07	LED Support		DR JS MLM			Number of SMME's benefitting from municipal support through tools of trade	10	R500 000,00	R500 000,00	R500 000,00	R500 000,00	R500 000,00	R500 000,00	Own	DR JS MLM	N/A
LED08	Tourism Support		DR JS MLM			Number of Municipal Tourism Brochure developed	1	R5 00 000,00	R500 000,00	R500 000,00	R500 000,00	R500 000,00	R500 000,00	Own	DR JS MLM	N/A

Project No:	Project Name:	Project Description:	Project Location	Strategic Objective	Outcome	Performance Indicator	Target	Medium Term Expenditure Framework					Funding	Implementation Agent	EIA	
								2026/2027	2027/2028	2028/2029	2029/2030	2030/2031				
<b>KPA 4: MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT</b>																
<b>MTOD 01</b>	Executive Mayor's Bursary Scheme	To train and prepare youth to be employable for economic development	DR JS MLM	To employ, develop and retain skilled and capacitated workforce	Differentiated approach to municipal financing, planning and support	Number of approved Executive Mayor's bursaries monitoring reports submitted	2	R848 000	0.00	0.00	0.00		Own	DR JS MLM	N/A	
<b>MTOD 02</b>	EE Committee meetings	Compliance with Employment Equity Act	DR JS MLM			Number of EE Committee meetings held per quarter	4							Own	DR JS MLM	N/A
<b>MTOD 03</b>	Review of Organizational Structure	To ensure filling of all budgeted vacant posts	DR JS MLM			Review of organizational Structure aligned to the IDP & Budget approved	1							Own	DR JS MLM	N/A
<b>MTOD 04</b>	OHS Programme Meetings	To ensure safe working environment	DR JS MLM			Number of OHS meetings held per quarter	4	R2 066 000	R2 134 178	R2 202 472	R2 272 951	R2 345 685		Own	DR JS MLM	N/A
<b>MTOD 05</b>	Training and Development	Skills development of staff and Councillors	DR JS MLM			Number of quarterly reports on workforce trained as per WSP	4							Own	DR JS MLM	N/A
			DR JS MLM			Number of quarterly reports on Councillors trained as per WSP	4	R2 202 000	R2 274 666	R2 349 730	R2 424 921	R2 502 519		Own	DR JS MLM	N/A
<b>MTOD 06</b>	Legal Services	To ensure that policies comply with legislation and to assist with the development and maintenance of Service Level Agreement	DR JS MLM			Number of reports on Disciplinary Proceedings initiated in relation to reported matters on quarter basis	4							Own	DR JS MLM	N/A
			DR JS MLM			Number of reports on litigation cases instituted against the Municipality & Resolved per quarter	4	R7 420 000	R7 865 200	R8 337 112	R8 837 338	R9 367 580		Own	DR JS MLM	N/A

Project No:	Project Name:	Project Description:	Project Location	Strategic Objective	Outcome	Performance Indicator	Target	Medium Term Expenditure Framework					Funding	Implementation Agent	EIA
								2026/2027	2027/2028	2028/2029	2029/2030	2030/2031			
			DR JS MLM			Number of reports on Service Level Agreements (SLA's) processed within the time frame of 30 days of the appointment of the service provider per quarter by 30 June 2026	4						Own	DR JS MLM	N/A
MTOD 07	Local Labour Forum	To ensure sound labour relations through participation of LLF members	DR JS MLM			Number of quarterly Local Labour Forum meetings held	4	R218 000	R226 720	R235 788.80	R245 220.35	R255 029, 16	Own	DR JS MLM	N/A
			DR JS MLM			Number of reports on Disciplinary Proceedings initiated in relation to reported matters on quarter basis	4						Own	DR JS MLM	N/A
MTOD 08	Review of Institutional Policies	To ensure that the HR policies gap is closed for proper staff management	DR JS MLM			Number of new/reviewed Institutional Policies submitted to Council	15						Own	DR JS MLM	N/A
MTOD 09	Schedule of meetings	To inform the community about municipal activities	DR JS MLM			Number of approved schedule of meetings developed	1						Own	DR JS MLM	N/A
MTOD 10	Council Functionality		DR JS MLM			Number of Council Sitings scheduled and held per quarter	4	R300 000	R309 900	R319 817	R330 051	R340 613	Own	DR JS MLM	N/A
MTOD 11	Municipal Media Platform		DR JS MLM			Number of reports generated on Media Platform per quarter	4	R1 239 600	R1 280 507	R1 321 483	R1 363 770	R1 407 411	Own	DR JS MLM	N/A
MTOD 12	Newsletter		DR JS MLM			Number of quarterly newsletters	4	R826 400	R853 671	R880 989	R909 989	R938 274	Own	DR JS MLM	N/A

Project No:	Project Name:	Project Description:	Project Location	Strategic Objective	Outcome	Performance Indicator	Target	Medium Term Expenditure Framework					Funding	Implementation Agent	EIA
								2026/2027	2027/2028	2028/2029	2029/2030	2030/2031			
						published per quarter									
MTOD 13	Customer Relations	Customer / Stakeholder Relationship Management	DR JS MLM			Number of quarterly reports on Customer Relations activities	4	R103 300	R106 709	R110 124	R113 648	R117 284	Own	DR JS MLM	N/A
MTOD 14	Records Management	To ensure proper record keeping and management	DR JS MLM			Number of quarterly reports on the implementation of the Electronic Document Management System submitted to the Municipal Manager	4	R51 650					Own	DR JS MLM	N/A
			DR JS MLM			Number of quarterly reports in terms of correspondence received submitted to the MM	4						Own	DR JS MLM	N/A
MTOD 15	MPAC functionality	To inform the community about municipal activities	DR JS MLM			Number of quarterly MPAC meetings held	4	R826 400	R853 671	R880 989	R909 180	R938 274	Own	DR JS MLM	N/A
						Submission of Oversight Report to Council	1						Own	DR JS MLM	N/A
<b>KPA 5: FINANCIAL VIABILITY</b>															
FV01	Budget Management	Budget Planning and Reporting	DR JS MLM	To become financially viable	Improved municipal financial and administrative capability	Number of Budget Process Schedule approved by 31 August	1	0.00	0.00	0.00	0.00	0.00	Own	DR JS MLM	N/A
			DR JS MLM			Number of Budget approved by 31 May	1	0.00	0.00	0.00	0.00	0.00	Own	DR JS MLM	N/A
			DR JS MLM			Number of in-year reports (Sec 71, 52 and 72) submitted to the	17	0.00	0.00	0.00	0.00	0.00	Own	DR JS MLM	N/A

Project No:	Project Name:	Project Description:	Project Location	Strategic Objective	Outcome	Performance Indicator	Target	Medium Term Expenditure Framework					Funding	Implementation Agent	EIA
								2026/2027	2027/2028	2028/2029	2029/2030	2030/2031			
						Executive Mayor and National Treasury by June									
			DR JS MLM			% Elimination of Unauthorised Expenditure	100%	0.00	0.00	0.00	0.00	0.00	Own	DR JS MLM	N/A
FV02	Audit Opinion Outcome	Obtain Unqualified Audit Opinion outcome	DR JS MLM			Number of Unqualified Audit Opinion outcome acquired by November	1	0.00	0.00	0.00	0.00	0.00	Own	DR JS MLM	N/A
FV03	AFS	To ensure submission of credible AFS	DR JS MLM			Number of Annual Financial Statements (AFS) submitted by 31 August	1	R5 407 000	R5 783 431	R6 160 501	R6 357 637	R6 561 081	Own	DR JS MLM	N/A
FV04	Expenditure	Report on any identified invoices not paid within 30 days to council.	DR JS MLM			% of invoices paid withing 30 days	100%	0.00	0.00	0.00	0.00	0.00	Own	DR JS MLM	N/A
		Elimination of Fruitless and Wasteful expenditure	DR JS MLM			% Elimination of Fruitless and Wasteful expenditure	100%	0.00	0.00	0.00	0.00	0.00	Own	DR JS MLM	N/A
FV05	Revenue	Implementation of MPRA	DR JS MLM			Number of Supplementary valuation rolls complied	1	R1 037 000	R1 071 221	R1 105 500	R1 140 876	R7 177 384	Own	DR JS MLM	N/A
FV06	Financial Management	To ensure credible financial reporting	DR JS MLM			% reduction of the scope of work allocated to Consultants (Preparation and Review of the AFS)	60%	0.00	0.00	0.00	0.00	0.00	Own	DR JS MLM	N/A
			DR JS MLM			% progress on the monitoring of the implementation of Auditor General Audit Action Plan	100%	0.00	0.00	0.00	0.00	0.00	0.00	Own	DR JS MLM

Project No:	Project Name:	Project Description:	Project Location	Strategic Objective	Outcome	Performance Indicator	Target	Medium Term Expenditure Framework					Funding	Implementation Agent	EIA
								2026/2027	2027/2028	2028/2029	2029/2030	2030/2031			
FV07	Revenue	Implementation of the revenue enhancement strategy to increase collection from 20%-40% Implementation of credit control (debt collection)	DR JS MLM			Number of monthly collection rate reports submitted to Provincial Treasury and to Council by 30 June	12	0.00	0.00	0.00	0.00	0.00	Own	DR JS MLM	N/A
			DR JS MLM			Number of tariffs structure Gazetted	1	0.00	0.00	0.00	0.00	0.00	Own	DR JS MLM	N/A
			DR JS MLM			Number of quarterly reports on the implementation of credit control	4	R4 592 500	R4 678 053	R4 763 750	R4 916 190	R5 073 508	Own	DR JS MLM	N/A
FV08	Assets Management	Compilation of a GRAP Compliant Asset Register	DR JS MLM			Number of monthly assets reports (Movable & Non-Movable Assets) generated	12	0.00	0.00	0.00	0.00	0.00	Own	DR JS MLM	N/A
			DR JS MLM			Number of GRAP Compliant Asset Register by 31 August	1	R5 555 500	R5 606 832	R5 658 250	R5 839 314	R6 026 172	Own	DR JS MLM	N/A
		DR JS MLM	Insurance for the municipal assets			% of insured assets properly recorded in the Fixed Asset Register (FAR) in accordance with GRAP	100%	R8 296 000	R8 569 768	R8 844 001	R9 127 009	R9 419 073	Own	DR JS MLM	N/A
FV09	Inventory	Inventory/Stock count	DR JS MLM			Number of quarterly reports on Inventory/Stock count	4	0.00	0.00	0.00	0.00	0.00	Own	DR JS MLM	N/A

Project No:	Project Name:	Project Description:	Project Location	Strategic Objective	Outcome	Performance Indicator	Target	Medium Term Expenditure Framework					Funding	Implementation Agent	EIA
								2026/2027	2027/2028	2028/2029	2029/2030	2030/2031			
FV10	Supply Chain Management	Develop a procurement plan and link database to the financial system and also develop SCM procedure manual.	DR JS MLM			Number of the Institutional Procurement Plan developed	1	0.00	0.00	0.00	0.00	0.00	Own	DR JS MLM	N/A
			DR JS MLM			Number of quarterly reports on the implementation of the Five (5) Key points submitted	4	0.00	0.00	0.00	0.00	0.00	Own	DR JS MLM	N/A
			DR JS MLM			Number of quarterly reports on tender register for above R300 000 tenders submitted	4	0.00	0.00	0.00	0.00	0.00	Own	DR JS MLM	N/A
			DR JS MLM			Number of SCM in-year Compliance reports submitted	4	0.00	0.00	0.00	0.00	0.00	Own	DR JS MLM	N/A
		DR JS MLM	% Reduction of Irregular Expenditure compared to prior year end			75%	0.00	0.00	0.00	0.00	0.00	0.00	Own	DR JS MLM	N/A
		DR JS MLM													
FV11	Financial Management	To ensure credible financial reporting	DR JS MLM			Number of Monthly creditors Reconciliation reports submitted	12	0.00	0.00	0.00	0.00	0.00	Own	DR JS MLM	N/A
			DR JS MLM			Number of monthly section 66 Reports submitted	12	0.00	0.00	0.00	0.00	0.00	Own	DR JS MLM	N/A
			DR JS MLM			Number of VAT Submission reviewed by 30 June	12	0.00	0.00	0.00	0.00	0.00	Own	DR JS MLM	N/A
<b>KPA 6: GOOD GOVERNANCE AND PUBLIC PARTICIPATION</b>															
GG01	Performance Management Systems	To promote the culture of performance	DR JS MLM	To create a culture of accountability	Single co-ordination window	Submission of Final Audited Consolidated Annual Report	1	0.00	0.00	0.00	0.00	0.00	Own	DR JS MLM	N/A

Project No:	Project Name:	Project Description:	Project Location	Strategic Objective	Outcome	Performance Indicator	Target	Medium Term Expenditure Framework					Funding	Implementation Agent	EIA
								2026/2027	2027/2028	2028/2029	2029/2030	2030/2031			
		management in the municipality		and transparency		2024/2025 to Council by 30 January									
			DR JS MLM			Final 2026/2027 SDBIP approved & signed by the Executive Mayor within 28 days after approval of IDP & Budget	1	0.00	0.00	0.00	0.00	0.00	Own	DR JS MLM	N/A
			DR JS MLM			Number of Quarterly institutional Performance Reports submitted to Council	4	0.00	0.00	0.00	0.00	0.00	Own	DR JS MLM	N/A
			DR JS MLM			Number of reports on Individual assessment of all employees below section 56 conducted	2	0.00	0.00	0.00	0.00	0.00	Own	DR JS MLM	N/A
			DR JS MLM			Performance review for section 54/56 conducted (Annual & Mid-term)	2	0.00	0.00	0.00	0.00	0.00	Own	DR JS MLM	N/A
GG02	IDP Processes	To guide the municipality towards achieving its vision and service delivery obligations	DR JS MLM			2026/2027 IDP/Budget Review Process Plan developed by 30 August	1						Own	DR JS MLM	N/A
			DR JS MLM			2026-2027 Final IDP tabled and approved by Council by 30 May	1						Own	DR JS MLM	N/A
			DR JS MLM			Annual Strategic Planning sessions convened	1						Own	DR JS MLM	N/A
GG03	ICT	To enhance the planning &	DR JS MLM			Number of IT Steering Committee	4	R0.00	R0.00	R0.00	R0.00	R0.00	Own	DR JS MLM	N/A

Project No:	Project Name:	Project Description:	Project Location	Strategic Objective	Outcome	Performance Indicator	Target	Medium Term Expenditure Framework					Funding	Implementation Agent	EIA	
								2026/2027	2027/2028	2028/2029	2029/2030	2030/2031				
		processes of the ICT section				meetings held per quarter										
			DR JS MLM				Number of Reports on the Routine Maintenance and Support Provision of the Municipal ICT Infrastructure submitted per quarter	4	R5,225,000.00	R5,355,624.00	R0.00	R0.00	R0.00	Own	DR JS MLM	N/A
			DR JS MLM				Number of reports on the performance of the SD-WAN / IPSEC and MPLS WAN Infrastructure submitted per quarter	4	R3,657,501.00	R3,748,939.00	R0.00	R0.00	R0.00	Own	DR JS MLM	N/A
			DR JS MLM				Number of reports on the Procurement of ICT Equipment's submitted.	2	R3,135,004.00	R3,213,380.00	R0.00	R0.00	R0.00	Own	DR JS MLM	N/A
			DR JS MLM				Number of Software Licenses renewed or procured.	4	R5,643,004.00	R5,784,080.00	R0.00	R0.00	R0.00	Own	DR JS MLM	N/A
GGO4	INTERNAL AUDIT	Promoting and enhancing control of the environment through auditing	DR JS MLM			% of Auditor General (AGSA) matters resolved as per the approved Audit Action Plan	100%						Own	DR JS MLM	N/A	
			DR JS MLM				Strategic Internal Audit Plan and Annual Internal Audit Plan approved by Audit Committee	1						Own	DR JS MLM	N/A
			DR JS MLM				Number of Quarterly Audit and Performance Committee	4						Own	DR JS MLM	N/A

Project No:	Project Name:	Project Description:	Project Location	Strategic Objective	Outcome	Performance Indicator	Target	Medium Term Expenditure Framework					Funding	Implementation Agent	EIA
								2026/2027	2027/2028	2028/2029	2029/2030	2030/2031			
						Meetings held per quarter									
			DR JS MLM			Number of quarterly Audit & Performance Committee reports submitted to Council per quarter	4						Own	DR JS MLM	N/A
GG05	RISK MANAGEMENT	To have and maintain an effective, efficient and transparent system of risk management	DR JS MLM			Anti-fraud and Corruption Activity plan approved by June 2026	1						Own	DR JS MLM	N/A
			DR JS MLM			% execution per quarter of activities outlined in the Anti-fraud and corruption activity plan (Total Organisation)	100%						Own	DR JS MLM	N/A
			DR JS MLM			Number of quarterly anti-fraud and corruption awareness campaigns held per quarter	4						Own	DR JS MLM	N/A
			DR JS MLM			Number of quarterly Risk Committee Meetings held per quarter	4						Own	DR JS MLM	N/A
			DR JS MLM			Number of Risk Management reports submitted to the Audit Committee per quarter	4						Own	DR JS MLM	N/A
			DR JS MLM			% execution of Risk management plan within prescribed	100%						Own	DR JS MLM	N/A

Project No:	Project Name:	Project Description:	Project Location	Strategic Objective	Outcome	Performance Indicator	Target	Medium Term Expenditure Framework					Funding	Implementation Agent	EIA
								2026/2027	2027/2028	2028/2029	2029/2030	2030/2031			
						timeframes per quarter (Total organisation)									
			DR JS MLM			Number of Risk Assessment Report held per year.	1					Own	DR JS MLM	N/A	
GGO6	Public participation	To intensify community participation in the municipal activities	DR JS MLM			Number of Public participation consultation held	2					Own	DR JS MLM	N/A	
			DR JS MLM			State of Municipal Address conducted	1				Own	DR JS MLM	N/A		
	Ward committee support	To ensure the maximum participation of ward committees	DR JS MLM			Number of monthly Ward Committees meetings held					Own	DR JS MLM	N/A		
			DR JS MLM			Hosting of Annual Ward Committee Conference	1				Own	DR JS MLM	N/A		
			DR JS MLM			Number of annual Ward Committee operational plans submitted to Council	1				Own	DR JS MLM	N/A		
			DR JS MLM			Number of Ward Committee Training conducted	1				Own	DR JS MLM	N/A		
			DR JS MLM			Number of reviewed indigent register	1				Own	DR JS MLM	N/A		
GGO7	Reviewed indigent register	To enhance Service Delivery	DR JS MLM			Number of reviewed indigent register	1					Own	DR JS MLM	N/A	
			DR JS MLM			Number of quarterly reports on indigents households with access to free basic electricity services	4				Own	DR JS MLM	N/A		

## 11.2 The projected and planned development projects implemented by Sector Departments including The Nkangala District Municipality

### 11.2.1 COGHSTA

District Area	Catalytic Project/Programme (name/description)	Benefitting local municipalities/ Ward/Location/ GPS Coordinate	Short to medium term target	Implementation Period (duration)	2026/27 Budget Allocation (Annual) R'000	Total project cost R'000
Nkangala	Integrated Residential Development Programme (IRDP) Phase 1	Dr JS Moroka, Prt 23, 48 Valschfontein 33-JS	Township Establishment	2026/27	1 000	30 114
Nkangala	Integrated Residential Development Programme (IRDP) Phase 1	Dr JS Moroka, Prt 2 Weltevreden	Township Establishment	2026/27	500	4 606
Nkangala	Integrated Residential Development Programme (IRDP) Phase 1	Dr JS Moroka, Prt 4, 7 Kameelriver	Township Establishment	2026/27	1 700	15 477
Nkangala	Integrated Residential Development Programme (IRDP) Phase 1	Dr JS Moroka, Prt 12 Allemandrift	Township Establishment	2026/27	1 000	11 272
Nkangala	Integrated Residential Development Programme (IRDP) Phase 1	Dr JS Moroka, Remainder of Vrieskraal 4-JS	Township Establishment	2026/27	1 000	32 217
Nkangala	Integrated Residential Development Programme (IRDP) Phase 1	Dr JS Moroka, Wolvenkraal 192-JR	Township Establishment	2026/27	3 400	37 148

District Area	Catalytic Project/Programme (name/description)	Benefitting local municipalities/ Ward/Location/ GPS Coordinate	Short to medium term target	Implementation Period (duration)	2026/27 Budget Allocation (Annual) R'000	Total project cost R'000
Nkangala	Rural Housing Units	Dr JS Moroka, Siyabuswa E	18 Housing units	2026/27	1 391	9 148
Nkangala	Rural Housing Units	Dr JS Moroka, Various areas	2 Housing units	2026/27	587	1 316
Nkangala	Rural Housing Units	Dr JS Moroka, Thabana	2 Housing units	2026/27	367	367
Nkangala	Military Veterans Housing Units	Dr JS Moroka	1 Housing unit	2026/27	312	312

### 11.2.2 DEPARTMENT OF ENERGY AND ELECTRICITY

District Area	Catalytic Project/Programme (name/description)	Benefitting local municipalities/ Ward/Location/ GPS Coordinate	Short to medium term target	Implementation Period (duration)	2026/27 Budget Allocation (Annual)	Total project cost
<b>INEP Schedule 5B (Municipal) Programme</b>						
Nkangala	Phake Phase 2	Dr JS Moroka	213 Connections	2026/27	R5 325 000,00	R5 325 000,00

<b>District Area</b>	<b>Catalytic Project/Programme (name/description)</b>	<b>Benefitting local municipalities/ Ward/Location/ GPS Coordinate</b>	<b>Short to medium term target</b>	<b>Implementation Period (duration)</b>	<b>2026/27 Budget Allocation (Annual)</b>	<b>Total project cost</b>
Nkangala	Madubaduba	Dr JS Moroka	170 Connections	2026/27	R4 250 000,00	R4 250 000,00
Nkangala	Skimmina(Pre-Eng) 70 HH	Dr JS Moroka	Pre-Engineering	2026/27	R255 000,00	R255 000,00
Nkangala	Masobe/Diphalane(Pre-Eng) 250 HH	Dr JS Moroka	Pre-Engineering	2026/27	R525 000,00	R525 000,00
Nkangala		Dr JS Moroka Total	383 Connections	2026/27	R10 355 000,00	R10 355 000,00
Nkangala	EEDSM	Nkangala	Retrofit fluorescent to LED T8 Turbular lights; LED flood lights; LED Tubes; Turbular lights; Solar systems; Class 1 & 2 EE motors for boreholes	2026/27	R 4 000	R 4 000

### 11.2.3 DEPARTMENT OF LAND REFORM AND RURAL DEVELOPMENT

District Area	Catalytic Project/Programme (name/description)	Benefitting local municipalities/ Ward/Location/ GPS Coordinate	Short to medium term target	Implementation Period (duration)	2026/27 Budget Allocation (Annual) R'000	Total project cost R'000
Various District	Review of Provincial SDF	All District and Local Municipalities	100% of municipalities supported with Spatial Planning and Land Use Management Act (SPLUMA)	2025/2026 2026/2027	R2 000	R2 000
NKANGALA	Review of Land Use Schemes for Dr JS Moroka, Thembisile Hani, Victor Khanye, Emalahleni and Emakhazeni Local Municipality	Dr JS Moroka, Thembisile Hani, Victor Khanye, Emalahleni and Emakhazeni Local Municipality	100% of municipalities supported with Spatial Planning and Land Use Management Act (SPLUMA)	2025/2026 2026/2027	R3 000	R3 000

#### 11.2.4 DEPARTMENT OF HEALTH

District Area	Catalytic Project/Programme (name/description)	Benefitting local municipalities/ Ward/Location/ GPS Coordinate	Short to medium term target	Implementation Period (duration)	2026/27 Budget Allocation (Annual) R'000	Total project cost R'000
Nkangala	Lefiswoane Clinic	Dr JS Moroka LM	100% completion in 2026/2027	29 August 2025 to 29 June 2026	R15 000	R 22 283

#### 11.2.5 DEPARTMENT OF AGRICULTURE, RURAL DEVELOPMENT, LAND & ENVIRONMENTAL AFFAIRS

District Area	Catalytic Project/Programme (name/description)	Benefitting local municipalities/ Ward/Location/ GPS Coordinate	Short to medium term target	Implementation Period (duration)	2026/27 Budget Allocation (Annual) R'000	Total project cost R'000
Nkangala	PHEME Everlast (Pty) Ltd	Dr JS Moroka LM	Water development (2 boreholes), Water use license and boreholes registration & environmental Impact assessment	01 April 2026 to 22 March 2027	1 460	1 460

## CHAPTER 12: INTEGRATION PHASE

The Integration Phase represents a critical stage in the Integrated Development Planning (IDP) process, where all sectoral, spatial, and strategic plans are aligned, consolidated, and harmonized into a single cohesive municipal framework. The primary objective of this phase is to ensure that the Dr JS Moroka Local Municipality's development priorities, projects, and strategies are internally consistent, financially viable, and aligned with national and provincial development objectives.

Through the integration phase, the municipality ensures that its development planning is cohesive, strategic, and actionable. By consolidating sectoral plans, aligning resources, and prioritizing programs, Dr JS Moroka Local Municipality strengthens its capacity to deliver sustainable services, respond effectively to emerging challenges, and address the socio-economic needs of its communities.

### 12.1 Spatial rationale Sector plans

Sector Plan	A brief description and overview	Current status	Council Resolution	Last date of review
Gazetted Reviewed Spatial Development Framework (SDF)	A Spatial Development Framework (SDF) is a framework that seeks to guide overall spatial distribution of current and desirable land uses within a municipality to give effect to the vision, goals and objectives of the municipal IDP. The aims of a spatial development framework are to promote sustainable functional and integrated human settlements, maximize resource efficiency, and enhance regional identity and unique character of a place. The contents of the SDF are guided by the Local Government Municipal Systems Act (no 32 of 2000) and the Local Government: Municipal Planning and Performance Regulations (2001)	Functional	000/000/00	31/03/2026
Gazetted Land Use Management Scheme (LUMS)	Guided by the SDF, the Land Use Management Scheme (LUMS) was developed and promulgated. The main objective of the scheme is to provide a mechanism for controlling land			

	use and ensure that development takes place in a coordinated manner. The LUMS set out to address spatial challenges identified in the analysis phase and inherited from the apartheid legacy.			
Precinct Plans	The focus of the plans was to develop a set of guidelines which can and will be used to direct development within the defined areas. The plans undertake precinct analysis/study of the defined areas and highlight catalytic public sector LED projects that are required to contribute to the development of the node.			
GIS Strategy	To provide guidelines, general principles, and procedures on the use and management of spatial information in the Municipality and ensure spatial enablement of information on land tenure administration in accordance with the municipal land use management controls system.			
Gazetted SPLUMA by-law	The aim of the by-law is to regulate land use management and spatial planning development as mandated by the SPLUMA Act,2013			

## 12.2 Basic service delivery and infrastructure Development Sector plans

<b>Sector Plan</b>	<b>A brief description and overview</b>	<b>Current status</b>	<b>Council Resolution</b>	<b>Last date of review</b>
Disaster Management Plan	The plan is aimed at disaster prevention, mitigation, preparedness, response, recovery and rehabilitation. It also aimed at providing an enabling environment for disaster management in the municipal area- Promote pro- active disaster management through risk reduction programs, promote cooperative relationships between all spheres of government in case of emergency incidences.	Functional	000/000/00	31/03/2026
Water Services	The purpose of a Water Service Development Plan develops			

Development Plan	a culture of knowledge and understanding of water services, ensuring political leadership of water services planning and implementation, and strategizing on how to deal with water services.			
Integrated Transport Plan	The purpose of this strategic planning instrument is to guide the development, management and integration of transport systems within a municipality.			
Road Master plan	This is the long-term strategic planning document that guides the development, upgrading, maintenance and management of a municipality's road network.			
Electrical Master Plan	This is a strategic planning document that guides the development, upgrading, operation and maintenance of the municipal electricity distribution network over the short, medium and long term.			
Integrated Waste Management Plan	This is a strategic planning document that guides the efficient, environmentally sound and sustainable management of waste within a municipality.			
EPWP Policy	The Expanded Public Works Program (EPWP) is a nationwide Government program aiming at drawing significant numbers of unemployed into productive work, so that they increase their capacity to earn an income. Job creation and skills development remain key priorities of the South African Government. The Expanded Public Works Program (EPWP) is a Cabinet-endorsed Program aimed at creating work opportunities. The Program is implemented by all spheres of government, across four (4) defined sectors, namely the Infrastructure, Social, Non-State and Environment and Culture sectors. The Program's overall coordinator is the National Department of Public Works (DPW)			

### 12.3 Local Economic Development Sector plans

Sector Plan	A brief description and overview	Current status	Council Resolution	Last date of review
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Local Economic Development (LED) Strategy	It describes the role of the municipality in LED which is more of facilitating than being the primary implementer. The aim of the LED strategy is to create an enabling environment for employment opportunities for residents, reduce constraints to business investments and growth, tackle market failures to make market work better and strengthen the competitiveness of local firms. The strategy is thus aligned to key planning documents cited in the previous sections like LEGDP, NSDP etc. And the LED Strategy seeks to provide tourism guidelines within Dr. JS Moroka Local Municipality. Its main purpose is to promote tourism within the Municipality.	Functional	000/000/00	31/03/2026
Street trading by-law	This is a regulatory framework adopted by a municipality to manage and control informal trading activities within its jurisdiction.			

#### 12.4 Municipal Transformation and Organizational Development Sector plans

Sector Plan	A brief description and overview	Current status	Council Resolution	Last date of review
Performance Management Strategy	The purpose of this strategy is to ensure the achievement of individual objectives which are linked to departmental objectives, which in turn are linked to the organizational performance objectives. Performance management is an ongoing process, not a once-year event of conducting a performance review. PMS is aimed at creating a motivating climate for employees and the organization to develop and achieve high standard of performance. It further empowers the municipality to develop set targets, monitor and review performance based on the Integrated Development Plan–linked indicators and report on the performance against the set indicators.	Functional	000/000/00	31/03/2026

Municipal Institutional Plan	The Institutional Plan which addresses institutional challenges is highlighted in the analysis phase. The primary objective of an institutional plan is to ensure that consistent and integrated measures are put in place for institutional development. The secondary objectives include providing for Gender Equity and appropriate transformation in the light of the Constitution of the Republic of South Africa and Employment Equity Act, no 55 of 1998 of as well as reviewing the institutional arrangements and implications of planning process in keeping with the IDP. The plan has a consolidated summary of the institutional activities that flow from the prioritized proposals developed in the IDP processes. The institutional plan is required to result in the following outputs: (a) It must address the gender and equity imbalances facing the municipality, (b) A realistic institutional plan given the financial resources at the disposal of the municipality. It is annually reviewed.			
Workplace Skills Plan	The municipality develops and implements the workplace skill plan every financial year. The plan is developing in consultation with the staff members, committees and councilors. Individuals from the mentioned stakeholders' complete questionnaire that serve as tools to identify training needs. The training needs are further consolidated into the workplace skills plan and submitted to LG SETA after approval by the council. This should be able to serve as an intervention in addressing the issues of scarce skills.			
File Plan	A File Plan is a structured system that defines how a municipality creates, organizes, stores, retrieves, and disposes of its records and documents. It is a key component of effective records and information management.			

Occupational Health and Safety Policy	Occupational Health and Safety policy was adopted by Dr. JS MLM council. The need for the policy stems from the safety policy to Occupational Health and safety Act, 1993 which requires employers, including municipalities amongst other things to develop and adopt an occupational health			
Employment Equity Plan	The Employment Equity Plan for Dr. JS MLM was developed and adopted by the council. The policy aims to address the following challenges such as address under-representation of designated groups in all occupational categories and levels in the workforce, identifying and developing strategies for the achievement of numerical goals and timetables for the implementation of affirmative action measures, considering the mission of the Dr. JS MLM and establishing procedures for the monitoring and enforcement of the implementation process and establish procedures to address and resolve disputes regarding implementation and enforcement of EE.			
Human Resource Policies and Procedure	It contains Recruitment, Selection and Appointment, Conditions of Service (Grievance Procedures, Discipline & Disciplinary Procedures, Personnel Retrenchment and Personnel Replacement Policy), Basic Conditions of Employment Act, Code of Conduct, Overtime Policy, Leave and Overtime Form			
Bursary Policy	The purpose of the policy is to regulate and provide a framework through which financial aid and support can be provided to employees and members of the community for the advancement of their studies			
ICT Change Management Policy	The purpose of this policy is to provide the municipality with a procedure for the change control function that shall be established to manage record and track all changes for Dr. JS MLM ICT environment. The objective of this policy is to ensure that Sector Plan standardized processes are followed and adhered to accordingly. This			

	is to ensure that no changes take place as a quick change, with “after the fact” documentation, without any prior authorization.			
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## 12.5 Financial viability and Management Sector plans

Sector Plans	A brief description and overview	Current status	Council Resolution	Last date of review
Revenue Enhancement Strategy	The strategy is intended to enhance the revenue base of the municipality. There is in alignment with the General Finance Policy. The Municipality has started billing for property rates (only Businesses and sector departments) as from July 2009.	Functional	000/000/00	31/03/2026
Credit Control and Debt Management Policy	The Credit Control and Debt Management Policy were adopted for application applied in the event of nonpayment of services. It is adopted in terms of Chapter 5 of the Local Government: Municipal Systems Act to contribute towards development of the local economy and provide acceptable services to the communities. The constitutional mandate of the municipality cannot and will never be realized unless there are payments of services. Noting two categories of residents, those who can afford and those who cannot afford to pay for services, the policy emphasizes that payment of services must be according to indigent policy.			
Supply Chain Management Policy	It provides policy guidelines as and when Dr. JS MLM procures goods or services, disposes of goods no longer needed, select contractors to provide assistance in the provision of municipal services.			
Indigent Policy	This is a municipal policy framework designed to provide financial relief and basic municipal services support to households that are unable to afford the full cost of services due to poverty.			
Banking and	This policy is aimed at gaining optimal return on investment,			

Investment Policy	without incurring undue risks, during those periods when cash revenues are not needed for capital or operational purposes.			
Asset Management Policy	A Municipal Asset Management Policy is a governance framework that guides how a municipality plans, acquires, operates, maintains, safeguards, and disposes of its assets in a sustainable and accountable manner.			
Tariffs Policy	The objective of the tariffs policy is to enable the municipality to be self-sustainable through tariff income, enables the Council to determine tariffs in line with the applicable legislation. All households except for the indigent should pay the full cost of the services consumed. Municipal tariffs must not be unduly a burden to local business through higher tariffs, as cost affects the sustainability and competitiveness of such business.			
Budget Policy	The policy aims to set budgeting principles which the municipality should follow in preparing each annual budget, in implementing and controlling the budget during the financial year, in adjusting the budget as directed by Dr. JS MLM. The annual budget is the financial planning document that involves all operating and expenditure decisions. In compiling the budget of the Municipality, National Budget Policy guidelines were considered which include macroeconomic indicators as in the guidelines of the National Treasury, the expenditure trends and revenue patterns.			
Virement policy	A Virement Policy is a financial management policy that regulates the transfer of funds from one budget vote, programme or line item to another within an approved municipal budget.			

Bad debt writes off policy	The municipality adopted the policy to ensure that principles and procedures for writing off irrecoverable debt are formalized. Further to ensure that household consumers with no or lower income are not denied a reasonable service and that the municipality is not financially burdened with non- payment of services. It provides guidance in determining irrecoverable debts so that debtors of the municipality are not overstated in the books of the council.			
Property rates policy	Its purpose is to allow the council to exercise its power to impose rates within a statutory framework, with the aim to enhance certainty, uniformity and simplicity, taking into account the historical imbalances within communities, as well as the burden of rates on the poor.			
Inventory policy	The policy aims to achieve the following objectives which are to: - a) Provide guidelines that employees of the Municipality must follow in the management and control of inventory, including safeguarding and disposal of inventory. b) Procure inventory in line with the established procurement principles contained in the Municipality's Supply Chain Management Policy. c) Eliminate any potential misuse of inventory and possible theft.			
Payment policy and procedure	The policy aimed to assist the municipality in managing and maintaining an effective system of expenditure control.			
Petty cash Policy	The policy aims to ensure the correct procedure is followed by using petty cash funds for making small miscellaneous payments when immediate settlement of payments is urgently required.			

## 12.6 Good governance and public participation Sector plans

<b>Sector Plan</b>	<b>A brief description and overview</b>	<b>Current status</b>	<b>Council Resolution</b>	<b>Last date of review</b>
Communication Strategy	A Municipal Communication Strategy is a framework that guides how a municipality communicates with its stakeholders, including residents, businesses, government departments, and the media.			
Internal Audit Charter	Dr. JS MLM adopted the Internal Audit Charter in order to bring about systematic, disciplined approach in evaluating and improving effectiveness of risk management, control and governance process. It clarifies various issues including the work of the internal audit and responsibilities of Dr. JS MLM 's Audit Committee which is established in terms of the Municipal Finance Management Act. It is therefore branded as a tool governing the internal audit unit within Dr. JS MLM.			
Disability Framework for Local Government	Developed by SALGA in partnership with COGHSTA, Dr. JS MLM approved the Disability Framework for Local Government which aim at guiding municipalities among others to : (1) mainstreaming disability into the Key Performance Areas of local government 's IDPs, PGDS, (2) ensure the participation of people with disabilities in governance and democratic processes, (3) develop and implement programs to empower people with disabilities, and (4) heighten the implementation of the Integrated National Disability Strategy in local government.			
Policy on Ward committees	This policy regulates the management and functioning of the Ward committees in the municipality. It enables Dr. JS MLM to have an effective Ward committee system that promotes participatory democracy. The policy clarifies the role of ward committee at length, criteria for membership, election processes, term of office, and filling of vacancies, ward committees' meetings, municipal support, accountability and			

	relationships. Consequently, ward committees play a substantial role in soliciting community views on service delivery and ensure that community views are encapsulated in the IDP /Budget.			
Anti-Corruption Strategy	A Municipal Anti-Corruption Strategy is a framework designed to prevent, detect, and address corruption and unethical conduct within municipal operations			
Risk Management Strategy	The Municipality has a Risk Management Strategy, and this outlines a high-level plan on how the institution will go about implementing the Risk Management Policy. This will enable Heads of departments to manage risk effectively, optimize operational efficiency of Dr. JS MLM, develop and support the knowledge base of the people and the Council and ensure that adequate risk financing is available by provision in both the IDP and multi-year budget.			
Risk Management Policy	The risk management policy outlines Dr JS MLM commitment to protect the municipality against adverse outcomes, which may impact negatively on service delivery.			
Public participation policy	The purpose of this policy is to guide and regulate public participation in the municipality's area of jurisdiction. The main objective of this policy is to provide a broad framework through which the Municipality can engage its stakeholders in the development of plans and the implementation of subsequent decisions or final products. The Municipality also has an obligation to comply with statutory requirements which direct its operations and such statutes alluding to public participation as an integral part of governance. The incorporation of public participation in the municipal programs is also intended to ensure legitimacy and credibility			

	of processes and final products.			
HIV/AIDS Mainstreaming Strategy	The strategy is aimed at increasing awareness of the pandemic in the municipal area. It also empowers councilors and employees of Dr. JS Moroka Local Municipality to deal with HIV/AIDS matters in service delivery			

**APPROVAL**

The Dr JS Moroka Local Municipality has actively addressed the gaps identified in its service delivery and organizational capacity by adopting a developmental approach, ensuring it can effectively respond to and meet the challenges it faces as a municipal organization. Through its integrated developmental planning processes, the municipality has established a clear strategic focus, with programs and initiatives designed to align both with national Key Performance Areas (KPA's) and the municipality's own strategic objectives. This approach ensures that service delivery, infrastructure development, and community engagement are coordinated, sustainable, and responsive to the needs of its residents.

**SIGNED**

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**THE EXECUTIVE MAYOR**  
**CLLR NS MTSWENI**

\_\_\_\_\_  
**DATE**