



JOE MOROLONG
LOCAL MUNICIPALITY

DRAFT INTEGRATED DEVELOPMENT PLAN

**2023/2024
FINANCIAL YEAR**

Draft Integrated Development Plan

of the

Joe Morolong Local Municipality

**Compiled in terms of Local
Government: Municipal Systems Act,
2000 (Act 32 of 2000)**

Adopted by Council

On The

31 March 2023

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ACRONYMS AND ABBREVIATIONS

CDW	Community Development Worker
CFO	Chief Financial Officer
Cllr	Councillor
DWA	Department of Water Affairs
IDP	Integrated Development Plan
JMLM	Joe Morolong Local Municipality
JTGDM	John Taolo Gaetsewe District Municipality
KPA	Key Performance Area
LED	Local Economic Development
MFMA	Municipal Finance Management Act
MSA	Municipal Systems Act 32 of 2000
MSA	Municipal Structures Act
MIG	Municipal Infrastructure Grant
MWIG	Municipal Water Infrastructure Grant
NDP	National Development Plan
PMS	Performance Management System
RBIG	Regional Bulk Infrastructure Grant
RDP	Reconstruction and Development Programme
RSA	Republic of South Africa
SDBIP	Service Delivery Budget and Improvement Plan
SLA	Service Level Agreement
SLP	Social Labour Plan

MUNICIPAL MAYOR'S FOREWORD

In accordance with the provisions of the laws that govern the affairs of the municipality, we have embarked upon a process of consultation with the local community with a view to present the IDP and Budget for the 2023/24 Financial year.

Chapter 4 of the Municipal Systems Act 32 of 2000 makes community participation in the affairs, programmes and activities of the municipality a legal obligation. This IDP is therefore the culmination of a lengthy process of consultation with the local community.

The municipality is implementing a number of interventions to address failures in order to improve basic service delivery. These interventions include enhancing the capacity of officials, maintaining and upgrading infrastructure, embarking on numerous public participation programmes, community and stakeholder engagements and improving our communications platforms and channels.

In comparison to the previous years, there were fewer findings issued by the Audit General in the 2021/22 Financial Year. To further improve the municipality's financial standing, there are number of measures put in place. There are internal control processes which will assist in curbing and addressing similar issues from arising in the future.

Accordingly, this IDP carries the aspirations of the masses of our community, which the 2023/24 Budget must seek to finance. Therefore, this IDP must be seen as a beacon of hope that will continue to guide us over the next financial year in our collective endeavours of building a better life for all our communities.

We remain committed to the realization of the 5 National Key Performance Areas of municipalities, being the following:

Good Governance and Public Participation

Municipal Institutional Development and Transformation

Basic Service Delivery

Financial Viability

Local Economic Development

Joe Morolong Local Municipality will continue to strive towards improving the lives of our communities. With the implementation of various measures and commitment to ongoing improvement. The municipality is well on its way to turning the situation around.

Let us all work towards a brighter future for the Joe Morolong Local Municipality.

THANK YOU

Mayor: Cllr. D. Leutlwetse- Tshabalala

MUNICIPAL MANAGERS' FOREWORD

The IDP serves as a service delivery master plan of the municipality that lays down an overall framework for development. It aims to coordinate the work of municipality, and all stakeholders in a coherent plan to improve the quality of the lives of the people of Joe Morolong Local Municipality. IDP reflects Council's vision for the long-term development of the Municipality with special attention on critical developmental issues and internal transformation needs. It is a five-year strategic tool used to address and measure the level of service delivery in the Municipality.

In the past year the Auditor General issued Joe Municipality with a Disclaimer Audit Outcome, despite the Audit Outcome from Auditor General (Disclaimer) Joe Morolong Local Municipality Strives Towards Improvements

While this may seem like a setback, it is important to note that the municipality has shown improvement in various areas since the last audit.

Compared to the previous year, there were fewer findings issued by the Auditor General in the 2021/2022 financial year. Specifically, the number of findings decreased from 273 to 210. Additionally, there was only one Material Irregularity finding this year, as opposed to two in the previous year.

To further improve its financial standing, the municipality is gradually reducing its reliance on consultants.

With a solid foundation having been laid, communities can have assurance that their needs as planned for in the IDP will be turned into tangible deliverables.

Whilst there are still huge service delivery backlogs, mainly attributed to the dilapidated and obsolete infrastructure, the municipality has not been deterred, as evidenced by the extent of the its vigorous drive to eradicate such backlogs.

Since the new Council assumed office in November 2021, many water and sanitation programs have been implemented. In pursuing this implementation drive, the municipality never compromises on quality. As the municipality continues to strive for the best, we are very mindful of the fact that there are still some communities who are still eagerly waiting the opportunity to be afforded basic services.

Where a service is being provided, there will always be inadequacies and dissatisfactions, we working on improving on ensuring turn-around strategy to address community queries. Our social media and public participation platforms are now activated to facilitate community participatory and effective and efficient communication. Members of the communities are urged to utilize these platforms in accessing activities undertaken by the Municipality.

With the newly appointed skilled and experienced management in various units of the Municipality, we committed to improve the Auditor General Audit Reports, it remains our first priority.

This is said with so much confidence that we will work extremely hard in ensuring that we adhere to compliance and proper management of public funds as guided by Municipal Finance Management Act.

Realistically, Joe Morolong Local Municipality has so much developmental potential but yet, it remains under-developed and heavily depended on grants. However, we have developed a "turn-around strategy" which will Unlock and puts the Municipality in a state that will be more attractive to investors to stimulate local economic development.

However, as a Municipality we cannot achieve all set plans or work in isolation. There is a need for interventions and alignment processes from other spheres of government (District Development Model).

As the head of Administration of Joe Morolong Local Municipality, I acknowledge and appreciate all efforts made by the members of the Council led by the Mayor, Cllr. Dineo Leutlwetse-Tshabalala, Management, Officials, the contribution of communities and role players in ensuring that we were able to produce a legitimate and implementable Development Plan.

Together we can build better communities in the Jurisdiction of Joe Morolong.

Acting Municipal Manager

Mr. Tebogo Tlhoale.

Section A

1. Executive Summary

Joe Morolong Local Municipality (JMLM) is a Category B municipality and it is classified as one of the B4 municipalities in the province. The municipality was established on 6 December 2000 and it is named after Taolo Joseph Morolong who was born at Ditshipeng Village in 1927. JMLM is located in the John Taolo Gaetsewe District in the Northern Cape Province, covering a land area of approximately 20,172km². JMLM has a total number of 183 villages classified into 15 wards. Each ward has its own ward Councillor who, together with the 14 PR Councillors, make up the JMLM Municipal Council. There are Tribal authorities in our municipal jurisdiction with eight (8) Paramount Chiefs.

The JMLM is characterized by rural establishments that are mostly connected through gravel and dirt roads and it is regarded as the poorest area in the district. According to the 2016 Community Survey of Statistics South Africa, there are about 84 201 people living in JMLM, with 20 707 households. There are 168 schools, 4 police stations, 24 clinics and 3 community health centres within the municipal jurisdiction. The primary economic sectors in JMLM are agriculture, mining and community services.

The SWOT analysis of JMLM is summarised on the table below:

Strengths(internal)	Weakness(internal)
Political stability	Lack of resources i.e water infrastructure and source, roads, bridges and streets lights
Policies and systems in place	Small economic base.
Relatively strong relations with most stakeholders and there's an improvement in the attendance of IDP Rep Forum meetings.	Local economy dominated by mining and therefore not able to absorb all the job seekers.
Employment opportunities are mostly in government, mining and construction sector	Low level of education and skills in the local workforce.
Social services such as schools and clinics are present in the area.	Relatively few employment opportunities in the area.
Rural agricultural activities such as livestock farming have a lot of potential in the area.	Grant dependent
Population age between 15 & 65 has the potential ability to perform/act as source of labour.	Municipality and government departments are working in silos
Improvement in compliance with relevant local government legislation	Inadequate maintenance of Infrastructure
Delivering of basic services with limited resources	Unregulated informal market
Implementation of projects	
Threats (external)	Opportunities (external)
Limited job opportunities for large number of job seekers.	Township establishment
Buying power to neighbouring municipalities as we do not have a town	Strong potential for SMME's development.
Poor conditions of our roads, which leads to a weak transport system	Development of agricultural e.g. Medicinal plants and tourism sector e.g. Game farming & Rehabilitation of wetlands

Unemployment, poverty, crime and HIV/Aids.	Establishing and licensing of landfill sites
Decline in economic growth	Establishment of a licensing traffic unit

The goal of JMLM is to establish a planning process, which is aimed at the disposal of the imbalances created by the apartheid era. Developmental local government can only be realized through integrated development planning and the compilation of the IDP. The processes involved in compiling the municipal plan is inclusive, through the consultation of the community and different stakeholders. The value of integrated development planning for municipalities is embedded in the formulation of focused plans that are based on developmental priorities.

This approach will assist the municipality with the curbing of challenges such as wasteful expenditure and perpetual past spending patterns. Thus, leading to a business-orientated approach that is aimed at ensuring that our municipality is able to utilize the limited resources allocated as efficiently as possible. Our planning is not only focused on the immediate needs of our communities but it is also taking into consideration future needs, hence our planning has to have informed projections about the future demands, to ensure effective, efficient and sustained service delivery over a short, medium and long term.

1.1. Vision

The Municipality shall be financially and administratively established; and operating with all its people having access to all basic services, education, employment, safety, health and living in an economical sustainable and developed environment.

1.2. Mission

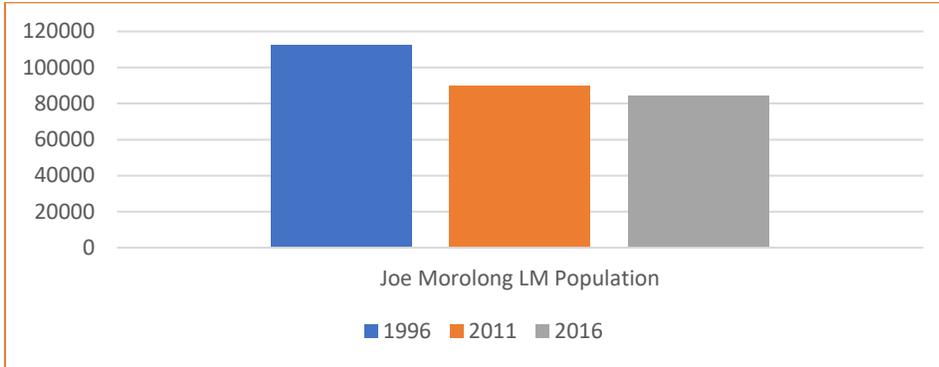
The municipality shall be a safe and healthy development area where affordable services are provided in a sustainable manner through a technical environment.

1.3. Demographic Profile of the Municipality

The population figures drawn from the 2016 Community Survey indicate that an estimated total of 84 201 people reside in Joe Morolong Local Municipality's jurisdiction. This is indicative of a decrease from the 89 530 in the 2011 census figures, as shown on the figure below. The population also decreased drastically in the 20-year period between the year 1996 and 2016; with a decline rate of about 25.11%. The continuous decrease in the municipal population is due to

the migration of people to the Gamagara and Ga-Segonyana local municipalities, as a means to be closer to business and employment centres (JMLM SDF, 2017).

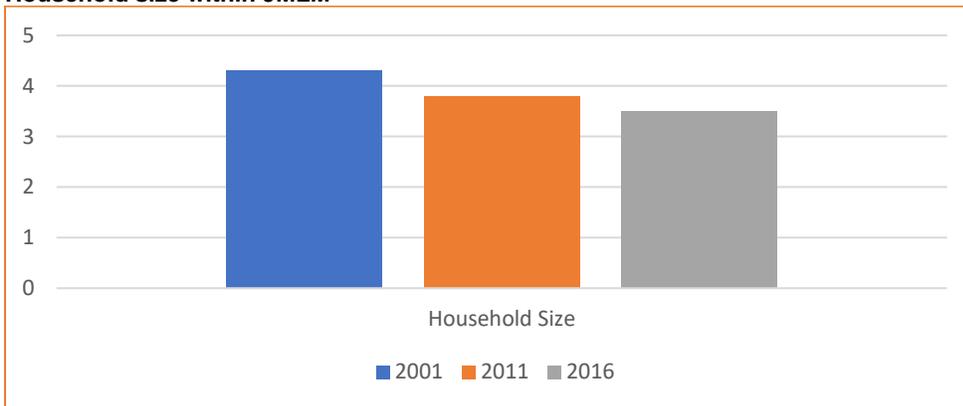
JMLM Population Composition



Source: StatsSA 1996, 2011 & 2016

There has also been a decrease in the average number of persons per household in the municipality; from 4.3 in 2001 to 3.8 in 2011, and ultimately to 3.5 in 2016.

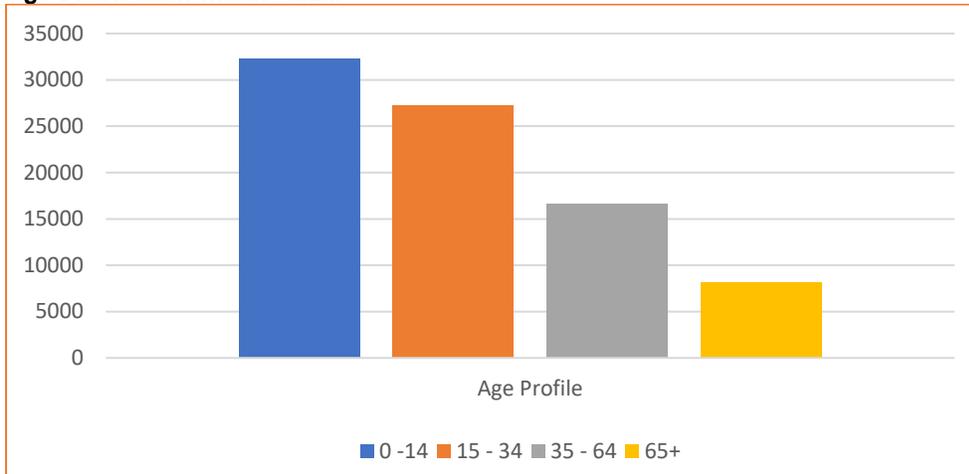
Household size within JMLM



Source: StatsSA 1996, 2011 & 2016

The age profile of the JMLM is shown on the figure below; which shows that young children who are between the ages of 0 - 14 years make up the majority of the population in the municipality. Although the elderly is the minority, they make up 10% of the total population, which significantly increases the rate of the economically inactive population to 48%. This already shows that the age dependency ratio in the municipality is very high, even before the consideration of the economic factors such as the unemployment rate. This places a greater pressure on government as the economically inactive people are the bigger recipients of government spending in terms of social welfare grants, health care, education, etc.

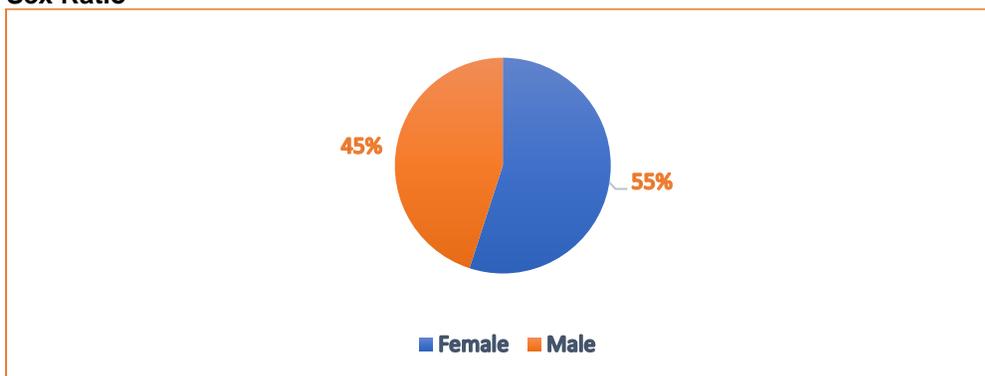
Age Distribution within JMLM



Source: StatsSA 2016

In terms of gender composition, the share of the female population is the highest in JMLM. This is generally due to the migration of the male working population who seek to earn for their families. According to StatsSA 2011 Census data, this trend is prevalent in all the JMLM wards except for ward 4, where there are more males than females in relation to the total population. This may be as a result of job opportunities found in Hotazel and Vanzylsrus. The two towns consist of a few houses, small shops, a hotel, fuel filling station and a Post Office, which may provide some employment opportunities for the population around Joe Morolong LM.

Sex Ratio



Source: StatsSA 2011

The survey further reveals a marginal increase in the poverty head count, from 6.4% (2011) to 6.6% (2016). This has serious implications for the provision of basic services, including a continuous increase (percentage) in service backlogs. It also implies that the demand for economic opportunities to respond to the challenges of poverty are on the increase.

Furthermore, the increase in the demand for service delivery and poverty status places a lot of pressure on limited resources including infrastructure, which should be assisting the attempts to

meet the current levels on the provision of basic services and the growing demand for more services.

1.4. Powers and Function of the Municipality

A municipality has the functions and powers assigned to it in terms of Sections 156 and 229 of the constitution. The functions and powers referred to in subsection (1) must be divided in the case of the municipality and the local municipalities within the area of the District municipality as set of Chapter 5 of the Municipal Structures Act, Act 117 of 1998.

4.1.1. Municipal Category

- ✚ Joe Morolong Local Municipality is a category B municipality.

The mandate of the municipality as contained in section 152 of the constitution is;

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

4.1.2. Municipal Powers and Functions

Municipal Councils have the power to:

- Pass by-laws – local laws and regulations about any of the functions they are responsible for. By-laws may not contradict or over-rule any national laws
- Approve budgets and development plans – every year a municipal budget must be passed that sets down how the municipality will raised and spent its revenue.
- The council should approve an overall plan for how development should take place in the area Impose rates and other taxes
- Impose fines – for anyone who breaks municipal by laws or regulations, littering or library fines
- Borrow money – the council may agree to take a loan for a development or other project and to use the municipal assets as surety
- Decisions about most of the above must be made in full Council meetings. Many of the minor decisions that municipalities have to take can be delegated to EXCO, portfolio committees or to officials or other agencies that are contracted to deliver services.

4.1.3. The following are the functions performed by the municipality;

- ✚ Cemeteries
- ✚ Municipal planning
- ✚ Local Tourism and LED

- ✚ Sanitation
- ✚ Local Sports Facilities
- ✚ Municipal Roads
- ✚ Public Places
- ✚ Street Lighting
- ✚ Water Reticulation
- ✚ Operation and Maintenance of water
- ✚ Waste management
- ✚ Veld Fire fighting
- ✚ Traffic

1.5. Process followed to develop the IDP

According to the Municipal Systems Act, every new council that comes into office after the local government elections has to prepare its own IDP which will guide them for the five years that they are in office. The adopted IDP should be reviewed annually to accommodate emerging needs and adjustments. This document outlines the first review of the 2022-2027 IDP, which covers the 2023/2024 financial year period.

This Plan was developed in terms of the Municipal Systems Act, and its regulations, with specific reference to the Municipal Planning and Performance Management Regulations, 2001. It is a legislative requirement with legal status, superseding all other plans that guide development in this Municipality. The JMLM IDP was developed in close cooperation and alignment with the District Municipality, Provincial and National Departments as well as parastatals, NGO's and private institutions. This IDP is the principal strategic planning instrument, which is guiding and informing all planning, budgeting, management and decision-making of the Municipality.

As directed in the 5-Year Strategic Agenda for Local Government, the JMLM considered the 5 key performance areas (KPAs) for local government when drafting this plan. These are:

- KPA1: Basic Service Delivery and Infrastructure Investment;
- KPA2: Local Economic Development;
- KPA3: Financial Viability and Financial Management;
- KPA4: Good Governance and Community Participation and
- KPA5: Municipal Transformation and Institutional Development.

The strategies in the IDP must also be aligned to the national and provincial policy documents, with specific reference to the National Outcomes of National Government. The Municipality also,

throughout the process, took a conscious decision to focus on its core powers and functions as depicted in the Constitution.

The following process was followed during the development of the Municipal IDP:

Preparation phase

Joe Morolong Local Municipality Council adopted its IDP/Budget and Performance Management System Framework in August 2022. The Municipality developed a process plan for the development of the IDP. The IDP/Budget and Performance Management System Framework outlines in detail the way in which the municipality embarked on its 2023/24 IDP/Budget and Performance Management System.

Analysis Phase

In accordance with Municipal Systems Act 2000, the municipality should hold regular IDP/Budget and Tariffs in drafting IDP and Budget. IDP Representative Forum meetings are convened 4 times per year or quarterly in preparation of each phase.

Strategies Phase

During this phase information was collected on the existing conditions within the municipality. It focused on the types of problems faced by people in communities and the causes of these problems. Identified problems were assessed and prioritised. This phase allowed the municipality to provide the following:

- An assessment of the existing level of development
- Details on priority issues and problems and their causes
- Information on available resources

Project Phase

During this phase the municipality worked on the design and content of projects identified during Strategy Phase. Most of the capital projects were prioritised and budgeted under the MIG grant. Clear details for each project had to be worked out in terms of:

- Who is going to benefit from the project?
- How much is it going to cost?
- How will it be funded?
- How long will it take to complete?
- Who is going to manage the project?

Clear targets were set and indicators worked out to measure performance as well as the impact of individual projects.

Integration Phase

Joe Morolong Local Municipality has integrated its capital projects as informed by the vision, objectives and strategies developed and resources available for the effective implementation of the project in the IDP. That has been seen as putting more emphasis on the implementation of the management strategic meeting resolutions.

Once all projects had been identified, the municipality checked again that they contributed to meeting the objectives outlined in Strategy Phase. These projects provide an overall picture of our development plans. All the development plans now had to be integrated. In addition, the municipality has also drawn up strategies for issues like poverty alleviation and disaster management. These are integrated with the overall IDP.

Approval Phase

The (Draft) IDP must be tabled on the Council Meeting. After the adoption of the draft document, the municipality must start with the advertising process of the public participation dates and also the draft document. The document must also be submitted to CoGHSTA office, Treasury Office, and Legislature Office. It must be also submitted to Tribal offices and Libraries and satellite office.

Evaluation and Feedback

This process is important as it assist with the strengthening of sustainable projects implemented through the IDP. It is proper to evaluate lessons and challenges to improve on the practice.

Principles informing the compilation of the IDP requirements of Chapter 5 of the Systems Act which requires:

- (a) The IDP be compiled, adopted and implemented
- (b) The municipality monitors and reviews the implementation of the IDP
- (c) The IDP reviewed and adopted annually to the extent that changing circumstances so demand
- (d) The IDP must be aligned with plans of other spheres of Government; and
- (e) The IDP must reflect priority development needs of communities
- (f) The IDP must align with the Municipal budget and SDBIPs.

IDP Representative Forum

The forum consists of different stakeholders, interest groups and Councillors. The chairperson of the forum is the Mayor. It considers the development priorities, objectives, strategies, projects and the entire plan. Issues are debated and agreed upon.

IDP Steering Committee

The IDP Steering Committee consists of internal Directors, Managers and Head of sector Departments as well as representatives of the District Municipality. The chairperson of this committee must be the Municipal Manager. He often delegates to the IDP Manager. The steering committee never met because they it was not functional. The steering committee serves as an advisory committee to the IDP representative forum.

1.6. Spatial Development Rationale

Sustainable planning and development can only be achieved if the interdependent layers of institutional arrangements, bio-physical, socio-economic efficiency are in perfect harmony and in relation to each other.

1.6.1. Economic Activities

The natural environment assets introduced into the cycle (i.e. geology, soils, vegetation, climate, hydrology etc.) impacts directly on the primary production lines such as mining and agriculture. These primary economic sectors will impact on municipal economy, human well-being and a contribution to the district, provincial and national economy.

Natural Environmental Features

The natural environments within the Joe Morolong Municipal Area introduce settlements features that impact on primary and secondary production lines.

- **Geology:** The municipal area is covered by calcretized sediments of the Cenozoic Kalahari Group and the Olifantshoek Supergroup comprises shales and quartzites of the Lucknow Formation and is underlain by shales with quartzite bands of the Mapedi Formation.
- **Soil:** Only a very small area on western part of Joe Morolong is highly suited for arable agriculture, while similarly small areas are of intermediate suitability for this purpose in south-

eastern part of the municipality where majority of households are involved in subsistence farming by keeping livestock

- **Vegetation:** The vegetation of the JMLM is dominated by the Savanna Biome. The environmental factors delimiting the biome are complex (i.e. altitude ranges from sea level to 2 000 m; rainfall varies from 235 to 1 000 mm per year (low rainfall). Agricultural capability is mainly confined to extensive rangeland production systems for livestock given that the area is arid, water is scarce and that the climate is not particularly conducive. The subsistence farming also benefits
- **Climate:** JMLM is located in a semi-arid part of South Africa and receives between 500mm annual rainfall in the south-eastern and 200mm in the north-western part of the district. The mean annual minimum/maximum temperatures in the district range between 8°C and 28°C, with the mean annual temperatures ranging between 16°C and 20°C. the municipality has been experiencing extreme flooding since the year 2020 and this has had a negative impact on basic infrastructure.

The above-mentioned environmental features generate the following economic activities which are dominated by the availability of land, minerals and heritage.

Agriculture

Municipal area is mainly suitable and utilised for livestock farming, although restricted, mining takes up substantial areas of land in the places where it occurs. Agricultural capability is mainly confined to extensive rangeland production systems for livestock given the fact that the area is arid, water is scarce and that the climate is not particularly conducive.

Agro-Processing

The Mesquite (*Prosopis* sp.) biomass in the Northern Cape has potential for use as commercial timber, food source for both man and animal, firewood alternative (woodlots) or to make charcoal or wood chips. These uses can create a substantial number of jobs within the John Taolo Gaetsewe District Municipal Area and its local municipalities.

Mining

Mining opportunities (extensive iron ore and manganese) and the provision of building materials have been exploited in the area.

- Vast, extensive manganese deposits, which can be exploited both by large companies and small-scale operators where deposits are not suitable for large scale operations;
- Iron and manganese smelters;
- Semi-precious stones (e.g. granite, Tiger's Eye);
- Industrial minerals, such as clay, sand and salt; and
- Small-scale mining of zinc, lead and lime stone deposits in which they occur.

Tourism

Tourism in the JMLM can be categorised as Eco-Tourism, Cultural Tourism and Educational Tourism and ancillary activities developed in the area because of specific natural features or character:

- Eco-Tourism: Tswalu Kalahari Nature Reserve and other conservation areas have huge potential for adventure (e.g. Bothitong), hunting and tourist accommodation. Various caves within the municipal area, which are a geological product, should be developed for tourism purposes
- Cultural Tourism: Dithakong
- Educational: Archaeological and Paleontological resources (on the caves and cultural heritage of the area).

KEY ISSUES TO BE CONSIDERED:

- Development Planning needs to make provision for the adequate protection of sensitive natural features and conservation of the ground water resources upon which the municipality depends and these includes management water catchment area including the springs (i.e. Bothethelesa, Manyeding and Tsineng Eyes)
- The water catchment has been affected by overgrazing, which has accelerated erosion, increased surface run-off and reduced filtration to the groundwater system
- Management of agricultural) and mining activities on water usage and land degradation (including overgrazing)
- Settlements planning (land use management in rural areas)

- Management of alien invasive plants are a serious threat to the natural vegetation of the municipality. The most common alien invader plants and declared weeds in the district includes amongst other: Prickly pear, Castor oil plant Red river gum, Mexican poppy
- Wetlands (primary water sources for human consumption and agricultural activities) must be effectively managed since they have been classified as - National Priority Wetland Areas. Assessments must be done on the ecological condition of wetlands around industrial zones within the municipality
- Recording mechanism to be put in place to establish and monitor use of groundwater resources for human needs and industrial purposes
- Agricultural capability is mainly confined to extensive rangeland production systems for livestock given that the area is arid.
- Air quality management and monitoring on emissions from industries (mining and roads freight) and domestic activities (landfill sites)
- Heritage resources, some of which are not properly taken care due to lack of personnel and are thus under the threat of deterioration.
- Waste management which includes landfill sites permitting and proper management; eradication of illegal dumping sites; provision of essential resources for waste management (machinery, air quality monitoring stations; waste transfer stations and recycling).
- The need for rehabilitation of asbestos pollution by quantifying the risk associated with a specific pollution site is a prerequisite for development in any asbestos polluted areas that include roads, mines and other properties including schools.

1.6.2. Human Resources

The ability of people to contribute to economic growth is related to their socio-economic development level. This level is indicated by certain demographic indicators as well as the structures and quality of their settlement area.

Demographic Indicators

These indicators show the level of readiness of communities to participate and contribute to development.

- The municipality has experienced a negative population growth of 9% from 89 530 in 2011 to 84 201 to 2016 (i.e. a decrease of 8 379). It is a course for concern as this could mean that the municipal area could be drained off its human resources. One of the contributing factors on the population decrease is out-migration to neighbouring municipalities

- At the same period the number of households has seen a steady increase which implies demand for housing, social amenities and putting pressure on the engineering design capacity of bulk services.
- JMLM has a large household size of 10 and/ or more people; this may be as a result of high dependency due to level of poverty within the area.
- In 2011, 38.7% of the population in JMLM aged between 15 and 65 has no income.
- JMLM's main contributor to the GVA is mining, however wholesale and retail is the biggest contributor towards employment.
- High income and employment potential is related to education status.

Settlement Indicators

Social Facilities

- Low-income levels and the high unemployment rate put pressure on the provision of housing subsidies as well as social grants.
- Scholar transportation should also be addressed as this could be uneconomically viable in future. School Hostel Development programme could be encouraged to service less densely populated rural areas.
- Poverty and poor living conditions are present in rural communities.
- Healthcare and provision of facilities are challenging in isolated and sparsely populated areas.
- Between 2011 and 2016 there have been a decrease on school attending and also an increase on population not attending school.

Urban Settlements

- Population growth (as a result of natural growth and in-migration) of people is expected grow tremendously.
- Increased demand for housing, bulk services and jobs.
- The increased demand for basic services will impact on the engineering design capacity of bulk infrastructure.
- Largest growth is in the lower income levels.
- Low-income levels and high unemployment rate put pressure on housing subsidies, pensions and grants.

- The urban edge for development areas under pressure (i.e. Blackrock, Hotazel and Vanzylsrus) must be reconfigured.
- Accessibility is limited and becomes a crucial issue because of low density.
- Property ownership for the historically disadvantaged individuals must be encouraged.
- Settlements still resemble apartheid planning.
- Poor provision of basic services.
- Intensified mining activities pressurise the quality of provincial roads because of road freight.

Rural Settlements

- The rural settlement pattern and the situation perpetuated by lack of planning or land use management need to be addressed.
- Residents experience a poor livelihood.
- Sporadic village sprawl and encroachment on surrounding agricultural land could impact on agricultural livelihoods.
- The highest residential densities are in Bothitong and Dithakong.
- Poor land and property ownership (ownership confirmed through Permission to Occupy).
- Accessibility (road network) – impacts negatively on the livelihood of the rural population.
- Land claims could introduce new demand for basic services.
- Lack of and poor access to social services (health and education).
- Human resources and housing should be addressed.

KEY ISSUES TO BE CONSIDERED:

- Capital Funding for infrastructure development and upgrading should be priority in the municipality to cater for increases in the number of households.
- Mixed Development for Churchill should be facilitated to develop this node
- Identification and acquisition of strategically located land for human settlements purposes that will cater for various housing delivery programmes
- Spatial integration (similar to Bothithong and Dithakong) should be encouraged throughout the municipality
- The legacy of apartheid planning and poverty should be addressed according to the principles as set out in the National Spatial Development Perspective. Human Development Hub model should be implemented in densely populated settlements along transportation routes for areas such as Dithakong, Bothitong, Loopeng, Heuningvlei and Cassel.

Built Environment

This indicator refers to elements that activate environmental sinks. Such elements are present on four levels:

- Urban development;
- Mining activities;
- Natural elements; and
- Agricultural activities.

Human Settlements Development

This urban development factors refer to negative side-effects generated by the operations within an established human settlement. The negative affect is in the form of gas, water, air or chemical pollution. The following sanitation systems could cause environmental sinks.

a. Waste Water Treatment

- Majority of community in the villages use dry sanitation systems such as VIP and UDS toilets, except some few individuals with septic tanks. Vanzylsrus has a Waste Water Treatment Works which comprises of oxidation ponds and does not release grey water into a natural water source. Hotazel is serviced by Waste Water Treatment Works (WWTW) that releases its effluent for irrigation purposes.
- The septic tank systems and dry sanitation systems in high groundwater potential area where water level tends to be shallow with high aquifer vulnerability and may extend below the water level.
- High water consumption is taking place.

b. Solid Waste Management

Refuse removal in the municipality, due to the rural and remote character of the area, is the expected to be less than it would be in a more urbanised municipality. The following is noted:

- Majority of households disposes off their refuse in the backyard by burying it.
- Budget allocation for solid waste management is insufficient due to cost recovery and affordability of the service
- Communal waste transfer stations in populated / problematic areas should be considered

- Majority of the refuse disposal sites in the area are not registered and operate without a permit
- The implementation of the daily management issues is difficult to implement with regard to enforcement of by-laws dealing with illegal dumping and littering
- Environmental and other pollution takes place because of the lack of surrounding fencing to avoid paper and plastic littering
- Law enforcement and effective revenue collection management system should be implemented to enforce fines on non-compliances to by-laws and other legislative requirements with specific reference to environmental transgressions.

c. Energy/Electricity

Candles and paraffin are used as sources of energy (for lighting and cooking) mainly in villages

- Surrounding vegetation is used for energy sources.
- Use of solar energy for lighting is almost none existence besides the municipality having a comparative advantage in this renewable energy source
- The municipality should invest in solar energy for its high-mast lights, boreholes and its buildings

d. Housing Demand

- Sporadic expansion of rural areas results in a demand for additional land for development,
- Informal backyard dwellings are spread uniformly across the wards in the municipality, with the only significant number present in Ward 4 with 166 backyard dwellers. Ward 4 consists of the Vanzylsrus, Blackrock, Hotazel, Mamatwan and McCarthysrus. To meet and address the housing demand, various housing delivery mechanism should be implemented,
- National Housing Agency should continue to identify the needs and delivery mechanism in this sector

e. Mining

Mining activities in many cases severely impacts on the environment. The following actions cause intensive environmental sinks:

- Road freight by trucks is also impacting on accessibility and high maintenance cost for roads repairs
- Dust and smoke created by mining activities impacts on the environment
- Dewatering for mining purposes also has impact on the groundwater reserves
- Vast areas of valuable topsoil and vegetation are destroyed.

- Poor implementation and management of the rehabilitation process creates large areas of exposed surface soil.
- The province is still faced with the pressures of asbestos contamination at schools. About 80 of our schools are currently on the asbestos belt, a provincial challenge, now led by the Premier's Office.

f. Natural Elements

Natural physical features have an impact on human settlement and vice versa.

- Informal settlements in urban areas are in most cases located within flood line areas. This result in floods with a large safety and financial impacts. Unplanned settlements (villages)
- The increasing demand for groundwater consumption and the drilling of boreholes, result in decreasing the level of the water table.
- This process results in the degradation of the natural supply.

g. Agriculture Activities

These activities result in:

- Degradation as a result of overgrazing and bad other farming practices
- The removal of natural bush; and
- Pollution of natural water streams (use of pesticides and fertilizers for crop farming).

KEY ISSUES TO BE ADDRESSED:

Decomposition is a process with environmental impacts and therefore needs to be managed on various levels. The following legislation is applicable:

- National Waste Management Strategy – to put in place waste management;
- Department of Water Affairs: Best Practise Guidelines (2006) – management of water (demand and supply) to all levels of the economy (human settlements, mining, industrial);
- National Environmental Management Act, 1998 (Act 107 of 1998) – conducting of environmental impact assessments for proposed/ planned development to ensure the protection of the natural and man-made environment;
- Spatial Planning and Land Use Management Act, 2013 (Act 16 of 2013) – to put in place land use management tools (i.e. Land Use Scheme, Spatial Development Framework and decision making structures);
- Relevant sector plans of the John Taolo Gaetsewe District and its locals.

Section B

2. Status Quo Assessment

2.1. Basic Service Delivery and Infrastructure Development

Functions:

- To ensure provision of efficient of infrastructure (roads and storm water) and energy supply that will contribute to the improvement of quality of life for all in Joe Morolong.
- To contribute to the safety of communities through the pro-active identification, prevention, mitigation, management of environment, fire and disaster risks.

2.1.1. Water

Water Quality

Joe Morolong Local Municipality is the (WSA) Water Services Authority in its area of jurisdiction. This means that it must regulate water issues within the area, guided by the National Water Act 32 of 1998. The Municipality also serves as a Water Services Provider (WSP), meaning that the Municipality must ensure that water is provided to residents on acceptable standards, including quality guided by SANS 241.

JMLM, as the WSA, is experiencing challenges on certain identified water systems and – sources. Our main water source is ground water (boreholes), thus, there are a number of contributing factors negatively affecting the quality of water, e.g. agricultural activities and environmental issues, to name a few.

The Municipality's Water Quality Programme is implemented on a small scale due to budgetary constraints. Full SANS water quality monitoring is implemented on identified systems to improve the accuracy of quality of water supplied to communities.

Water Infrastructure

The Municipality focuses its resources towards eradicating the Water backlog in three main areas, namely: No Formal Infrastructure, Extension Needed and No Source. The information contained in these categories are based on data collected during Census 2011 and more recent Community Consultation meetings.

Refurbishment programs are also implemented each year to cope with aging borehole- and associated equipment.

Each category is discussed below:

(i) No Formal Water Infrastructure

When considering RDP Standards, there are 5 villages that are without access to water at all. They either receive water by means of truck delivery or through a windmill.

Listed below are the villages and the intervention that will be required for those communities to have access to basic water service:

Settlement Name	Total Households	Existing source of water	Situation / Problem	Type of Intervention
Damros (1,2,3)	124	Truck Delivery	No Reticulation, Source development and storage	New project to be registered
Ga-Moheete	43	Windmill and stand tap	Source and reticulation need	New project to be registered
Manaring	8	Windmill and stand tap	Source and reticulation need	New project to be registered
Wesselsvlei	32	Windmill and stand tap	Source and reticulation need	New project to be registered
Wilstead	16	Windmill and stand tap	Source and reticulation need	New project to be registered

Table: Villages without Formal Water Infrastructure

(ii) EXTENSION TO EXISTING INFRASTRUCTURE

The 38 villages falling within this category are mostly those areas that have been serviced with basic water infrastructure in the past, but there were some new extensions or scattered households falling OUTSIDE the existing water reticulation infrastructure and 200 meters to the nearest water point or stand tap.

Following is the list of Villages:

Settlement Name	Total Households	Situation / Problem	Type of Intervention
Battlemount	70	Reticulation extension; Households scattered	New project to be registered
Camden	803	Reticulation extension; Households scattered	New project to be registered
Cassel		Reticulation extension	New project to be registered
Colston	104	Reticulation extension; Households scattered	New project to be registered
Dikhing	155	Reticulation extension; Households scattered	Project is Registered
Dinyaneng	43	Reticulation extension; Households scattered	New project to be registered
Dithakong	693	Reticulation extension; Households scattered	Project is On-going; (Gahuwe - SLP)

Settlement Name	Total Households	Situation / Problem	Type of Intervention
Dockson	102	Reticulation extension; Households scattered	New project to be registered
Galotlhare	170	Reticulation extension; Households scattered	Registered under Refurbishment
Gamadubu	149	Reticulation extension; Households scattered	New project to be registered
Gamokatedi	121	Reticulation extension; Households scattered	New project to be registered
Ganap	138	Reticulation extension; Households scattered	New project to be registered
Gapitia	100	Reticulation extension; Households scattered	New project to be registered
Ga-Sehunelo Wyk 4, 5, 6, 7 & 9	67	Reticulation extension, storage; Households scattered	New projects to be registered Project registered for Wyk 4
Keang/ Dihotsane	49	Reticulation extension; Households scattered	New project to be registered
Khuis		Reticulation extension; Households scattered	New project to be registered
Logobate	196	Reticulation extension; Households scattered	New project to be registered
Lubung		Reticulation extension; Households scattered	New project to be registered
Magobing		Reticulation extension; Households scattered	New project to be registered
Mathanthanya neng North	76	Reticulation extension; Households scattered	New project to be registered
Mathanthanya neng South	50	Reticulation extension; Households scattered	New project to be registered
Matlabanelon g	98	Reticulation extension; Households scattered	New project to be registered
Metsimantsi Wyk 1	41	Reticulation extension; Households scattered	Refurbishment was done; New project to be registered for extensions
Metsimantsi Wyk 3	76	Reticulation extension; Households scattered	New project to be registered
Metsimantsi Wyk 4	51	Reticulation extension; Households scattered	Refurbishment was done; New project to be registered for extensions
Metsimantsi Wyk 6	50	Reticulation extension; Households scattered	New project to be registered
Metsimantsi Wyk 7	10	Reticulation extension; Households scattered	New project to be registered
Metswetsanen g	146	Reticulation extension; Households scattered	New project to be registered
Ntswaneng	80	Reticulation extension; Households scattered	Refurbishment was done; New project to be registered for extensions

Settlement Name	Total Households	Situation / Problem	Type of Intervention
Padstow	277	Reticulation extension; Households scattered	New project to be registered
Mathanthanyaneng		Reticulation extension; Households scattered	New project to be registered
Metsimantsi Wyk 2		Reticulation extension; Households scattered	TR received; waiting for registration
Rusfontein Wyk 8		Reticulation extension; Households scattered	TR Developed; To be registered
Rusfontein Wyk 10	101	Reticulation extension; Households scattered	New project to be registered
Thlohomelang		Reticulation extension; Households scattered	New project to be registered
Zero	46	Reticulation extension; Households scattered	New project to be registered
Sekokwane		Reticulation extension; Households scattered	New project to be registered
Tsaelengwe		Reticulation extension; Households scattered	Business Plan was registered

Table: Extension to Infrastructure

(iii) WATER SOURCE PROBLEMS

The focus of this category includes developing a water supply scheme, developing a new water resource scheme or connecting to an existing water resource. In some cases, the water level has dropped in such a way that it warrants an all-new water source.

Below are the 26 villages who have access to infrastructure but no access to water due to source problems:

Settlement Name	Situation/ Problem	Type of Intervention
Bothithong	Source and storage problems; Reticulation in place	New project to be registered
Dikhing	Source and storage problems; Reticulation in place	Project is Registered
Ditshipeng	O & M issues; Additional boreholes to be connected.	New project to be registered
Ellendale	Source and reticulation need; Households scattered/ Additional source development	Project is Registered under Refurbishment
Gamatolong	Source and storage problems; Reticulation in place	New project to be registered
Gammathoro	Source and storage problems; Reticulation in place	New project to be registered
Gasehunelo wyk 10, 6	Source and storage problems; Reticulation in place	New project to be registered
Kiangkop	Source and storage problems; Reticulation in place	New project to be registered
Kikahela 1	Source and storage problems; Reticulation in place	New project to be registered for additional funding
Tsinengkop	Source and storage problems; Reticulation in place	New project to be registered

Settlement Name	Situation/ Problem	Type of Intervention
Kortnight	Steel tank, extensions	TR received; waiting for registration
Kubuge	Source and storage problems; Reticulation in place	New project to be registered
Laxey	Source problems; Reticulation in place	Borehole Refurbishment; new project to be registered
Logobatlle	Steel tank, extensions	Awaiting TR
Loopeng	New Tank and Reticulation	New project to be registered
Loretlong	Source and storage problems; Reticulation in place	New project to be registered
Magobing	Source and storage problems; Reticulation in place	New project to be registered
Maketelele	Source and storage problems; Reticulation in place	New project to be registered
Montseng	Source and storage problems	Part of Mammebe Phase 3 Water project, implemented in 2020-21 FY
Mmelorane	Source and storage problems; Reticulation in place	New project to be registered
Matoro	Source and storage problems; Reticulation in place	New project to be registered
Rusfontein Wyk 9	Reticulation and source development	Additional funding allocation needs
Skerma	Reticulation and source development	Technical Report (TR) Developed, awaiting registration
Suurdig	Reticulation and source development	TR developed for Suurdig/Gamoseki; Awaiting Registration
Washington	Reticulation and source development	New project to be registered
Wateraar	Additional Source development	Additional funding allocation needs

Table: Inadequate Water Source

(iv) REFURBISHMENT OF AGING INFRASTRUCTURE

Water infrastructure age over time. This needs to be addressed as it will cause water shortage problems.

(v) WATER INFRASTRUCTURE DAMAGES

The rains experienced during January- and February 2021 caused seriously damages to several boreholes and associated water-supply equipment.

Following is a list of damaged infrastructure due to flooding:

JOE MOROLONG LOCAL MUNICIPALITY: WATER INFRASTRUCTURE AFFECTED BY FLOODING

AFFECTED INFRASTRUCTURE ITEMS/COMPONENTS

Ward	VILLAGE	Source			Reservoir		Reticulation
		Borehole (B/H)	Concrete Slab	Engine/Elec equipment	Stand	Tank	Pipeline
2	CAHAR	1 Non-functional B/H	1 Non-functional B/H	ENGINE NON-FUNCTIONAL			
2	ROOIPOMP				new stand	2 tanks	200 m
2	LOOPENG	5 Non-functional B/H	5 concrete slabs damaged	new engine, control panels & Motors			3KM
2	GANAP 2			ENGINE NON-FUNCTIONAL			
2	LURIE	1 Non-functional B/H	1 concrete slab damaged				
5	TSINENG	2 Non-functional B/H	2 concrete slabs damaged	new engine, control panels & Motors		steel tank leaking	
5	MATORO	1 Non-functional B/H	1 concrete slab damaged	ENGINE NON-FUNCTIONAL			
6	MAPHINIKI	2 Non-functional B/H	2 concrete slabs damaged	new engine, control panels & Motors			1 km
6	TLAPENG	1 Non-functional B/H	1 concrete slab damaged	non-functional engine			
8	BATLEMOUNT	1 Non-functional B/H	1 concrete slab damaged			2 tanks	500m
8	MASILABETSANE	3 Non-functional B/H	3 concrete slabs damaged	new engine, control panels & Motors			500m
8	MAGOBING EAST	3 Non-functional B/H	3 concrete slabs damaged	non-functional engine			300m
8	GAMORONA	3 Non-functional B/H	3 concrete slabs damaged				4km
9	BOTHITHONG	2 Non-functional B/H	2 concrete slabs damaged	non-functional engine			1km
9	DITSHIPENG	1 Non-functional B/H	1 concrete slab damaged	control panels & Motors			400m
13	GAHUE	2 Non-functional B/H	2 concrete slabs damaged	non-functional engine			
13	DAMROS	1 Non-functional B/H	1 concrete slab damaged	non-functional engine			300m

JOE MOROLONG LOCAL MUNICIPALITY: WATER INFRASTRUCTURE AFFECTED BY FLOODING							
AFFECTED INFRASTRUCTURE ITEMS/COMPONENTS							
Ward	VILLAGE	Source			Reservoir		Reticulation
		Borehole (B/H)	Concrete Slab	Engine/Elec equipment	Stand	Tank	Pipeline
14	ZERO	1 Non-functional B/H	1 concrete slab damaged	non-functional engine			
14	TAKENG	1 Non-functional B/H	1 concrete slab damaged	non-functional engine			
14	DRIELOOP	1 Non-functional B/H	1 concrete slab damaged	non-functional engine			
14	METSWETSANENG	1 Non-functional B/H	1 concrete slab damaged	control panels & Motors		4 tanks	500m
15	MANYEDING	2 Non-functional B/H	2 concrete slabs damaged	non-functional engine			

Table of Damaged Water Infrastructure

It is estimated that it will cost **R 57 600 766,97** (all inclusive) to facilitate the repairs of the above damages.

Water Infrastructure Implementation Plan

WSIG Projects

Water Supply Projects:

The Municipality will receive **R 53 700 000,00** from DWS for the implementation of new Water- and Refurbishment projects.

Following is the WSIG Implementation Plan for 2023-24 Financial Year for new Water Infrastructure:

Project	2023-24 Allocation
Bush Buck Water Supply Phase 2	R 1 922 226,50
Esperanza/ Churchill Water Supply Phase 2	R 11 244 118,37
Madula Ranch Water Supply Phase 2	R 10 000 000,00
Dockson 1&2 Water Supply	R 10 151 411,27
Heuningvlei Water Reticulation	R 11 130 000,00
Sub Total:	R 44 447 756,14

Borehole Refurbishment

WSIG-funds are utilized for the refurbishment of various Boreholes and Water related Infrastructure. For the 2023-24 Financial Year, a total budget of **R 9 252 243,86** will be available to do refurbishment.

NB: Implementation Plan for 2023-24 to be provided

Project	2023-24 Allocation
Borehole Refurbishment: Abbey, Dinokaneng, Lebonkeng & Rustfontein wyk 10	R 9 252 243,86

MIG Projects

The Municipality will receive a total of **R 71 536 000,00** for the implementation of infrastructure projects and to fund the PMU. A total of R 32 190 308,84 is allocated for new water infrastructure.

Below are the MIG Water Infrastructure projects for 2023-24 Financial Year:

Project	2023-24 Allocation
Ganghaai Water Supply Phase 2	R 1 500 000,00
Permonkie Water Supply Phase 2	R 10 465 000,00
Gammakgatle Water Supply Phase 2	R 9 376 187,80
Dikhing Water Supply	R 10 849 121,04
Total:	R 32 190 308,84

Blue Drop compliance is still a challenge for the Municipality. Although it is improving. The Municipality is constantly putting systems in place that will assist in complying with the requirements.

Water Services Development Plan (WSDP)

The Water Services Development Plan (WSDP) was developed based on the Department of Water and Sanitation (DWS) guiding framework, dated January 2010. It is required from Local Municipalities and other Water Authorities, according to the guideline and the National Water Act 108 of 1997 Section 12(1), to complete a WSDP every 5 years and to review the WSDP annually. The Department of Water and Sanitation developed a web-enabled system to assist Water Authorities in developing the WSDP. Joe Morolong Local Municipality is in the process of converting to the new web-enabled system. The WSDP and the IDP will soon be aligned with each other.

Operations and Maintenance

Joe Morolong Local Municipality is the Water Services Authority and Water Services Provider in its jurisdiction. It is therefore crucial that the assets belonging to the Municipality are well looked after. Thus, the proper Operations and Maintenance of the water

infrastructure forms an integral part of the daily functioning of Joe Morolong Local Municipality.

The Municipality receives an average of 500 Operation and Maintenance related queries per month. Of these, an average of 90% are attended to successfully in the reporting month.

Key Challenges:

- Remoteness of some villages causes O&M to be a demanding activity
- Shortages of critical store items
- Shortage of suitable vehicles to implement O&M activities effectively

2.1.2. Sanitation

Providing basic Sanitation falls within the priority of the municipality. Due to the shortage of- or lack of water, the Municipality is unable to provide adequate waterborne sanitation to our communities. According to estimates on the WSDP, +- 8 693 Households are still below the RDP standard. During the 2022-23 Financial Year, 290 new double-pit sanitation units will be installed, in 5 villages.

The municipality is installing either VIP- or UDS double pit units, depending on the ground water protocol of the area.

Vanzylsrus and Hotazel are the only areas that have waterborne system in the Joe Morolong Municipality, which accounts for less than 5% of the population.

MIG funds, and in some cases SLP funding, is utilized to eradicate our sanitation backlog.

(i) Situation Backlog

Below is a list of villages where dry pit sanitation units still need to be erected:

Ward	Village
1	Makhubung
	Shalaneng
2	Gamokatedi
	Gapitia

Ward	Village
3	Bosra
	March
	Penryn
6	Metsimantsi wyk 4
	Perdmontjie
7	Churchill
	Mentu
	Kgebetlwane
	Suurdig
10	Glenred
	Maseohatshe
11	Cassel
12	Dithakong
	Tshethlong
	Seakong
	Loretlong
	Melorane
	Gammatthoro
	Majanking
13	Wateraar
	Makgaladi
	Maologane
	Washington
	Bothetheletsa
15	Gamasepa

SANITATION Implementation plan

Following is our Implementation Plan for Dry Pit Sanitation Projects during the 2023-24 Financial Year:

Project	2023-24	
Dithakong Phase 2	R	9 045 012,38
Klein Eiffel Phase 2	R	1 579 801,05
Eiffel Phase 2	R	3 670 032,75
Rowell 2 Phase 2	R	1 086 284,98
Sub Total	R	15 381 131,16

2.1.3. Electricity

Eskom did not yet confirm the electrification projects for 2023/24 Financial Year.

Eskom Infills requirements are as follows –

- Full ID Names & Surname,
- ID Number,
- Stand number; and
- Contact number of the beneficiary.

Inadequate information regarding Infills applications will lead to applications disapproval.

2.1.4. Roads and Stormwater

Joe Morolong Local Municipality has a geographical area of 20 172 km². According to our Roads and Stormwater Master Plan, there are more than 2 000 km of roads in our area. It is estimated that more than 90% of these roads are gravel roads. Joe Morolong is mainly responsible for the Construction, Upgrading and Maintenance of the Access- and Internal Roads in the area. In this section, the maintenance of roads these is discussed.

Because of the vast distances between some villages and the big area to be covered, the effective Operation and Maintenance of the roads do require a lot of effort and a large budget. Joe Morolong Local Municipality is a rural municipality in nature with an area of 20 172 km². The road infrastructure is of an undesirable nature whereby an estimated 95% of our roads are gravel roads with a combination of access and internal roads. The PMU implements road projects funded by MIG and SLP's.

Road Types

Joe Morolong LM is mainly responsible for the Construction, Upgrading and Maintenance of the Access- and Internal Roads in the area. The following table indicates the different road types in the Joe Morolong LM area:

JOE MOROLONG LOCAL MUNICIPALITY	
TOTAL ROADS in JOE MOROLONG LOCAL MUNICIPALITY (m)	2,166,834.00
TOTAL DISTRICT ROADS in JOE MOROLONG LOCAL MUNICIPALITY(m)	783,311.09
TOTAL NATIONAL ROADS in JOE MOROLONG LOCAL MUNICIPALITY (m)	37,260.68
TOTAL MUNICIPAL ROADS in JOE MOROLONG LOCAL MUNICIPALITY (m)	926,262.24

BACKLOGS

A) Access Roads

Our Backlog figures assume that an estimated 6 Km's paved Access Road surface per settlement is needed.

Following are the areas where paved access roads are required, according to IDP Consultation:

Road Type	Village	Ward
Access Roads:	Shalaneng - Heuningvlei	1
	Makhubung	1
	Ganap 1 - Ganap 2	2
	Madibeng – Abbey	3
	Vanzylsrus - Khuis	4
	Gasese – Mokalawanoga (Culvert Bridge in-progress)	5
	Gadiboe - Maphiniki	6
	Churchill – Batlharos (Completed to JMLM/Ga-Segonyana border)	7
	Mentu to Batlharos	7
	Gamorona - Kubuge	8
	Gammakgatle - Dithakong	9
	Lebonkeng - Glenred	10
	Lotlhakajaneng - Dithakong	12
	Bothitong to Dithakong (Portion 1 in-progress)	12
	Gahue – Dithakong (Portion 1 to start in 2023-24 FY)	12
Mainroad - Stilrus	13	
Wesselsvlei - Bojela potsane	14	
Manyeding - Mahukubung	15	

B) Internal Roads

The backlog assumes is that an estimated 2Km's paved Internal Road per settlement is needed.

Following are the needs for paved Internal Roads, as per the IDP Consultation:

Road Type	Village	Ward
Internal Roads:	Perth	1
	Loopeng	2
	Gamokatedi	2
	March	3
	Laxey	3
	Magobing	4
	Gasese	5
	Motolwaneng	6
	Wingate	6
	Rustfontein Wyk 9	6
	Churchill, Cardington and Esperenza Internal Roads (Five phases completed)	7
	Deurward	7
	Wyk 4, 10 (Gasehunelo)	7
	Battlemount (bridge was completed)	8
	Buden Road and Bridge	8
	Ditshipeng	9
	Gamakgatle (bridge was completed)	9
	Madularanch	10
	Cassel	11
	Segwaneng	11
	Melorwana	12
	Dithakong	12
	Dikhing (portion completed)	13
	Pietersham	13
	Washington (Phase 2 in-progress)	14
	Molapotlase	14
	Tsaelengwe (Phase 2 completed)	15
	Skerma	15
	Ncwelengwe	15

C) Bridges

Following are the villages in need of Storm water Bridges:

Bridges	Village	Action
	Shalaneng	Tech Report to be Developed
	Ganap 1	
	Mathanthanyaneng	
	Kubuge	
	Lebonkeng	
	Bailey Briths	
	Dikhing	
	Molatswaneng	
	Gammadubu	
	Lokaleng	

	Gapitia	
	Lubung	

Roads Implementation Plan

Village	2023-24 Allocation
Ncwelengwe Internal Road	R 12 000 000,00
Gahuwe to Dithakong Access Road	R 8 387 760,00
Total:	R 20 387 760,00

Damages

Heavy rains during January and February 2021, also caused serious damages to some of the road infrastructure. Flooding occurred all over the Northern Cape and affected all the wards in the Joe Morolong Municipal area. Because most roads in the area are gravel roads, severe infrastructure reparations will be required to fix damages. In some areas, culvert bridges were washed away.

Below is a list of such damages:

	IDENTIFIED ROAD	CATEGORY
WARD 1		
1	LAXEY TO PERTH (LOURIE)	ACCESS ROAD
2	TSILOANE TO HEUNINGVLEI	ACCESS ROAD
3	SHALANENG	INTERNAL ROADS
4	TSILOANE TO SHALANENG	ACCESS ROAD
5	SHALANENG TO HEUNINGVLEI	INTERNAL
WARD 2		
6	LOOPENG TO SAAMSUKKEL	INTERNAL ROAD
7	GANAP TO ROOIPOMP	ACCESS ROAD
8	KLIPOM TO LOOPENG	ACCESS ROAD
9	MATHANTHANYANENG	INTERNAL ROADS AND CULVER T BRIDGE UPGRADE
10	CAHAR	INTERNAL ROAD

	IDENTIFIED ROAD	CATEGORY
11	LOOPENG TO GAMOKATEDI	ACCESS ROAD
12	GAMOKATEDI TO GANAP	ACCESS ROAD
13	GANAP 1 TO GANAP 2	ACCESS ROAD
14	LOOPENG TO MAMPESTAD	ACCESS ROAD
WARD 3		
15	LAXEY	CULVERT BRIDGE
16	MADIBENG	CULVERT BRIDGE
17	TSINENG TO MARCH	ACCESS ROAD
18	MARCH TO MADIBENG	ACCESS ROAD
WARD 4		
19	TSWALU TO VANZYLSRUS	ACCESS ROAD
20	KORINGDRAAI (K GALUNG) TO VANZYLSRUS	ACCESS ROAD
WARD 5		
21	GASESE TO MOKALAWANOGA	ACCESS ROAD + CULVERT BRIDGE
22	TSINENG TO MOKALAWANOGA	ACCESS ROAD
23	TSINENGKOP	INTERNAL ROADS
24	TSINENG TO DINOKANENG	ACCESS ROAD
25	DINOKANENG TO MATORO	ACCESS ROAD
26	KANANA TO MASANKONG	INTERNAL ROADS
WARD 6		
27	METSIMANTSI WYK 10 TO 1	ACCESS ROAD
28	TLAPENG TO MAPHINIKI	ACCESS ROAD
29	NTSWANENG	CULVERT BRIDGE
30	GALOTLHARE TO LOGOBATE	ACCESS ROAD
31	SAAMSUKKEL TO WYK 11	ACCESS ROAD
32	BATLHAROS ROAD TO GOODHOPE	ACCESS ROAD
33	BATLHAROS ROAD TO MOSEKENG	ACCESS ROAD
WARD 7		
34	CHURCHILL & ESPERENZA	INTERNAL ROADS
35	GASEHUNELO WYK 7,9,8	ACCESS ROAD

	IDENTIFIED ROAD	CATEGORY
36	GASEHUNELO WY 4	INTERNAL ROADS
37	GASEHUNELO WYK 5 TO WYK 2	ACCESS ROAD
38	GASEHUNELO WYK 5	INTERNAL ROADS
39	CARDINGTON ROAD TO LONGANENG	ACCESS ROAD
40	CARDINTON	CULVERT BRIDGE
41	GASEHUNELO WYK 4 TO WYK 3	ACCESS ROAD
42	CARDINTON ROAD TO GASEHUNELO WYK 6	ACCESS ROAD
43	GASEHUNELO WYK 6 TO WYK 1	ACCESS ROAD
44	CARDINGTON ROAD TO RADIATSONGWA	ACCESS ROAD
45	RADIATSONGWA TO KGBETLWANE	ACCESS ROAD
46	KGBETLWANE TO CARDINTON	ACCESS ROAD
47	TSINENG ROAD TO N14 ROAD	ACCESS ROAD
48	LOGOBATE INTERNAL ROAD	INTERNAL ROADS
49	SUURDIG TO KORTNIGHT	ACCESS ROAD
50	CARDINGTON ROAD DEERWARD	ACCESS ROAD
WARD 8		
51	DITLHARAPENG TO MASILABETSANE TO BATTLEMOUNT	ACCESS ROAD
52	GAMORONA	INTERNAL ROAD
53	SEKOKWANE	INTERNAL ROAD
54	KUBUGE	INTERNAL ROAD
55	BUDEN	CULVERT BRIDGE
56	DEURHAM	INTERNAL ROAD
WARD 9		
57	DITSHIPENG TO GLENRED	ACCESS ROAD
58	DITSHIPENG TO MAJEMANTSHO	ACCESS ROAD + CULVERT BRIDGE
59	DANOON TO KIANGKOP	ACCESS ROAD
60	BOTHITONG TO DIWATSHANE	ACCESS ROAD
61	BOTHITONG	INTERNAL ROAD
62	DITSHIPENG	INTERNAL ROAD
63	DITHAKONG TO GAMAKGATLE	ACCESS ROAD

	IDENTIFIED ROAD	CATEGORY
64	GAMAKGATLE TO BOTHITHONG	ACCESS ROAD
WARD 10		
65	DITHAKONG TO GAMADUBU VIA POMPONG	ACCESS ROAD
66	POMPONG	INTERNAL + CULVERT BRIDGE
67	GAMADUBU	CULVERT BRIDGE
68	LEBONKENG TO GLENRED	CULVERT BRIDGE
69	GLENRED	INTERNAL ROADS
70	MADULARANCH	INTERNAL ROADS
71	KAMPANENG	INTERNAL ROADS
WARD 11		
72	CASSEL	INTERNAL ROADS + CULVERT BRIDGE
73	LOTLHAKAJANENG	INTERNAL ROADS
74	SEGWANENG	INTERNAL ROADS
WARD 12		
75	ALL INTERNAL ROADS	INTERNAL ROADS
76	GAMMATLHORO BRIDGE	CULVERT BRIDGE
WARD 13		
77	STILLRUS	CULVERT BRIDGE
78	CAMDEN TO BAILY BRITS	ACCESS ROAD
79	PIETERSHAM TO LOTLHAKANE ROAD	ACCESS ROAD
80	DITHAKONG TO KOKONYE ROAD	ACCESS ROAD
81	CAMDEN TO BUSH BUCK ROAD	ACCESS ROAD
82	DITHAKONG ROAD TO DIKHING	ACCESS ROAD
83	KHANKHUDUNG TO CAMDEN ROAD	ACCESS ROAD
84	DITHAKONG TO KRUIS AAR ROAD	ACCESS ROAD
85	DITHAKONG TO GAHUE ROAD	ACCESS ROAD
WARD 14		
86	ELLENDAL TO KOKFONTEIN	ACCESS ROAD + CULVERT BRIDGE
87	ELLENDAL TO KGANUNG	ACCESS ROAD + CULVERT BRIDGE
88	WESSELSVLEI TO BOJLAPOTSANE	ACCESS ROAD + CULVERT BRIDGE

	IDENTIFIED ROAD	CATEGORY
89	LOGAGANENG TO MAKETLELE	ACCESS ROAD + CULVERT BRIDGE
90	ELLEDALE TO WASHINGTON	ACCESS ROAD + CULVERT BRIDGE
91	WASHINGTON TO KIKAHELA	ACCESS ROAD
92	KIKAHELA TO MOTLHOENG	ACCESS ROAD
93	KIKAHELA TO CAMDEN	ACCESS ROAD + CULVERT BRIDGE
94	BOJELAPOTSANE TO DIKHING	ACCESS ROAD
95	TZANEEN TO BOTHETHELETSA	ACCESS ROAD
96	BOJELAPOTSANE TO KGANUNG	ACCESS ROAD
WARD 15		
97	MAGWAGWE TO MAHUKUBUNG	ACCESS ROAD
98	MAGWAGWE TO TSAEENGWE	ACCESS ROAD
99	MANYEDING TO GAMOTHIBI	ACCESS ROAD
100	GAMASEPA TO MAHUKUBUNG	ACCESS ROAD

PROVINCIAL ROADS

Dithakong to Vragas

Laxey to Heuningvlei

Madibeng to Cassel

Blackrock to Macathysrus

Blackrock to Heuningvlei

Saamsokol to Loopeng

Tsineng to Madibeng

Bendel to Vragas

Washington to Tsineng

Gamojeremane to Friesland

Manyeding to Skerma

2.1.5. Waste Management

WASTE DISPOSAL

Refuse removal

The Municipality has been consistent in collecting refuse in Hotazel and Vanzylsrus. We are serving 877 households in the two areas. Refuse is collected twice in a week in these two (2) areas. The areas surrounding most of the municipality are relatively due to the rural nature of the area. The rural nature of the municipality, is widely dispersed settlement and it makes waste collection difficult.

The method of disposal used by households is hole in the backyard and burning of waste which creates a substantial amount of pollution. Due to the long distances to the market, informal recycles are forced to collect large quantities of recyclables hence the material depreciates in quality, adding to this is the market and price insecurities.

Currently the municipality is providing no form of support to recycling projects around our municipality. The extension of waste removal service around ward (10, 11 and 12). Collection plan, Landfill Operational and Maintenance Plan for Glenred should be in place.

The Indigent/Pauper Burial Support has been shifted to the District municipality as it is their function.

ENVIRONMENTAL MANAGEMENT

The Municipality is conducting Environmental Awareness campaigns in all the wards annually, in those campaigns the communities are given information on issues that need to be taken care of in their respective environmental areas. The most challenging issue of environmental management in JMLM is veld fires and to minimize that the municipality has entered into an agreement with *Working on Fire* through Expanded Public Works Programme. This financial year we will be conducting awareness campaigns on waste management, the Department of Environmental Affairs has deployed an official who will assist the Municipality with issues related to waste management.

Recreation Facilities Maintenance

The Municipality has four sports-fields facilities that are maintained, for each facility two employees have been appointed as the care takers of these facilities. The municipality has 23 community halls and there are two employees (volunteers) in each. We maintained 5 community halls (Ditshipeng, Danoon, Bendel, Madularanch and Vanzylsrus).

BASIC SERVICES

Housing

It should be emphasized that the provision of housing is not the responsibility of the Local Municipality, but rather the Department of Cooperative Governance and Human Settlements (COGSTHA). The municipality had in the past acted as an implementing agent for the department, through appointing and monitoring of construction contractors. The function was however taken back by the department in its entirety. The municipality is responsible for the identification of areas that need housing.

The Census 2011 reported a decline in our population by - 0, 9%, as our residents are moving to areas where there is a lot of economic activity. We do not own any land in our jurisdiction. Most of the land either belongs to the state or falls under the jurisdiction of the Tribal leaders, this to some extent creates problems in terms of planning and the expansion of settlement areas. Our good relations with the tribal authority have enabled us to deliver houses to the people without any challenges.

The housing function has been taken over by the Department of Cooperative Governance, Human Settlements and Traditional Affairs.

Health

We have a total of 28 health facilities in our municipality. These facilities service the entire population. Our Municipality doesn't have a hospital.

Clinics

NO	NAME OF THE CLINIC	WARD
1.	Cassel CHC	11
2.	Bendel clinic	08
3.	Bothithong clinic	09
4.	Ditshipeng clinic	09
5.	Glenred clinic	10
6.	Heuningvlei clinic	01
7.	Mosalashuping Baicomedi clinic	03
8.	Perth clinic	01
9.	Kamden	13
10.	Bothetheletsa clinic	14
11.	Churchill clinic	07
12.	Dithakong clinic	12
13.	Deurward clinic	07
14.	Gasehunelo clinic	07
15.	Logobate clinic	07
16.	Manyeding clinic	15
17.	Mecwetsaneng clinic	14
18.	Pietersham clinic	13
19.	Loopeng CHC	02
20.	Gadiboe clinic	05
21.	Laxey clinic	03
22.	Metsimantsi	06
23.	Padstow clinic	02
24.	Penryn clinic	03
25.	Rusfontein clinic	06
26.	Tsineng clinic	03
27.	Vanzylsrus clinic	04
28.	Deurham (not functional)	08

The Policy on Quality Health Care in South Africa (2007) which was released by the Department of Health says that achieving quality health care system requires the National commitment to measure, improve and maintain high-quality health care for all its citizens. Services that are provided by our health facilities are Comprehensive primary health care services, Ante natal and post-natal clinics, child health, reproductive health and maternity services. The Northern Cape Department of Health has identified preventative health as a key priority in combating disease through community participation, public advocacy and health screening in order to prevent morbidity and mortality.

Our District not only lacks medical care but eye care and oral care are also grossly neglected, there are only 3 public sector dentists in the entire region serving the same population and No Optometrist in the entire district in the public sector. Essentially, this means there is no eye

screening and treatable causes of blindness are left undiagnosed and many children fail and drop out of school due to poor vision which is correctable thus impacting on employability and the economy as a whole. Many dental caries are left untreated due to lack of knowledge and lack adequate access to dental care thus mass dental screening with onsite treatment will assist in offsetting this and prevent unnecessary loss.

Education

Education has been identified as one of the priorities of government. Low literacy levels as indicated in the Census 2011 makes it difficult for the populace to get jobs which will pay them well. Access to quality education is important as it contributes to the breaking of poverty cycle. The department has been consistent in attending the IDP Representatives Forum meetings.

List of all the schools in our municipal area

NO	NAME OF SCHOOL	LOCATION	PHASE
1.	Baithaopi Primary School	Gakhoe	Primary
2.	Bareki Primary School	Gata-Lwa-Tlou	Primary
3.	Batsweletse Primary School	Kampaneng	Primary
4.	Bogare Primary School	Logaganeng	Primary
5.	Bogosieng Lekwe Primary School	Deerward	Primary
6.	Bojelakgomo Primary School	Laxey	Primary
7.	Bothetheletsa Primary School	Bothetheletsa	Primary
8.	Cardington Primary School	Cardington	Primary
9.	Dutton Primary School	Eiffel	Primary
10.	Edigang Primary School	Suurdig	Primary
11.	Ethel Primary School	Klein Eiffel	Primary
12.	Frank Tire Primary School	Bendel	Primary
13.	Gaesi Primary School	Bothitong	Primary
14.	Gakgatsana Primary School	Camden	Primary
15.	Galore Primary School	Galotlhare	Primary
16.	Gamasego Primrary	Gamasepa	Primary

NO	NAME OF SCHOOL	LOCATION	PHASE
17.	Gamorona Primary School	Gamorona	Primary
18.	Garapoana Primary School	Garapoana	Primary
19.	Gathlose Primary School	Bendel	Primary
20.	Glend Red Primary School	Glenred	Primary
21.	H Saane Primary School	Gamakgatle	Primary
22.	Ikemeleng Primary School	Dikhing	Primary
23.	Itekeleng Primary School	Maphiniki	Primary
24.	Itshokeng Primary	Magobing	Primary
25.	Kareepam Primary School	Pietersham	Primary
27.	Keathholela Primary School	Heiso	Primary
28.	Khuis Primary School	Penryn	Primary
29.	Koning Primary School	Churchill	Primary
30.	Lerumo Primary School	Dithakong	Primary
31.	Letlhakajaneng Primary School	Letlhakajaneng	Primary
32.	Logobate Primary School	Logobate	Primary
33.	Longhurst Primary School	Ditlhapeng	Primary
34.	Madibeng Primary	Madibeng	Primary
35.	Magonate Primary School	Gamokatedi	Primary
36.	Maiphiniki Primary School	Gadiboe	Primary
37.	Makhubung Primary School	Makhubung	Primary
38.	Makolokomeng Primary School	Battlemount	Primary
39.	Mampestad Primary School	Loopeng	Primary
40.	Manyeding Primary School	Manyeding	Primary
41.	Maraditse Primary School	Klein-neira	Primary
42.	March Primary School	March	Primary
43.	Maremane Primary School	Padstow	Primary
44.	Masankong Primary School	Masankong	Primary

NO	NAME OF SCHOOL	LOCATION	PHASE
45.	Mathanthanyaneng Primary School	Mathanthanyaneng	Primary
46.	Mecwetsaneng Primary School	Mecwetsaneng	Primary
47.	Metsimantsi Primary School	Metsimantsi	Primary
48.	New Snauswane Primary School	Ellendale	Primary
49.	Obontse Primary School	Gamothibi	Primary
50.	Omang Primary School	Dithakong	Primary
51.	Oreeditse Primary School	Heuningvlei	Primary
52.	Perth Primary School	Perth	Primary
53.	Pulelo Primary School	Cassel	Primary
54.	Rusfontein Primary	Rusfontein	Primary
55.	Segwaneng Primary School	Segwaneng	Primary
56.	Sehunelo Primary School	Gasehunello	Primary
57.	Sengae Primary School	Bothithong	Primary
58.	Sesheng Primary School	Loopeng	Primary
59.	Shalana Primary School	Shalaneng	Primary
60.	Simololang Primary School	Cassel	Primary
61.	Thae Primary School	Bosra	Primary
62.	Thaganyane Primary School	Kganwane	Primary
63.	Tsoe Primary School	Heuningvlei	Primary

Primary Schools

NO	NAME OF SCHOOL	LOCATION	PHASE
1.	Bosele Intermediate School	Manyeding	Intermediate
2.	Bosheng Intermediate School	Loopeng	Intermediate
3.	Ditshipeng Intermediate School	Ditshipeng	Intermediate
4.	Gadiboe Intermediate School	Gadiboe	Intermediate
5.	Gahohuwe Intermediate School	Gahohuwe	Intermediate
6.	Gaotingwe Intermediate School	Battlemount	Intermediate
7.	Gasebonwe Jantjie Intermediate School	Ncwelengwe	Intermediate
8.	Gata-Lwa-Tlou Intermediate School	Gata-Lwa-Tlou	Intermediate
9.	Lehikeng Intermediate School	Gases	Intermediate
10.	Maduo Intermediate School	Ganap	Intermediate
11.	Mamasilo Intermediate School	Madibeng	Intermediate
12.	Marumo Intermediate School	Pietersham	Intermediate
13.	Matshaneng Intermediate School	Danoon	Intermediate
14.	Monoketsi Intermediate School	Bothetheletsa	Intermediate
15.	Motshwarakgole Intermediate School	Dithakong	Intermediate
16.	Oarabile Intermediate School Intermediate School	Gasehunelo	Intermediate
17.	Pako Intermediate School	Bothithong	Intermediate
18.	Rapelang Intermediate School	Mammebe	Intermediate
19.	Reaiteka Intermediate School	Maipeng	Intermediate
20.	Reebone Intermediate School	Deerward	Intermediate
21.	Reratile Intermediate School	Ellendale	Intermediate
22.	Resolofetse Intermediate School	Pastow	Intermediate
23.	Tongwane Intermediate School	Churchill	Intermediate
24.	Tsaelengwe Intermediate School	Tsaelengwe	Intermediate
25.	Tselancho Intermediate School	Tzaneen	Intermediate

Intermediate Schools

NO	NAME OF SCHOOL	LOCATION	PHASE
1	Ba Ga Lotlhare Intermediate School	Heuningvlei	High School
2.	Ba-ga Phadima Secondary School	Gamorona	High School
3.	Bothitong Secondary School	Bothitong	High School
4.	Dibotswa	Dithakong	High School

5.	Itlotleng Commercial Secondary School	Bendel	High School
6.	Nametsegang Secondary School	Cassel	High School
7.	Olebogeng Intermediate School	Kamden	High School
8.	Segopotso Intermediate School	Laxey	High School
9.	Moshaweng	Loopeng	High School

Challenges facing education is the lack of primary schools and high schools and primary in some villages and the distances scholars have to travel to attend school.

Safety and Security

In the White Paper on Safety and Security (Department of Safety and Security 1998:14) the following entities or agents are held accountable by Government for achieving social crime prevention, which entails the 'designs out of crime'

- All levels of Government
- Government Departments such as COGHSTA and Health
- Municipalities
- Organization of Civil Society
- All citizens and residents of South Africa

There are 5 Police stations in our areas and some of them do not have adequate resources to deal with crime.

The names of police stations are Heuningvlei Police Station, Severn Police Station, Tsineng Police Station, Vanzylsrus Police Station and Bothithong Police Station. Some of our villages next to Batlharos Police station are serviced by it though it does not fall within our jurisdiction.

2.2. Good Governance and Public Participation

The following mechanisms were used for public participation:

The Municipality advertised the public meetings as per the MSA no. 32 of 2000.

- Media: Public notice/ advert for community consultation meetings were advertised in local newspapers, shops, libraries and tribal offices. Ward Councillors and Ward Committees were requested to inform all community members in their wards. Traditional leaders were also requested to announce/ inform the community in their meetings/ funerals because they play role in promoting development in the municipal area. The Traditional leaders,

community members, NGOs, Parastatals, and Sector Departments were invited to attend the Public meetings.

- IDP Representative Forum: This forum is represented by all stakeholders. This is the main platform that was used to plan and discuss the community needs in an integrated manner.
- Road Shows: Through this platform, members of the community were transported by the municipality as to ensure that they make their submissions for incorporation to IDP community Consultation Meetings

- **Public Meetings**

Process for community participation was followed, schedule was prepared and publicized in public areas. The Reviewed IDP 2023/24 Financial Year Community consultation meetings were held in all wards in November 2022 and January 2023.

- **Public Participation**

The Municipal System Act states that the Municipality must have a five (5) year vision for the long-term development of the Municipality and development priorities, which must be aligned with national and provincial sectoral plans and priorities. The IDP and Service Delivery Budget Implementation Plan (SDBIP) are reviewed and adopted annually by council. Municipal Performance is measured through the SDBIP.

The following table outlines and summaries the challenges and service delivery priorities for all wards:

Priority Issues	Needs
Water	<ul style="list-style-type: none"> ○ Insufficient Bulk water supply ○ Water Reticulation ○ Insufficient Reservoirs ○ Insufficient water ○ Refurbishment of boreholes ○ Maintenance of taps and pumps
Roads / Streets and bridges	<ul style="list-style-type: none"> ○ Opening of streets ○ Rehabilitation streets ○ Re-gravelling and grading ○ Tarring of roads ○ Paving of internal roads ○ Upgrading of bridges ○ Village boards
Sanitation	<ul style="list-style-type: none"> ○ Insufficient sanitation ○ Lack of bulk sewerage infrastructure ○ Provision of flushing toilets
Human Settlement	<ul style="list-style-type: none"> ○ Provision of land for housing development ○ Provision of houses ○ Emergency/ Disaster houses
Education	<ul style="list-style-type: none"> ○ Provision of Schools ○ Renovation of schools/ mobile classes ○ Provision of learner transport

	<ul style="list-style-type: none"> ○ Provision and renovation of ECDs ○ Construction of higher institution (university) within JTG District Municipality ○ Construction of special school (disabled people) within the jurisdiction of Joe Morolong Local Municipality
Health	<ul style="list-style-type: none"> ○ Provision of Clinics ○ Provision of Health Centers ○ Provision of Mobile Clinics ○ Provision of medicines and other equipment ○ Renovation of clinics and Health Care Centres ○ Health centres to operate 24 hours ○ Employment of nurses and nurses ○ Construction of hospital within the jurisdiction of Joe Morolong Local Municipality
Energy	<ul style="list-style-type: none"> ○ Insufficient electrification ○ Extensions and infills of electricity ○ Power Failure ○ High mast lights ○ Upgrading of networks(towers)
Economic Growth and Development	<ul style="list-style-type: none"> ○ Job creation through EPWP and CWP ○ Removal of alien species (mekofi, mengana) ○ Grazing land ○ Farming
Safety and Security	<ul style="list-style-type: none"> ○ Provision of Satellite Police stations ○ Construction of police stations
Spatial Planning and Land Use Management	<ul style="list-style-type: none"> ○ Servicing of sites ○ Fast racking Land Claims
Social Development	<ul style="list-style-type: none"> ○ Provision of Pay points
Community facilities	<ul style="list-style-type: none"> ○ Provision of sports facilities ○ Provision of recreational Halls ○ Provision of Library ○ Renovation of halls ○ Renovation of sports facilities
Disabled	<ul style="list-style-type: none"> ○ User friendly schools for disabled ○ Skills development

WARD COMMITTEES

All our 15 ward committees have been established and are functional as they are able to hold their monthly meetings and quarterly reports are being submitted to Council.

The Office of the Speaker is the champion of public participation and has ensure that:

-  Meetings do take place in all the 15 wards
-  Support is being provided to ward committees
-  Quarterly reports are submitted to Council
-  Ensure Local Speaker's Forum takes place quarterly.

Areas that need to be improved:

-  Consistent capacity building of ward committee members
-  Ward committee coordinator to conduct monthly meeting with ward committee secretaries.

Community Development Workers

During the State of the Nation Address in 2003, the then President Thabo Mbeki announced that Community Development Workers will be appointed in municipalities across the country. The initiative was aimed at resulting in the following outcomes:

- ✚ Assisting in the removal of development backlogs
- ✚ Strengthening the democratic social contract
- ✚ Advocating the organized voice of the poor
- ✚ Improved government community network

There are CDWs assigned to our Municipality and they are placed in the Office of the Speaker. There has been a seamless integration of the work of the CDWs and Ward Committees. Further as the Municipality we have allocated space to them to work in our offices.

CWP (Community Works Programme)

The Municipality oversees the work of 1600 CWP assigned to it by COGTA through the service provider appointed by COGTA to coordinate operational work of CWP. CWP work across all Municipal wards.

Council Committees:

Finance, Human Resources and Administration

NO.	NAME	DESIGNATION
1	Cllr B.M Mbolekwa	Chairperson
2	Cllr G.C Tagane	Ward Councillor
3	Cllr G.G Kgositau	Ward Councillor
4	Cllr M.P Filipo	Ward Councillor
5	Cllr K.L Majoro	Ward Councillor
6	Cllr D.L Kopeledi	PR Councillor
7.	Cllr T Magano	PR Councillor

Infrastructure

NO.	NAME	DESIGNATION
1	Cllr G.G Kaotsane (Chairperson)	Chairperson
2.	Cllr K.A Maamogwa	Ward Councillor
3.	Cllr A.S Manzana	Ward Councillor
4.	Cllr T.G Mosegedi	Ward Councillor
5.	Cllr K.D Lebatlang	Ward Councillor
6.	Cllr T.J Tikane	PR Councillor
7.	Cllr O Etshetsang	PR Councillor

IDP, Planning and Development

NO.	NAME	DESIGNATION
1	Cllr N. Gomolemo (Chairperson)	Chairperson
2	Cllr L.P Manangkong	Ward Councillor
3	Cllr T.I Gaobuse	Ward Councillor
4	Cllr O.J Kolberg	Ward Councillor
5	Cllr L.S Machogo	Ward Councillor
6	Cllr E.K Kehologile	PR Councillor

Community Services

NO.	NAME	DESIGNATION
1	Cllr N.D Kgosierileng	Chairperson
2	Cllr I Matebese	Ward Councillor
3	Cllr K.N Tswere	Ward Councillor
4	Cllr S.P Choche	Ward Councillor
5	Cllr Leboko	Ward Councillor
6.	Cllr Gaore	PR Councillor

INTERNAL AUDIT FUNCTION

Audit Committee

Committee composition

The Audit and Performance Committee is established in accordance with the prescripts of the MFMA no.56 of 2003, section 166.

Primary functions of the audit committee include:

- Monitoring the integrity of Council financial statements
- Reviewing the effectiveness of Council's internal control and risk management
- Overseeing the relationship between management and the municipality's external auditors
- The Committee will make recommendation to management via Council, resulting from activities carried out by the Committee in terms of the reference
- The compilation of reports to Council, at least twice during a financial year
- To review the quarterly reports submitted to it by the Internal Audit
- Evaluate the activities of the Internal Audit function in terms of their role as prescribed by legislation
- Review audit results and actions plans implemented by management; and

- Making recommendations to Council and also carrying out its responsibility to implement the recommendations.

In the past financial year the Municipality didn't have the Internal Audit Function and the Audit and Performance Committee. In July 2018 the Municipality established an Internal Audit Function and has an Audit Committee which is part of the Shared Service with the John Taolo Gaetsewe District Municipality.

MUNICIPAL PUBLIC ACCOUNTS COMMITTEE (MPAC)

MPAC was established in terms of section 79 of the Municipal Structures Act, 117 of 1998 by Council in September 2016. The role of the Municipal Public Accounts Committee is to exercise an oversight role and to ensure efficient and effective utilization of municipal resources. One of the mechanisms to achieve this is to involve communities in the oversight of municipal finances through the establishment of well-capacitated audit committees.

MPAC prepares the oversight report over the Annual Report and other oversight functions as determined by the Council. MPAC is a section 79 committee, the meetings sit quarterly. Section 129 of the Local Government: Municipal Finance Management Act No 56 of 2003 No 56 of 2003, provides that members of the public may attend the meetings of the Council preparing the oversight report over the Annual Report and to make inputs on the oversight report.

MPAC conducts Annual Roadshows for the tabling of Annual Report to provide members of the public an opportunity to make inputs in preparation of the oversight report in order to have a balanced and well-informed oversight report. Dates of meetings of the MPAC Roadshows are publicized to encourage community members to attend the meetings.

The committee is composed as follows

NAME	DESIGNATION
Cllr K.N Tswere	Chairperson
Cllr D.E Gaoore	PR Councillor
Cllr D.L Kopeledi	PR Councillor
Cllr G.G Kgositau	Ward Councillor
Cllr T.G Mosegedi	Ward Councillor
Cllr L.P Manakong	Ward Councillor
Cllr T.J Tikane	PR Councillor
Cllr M.J Gaetsewe	PR Councillor
Cllr O.V Mosimanyana	PR Councillor

Primary functions of the MPAC

- To consider and evaluate the content of the annual report and make recommendations
- To examine financial statements and audit report of the municipality
- To promote good governance, transparency and accountability on the use of municipal resources
- To recommend or undertake any investigation in its area of responsibility, after viewing any investigation report already undertaken by the municipality of Audit committee; and
- To perform any other function assigned to it through a resolution of Council within its area of responsibility.

2.3. Institutional Development and Transformation

The following is the breakdown of staff complement per Department:

Department: Municipal Manager's Office

Breakdown Posts	No of Positions	Vacant Positions
Municipal Manager	1	0
MM Office	7	3
Internal Audit Unit	4	1
Risk Unit	2	1
Mayor Office	9	3
Speaker Office	7	0
Total	30	8

Department: Corporate Services

Breakdown Posts	No of Positions	Vacant Positions
Director Corporate Services	2	1
Human Resources Unit	14	5
IT Unit	4	0
Vanzylrus satellite office	2	0
PMS Unit	4	3
Records Management unit	3	3
Administration	25	12
Council Administration	3	0
Total	57	24

Department: Technical Services

Breakdown Posts	No of Positions	Vacant Positions
Director Technical Services	4	2
Deputy Director Technical Services	3	1
Water & Sanitation	9	1
Roads and storm Water Unit	18	13
Water quality management Unit	9	2
Operation and Maintenance Unit	67	35
Fleet management Unit	6	4
Project management Unit	8	3
Total	124	61

Department: Planning and Development

Breakdown Posts	No of Positions	Vacant Positions
Director Planning and Development	2	2
Support Staff IDP/ PMS	2	0
Support Staff Town Planning	4	2
Support Staff LED	4	0
Total	12	4

Department: Community Services

Breakdown Posts	No of Positions	Vacant Positions
Director Community Services	2	1
Disaster Management	13	4
Housing Services	5	4
Library Services Unit	15	6
Environment Management Unit	15	10
Traffic Unit	5	2
Total	55	27

Department: Financial Services

Breakdown Posts	No of Positions	Vacant Positions
Chief Financial Officer	11	2
Deputy CFO	5	1
Revenue Unit	16	6
Budget Unit	3	2
Expenditure Unit	10	4
Supply Chain Management	10	3
Financial Control Unit	2	1
Assets Management	4	0
Total	61	19

Municipal Employees

Overall Total No of Positions	339
Total No of Vacant Positions	143

2.4. Local Economic Development

Joe Morolong Local Municipality is faced by a development problem, our municipality is mostly rural, but very rich with mineral resources which informs the presence of the different mining houses. Our municipality is a mix of rural and semi-urban areas concentrated around Hotazel (Mines are mostly found there) and Vanzylsrus (is a farming town). Our rural economy is mostly black and is active in the informal economic sector, with our rural areas relatively isolated and characterised by high levels of poverty. With a specific coordination and facilitation, innovative ways can be integrated to have a working rural economy through the incorporation of the informal economic sector into the mainstream economy of the District. Council took a resolution to create as many job opportunities as possible this is done by implementing both infrastructure and socio-economic related project through labour intensive (EPWP) model. The municipality has been providing support to emerging contractors, which is 30% on water and 20% on roads of all municipal infrastructure projects that were awarded

to local emerging contractors, which includes youth and women. Poverty alleviation projects (cemeteries) will be implemented in other villages.

The dominant sector is mining and agriculture most of the local communities depend on subsistence farming, but there are opportunities in the other sectors that still need to be explored. The mining houses are contributing by employing local people, enterprise development and SLP projects such as water and sanitation projects.

POTENTIAL SECTORS IN OUR MUNICIPAL AREA ARE:

Construction

The construction industry is playing a significant role in the economy of Joe Morolong and has been mainly driven by government sector.

The construction sector is mainly taking place led by the government in terms of the construction of the low-subsidized houses for the poor, construction of schools, clinics. Infrastructure development is also being led primarily by government through the roads, water and sanitation, which in turn make it possible our economy to thrive.

Agriculture

There are commercial and small scale farmers, an area that needs both the Municipality and the Department of Agriculture and Land Reform to work together to ensure that the produce of our farmers are able to reach the market.

The promotion of agro-processing in the Agricultural space would greatly contribute to the sustainable economic growth in the future. The Municipality needs to tap into the skills, knowledge and expertise of the Department in order to leverage the transfer of skills.

Manufacturing

Manufacturing is one sector that has been highly overlooked and it remains amongst the prioritised sectors with in Joe Morolong Municipality that has been identified as key economic sectors within the jurisdiction. There is a high need to tap into this sector.

Potential farming that can thrive in our municipal area:

- Crop farming and related activities processing
- Cattle, Goat farming and related activities
- Medical planting, harvesting and processing.
- Poultry farming and related activities.

- Engagement with the traditional authorities on formalized livestock auctions

Dominant economic sectors and job creation initiatives by the municipality

Tourism

Overview

Joe Morolong Municipality is known as a rural area, also this works to the municipality advantage. There are number of attractions that could be visited and also heritage sites. Our tourism mainly consists of hunting and 4x4 rafting.

Moving forward as a tourism unit, tourism is one of the most important economic contributions to both provincial and regional areas in the Northern Cape. All tourism sites will be established as to make profit to local sites as an economy factor to local communities. Pamphlets and brochures will be developed and distributed to schools and tribal offices with the hope of educating communities and children about what Joe Morolong tourism can offer.

Joe Morolong Tourism will reposition itself as the mecca for extreme and adventure sports and will roll out as an extensive marketing campaign under the pillar of extreme culture, extreme adventure and extreme nature. These pillars will highlight the unique offerings of Joe Morolong Tourism.

Educational tourism

Joe Morolong local Municipality is dominated by Dikgosi, and therefore tourism unit encourages not only tourists but also community members to know and understand their history and heritage. Joe Morolong has different types of Batswana namely: Batlharo, Batlhaping, and Barolong and these tribes are under eight (8) paramount Chiefs.

Each clan has Kgosi (Chief) that leads the tribe of villages. Our Kgosi are as follows:

- 1.1 Kgosi Dioka –Ba ga Phadima
- 1.2 Kgosi Thaganyane- Ba ga Thaganyane
- 1.3 Kgosi Motshwarakgole- Ba ga Motshwarakgole tribal council
- 1.4 Kgosi Toto- Ba ga Motlhware tribal council
- 1.5 Kgosi Phetlhu- Ba ga Phetlhu tribal council
- 1.6 Kgosi Jantjie- Batlhaping ba ga Jantjie
- 1.7 Kgosi Mahura- Ba ga Mahura
- 1.8 Kgosi Bareki-Batlharo ba ga Bareki

Accommodation in Joe Morolong

Hotazel

1. Ber sheba guest house
2. Kalahari cottage

Vanzylsrus

1. Van Zylsrus Hotel
2. Kalagadi guest house
3. Leeupan Guest Farm
4. Affieplaies Guest House

Heuningvlei

1. Heuningvlei guest house
2. Dithaba lodge

Caves

The municipality still needs to work on improving our Tourism. Tourism is a local economic development directive that is mandated by the South African Constitution, 1996 and the Tourism Act, 1993.

Benefits for Tourism

- 🚩 Tourism is a catalyst for economic growth and employment,
- 🚩 It increases the demand for other non-tourism products,
- 🚩 Provides supplementary incomes for those seeking second jobs,
- 🚩 Brings expenditure from external sources in the municipal space
- 🚩 Can be source of foreign exchange earnings

Areas that our municipality need to explore

- Accommodations and hospitality services
- Manufacturing
- Eco-Tourism (Wetlands)

- Mining Tourism
- Cultural Tourism (Caves)
- Game farming and lodge

Tourism Caves

There are numerous caves in our municipal space which can be utilised for tourism purposes

Ward 1

1. Mamasilo caves – Madibeng
2. Heuningvlei caves- Heuningvlei

Ward 3

1. Laxey

Ward 4

1. Mahapakgole – Middleputs

Ward 7

1. Logobate caves- Logobate

Ward 12

1. Dikgageng caves – Dithakong

Tourism attractions sites

Ward 1

Attraction	Place
Heuningvlei caves	Heuningvlei
Heuningvlei salt pan	Heuningvlei

Ward 3

Attraction	Place
Laxey caves	Laxey

Ward 4

Attraction	Place
Madala Safari game farm	Middleputs

Ward 6/7

Attraction	Place
Logobate cave	Logobate

Ward 8

Attraction	Place
Kiang kop	Kiang Kop

Ward 9

Attraction	Place
Bothitong Missionary Cemeteries	Bothitong
Community hall	Bothitong
Joe Morolong grave	Montsheng

Ward 12

Attraction	Place
Dikgageng cave	Dithakong
Roman church	Dithakong
Initiation school	Dithakong

Ward 15

Attraction	Place
Setlhare sa Batlhaping	Manyeding

Tourism Shows/Exhibitions

Dates of these tourism shows are determined by Department of Tourism

1. Vanzylsruus Keeisperde sport (1st week of July)
2. Durban Indaba (May)
3. Bloodhound steenkamp
4. Tourism month celebration (September)
5. Festive season drive alive campaign (December)
6. Tourism Easter campaign (March/April)

Tourism Exhibitors

These are the arts and crafters exhibitors who are also under supervision of Department of Sports Arts and Culture.

Exhibitors	Place
Ditomagano arts foundation	Heuningvlei
Aganang hand works	Ga- Sehunelo Wyk 7
Mathanthas arts and crafts	Loopeng
Molale arts and crafts	Bothitong
Podi Boswa arts and crafts	Dithakong
Logong Seikokotlelo crafters	Heuningvlei

MINING

South African economy has been built mainly by the mining sector. JMLM have mainly manganese and iron ore mines in our area. Mining has contributed directly to the growing economy of Joe Morolong but the growth hasn't really impacted in the lives of the majority of our residents.

There's been a downward trend in the mining industry with the commodity price plummeting, which has led to job losses in all the mines in our area. This has led to the increase in the number of unemployed people in our area.

JMLM has the following mines in our area: UMK, South 32, Assmang Blackrock Mine, Tshipi-e-Ntle, Kalagadi, Kudumane Mining Resources, Baga Phadima Sand Mining, Sebilo Mine Khwara and Lehating. There has been challenges in relation to the stability of the mining sector, the commodity price has plummeted, which has in turn led to massive job losses in the sector, and has affected the majority of the residents of our municipal area. The mines have been contributing to the socio-economic development of our municipality through SLP (Social Labour Plan) by implementing different projects and programmes.

2.5. Municipal Financial Management and Viability

Due to the vastness of the area and the increased infrastructure projects, the municipality intends to establish the Asset Management Unit. Currently the asset unit is having 1 official and another 2 assisting. The idea is to have a fully functional Asset unit to address all the issues relating to the management of the assets.

Joe Morolong Local Municipality services over 89530 according to Census 2011. It is a municipality confronted by numerous legacy problems and issues associated with the quality and type of its asset base and its flexibility in supporting future service needs. Asset management has been seen as a catalyst for change across all areas of the municipal activity. Since establishment, the municipality has through the programs:

- a. Implemented an improved population and service forecasting process, an improved service delivery assessment regime;
- b. Developed asset management plans covering roads, open space, facilities & water reticulation; and
- c. Undertaken numerous data and condition surveys and improvement projects.

Reliance on the outcomes of the asset management processes affects everyone from Council, Management, to those who deliver the services and those who maintain assets, it is a team effort, with the real benefits going to the community through improved and sustainable levels of service.

Asset management

Asset management cannot be seen in isolation of the other functions the Council must undertake.

COUNCIL FUNCTION	ASSET MANAGEMENT ISSUES
Social planning (strategic focus) <ul style="list-style-type: none"> ○ Principally designed to support growth ○ Optimising public sector investment 	What type of service delivery and level of service is needed now and into the future? And by whom? What facilities' options are available to support the various types of service delivery? What are our current and projected service levels?
Service delivery (operational focus) Principally designed to support existing community services	
Asset services (asset/facility focus)	How efficient and effective is the provision of asset services (undertaking capital works, maintenance programs, emergency response) required to support a specific service delivery and level of service? Is this in line with best value?

The above table is an example of how asset management must be considered in the planning, service delivery and provision of asset services. The activities cannot be considered in isolation, as a change in any of them, will impact on the other.

From a planning perspective, an increase in levels of service may result in the need for greater capacity in service delivery and result in the need for more facilities and therefore increase the

repair/maintenance requirements on the municipality. Every time a new facility is constructed, it comes with a life time of 'costs' that the municipality will need to fund. That in itself requires a fully established and functional Asset Management Unit. The municipality also improved its customer relations with its major service providers e.g. the Sedibeng Water, Eskom and the Office of the Auditor General.

Financial Viability

Municipality renders the services as per the legislation. The biggest percentage of revenue comes from the government. Grants. This make up 80% of the municipality's revenue. Capital grants make up 37% and operational grants make up 43% of total revenue.

Other sources of revenue is the small 2 towns namely VanZylsrus and Hotazel which account for 20% of total revenue.

The municipality has adopted a number of policies that are assisting us in achieving financial viability:

- Debt and Credit Control Policy
- Banking and Investment Policy
- Risk Management Policy
- Indigent Support Policy
- Fruitless and Wasteful Expenditure Policy
- Property Rates Policy
- Asset Management Policy
- Cash shortage Policy

Debt collection

Joe Morolong Local Municipality reviewed the Credit Control and Debt Collection Policy with support from Treasury to increase the revenue collection. This Policy guides the municipality on all credit control actions to recover outstanding debt from consumers.

The Council, in adopting this policy on credit control and debt collection, recognizes its constitutional obligations to develop the local economy and to provide acceptable services to its residents. It simultaneously acknowledges that it cannot fulfill these constitutional obligations unless it exacts payment for the services which it provides and for the taxes which it legitimately levies – in full from those residents who can afford to pay, and in accordance with its indigent relief measures for those who have registered as indigents in terms of the council's approved indigent policy. Unfortunately, the high unemployment rate and access usage on service contribute to high outstanding debt.

The municipality is developing the Revenue Enhancement Strategy. It is still on the draft stage. This strategy will assist the municipality to increase the revenue of the municipality. Different by-laws will be developed to give effect to the strategy.

Indigent's administration

The indigent policy was adopted in 2005 and is reviewed annually to ensure that indigent households have access to at least basic municipal services.

To implement the policy, the municipality developed an Indigent Register for the purpose of identifying and assisting indigent. The municipality has an increased number of indigent household. The regular update of the register enables the municipality to budget effectively and provide basic services to these households.

Inability to update the register has a huge financial impact on the municipality as those undeserving households receive the basic services they can afford to pay. The willingness of the community to register and update their indigence status is a great challenge.

Currently most of communities within Joe Morolong receive water for free. The municipality embarked on refurbishing the current water infrastructure. The project is not yet finalized.

The municipality has the following support services for Indigent people: -

- Free Basic Energy
- Free Basics

2.6. KEY CHALLENGES

The main challenges for the Municipality in this IDP relate to lack and or poor infrastructure services i.e. Water, Roads, Socio Economic; Spatial and Housing issues as well as the issues around social facilities and services.

The following is the summary of key priority issues identified

ROADS

There is a need for integrated rural road maintenance and upgrade of the entire existing road infrastructure throughout the municipal area.

WATER & SANITATION

The lack of portable water has been identified as a pressing need for rural communities

LED

Lack of investigation and support to ensure viable agribusiness development lack of support for the establishment of facilities for value added agricultural products due to lack of funding.

INSTITUTIONAL ARRANGEMENT &: ORGANIZATIONAL CAPACITY

The municipality has a challenge in attracting skilled human resources especially in the scarce skills.

SOCIAL SERVICES

The Municipality has mostly focused on developing Community halls, sports field, etc. This has resulted in some social facilities being excluded like clinics, ICT Centre's etc. The structures that are built are poorly maintained due to budgetary constraints.

YOUTH AND WOMEN EMPOWERMENT

The municipality's demographics indicate that it has a very youthful population amongst other youth skills development and women empowerment need to be a priority.

HUMAN SETTLEMENT

The municipality is faced with a challenge of increasing population and low delivery of services. This is due to the fact that the area is rapidly growing, there is overcrowding and formal planning still needs to be done for the area.

TOURISM

There is no Tourism Development Plan or Strategy therefore the Municipality is unable to develop its tourism sector.

MUNICIPAL STRATEGIC GOALS TO MITIGATE CHALLENGES

In order for the municipality to effectively act towards mitigation of the above-mentioned key challenges, the following goals have been set:

Enhancing public participation on matters of Government

- Promoting good governance and institutional transformation
- Providing social and economic infrastructure
- Eradicate basic services backlog Water, Sanitation, Electricity, Waste Removal
- Improving quality of life for our citizens
- Fighting poverty and underdevelopment

- Enhancing Revenue and financial viability
- Promoting safety and security
- Partnership against HIV and AIDS
- Promoting safety and security
- Environmental Sustainability
- Organizational development and capacity building

HOW WILL THE IDP OUTPUTS BE MEASURED

The Operational Performance Management System is the main platform that our Municipality utilizes as means to measure the IDP outputs. Though this system, each department has set targets in line with the National Key Performance areas through the Service Delivery Implementation Plans (SDBIP"s). Performance is monitored on monthly; quarterly; and annual basis through reports. On each and every quarter, all heads of departments are assessed on their performance to establish the level of performance towards achieving the targets.

SECTION C

3. Development Strategies, Projects and Programmes

3.1. Service Delivery and Infrastructure Development

KPI No.	Key Performance Area	IDP Programme/ Priority Area	Strategic Objective	Key Performance Indicator	FY 2023/24	FY 2024/25	FY 2025/26	FY 2026/27
1.	Good Governance and Community Participation	Sustainable Development Orientated Municipality	To ensure effective strategic integrated sustainable development planning in the municipality	IDP Framework annually adopted by 31 August	31 Aug	31 Aug	31 Aug	31 Aug
2.	Good Governance and Community Participation	Sustainable Development Orientated Municipality	To ensure effective strategic integrated sustainable development planning in the municipality	Number of reports on IDP process plan by June 2023	4	4	4	4
3.	Good Governance and Community Participation	Sustainable Development Orientated Municipality	To ensure effective strategic integrated sustainable development planning in the municipality	Number of IDP/Budget community consultation meetings annually held in all wards	30	30	30	30
4.	Good Governance and Community Participation	Sustainable Development Orientated Municipality	To ensure effective strategic integrated sustainable development planning in the municipality	Draft IDP annually adopted by Council by 31 March	31 Mar	31 Mar	31 Mar	31 Mar
5.	Good Governance and Community Participation	Sustainable Development Orientated Municipality	To ensure effective strategic integrated sustainable development planning in the municipality	Final IDP annually adopted by Council by 31 May	31 May	31 May	31 May	31 May
6.	Good Governance and Community Participation	Sustainable Development Orientated Municipality	To ensure effective strategic integrated sustainable development planning in the municipality	Final Top-layer SDBIP annually submitted to Council by 30 June	30 Jun	30 Jun	30 Jun	30 Jun

KPI No.	Key Performance Area	IDP Programme/ Priority Area	Strategic Objective	Key Performance Indicator	FY 2023/24	FY 2024/25	FY 2025/26	FY 2026/27
7.	Good Governance and Community Participation	Sustainable Development Orientated Municipality	To ensure effective strategic integrated sustainable development planning in the municipality	Number of quarterly IDP Representative Forum meetings held	4	4	4	4
8.	Good Governance and Community Participation	Sustainable Development Orientated Municipality	To review and report IDP Implementation progress against predetermined objectives	Reviewed Organizational Performance Management Framework annually submitted to Council by 31 May	31 May	31 May	31 May	31 May
9.	Good Governance and Community Participation	Sustainable Development Orientated Municipality	To review and report IDP Implementation progress against predetermined objectives	Annual Performance Report annually submitted to Council by 31 August	31 Aug	31 Aug	31 Aug	31 Aug
10.	Good Governance and Community Participation	Sustainable Development Orientated Municipality	To review and report IDP Implementation progress against predetermined objectives	Number of quarterly performance reports on Top Layer SDBIP developed and submitted to Council	4	4	4	4
11.	Good Governance and Community Participation	Sustainable Development Orientated Municipality	To review and report IDP Implementation progress against predetermined objectives	Mid-year performance review report annually submitted by 31 January	31 Jan	31 Jan	31 Jan	31 Jan
12.	Good Governance and Community Participation	Sustainable Development Orientated Municipality	To review and report IDP Implementation progress against predetermined objectives	Annual Report annually submitted to Council by 31 January	31 Jan	31 Jan	31 Jan	31 Jan
13.	Good Governance and Community Participation	Sustainable Development Orientated Municipality	To review and report IDP and Budget Implementation progress against predetermined objectives	Number of quarterly IDP/Budget/PMS Steering Committee meetings held	4	4	4	4

KPI No.	Key Performance Area	IDP Programme/ Priority Area	Strategic Objective	Key Performance Indicator	FY 2023/24	FY 2024/25	FY 2025/26	FY 2026/27
14.	Good Governance and Community Participation	Sustainable Development Orientated Municipality	To ensure MSCOA compliance	Number of monthly MSCOA and IT meetings held	12	12	12	12
15.	Municipal Transformation & Institutional Development	Sustainable Development Orientated Municipality	To govern municipal affairs	Number of monthly departmental meetings held	12	12	12	12
16.	Municipal Transformation & Institutional Development	Sustainable Development Orientated Municipality	To govern municipal affairs	Number of monthly management meetings held	12	12	12	12
17.	Municipal Transformation & Institutional Development	Sustainable Development Orientated Municipality	To govern municipal affairs	Number of quarterly extended management meetings held	4	4	4	4
18.	Municipal Transformation & Institutional Development	Sustainable Development Orientated Municipality	To provide integrated human resource service	Number of Performance Agreements for Senior Managers and Accounting Officer developed and signed by 31 July	6	6	6	6
19.	Municipal Transformation & Institutional Development	Sustainable Development Orientated Municipality	To provide integrated human resource service	Annual performance assessments conducted for the Municipal Manager and Managers reporting directly to the Municipal Manager	30 Sep	30 Sep	30 Sep	30 Sep
20.	Municipal Transformation & Institutional Development	Sustainable Development Orientated Municipality	To provide integrated human resource service	Number of middle managers with signed Performance Plans	27	27	27	27

KPI No.	Key Performance Area	IDP Programme/ Priority Area	Strategic Objective	Key Performance Indicator	FY 2023/24	FY 2024/25	FY 2025/26	FY 2026/27
21.	Good Governance and Community Participation	Sustainable Development Orientated Municipality	To improve public participation	Number of bi-annual external newsletters compiled and published	2	2	2	2
22.	Good Governance and Community Participation	Sustainable Development Orientated Municipality	To improve public participation	Number of quarterly reports on publicized municipal activities/events published on the municipal website	4	4	4	4
23.	Good Governance and Community Participation	Sustainable Development Orientated Municipality	To improve public participation	Number of quarterly municipal website reports compiled in line with MFMA section 75	4	4	4	4
24.	Municipal Transformation & Institutional Development	Sustainable Development Orientated Municipality	To provide integrated human resource service	Number of bi-annual workshops on Policies held	2	2	2	2
25.	Good Governance and Community Participation	Sustainable Development Orientated Municipality	To govern municipal affairs	Number of quarterly updated Council resolution registers developed and submitted to Council	4	4	4	4
26.	Good Governance and Community Participation	Sustainable Development Orientated Municipality	To govern municipal affairs	Council committee itinerary annually developed and submitted to Council	30 Jun	30 Jun	30 Jun	30 Jun
27.	Good Governance and Community Participation	Sustainable Development Orientated Municipality	To govern municipal affairs	Number of quarterly Council meetings held	4	4	4	4

KPI No.	Key Performance Area	IDP Programme/ Priority Area	Strategic Objective	Key Performance Indicator	FY 2023/24	FY 2024/25	FY 2025/26	FY 2026/27
28.	Good Governance and Community Participation	Sustainable Development Orientated Municipality	To govern municipal affairs	System of delegation developed and submitted by 31 July	31 July	31 July	31 July	31 July
29.	Good Governance and Community Participation	Sustainable Development Orientated Municipality	To manage risks in the Municipality	Risk management assessment registers developed	31 Mar	31 Mar	31 Mar	31 Mar
30.	Good Governance and Community Participation	Sustainable Development Orientated Municipality	To manage risks in the Municipality	Number of quarterly reports on the monitoring of the risk registers developed	4	4	4	4
31.	Good Governance and Community Participation	Sustainable Development Orientated Municipality	To manage risks in the Municipality	Number of risk management governance policies developed and submitted to Council	5	5	5	5
32.	Good Governance and Community Participation	Sustainable Development Orientated Municipality	To assist the municipality to achieve its objectives	Audit strategy and audit plan annually developed and submitted to Audit and Performance Committee by 30 June	30 Jun	30 Jun	30 Jun	30 Jun
33.	Good Governance and Community Participation	Sustainable Development Orientated Municipality	To assist the municipality to achieve its objectives	Number of quarterly reports on internal audit performed and submitted to Audit and Performance Committee	8	8	8	8
34.	Good Governance and Community Participation	Sustainable Development Orientated Municipality	To assist the municipality to achieve its objectives	Internal Audit Policy annually approved by Council by 30 June	30 Jun	30 Jun	30 Jun	30 Jun

KPI No.	Key Performance Area	IDP Programme/ Priority Area	Strategic Objective	Key Performance Indicator	FY 2023/24	FY 2024/25	FY 2025/26	FY 2026/27
35.	Good Governance and Community Participation	Sustainable Development Orientated Municipality	To assist the municipality to achieve its objectives	Annual Internal Audit Charter approved by Audit and Performance Committee by 30 June	30 Jun	30 Jun	30 Jun	30 Jun
36.	Good Governance and Community Participation	Sustainable Development Orientated Municipality	To assist the municipality to achieve its objectives	Number of Chief Audit Executive Forum Meetings attended	4	4	4	4
37.	Good Governance and Community Participation	Sustainable Development Orientated Municipality	To assist the municipality to achieve its objectives	One and three audit plans year annually approved by Audit and Performance Committee by 30 June	30 Jun	30 Jun	30 Jun	30 Jun
38.	Good Governance and Community Participation	Sustainable Development Orientated Municipality	To assist the municipality to achieve its objectives	Number of quarterly Audit and Performance Committee meetings held	4	4	4	4
39.	Good Governance and Community Participation	Sustainable Development Orientated Municipality	To assist the municipality to achieve its objectives	Number of quarterly Audit and Performance Committee reports developed and submitted to Council	4	4	4	4
40.	Good Governance and Community Participation	Sustainable Development Orientated Municipality	To promote oversight and public accountability	Number of quarterly reports on MPAC developed and submitted to Council	4	4	4	4
41.	Good Governance and Community Participation	Sustainable Development Orientated Municipality	To ensure legal compliance	Number of quarterly reports on Labour relation matters developed and submitted to Council	4	4	4	4

KPI No.	Key Performance Area	IDP Programme/ Priority Area	Strategic Objective	Key Performance Indicator	FY 2023/24	FY 2024/25	FY 2025/26	FY 2026/27
42.	Good Governance and Community Participation	Sustainable Development Orientated Municipality	To ensure legal compliance	Number of quarterly reports on Legal Services matters developed and submitted to Council	4	4	4	4
43.	Good Governance and Community Participation	Sustainable Development Orientated Municipality	To ensure legal compliance	% of SLA, MOU and MOA reviewed per request	100%	100%	100%	100%
44.	Good Governance and Community Participation	Sustainable Development Orientated Municipality	To ensure legal compliance	Number of quarterly reports on the development and gazetting of By-Laws submitted	4	4	4	4
45.	Municipal Transformation & Institutional Development	Sustainable Development Orientated Municipality	To provide integrated human resource service	Number of quarterly reports on Employment Equity Plan (EEP) reviewed and submitted to Council	4	4	4	4
46.	Municipal Transformation & Institutional Development	Sustainable Development Orientated Municipality	To provide integrated human resource service	Number of quarterly reports on job descriptions developed/reviewed and submitted to Council	4	4	4	4
47.	Municipal Transformation & Institutional Development	Sustainable Development Orientated Municipality	To provide integrated human resource service	Number of vacant budgeted positions filled	86	86	86	86
48.	Municipal Transformation & Institutional Development	Sustainable Development Orientated Municipality	To provide integrated human resource service	Work Skills Plan annually developed and submitted to LGSETA	30 Jun	30 Jun	30 Jun	30 Jun

KPI No.	Key Performance Area	IDP Programme/ Priority Area	Strategic Objective	Key Performance Indicator	FY 2023/24	FY 2024/25	FY 2025/26	FY 2026/27
49.	Municipal Transformation & Institutional Development	Sustainable Development Orientated Municipality	To provide integrated human resource service	Number of quarterly training reports developed and submitted to Council	4	4	4	4
50.	Municipal Transformation & Institutional Development	Sustainable Development Orientated Municipality	To provide record management services	Number of quarterly records management reports submitted	4	4	4	4
51.	Municipal Transformation & Institutional Development	Sustainable Development Orientated Municipality	To provide auxiliary services	Number of facilities management services reports submitted	4	4	4	4
52.	Municipal Transformation & Institutional Development	Sustainable Development Orientated Municipality	To provide IT services	Number of quarterly reports on IT developed and submitted to Council	4	4	4	4
53.	Basic Service Delivery and Infrastructure Development	Electricity	To provide electricity	% of queries on electricity attended to and resolved in JMLM	100%	100%	100%	100%
54.	Basic Service Delivery and Infrastructure Development	Road and Stormwater	To provide roads and stormwater services	Km's of Roads Upgraded from Gravel to Tar at Ncwelengwe Internal Road and Gahuwe to Dithakong Access Road	2.7km	2.9km	3.2km	3.2km
55.	Basic Service Delivery and Infrastructure Development	Road and Stormwater	To provide roads and stormwater services	Km's of Roads Bladed	1900	1980	2200	2500
56.	Basic Service Delivery and	Water and Sanitation	To provide bulk water and sanitation services	Number of households served with quality basic water supply at	2600	2550	2800	2800

KPI No.	Key Performance Area	IDP Programme/ Priority Area	Strategic Objective	Key Performance Indicator	FY 2023/24	FY 2024/25	FY 2025/26	FY 2026/27
	Infrastructure Development			Ganghaai, Permonkie, Gammakgatle, Dikhing, Bush Buck, Esperanza/ Churchill, Madula Ranch, Dockson 1&2 and Heuningvlei				
57.	Basic Service Delivery and Infrastructure Development	Water and Sanitation	To provide bulk water and sanitation services	Number of Boreholes Refurbished at Abbey, Dinokaneng, Lebonkeng & Rustfontein Wyk 10	6	8	8	9
58.	Basic Service Delivery and Infrastructure Development	Water and Sanitation	To provide bulk water and sanitation services	% of queries on Water attended to and resolved to in JMLM	100%	100%	100%	100%
59.	Basic Service Delivery and Infrastructure Development	Water and Sanitation	To provide bulk water and sanitation services	Number of quarterly Reports on Water Balance developed and submitted to Council	4	4	4	4
60.	Basic Service Delivery and Infrastructure Development	Water and Sanitation	To provide bulk water and sanitation services	Number of households provided with Sanitation at Dithakong, Kleineiffel, Eiffel and Rowell	402	450	450	480
61.	Basic Service Delivery and Infrastructure Development	Town and Regional Planning	To implement the Spatial Planning and Land Use Management Act (SPLUMA)	Number of quarterly SPLUMA Tribunal meetings held	4	4	4	4
62.	Basic Service Delivery and Infrastructure Development	Town and Regional Planning	To implement the Spatial Planning and Land Use Management Act (SPLUMA)	% of land development applications processed as per request	100%	100%	100%	100%
63.	Basic Service Delivery and Infrastructure Development	Town and Regional Planning	To implement the Spatial Planning and Land Use Management Act (SPLUMA)	Land survey annually conducted by 30 June	30 June	30 June	30 June	30 June

KPI No.	Key Performance Area	IDP Programme/ Priority Area	Strategic Objective	Key Performance Indicator	FY 2023/24	FY 2024/25	FY 2025/26	FY 2026/27
64.	Basic Service Delivery and Infrastructure Development	Integrated human settlements	To promote integrated human settlement planning	Number of quarterly reports on housing data collection developed and submitted	4	4	4	4
65.	Basic Service Delivery and Infrastructure Development	Integrated human settlements	To promote integrated human settlement planning	Number of quarterly reports on housing consumer education held in 15 wards	4	4	4	4
66.	Basic Service Delivery and Infrastructure Development	Safe and Healthy Environments	To provide environmental management services	Number of quarterly environmental awareness campaigns held in 15 wards	4	4	4	4
67.	Basic Service Delivery and Infrastructure Development	Safe and Healthy Environments	To provide environmental management services	Number of quarterly awareness campaigns held in 15 wards on the usage of recreational facilities	4	4	4	4
68.	Basic Service Delivery and Infrastructure Development	Disaster Management	To provide Disaster Management Services	Number of disaster management awareness campaigns held in 15 wards	4	4	4	4
69.	Basic Service Delivery and Infrastructure Development	Disaster Management	To provide Disaster Management Services	Number of quarterly reports on Veld and Forest fire suppression and emergency incidents attended to	4	4	4	4
70.	Basic Service Delivery and Infrastructure Development	Refuse Removal	To provide refuse removal services	Number of guard houses constructed for the Vanzylsrus landfill site	1	-	-	-
71.	Basic Service Delivery and	Refuse Removal	To provide refuse removal services	Number of households provided with refuse removal services in Hotazel and Vanzylsrus	818	818	818	818

KPI No.	Key Performance Area	IDP Programme/ Priority Area	Strategic Objective	Key Performance Indicator	FY 2023/24	FY 2024/25	FY 2025/26	FY 2026/27
	Infrastructure Development							
72.	Basic Service Delivery and Infrastructure Development	Refuse Removal	To provide refuse removal services	Number of Commercial businesses provided with refuse removal services in Hotazel and Vanzylsrus	57	57	57	57
73.	Basic Service Delivery and Infrastructure Development	Refuse Removal	To provide refuse removal services	Number of quarterly reports on Hotazel landfill site developed and submitted to Council	4	4	4	4
74.	Basic Service Delivery and Infrastructure Development	Community Development	To develop community facilities	Number of sports fields maintained at Laxey and Dithakong	2	-	-	-
75.	Basic Service Delivery and Infrastructure Development	Community Development	To develop community facilities	Number of community halls constructed at Perdmondjie	1	-	-	-
76.	Basic Service Delivery and Infrastructure Development	Community Development	To develop community facilities	Number of community halls maintained at Gadiboe, Kikahela, Penryn, Bendel and Vanzylsrus	5	-	-	-
77.	Basic Service Delivery and Infrastructure Development	Community Development	To develop community facilities	Assessment of the Drivers Testing and Licensing Centres (DTLC) annually conducted by Department of Transport, Safety and Liaison	31 Dec	31 Dec	31 Dec	31 Dec
78.	Basic Service Delivery and Infrastructure Development	Community Development	To provide refuse removal	Number of external audits performed on landfill sites	2	2	2	2

KPI No.	Key Performance Area	IDP Programme/ Priority Area	Strategic Objective	Key Performance Indicator	FY 2023/24	FY 2024/25	FY 2025/26	FY 2026/27
79.	Basic Service Delivery and Infrastructure Development	Refuse Removal	To provide refuse removal services	Number of quarterly compliance reports on Section 16 of NEMA developed and submitted	4	4	4	4
80.	Basic Service Delivery and Infrastructure Development	Refuse Removal	To provide refuse removal services	Integrated Waste Management Plan annually reviewed by 30 June	30 June	30 June	30 June	30 June
81.	Good Governance and Community Participation	Sustainable Development Orientated Municipality	To promote the interests and rights of targeted groups – women, children, youth, elderly, people living with disabilities, people living with HIV/AIDS	Number of quarterly reports on the implementation of the Local AIDS Council (LAC) submitted to Council	4	4	4	4
82.	Good Governance and Community Participation	Sustainable Development Orientated Municipality	To promote the interests and rights of targeted groups – women, children, youth, elderly, people living with disabilities, people living with HIV/AIDS	Number of quarterly reports on Special Interest Groups programmes developed and submitted	4	4	4	4
83.	Basic Service Delivery and Infrastructure Development	Community Development	To develop community facilities	Business plan for the requisition of funds for libraries annually developed by 31 March	31 Mar	31 Mar	31 Mar	31 Mar
84.	Basic Service Delivery and Infrastructure Development	Community Development	To develop community facilities	Memorandum of Understanding (MOU) on library services annually adopted by Council and submitted to DSAC	30 Jun	30 Jun	30 Jun	30 Jun
85.	Basic Service Delivery and Infrastructure Development	Community Development	To develop community facilities	Number quarterly reports on library programmes developed and submitted to Council and Department of Sport, Arts and Culture	4	4	4	4

KPI No.	Key Performance Area	IDP Programme/ Priority Area	Strategic Objective	Key Performance Indicator	FY 2023/24	FY 2024/25	FY 2025/26	FY 2026/27
86.	Basic Service Delivery and Infrastructure Development	Community Development	To develop community facilities	Number of cemeteries fenced at Slough, Klein Damrose, Adalerly, Logaganeng, and Mahukubung	5	5	5	5
87.	Good Governance and Public Participation	Sustainable Development Orientated Municipality	To improve public participation	Number of quarterly Ward Committee meetings held by 30 June 2023	180	180	180	180
88.	Good Governance and Public Participation	Sustainable Development Orientated Municipality	To promote good intergovernmental-relation in the municipality	Number of quarterly Speaker's Forum meetings coordinated	4	4	4	4
89.	Good Governance and Public Participation	Sustainable Development Orientated Municipality	To promote achievement of a clean annual audit outcome for the municipality	Audit Action Plan annually developed and adopted by Council	31 Jan	31 Jan	31 Jan	31 Jan
90.	Good Governance and Public Participation	Sustainable Development Orientated Municipality	To promote achievement of a clean annual audit outcome for the municipality	Number of quarterly reports on implementation of audit action plan developed and submitted to Council and Treasury	4	4	4	4
91.	Municipal Financial Management & Viability	Sustainable Development Orientated Municipality	To promote and enhance the financial viability of the municipality	Number of monthly cashbook and bank reconciliation reports compiled and submitted to Council	12	12	12	12
92.	Municipal Financial Management & Viability	Sustainable Development Orientated Municipality	To promote and enhance the financial viability of the municipality	Annual Financial Statements and supporting schedules submitted to AGSA by 31 August	31 Aug	31 Aug	31 Aug	31 Aug

KPI No.	Key Performance Area	IDP Programme/ Priority Area	Strategic Objective	Key Performance Indicator	FY 2023/24	FY 2024/25	FY 2025/26	FY 2026/27
93.	Municipal Financial Management & Viability	Sustainable Development Orientated Municipality	To promote and enhance the financial viability of the municipality	Number of monthly reports on timeous billing and mailing of accounts to customers and submission to Council	12	12	12	12
94.	Municipal Financial Management & Viability	Sustainable Development Orientated Municipality	To promote and enhance the financial viability of the municipality	Number of quarterly reports on bad debts written off developed and submitted to Council	4	4	4	4
95.	Municipal Financial Management & Viability	Sustainable Development Orientated Municipality	To promote and enhance the financial viability of the municipality	Number of monthly reports on debtors' reconciliation developed and submitted to Council	12	12	12	12
96.	Municipal Financial Management & Viability	Sustainable Development Orientated Municipality	To promote and enhance the financial viability of the municipality	Indigent register annually developed and submitted to Council	30 Jun	30 Jun	30 Jun	30 Jun
97.	Municipal Financial Management & Viability	Sustainable Development Orientated Municipality	To promote and enhance the financial viability of the municipality	Draft Budget annually compiled and submitted by 31 March	31 Mar	31 Mar	31 Mar	31 Mar
98.	Municipal Financial Management & Viability	Sustainable Development Orientated Municipality	To promote and enhance the financial viability of the municipality	Adjustment Budget annually compiled and submitted by 28 February	28 Feb	28 Feb	28 Feb	28 Feb
99.	Municipal Financial Management & Viability	Sustainable Development Orientated Municipality	To promote and enhance the financial viability of the municipality	Final Budget annually compiled and submitted by 31 May	31 May	31 May	31 May	31 May

KPI No.	Key Performance Area	IDP Programme/ Priority Area	Strategic Objective	Key Performance Indicator	FY 2023/24	FY 2024/25	FY 2025/26	FY 2026/27
100.	Municipal Financial Management & Viability	Sustainable Development Orientated Municipality	To promote and enhance the financial viability of the municipality	Number of monthly Section 71 reports developed and submitted to Council and Treasury by 30 June 2023	12	12	12	12
101.	Municipal Financial Management & Viability	Sustainable Development Orientated Municipality	To promote and enhance the financial viability of the municipality	Number of quarterly reports on withdrawals developed and submitted to Council and Treasury	4	4	4	4
102.	Municipal Financial Management & Viability	Sustainable Development Orientated Municipality	To promote and enhance the financial viability of the municipality	Number of monthly conditional grants expenditure reports developed and submitted to Council and Treasury	12	12	12	12
103.	Municipal Financial Management & Viability	Sustainable Development Orientated Municipality	To promote and enhance the financial viability of the municipality	Number of quarterly reports on investments made and submitted to Council and Treasury	4	4	4	4
104.	Municipal Financial Management & Viability	Sustainable Development Orientated Municipality	To promote and enhance the financial viability of the municipality	Number of Quarterly updated contract registers submitted to Council	4	4	4	4
105.	Municipal Financial Management & Viability	Sustainable Development Orientated Municipality	To promote and enhance the financial viability of the municipality	Number of monthly reports on inventory stock counts developed and submitted to Council	12	12	12	12
106.	Municipal Financial Management & Viability	Sustainable Development Orientated Municipality	To promote and enhance the financial viability of the municipality	Procurement plan annually developed and submitted to Council and Treasury	30 Sep	30 Sep	30 Sep	30 Sep

KPI No.	Key Performance Area	IDP Programme/ Priority Area	Strategic Objective	Key Performance Indicator	FY 2023/24	FY 2024/25	FY 2025/26	FY 2026/27
107.	Municipal Financial Management & Viability	Sustainable Development Orientated Municipality	To promote and enhance the financial viability of the municipality	Number of quarterly procurement plan monitoring reports developed and submitted to Council	4	4	4	4
108.	Municipal Financial Management & Viability	Sustainable Development Orientated Municipality	To promote and enhance the financial viability of the municipality	Number of quarterly reports on the monitoring of the performance of contracts developed and submitted to Council	4	4	4	4
109.	Municipal Financial Management & Viability	Sustainable Development Orientated Municipality	To promote and enhance the financial viability of the municipality	Number of monthly reports on the Unauthorized Irregular, Fruitless and Wasteful expenditure developed and submitted to Council	12	12	12	12
110.	Municipal Financial Management & Viability	Sustainable Development Orientated Municipality	To ensure that the municipal assets are properly safeguarded	Number of quarterly updated GRAP compliant asset registers developed and submitted to Office of the Auditor General	4	4	4	4
111.	Municipal Financial Management & Viability	Sustainable Development Orientated Municipality	To ensure that the municipal assets are properly safeguarded	Number of quarterly reports on the physical verification of assets approved by Council and submitted to Office of the Auditor General	4	4	4	4
112.	Municipal Financial Management & Viability	Sustainable Development Orientated Municipality	To ensure that the municipal assets are properly safeguarded	Disposal report annually approved by Council and submitted to Office of the Auditor General by 30 June	30 June	30 June	30 June	30 June
113.	Local Economic Development	Local Economic Development	To promote local economic development	Number of Jobs created through Expanded Public Works Programme (EPWP)	240	240	240	240
114.	Local Economic Development	Local Economic Development	To promote local economic development	Number of quarterly reports on SMMEs developed and submitted to Council	4	4	4	4

KPI No.	Key Performance Area	IDP Programme/ Priority Area	Strategic Objective	Key Performance Indicator	FY 2023/24	FY 2024/25	FY 2025/26	FY 2026/27
115.	Local Economic Development	Local Economic Development	To promote local economic development	Number of quarterly Local Economic Development Projects coordinated and supported	4	4	4	4
116.	Local Economic Development	Local Economic Development	To promote local economic development	LED Strategy reviewed by 30 June	-	30 June	30 June	30 June
117.	Local Economic Development	Local Economic Development	To promote local economic development	Number of quarterly LED Forum meetings held	4	4	4	4
118.	Local Economic Development	Local Economic Development	To promote local economic development	LED summit annually held by 30 June	30 June	30 June	30 June	30 June
119.	Local Economic Development	Local Economic Development	To promote local economic development	SMME Funding Policy annually reviewed by 30 June	30 June	30 June	30 June	30 June
120.	Local Economic Development	Local Economic Development	To enhance tourism development	Tourism exhibition annually attended by 30 June	30 June	30 June	30 June	30 June
121.	Local Economic Development	Local Economic Development	To enhance tourism development	Number of quarterly reports on tourism attraction sites identified submitted	4	4	4	4
122.	Local Economic Development	Local Economic Development	To enhance tourism development	Tourism Marketing Strategy developed by 30 June	30 June	-	-	-
123.	Local Economic Development	Local Economic Development	To enhance tourism development	Number of quarterly Tourism Marketing Strategy Implementation Reports submitted	-	4	4	4
124.	Local Economic Development	Local Economic Development	To enhance tourism development	Number of quarterly tourism promotion events participated in	4	4	4	4
125.	Local Economic Development	Local Economic Development	To enhance tourism development	Tourism Marketing Strategy annually reviewed by 31 May	-	31 May	31 May	31 May

3.2. Joe Morolong Prioritised Projects per Ward 2023/2024 Financial Year

WARD 01

KPA	Strategic Objective	KPI	Programme	Villages	Name of project	Funder	Budget
Basic Services Delivery and Infrastructure Development	Provide Water	Water Backlog number reduced	Rural Water Supply Program	Heuningvlei Area	Heuningvlei Water Reticulation	WSIG	R 11 130 000,00
Basic Services Delivery and Infrastructure Development	Provide Water	Water Backlog number reduced	Rural Water Supply Program	Heuningvlei Area	Heuningvlei Bulk Water Scheme Refurbishment	KUMBA Iron ore - SLP	6 000 000,00
Basic Services Delivery and Infrastructure Development	Provide housing	Number of housing awareness campaign	Housing awareness campaign	Tsioloane	Housing awareness campaign	JMLM	N/A
Basic Services Delivery and Infrastructure Development	Provide housing	Number of housing data collection	Housing data collection	Tsioloane	Housing data collection in	JMLM	N/A
Basic Services Delivery and Infrastructure Development	Provide safe and clean environment	Number of environmental awareness campaigns	Environmental management	Gammokwane	Environmental awareness campaign	JMLM	N/A
Basic Service Delivery and Infrastructure Development	Promote safe and clean environment	Number of disaster management awareness campaigns	Environmental management	Shalaneng	Disaster management awareness campaign	JMLM	N/A
Basic Services Delivery and Infrastructure Development	Provide sanitation for cemeteries	Number of sanitations provided in the municipal cemeteries	EPWP	24 units Tsioloane Perth X 2 Longaneng	Sanitation in municipal cemeteries	JMLM	N/A

KPA	Strategic Objective	KPI	Programme	Villages	Name of project	Funder	Budget
				Makhubung Gammokwane Kome Shalaneng Heinengvlei X 3 Sesipi			

Ward 2

KPA	Strategic Objective	KPI	Programme	Villages	Name of project	Funder	Budget
Basic Services Delivery and Infrastructure Development	Provide housing	Number of housing awareness campaign	Housing awareness campaign	Deurham	Housing awareness campaign	JMLM	N/A
Basic Services Delivery and Infrastructure Development	Provide housing	Number of housing data collection	Housing data collection	Deurham	Housing data collection	JMLM	N/A
Basic Services Delivery and Infrastructure Development	Provide safe and clean environment	Number of environmental awareness campaigns	Environmental management	Mathanthanyanen	Environmental awareness campaign	JMLM	N/A
Basic Services Delivery and Infrastructure Development	Provide safe and clean environment	Number of disaster management awareness campaigns	Environmental management	Loopeng	Disaster management awareness campaign	JMLM	N/A
Basic Services Delivery and Infrastructure Development	Provide cemeteries	Number of cemeteries to be upgraded	EPWP	Slough	Upgrading of cemeteries	JMLM	R2 159 000.00 (shared by 5 villages)
Basic Services Delivery and Infrastructure Development	Provide sanitation for cemeteries	Number of sanitations provided in the municipal cemeteries	EPWP	20 units Gapitia, Lobung Ganap 1, Ganap 2, Klipom, Padstow Cahar Mathanthanyaneng Madibeng	Sanitation in municipal cemeteries	JMLM	N/A

WARD 03

KPA	Strategic Objective	KPI	Programme	Villages	Name of project	Funder	Budget
Basic Services Delivery and Infrastructure Development	Provide Sanitation	Sanitation Backlog number reduced by end June 2023	Rural Sanitation Program	Eiffel	Eiffel Dry Sanitation	MIG	R 3 670 032,75
Basic Services Delivery and Infrastructure Development	Provide Sanitation	Sanitation Backlog number reduced by end June 2023	Rural Sanitation Program	Klein Eiffel	Klein Eiffel Dry Sanitation	MIG	R 1 579 801,05
Basic Services Delivery and Infrastructure Development	Provide Water	Number of Boreholes Refurbished by end June 2023	Borehole Refurbishment Program	Abbey	Abbey Borehole Refurbishment	WSIG	R 2 260 540.94 (estimated)
Basic Services Delivery and Infrastructure Development	Provide Water	Number of Boreholes Refurbished by end June 2023	Borehole Refurbishment Program	Laxey	Laxey Water Supply	KUMBA Iron Ore - SLP	R 1 500 000.00
Basic Services Delivery and Infrastructure Development	Provide community halls	Number of community halls to be renovated	Renovation of community hall	Penryn	Renovation of community hall	JMLM	R 500 000.00
Basic Services Delivery and Infrastructure Development	Provide community halls	Number of community halls to be renovated	Renovation of community hall	Laxey	Renovation of community hall	JMLM	R200 000.00
Basic Services Delivery and Infrastructure Development	Provide housing	Number of housing data collection	Housing data collection	Madibeng	Housing data collection	JMLM	N/A
Basic Services Delivery and	Provide safe and clean environment	Number of environmental awareness campaigns	Environmental management	Klein -Eiffel	Environmental awareness campaign	JMLM	N/A

KPA	Strategic Objective	KPI	Programme	Villages	Name of project	Funder	Budget
Infrastructure Development							
Basic Services Delivery and Infrastructure Development	Provide safe and clean environment	Number of disaster management awareness campaigns	Environmental management	Eiffel	Disaster management awareness campaign	JMLM	N/A
Basic Services Delivery and Infrastructure Development	Provide safe and clean environment	Number of awareness campaigns on the usage of recreational facilities	Environmental management	Penryn	Usage of recreational facilities awareness campaign	JMLM	N/A
Basic Services Delivery and Infrastructure Development	Provide sanitation for cemeteries	Number of sanitations provided in the municipal cemeteries	EPWP	4 units Tweet Eiffel	Sanitation in municipal cemeteries	JMLM	N/A

WARD 4

KPA	Strategic Objective	KPI	Programme	Villages	Name of project	Funder	Budget
Basic Services Delivery and Infrastructure Development	Provide Education- Early Childhood Development Centre (ECD)	Number of Early Childhood Development Centre (ECD)	Education	Magobing	Construction of Early Childhood Development (ECD) (SLP)	Kudumane Manganese Resources (KMR)	R2 635 012.00
Basic Services Delivery and Infrastructure Development	Provide community halls	Number of community halls to be renovated	Renovation of community hall	Vanzylsrus	Renovation of community hall (SLP)	JMLM Kudumane Manganese Resources(KMR)	R 500 000.00
Basic Service Delivery and Infrastructure Development	Promote safe and clean environment	Number of guard house constructed for Vanzylsrus landfill site	Environmental management	Vanzylsrus	Guard house constructed for Vanzylsrus landfill site	JMLM	R150 000.00
Basic Service Delivery and Infrastructure Development	Provide recreational facilities	Number of solar panels for weight bridge and guard house at Vanzylsrus landfill site	Environmental management	Vanzylsrus	Solar panels for weight bridge and guard house at Vanzylsrus landfill site	JMLM	R220 000.00
Basic Services Delivery and Infrastructure Development	Provide housing	Number of housing awareness campaign	Housing awareness campaign	Gatshikedi	Housing awareness campaign	JMLM	N/A
Basic Services Delivery and Infrastructure Development	Provide housing	Number of housing data collection	Housing data collection	Hotazel	Housing data collection	JMLM	N/A
Basic Services Delivery and Infrastructure Development	Provide safe and clean environment	Number of environmental awareness campaigns	Environmental management	Hotazel	Environmental awareness campaign	JMLM	N/A
Basic Services Delivery and Infrastructure Development	Provide safe and clean environment	Number of disaster management awareness campaigns	Environmental management	Magobing-West	Disaster management awareness campaign	JMLM	N/A

KPA	Strategic Objective	KPI	Programme	Villages	Name of project	Funder	Budget
Basic Services Delivery and Infrastructure Development	Provide sanitation for cemeteries	Number of sanitations provided in the municipal cemeteries	EPWP	4 units Magobing Magojaneng	Sanitation in municipal cemeteries	JMLM	N/A

WARD 05

KPA	Strategic Objective	KPI	Programme	Villages	Name of project	Funder	Budget
Basic Services Delivery and Infrastructure Development	Provide Water	Number of Boreholes Refurbished by end June 2023	Borehole Refurbishment Program	Dinokaneng	Dinokaneng Borehole Refurbishment	WSIG	R 2 190 451.00 (estimated)
Basic Services Delivery and Infrastructure Development	Provide housing	Number of housing awareness campaign	Housing awareness campaign	Tsineng-Kop	Housing awareness campaign	JMLM	N/A
Basic Services Delivery and Infrastructure Development	Provide housing	Number of housing data collection	Housing data collection	Tsineng-Kop	Housing data collection	JMLM	N/A
Basic Services Delivery and Infrastructure Development	Provide safe and clean environment	Number of environmental awareness campaigns	Environmental management	Mmatoro	Environmental awareness campaign	JMLM	N/A
Basic Services Delivery and Infrastructure Development	Provide safe and clean environment	Number of disaster management awareness campaigns	Environmental management	Mokalawanoga	Disaster management awareness campaign	JMLM	N/A
Basic Services Delivery and Infrastructure Development	Provide safe and clean environment	Number of awareness campaigns on the usage of recreational facilities	Environmental management	Tsineng	Usage of recreational facilities awareness campaign	JMLM	N/A
Basic Services Delivery and Infrastructure Development	Provide sanitation for cemeteries	Number of sanitations provided in the municipal cemeteries	EPWP	4 units Gasese Tsineng	Sanitation in municipal cemeteries	JMLM	N/A

WARD 06

KPA	Strategic Objective	KPI	Programme	Villages	Name of project	Funder	Budget
Basic Services Delivery and Infrastructure Development	Provide Water	Water Backlog number reduced	Rural Water Program	Perdmondjie	Perdmondjie Water Supply Phase 2	MIG	R 10 465 000,00
Basic Services Delivery and Infrastructure Development	Provide Water	Number of Boreholes Refurbished	Borehole Refurbishment Program	Rustfontein wyk 10	Borehole Refurbishment - Rustfontein wyk 10	WSIG	R 2 260 540.94 (estimated)
Basic Services Delivery and Infrastructure Development	Provide community halls	Number of community halls to be constructed	Construction of community hall	Perdmondjie	Construction of community hall	Mokulu Mine Sebilo Resources Mine Mokala Manganese Mine	R3 000 000.00 R3 500 000.00 R 9 702 608,00
Basic Services Delivery and Infrastructure Development	Provide renovation of community halls	Number of community halls to be renovated	Renovation of community halls	Rusfontein Wyk 10	Renovation of community hall	JMLM	R300 000.00
Basic Services Delivery and Infrastructure Development	Provide renovation of community halls	Number of community halls to be renovated	Renovation of community halls	Gadiboe	Renovation of community hall	Kudumane Manganese Resources(KMR)	
Basic Services Delivery and Infrastructure Development	Renovation of sportsfields	Number of sportsfields to be renovated	Renovation of sportsfields	Laxey	Renovation of Laxey sports field	JMLM	R400 000.00
Basic Services Delivery and Infrastructure Development	Provide Education- Early Childhood Development Centre (ECD)	Number of Early Childhood Development Centre (ECD)	Education	Mosekeng	Construction of Early Childhood Development (ECD)	Kudumane Manganese Resources (KMR)	R2 635 012.00

KPA	Strategic Objective	KPI	Programme	Villages	Name of project	Funder	Budget
Basic Services Delivery and Infrastructure Development	Provide housing	Number of housing awareness campaign	Housing awareness campaign	Wingate	Housing awareness campaign	JMLM	R3 333.43
Basic Services Delivery and Infrastructure Development	Provide housing	Number of housing data collection	Housing data collection	Wingate	Housing data collection	JMLM	N/A
Basic Services Delivery and Infrastructure Development	Provide safe and clean environment	Number of environmental awareness campaigns	Environmental management	Tlapeng	Environmental awareness campaign	JMLM	N/A
Basic Services Delivery and Infrastructure Development	Provide safe and clean environment	Number of disaster management awareness campaigns	Environmental management	Goodhope	Disaster management awareness campaign	JMLM	N/A
Basic Services Delivery and Infrastructure Development	Provide safe and clean environment	Number of awareness campaigns on the usage of recreational facilities	Environmental management	Gadiboe	Usage of recreational facilities awareness campaign	JMLM	N/A
Basic Services Delivery and Infrastructure Development	Provide cemeteries	Number of cemeteries to be upgraded	EPWP	Adalerly	Upgrading of cemeteries	JMLM	R2 159 000.00 (shared by 5 villages)
Basic Services Delivery and Infrastructure Development	Provide sanitation for cemeteries	Number of sanitation provided in the municipal cemeteries	EPWP	44 units Metsimantsi Wyk 1 – 6 Rusfontein Wyk 8 – 11 Saamsokolo Maphinick Ncwaneng Gadiboe	Sanitation in municipal cemeteries	JMLM	N/A

KPA	Strategic Objective	KPI	Programme	Villages	Name of project	Funder	Budget
				Tlapeng Motolwaneng Permondjie Galotlhare Hertzog Mosekeng Adalerly Goodhope			

WARD 07

KPA	Strategic Objective	KPI	Programme	Villages	Name of project	Funder	Budget
Basic Services Delivery and Infrastructure Development	Provide Water	Water Backlog number reduced	Rural Water Program	Esperanza/ Churchill	Esperanza/ Churchill Water Supply Phase 2	WSIG	R 11 244 118,37
Basic Services Delivery and Infrastructure Development	Provide Electricity	Number of High Masts Lights	High Mast Lights	Churchill, Esperanza	Ward 7 High Masts (Churchill, Esperanza, etc)	Mokulu Mine	R 9 000 000,00
Basic Services Delivery and Infrastructure Development	Provide roads	Roads Backlog number reduced	Rural roads Program	Churchill	Road construction	Kumba Iron Ore Mine (SLP)	R 7 500 000.00
Basic Services Delivery and Infrastructure Development	Provide housing	Number of housing awareness campaign	Housing awareness campaign	Churchill	Housing awareness campaign	JMLM	N/A
Basic Services Delivery and Infrastructure Development	Provide housing	Number of housing data collection	Housing data collection	Churchill	Housing data collection	JMLM	N/A
Basic Services Delivery and Infrastructure Development	Provide safe and clean environment	Number of environmental awareness campaigns	Environmental management	Gasehunelo Wyk 10	Environmental awareness campaign	JMLM	N/A
Basic Services Delivery and Infrastructure Development	Provide safe and clean environment	Number of disaster management awareness campaigns	Environmental management	Kgebetlwane	Disaster management awareness campaign	JMLM	N/A

KPA	Strategic Objective	KPI	Programme	Villages	Name of project	Funder	Budget
Basic Services Delivery and Infrastructure Development	Provide safe and clean environment	Number of awareness campaigns on the usage of recreational facilities	Environmental management	Cardington	Usage of recreational facilities awareness campaign	JMLM	N/A
Basic Services Delivery and Infrastructure Development	Provide sanitation for cemeteries	Number of sanitation provided in the municipal cemeteries	EPWP	24 units Mentu Suurteg Kortnight Cardington Logobate (2 section) Gasehunelo Wyk 1, 2, 5,6 and 8	Sanitation in municipal cemeteries	JMLM	N/A

WARD 08

KPA	Strategic Objective	KPI	Programme	Villages	Name of project	Funder	Budget
Basic Services Delivery and Infrastructure Development	Provide Water	Water Backlog Number Reduced	Rural Water Program	Doxon 1&2	Doxon 1&2 Water Supply	WSIG	R 10 151 411,27
Basic Services Delivery and Infrastructure Development	Provide Water	Water Backlog Number Reduced	Rural Water Program	Gamorona and Ditshipeng	Gamorona and Ditshipeng Water Supply	KUMBA Iron Ore - SLP	R 4 500 000,00
Basic Services Delivery and Infrastructure Development	Provide housing	Number of awareness campaign	Housing awareness campaign	Sekokwane	Housing awareness campaign	JMLM	N/A
Basic Services Delivery and Infrastructure Development	Provide housing	Number of housing data collection	Housing data collection	Sekokwane	Housing data collection	JMLM	N/A
Basic Services Delivery and Infrastructure Development	Provide safe and clean environment	Number of environmental awareness campaigns	Environmental management	Masilabetsane	Environmental awareness campaign	JMLM	N/A
Basic Services Delivery and Infrastructure Development	Provide safe and clean environment	Number of disaster management awareness campaigns	Environmental management	Gamorona	Disaster management awareness campaign	JMLM	N/A
Basic Services Delivery and Infrastructure Development	Provide safe and clean environment	Number of awareness campaigns on the usage of recreational facilities	Environmental management	Bendel	Usage of recreational facilities awareness campaigns	JMLM	N/A

KPA	Strategic Objective	KPI	Programme	Villages	Name of project	Funder	Budget
Basic Services Delivery and Infrastructure Development	Provide Sanitation	Number of sanitation provided in the municipal cemeteries	EPWP	20 units Sekokwane Gamorona Deurhum Magobing Ditlharapeng Bendel Battlemount Kubuge Doxon 1 and 2	Sanitation in municipal cemeteries	JMLM	N/A

WARD 09

KPA	Strategic Objective	KPI	Programme	Villages	Name of project	Funder	Budget
Basic Services Delivery and Infrastructure Development	Provide Water	Water Backlog number reduced	Rural Water Program	Gamakgatle	Gamakgatle Water Supply Phase 2	MIG	R 9 376 187,80
Basic Services Delivery and Infrastructure Development	Provide Tourism Community Centre	Number of Tourism Community Centre established	Promoting Tourism	Kiangkop	Establishment of a tourism centre (revenue generating project)	Kudumane Manganese Resources Mine (SLP)	R11 800 000.00
					Feasibility Study	Sebilo Resources (SLP)	R500 000.00
Basic Services Delivery and Infrastructure Development	Provide housing	Number of awareness campaign	Housing awareness campaign	Mmamebe	Housing awareness campaign	JMLM	N/A
Basic Services Delivery and Infrastructure Development	Provide housing	Number of housing data collection	Housing data collection	Mmamebe	Housing data collection	JMLM	N/A
Basic Services Delivery and Infrastructure Development	Provide safe and clean environment	Number of environmental awareness campaigns	Environmental management	Gamakgathe	Environmental awareness campaign	JMLM	N/A
Basic Services Delivery and Infrastructure Development	Provide safe and clean environment	Number of disaster management awareness campaigns	Environmental management	Majemantsho	Disaster management awareness campaign	JMLM	N/A
Basic Services Delivery and	Provide safe and clean environment	Number of awareness campaigns on the	Environmental management	Danoon	Usage of recreational facilities	JMLM	N/A

KPA	Strategic Objective	KPI	Programme	Villages	Name of project	Funder	Budget
Infrastructure Development		usage of recreational facilities			awareness campaigns		
Basic Services Delivery and Infrastructure Development	Provide sanitation for cemeteries	Number of sanitations provided in the municipal cemeteries	EPWP	14 units Ditshipeng Majemantsho Bothithong Gamakgatle Danoon Kiangkop Gatswinyane	Sanitation in municipal cemeteries	JMLM	N/A

WARD 10

KPA	Strategic Objective	KPI	Programme	Place	Name of project	Funder	Budget
Basic Services Delivery and Infrastructure Development	Provide Water	Water Backlog number reduced	Rural Water Program	Madula Ranch	Madula Ranch Water Supply Phase 2	WSIG	R 10 000 000,00
Basic Services Delivery and Infrastructure Development	Provide Water	Number of Boreholes Refurbished	Borehole Refurbishment Program	Lebonkeng	Lebokeng Borehole Refurbishment	WSIG	R 2 540 710.96 (estimated)
Basic Services Delivery and Infrastructure Development	Provide housing	Number of housing awareness campaign	Housing awareness campaign	Madularanch	Housing awareness campaign	JMLM	N/A
Basic Services Delivery and Infrastructure Development	Provide housing	Number of housing data collection	Housing data collection	Madularanch	Housing data collection	JMLM	N/A
Basic Services Delivery and Infrastructure Development	Provide safe and clean environment	Number of environmental awareness campaigns	Environmental management	Maseohatshe	Environmental awareness campaign	JMLM	N/A
Basic Services Delivery and Infrastructure Development	Provide safe and clean environment	Number of disaster management awareness campaigns	Environmental management	Kampaneng	Disaster management awareness campaign	JMLM	N/A
Basic Services Delivery and Infrastructure Development	Provide safe and clean environment	Number of awareness campaigns on the usage of recreational facilities	Environmental management	Glenred	Usage of recreational facilities awareness campaign	JMLM	N/A

KPA	Strategic Objective	KPI	Programme	Place	Name of project	Funder	Budget
Basic Services Delivery and Infrastructure Development	Provide sanitation for cemeteries	Number of sanitation provided in the municipal cemeteries	EPWP	18 units Glenred (2 sections), Madularanch (2 sections), Maseohatshe, Kampaneng Gamadubu Lebonkeng Pompong	Sanitation in municipal cemeteries	JMLM	N/A

WARD 11

KPA	Strategic Objective	KPI	Programme	Place	Name of project	Funder	Budget
Basic Services Delivery and Infrastructure Development	Provide housing	Number of housing awareness campaign	Housing awareness campaign	Segwaneng	Housing awareness campaign	JMLM	N/A
Basic Services Delivery and Infrastructure Development	Provide housing	Number of housing data collection	Housing data collection	Segwaneng	Housing data collection	JMLM	N/A
Basic Services Delivery and Infrastructure Development	Provide safe and clean environment	Number of environmental awareness campaigns	Environmental management	Cassel	Environmental awareness campaign	JMLM	N/A
Basic Services Delivery and Infrastructure Development	Provide safe and clean environment	Number of disaster management awareness campaigns	Environmental management	Segwaneng	Disaster management awareness campaign	JMLM	N/A
Basic Services Delivery and Infrastructure Development	Provide safe and clean environment	Number of awareness campaigns on the usage of recreational facilities	Environmental management	Lotlhakajaneng	Usage of recreational facilities awareness campaigns	JMLM	N/A
Basic Services Delivery and Infrastructure Development	Provide sanitation for cemeteries	Number of sanitations provided in the municipal cemeteries	EPWP	6 units Cassel Lotlhakajaneng Segwaneng	Sanitation in municipal cemeteries	JMLM	N/A

WARD 12

KPA	Strategic Objective	KPI	Programme	Villages	Name of project	Funder	Budget
Basic Services Delivery and Infrastructure Development	Provide Sanitation	Sanitation Backlog number reduced	Rural Sanitation Program	Dithakong	Dithakong Phase 2 Dry Sanitation	MIG	R 9 045 012,38
Basic Services Delivery and Infrastructure Development	Provide Roads and Storm Water	Km's of Roads Upgraded	Rural Roads Programme	Gahuwe to Dithakong	Gahuwe to Dithakong Access Road	MIG	R 8 387 760,00
Basic Services Delivery and Infrastructure Development	Provide Water	Water Backlog number reduced	Rural Water Program	Dithakong	Dithakong Bulk Water Scheme Refurbishment	Kumba Iron Ore - SLP	4 500 000,00
Basic Services Delivery and Infrastructure Development	Provide housing	Number of housing awareness campaign	Housing awareness campaign	Dithakong	Housing awareness campaign	JMLM	N/A
Basic Services Delivery and Infrastructure Development	Provide housing	Number of housing data collection	Housing data collection	Dithakong	Housing data collection	JMLM	N/A
Basic Services Delivery and Infrastructure Development	Provide safe and clean environment	Number of environmental awareness campaigns	Environmental management	Dithakong	Environmental awareness campaign	JMLM	N/A
Basic Services Delivery and Infrastructure Development	Provide safe and clean environment	Number of disaster management awareness campaigns	Environmental management	Dithakong	Disaster management awareness campaign	JMLM	N/A
Basic Services Delivery and	Provide safe and clean environment	Number of awareness campaigns on the	Environmental management	Dithakong	Usage of recreational	JMLM	N/A

KPA	Strategic Objective	KPI	Programme	Villages	Name of project	Funder	Budget
Infrastructure Development		usage of recreational facilities			facilities awareness campaign		
Basic Services Delivery and Infrastructure Development	Provide sanitation for cemeteries	Number of sanitations provided in the municipal cemeteries	EPWP	14 units Melatswaneng Lokaleng Majankeng Melorane Sehakong Nommer 6 Khudukwaneng	Sanitation in municipal cemeteries	JMLM	N/A

WARD 13

KPA	Strategic Objective	KPI	Programme	Villages	Name of project	Funder	Budget
Basic Services Delivery and Infrastructure Development	Provide Water	Water Backlog number reduced	Rural Water Program	Dikhing	Dikhing Water Supply	MIG	R 10 849 121,04
Basic Services Delivery and Infrastructure Development	Provide Water	Water Backlog number reduced	Rural Water Program	Bushbuck	Bushbuck Water Supply Phase 2	WSIG	R 1 922 226,50
Basic Services Delivery and Infrastructure Development	Provide housing	Number of housing awareness campaign	Housing awareness campaign	Gamatolong	Housing awareness campaign	JMLM	N/A
Basic Services Delivery and Infrastructure Development	Provide housing	Number of housing data collection	Housing data collection	Gamatolong	Housing data collection	JMLM	N/A
Basic Services Delivery and Infrastructure Development	Provide safe and clean environment	Number of environmental awareness campaigns	Environmental management	Bushbuck	Environmental awareness campaign	JMLM	N/A
Basic Services Delivery and Infrastructure Development	Provide safe and clean environment	Number of disaster management awareness campaigns	Environmental management	Takeng	Disaster management awareness campaign	JMLM	N/A
Basic Services Delivery and Infrastructure Development	Provide safe and clean environment	Number of awareness campaigns on the usage of recreational facilities	Environmental management	Khankhudung	Usage of recreational facilities awareness campaign	JMLM	N/A

KPA	Strategic Objective	KPI	Programme	Villages	Name of project	Funder	Budget
Basic Services Delivery and Infrastructure Development	Provide sanitation for cemeteries	Number of sanitation provided in the municipal cemeteries	EPWP	44 units Gahue Gamatolong Gakhoe Garamotsokwane Pietersham WATERAAR Lotlhakane Colston Manareng Kuisaar Kokonye Stillrus Damros 1 – 3 Camden Bally Brits Bushbuck (Polomiti) Khankhudung Albany Dikhing Heiso	Sanitation in municipal cemeteries	JMLM	N/A

WARD 14

KPA	Strategic Objective	KPI	Programme	Villages	Name of project	Funder	Budget
Basic Services Delivery and Infrastructure Development	Provide Water	Water Backlog number reduced	Rural Water Program	Ganghaai	Ganghaai Water Supply Phase 2	MIG	R 1 500 000,00
Basic Services Delivery and Infrastructure Development	Provide Sanitation	Sanitation Backlog number reduced	Rural Dry Pit Sanitation Program	Rowell 1 & 2	Rowell 1 & 2 Dry Pit Sanitation Phase 2	MIG	R 1 086 284,98
Basic Services Delivery and Infrastructure Development	Provide housing	Number of housing awareness campaign	Housing awareness campaign	Manyeding	Housing awareness campaign	JMLM	N/A
Basic Services Delivery and Infrastructure Development	Provide housing	Number of housing data collection	Housing data collection	Manyeding	Housing data collection	JMLM	N/A
Basic Services Delivery and Infrastructure Development	Provide safe and clean environment	Number of environmental awareness campaigns	Environmental management	Gamasepa	Environmental awareness campaign	JMLM	N/A
Basic Services Delivery and Infrastructure Development	Provide safe and clean environment	Number of disaster management awareness campaigns	Environmental management	Ditlharapeng	Disaster management awareness campaign	JMLM	N/A
Basic Services Delivery and Infrastructure Development	Provide safe and clean environment	Number of awareness campaigns on the usage of recreational facilities	Environmental management	Ncwelengwe	Usage of recreational facilities awareness campaign	JMLM	N/A
Basic Services Delivery and Infrastructure Development	Provide cemeteries	Number of cemeteries to be upgraded	EPWP	Logaganeng	Upgrading of cemeteries	JMLM	R2 159 000.00 (shared by 5 villages)
Basic Services Delivery and Infrastructure Development	Provide sanitation for cemeteries	Number of sanitations provided in the municipal cemeteries	EPWP	30 Units Kganung Bojelapotsane Zero	Sanitation in municipal cemeteries	JMLM	N/A

KPA	Strategic Objective	KPI	Programme	Villages	Name of project	Funder	Budget
				Mecwetsaneng Ganghaai Molapotlase Tzaneen 1 & 2 Logaganeng 1 & 2 Kikahela 1 & 2 Bothetheletsa Mothoeng Mathanthanyaneng Maketlele			

WARD 15

KPA	Strategic Objective	KPI	Programme	Place	Name of project	Funder	Budget
Basic Services Delivery and Infrastructure Development	Provide Roads and Stormwater	Number of Roads Upgraded	Rural Roads Program	Ncwelengwe	Ncwelengwe Internal Road	MIG	R 12 000 000,00
Basic Services Delivery and Infrastructure Development	Renovation of sportsfields	Number of sportsfields to be renovated	Renovation of sportsfields	Ncwelengwe	Renovation of Ncwelengwe sports field	JMLM	R200 000.00
Delivery and Infrastructure Development	Provide housing	Number of housing awareness campaign	Housing awareness campaign	Skerma	Housing awareness campaign	JMLM	N/A
Basic Services Delivery and Infrastructure Development	Provide housing	Number of housing data collection	Housing data collection	Ditlharapaneng	Housing data collection	JMLM	N/A
Basic Services Delivery and Infrastructure Development	Provide safe and clean environment	Number of environmental awareness campaigns	Environmental management	Manyeding	Environmental awareness campaign	JMLM	N/A
Basic Services Delivery and Infrastructure Development	Provide safe and clean environment	Number of disaster management awareness campaigns	Environmental management	Magwagwe	Disaster management awareness campaign	JMLM	N/A
Basic Services Delivery and Infrastructure Development	Provide safe and clean environment	Number of awareness campaigns on the usage of recreational facilities	Environmental management	Tsaelengwe	Usage of recreational facilities awareness campaign	JMLM	N/A
Basic Services Delivery and Infrastructure Development	Provide cemeteries	Number of cemeteries to be upgraded	EPWP	Mahukubung	Upgrading of cemeteries	JMLM	R2 159 000.00 (shared by 5 villages)
Basic Services Delivery and Infrastructure Development	Provide sanitation for cemeteries	Number of sanitations provided in the municipal cemeteries	EPWP	24 units Mahukubung Gamasepa Manyeding Skerma X 2 Gamothibi X 2	Sanitation in municipal cemeteries	JMLM	N/A

KPA	Strategic Objective	KPI	Programme	Place	Name of project	Funder	Budget
				Ditlharapeng Magwagwe Ncwelengwe X 2 Tsaelengwe			

Section D

4. High Level Sector Plans

The sector plans are prepared for each service sector of the municipality with the intention of providing input into the status of existing services and infrastructure, and making proposals for implementation of specific projects. They are reviewed and approved annually on approval IDP. Whether they were developed in previous years.

4.1. Spatial Development Framework

Alignment of IDP with Joe Morolong Local Municipality Spatial Development Framework (2017)

The SDF relates to all and any component in the IDP that affects land, the environment and the built environment, thus all spatial elements. The SDF expresses the IDP in spatial terms and provides guidelines to most effectively reach the goals of the IDP in the spatial realm. The SDF will provide direction to Land Use Management Systems and development controls, precinct Plans and Spatial Development Plans. It is a two-way relationship with the IDP providing incentives to the SDF and the SDF advising the IDP.

From a spatial planning perspective, the municipal area can be divided roughly in three-character zones based on the main economic activities, majority ownership and the settlement pattern. An asbestos risk belt splits the municipal area roughly in two halves to demarcate the boundary between the western and eastern Character Zones. The asbestos belt is in general spatially visible with the north-south ridge traversing the area. The following three zones are included:

- Character Zone 1 forms part of the northern section of the Gamagara Mining Corridor. In terms of the Rural Development Programme of the JTG district Functional Economic Region 4 falls in this Character Zone. The majority of the area is privately owned, of which large portions area owned by mines. The zone is dominated by mining activities centered on Hotazel and Blackrock as the main towns, with housing provided by mines in these settlements. A limited number of smaller rural settlements are located in the vicinity of the mining activities. Although the population is poor, they are better off than in other areas of the municipality.
- Character Zone 2 covers the western part of the municipal area. In terms of the Rural Development Programme of the JTG district a Functional Economic Region 1 and a portion of Region 2 fall in this Character Zone. The majority of the area is privately owned and is dominated by commercial cattle and game (linked to eco-tourism) farming. The main town is Vanzylsrus, with a limited number of small rural settlements dispersed

through the area. The population in these settlements are poor due to the dispersed nature and general lack of job opportunities within the area. Land reform projects are located predominantly in the north of the region and are – apart from those close to Vanzylsrus – not linked to existing rural settlements.

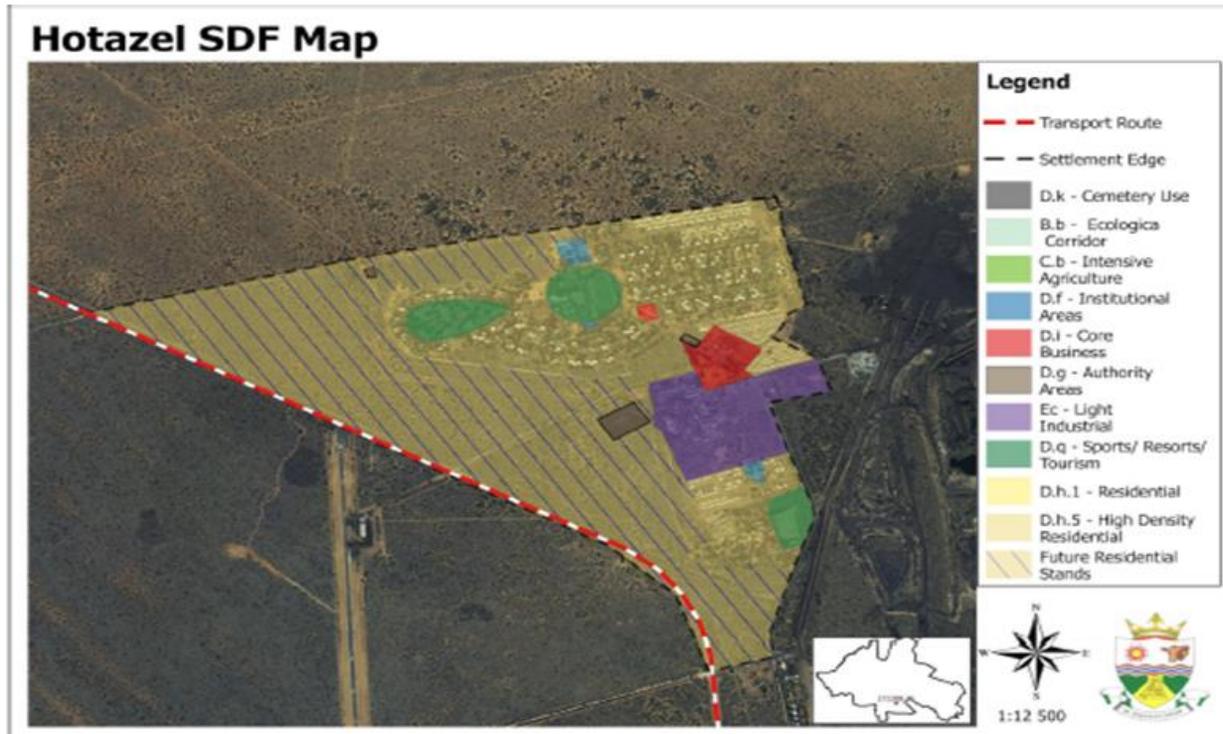
- Character Zone 3 covers the eastern part of the municipal area. In terms of the Rural Development Programme of the JTG district a portion of Functional Economic Region 2 and Region 3 fall in this Character Zone. The majority of the area is managed as tribal land and is dominated by subsistence (mainly) cattle farming. The main towns are Heuningvlei and Bothithong. A large number of small rural settlements are scattered in a relatively dense pattern through the area. The population in these settlements are very poor due to the lack of job opportunities within the area. Most projects are found in the south west, west and north east of the region. Projects in the south west are spatially located to link up with Kuruman in the Gamagara LM, which will alleviate the high poverty associated with the rural settlements. The area in the east of the functional region, including Ditshipeng and Bothithong, lacks any projects present within the area.

Each zone requires different strategies and interventions to address the specific challenges in the zone. These strategies are, to a main extent addressed in the JTMDM Rural Development Programme where four Functional Economic Regions were defined.

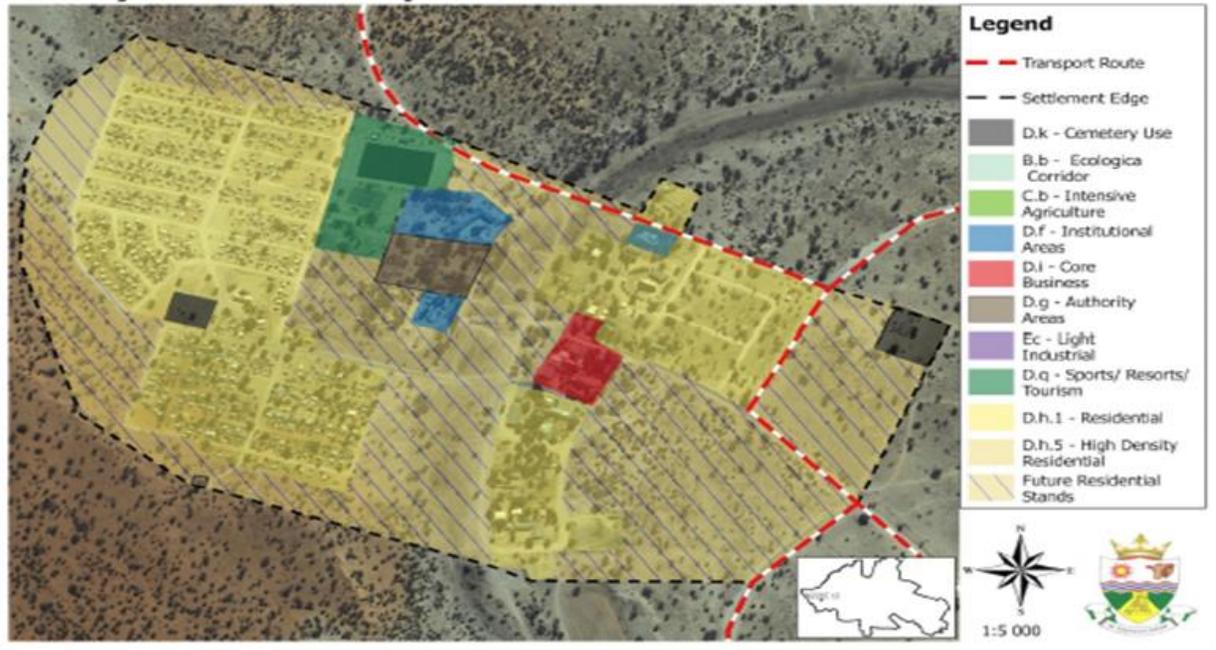
Given the above, the following hierarchy of nodes is proposed for the JMLM to provide clustered facilities and services on various scales:

- The Regional nodes are Hotazel and Churchill (together with Kuruman and Kathu/Sishen for the JTGD). Churchill will provide a facilities cluster closer to the dense rural area with dispersed settlements and the new restitution projects in that vicinity.
- Local nodes include the two towns of Santoy and Vanzylsrus as proposed in the CSIR study. Additional local nodes are proposed. McCarthysrus is proposed to serve the new land reform projects in the northwestern part of the municipality. Heuningvlei is proposed to provide facilities in the north of the municipality for people who have to travel far towards Santoy. Bothithong is proposed in the eastern part of the municipality to serve the denser population in that area. A new node is proposed in the vicinity of Laxey or just south of that closer to the restitution project area.
- Human Development Hubs should be distributed through the area (localities to be investigated), but should be located to public transport routes.

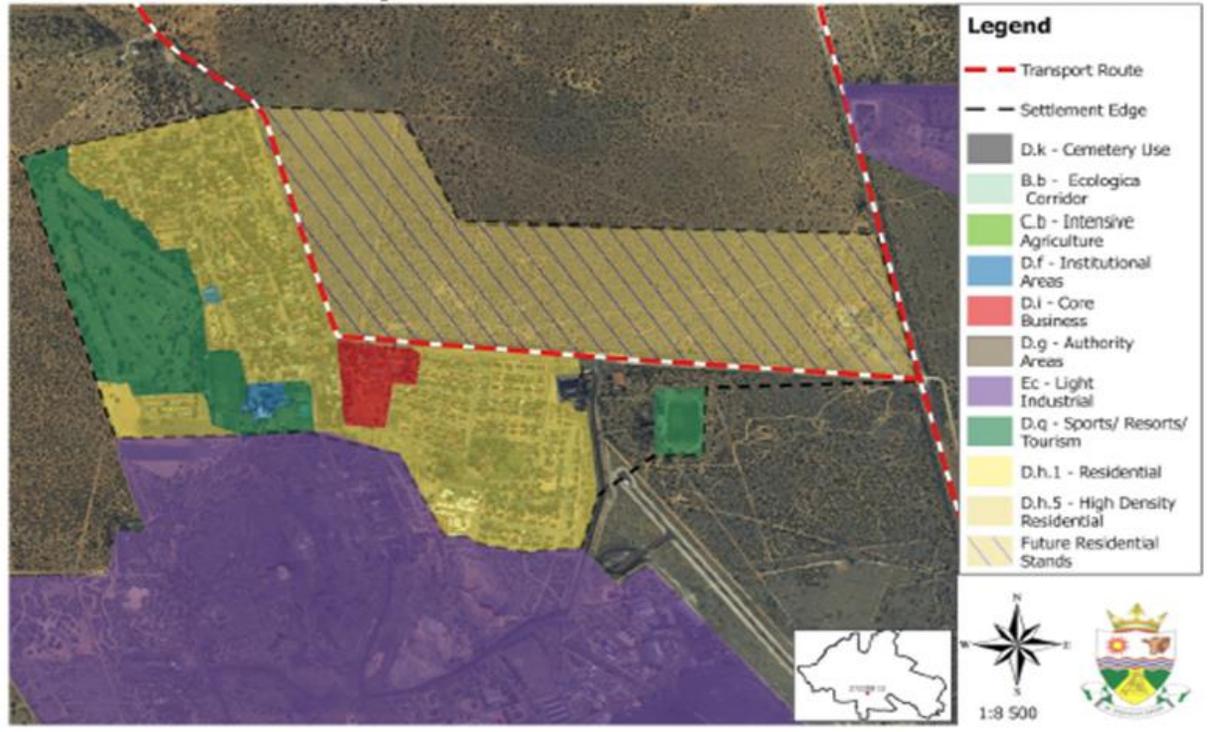
10.2. THE LAND USE AND SPATIAL PROPOSAL MAPS BELOW SHOWS THE THREE MAIN NODAL POINTS AT JOE MOROLONG LOCAL MUNICIPALITY

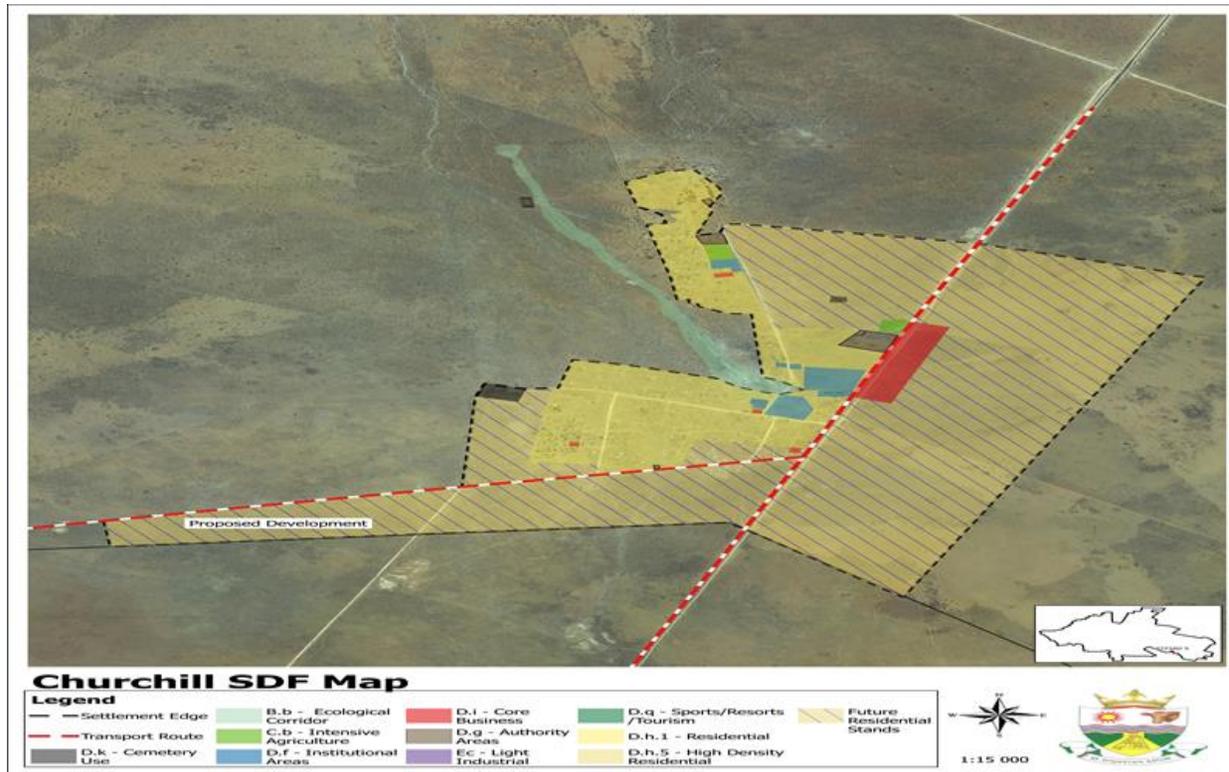


Vanzylsrus SDF Map



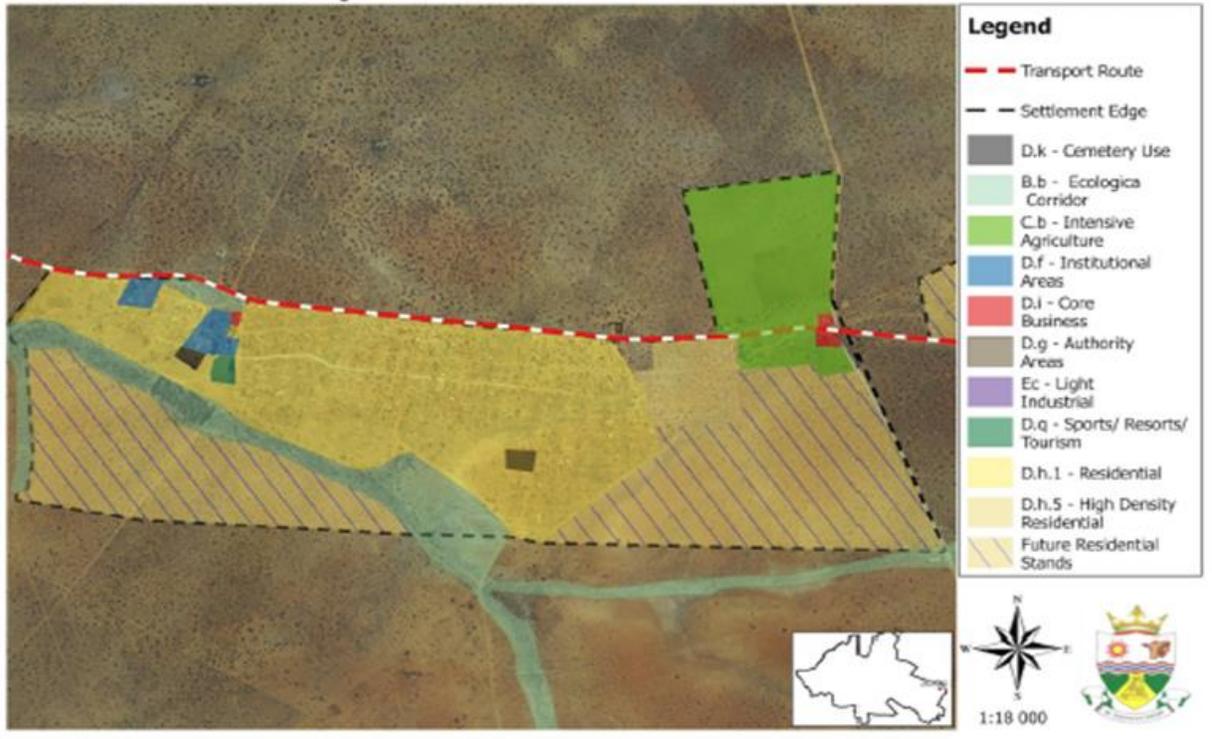
Blackrock SDF Map

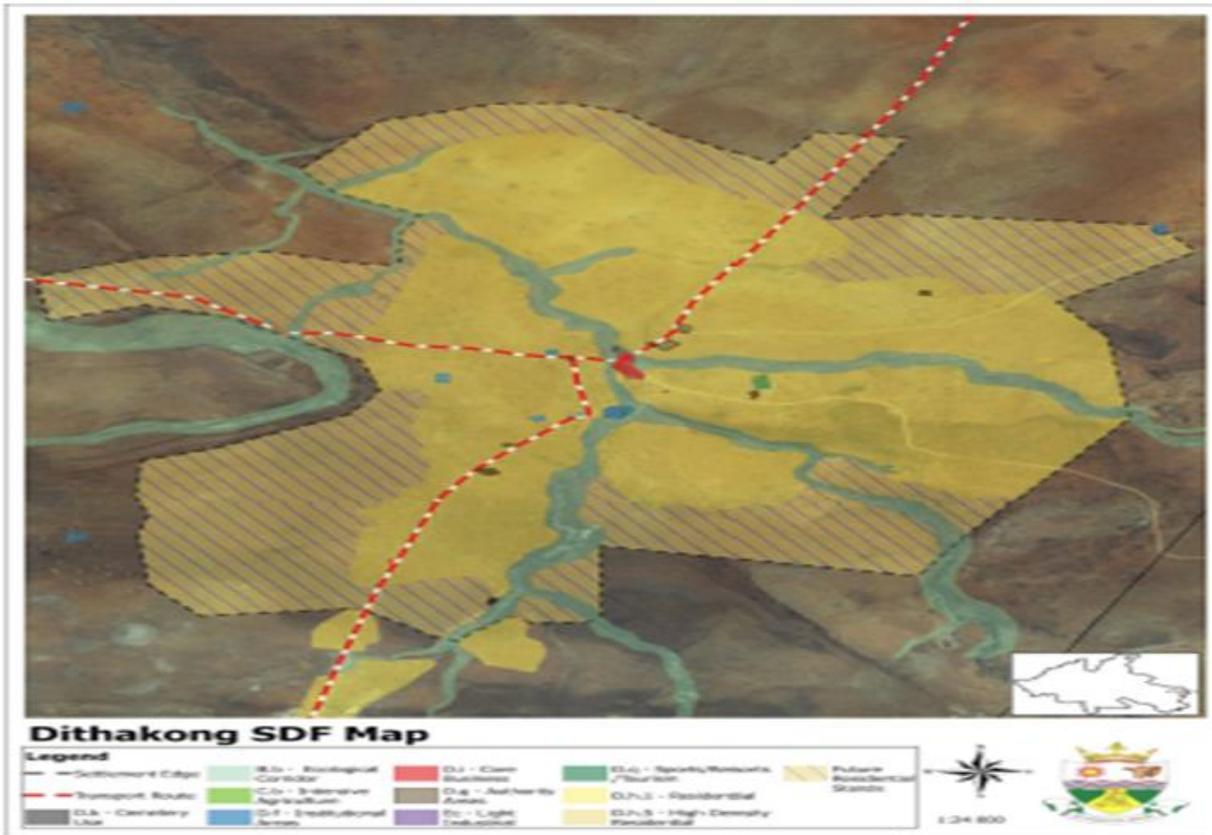




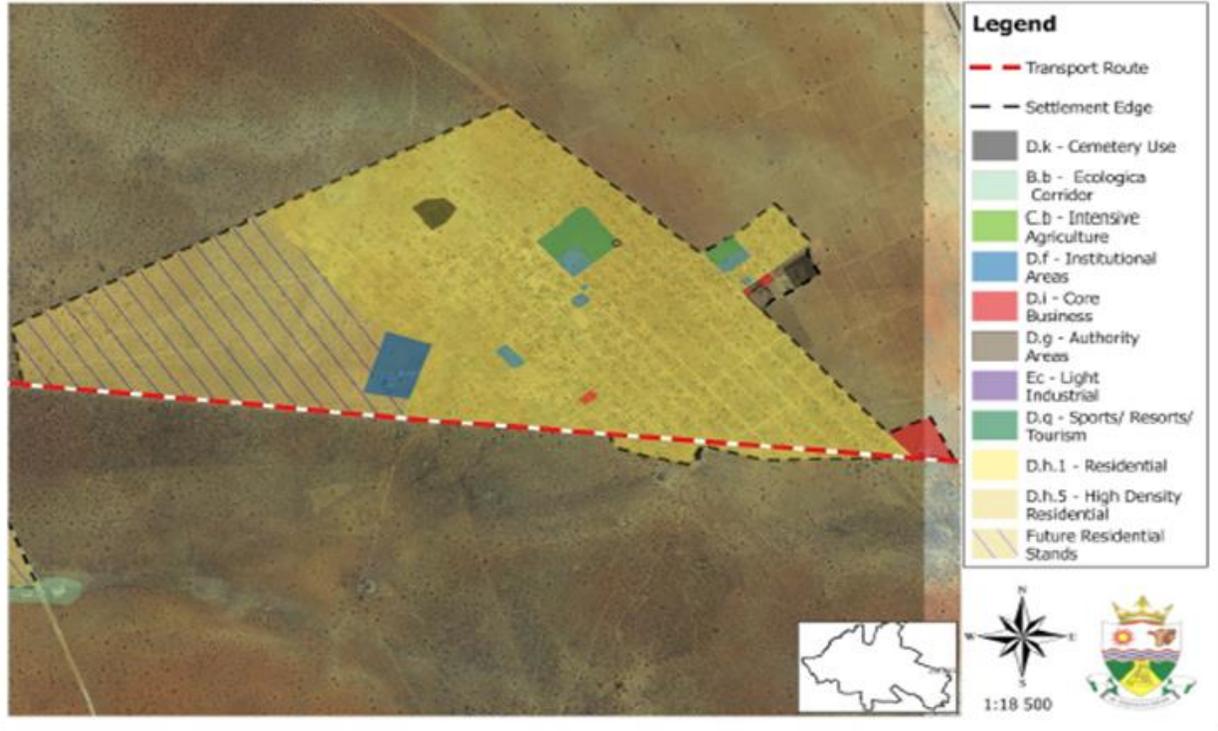
However Churchill village also serve as one of the nodal point with potential for human settlement, and as a result of this, the Municipality has proposed a Mixed Land Use Development for 3500 (houses Low Income, Middle Income and High Income). This development will have a positive impact towards the economy of Churchill village and Joe Morolong Municipality as a whole.

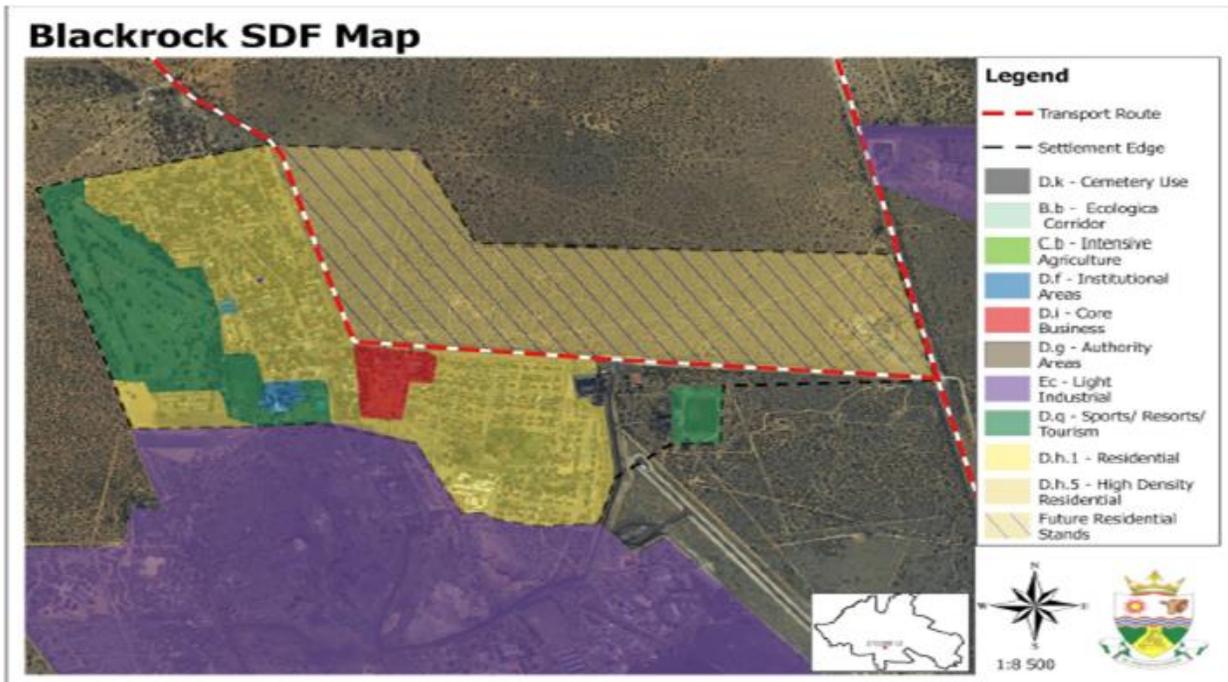
Glenred SDF Map





Cassel SDF Map





Spatial Planning and Land Use Management Act 16 of 2013

The Spatial Planning and Land Use Management Act 16 of 2013 was signed into law by the President on the 2nd August 2013 and formally published in the Government Gazette on the 5th August 2013, from the 1st July 2015 all the Municipalities were requested to start with the operation of SPLUMA and Joe Morolong Local Municipality was ready implement SPLUMA from the 1st July 2015.

Section 2 of the municipal Systems Act provides for core components to be included in the drafting of the municipal IDP. The municipality has developed and approved the following plans which are critical ingredients of a credible IDP. Most of our sector plans are outdated and needs to be reviewed by Council before the end of the financial year.

- ✚ Integrated Waste Development Plan
- ✚ Spatial Development Framework
- ✚ Performance Management System
- ✚ Water Services Development Plan
- ✚ Local Economic Development Strategy
- ✚ Housing Sector Plan

Section E

5. Alignment with National and Provincial Objectives and Programmes

The purpose of alignment

In order to achieve maximum impact in resource allocation and project implementation it is critical that the prioritization of needs, allocation of resources and the implementation of projects within and between the three spheres of government is aligned and harmonized. It is through this concept, that planning at national, provincial and local level relates and informs one another.

Policy context and linkage to National Government

Policy context

The Constitution stipulates that all three spheres of governance are autonomous but interdependent. This therefore calls for closer collaboration between all these spheres of governance. Needless to mention, a number of national policies have a particular bearing on the provincial and local spheres of government. A few critical ones are highlighted below.

Medium Term Strategic Framework

The Medium-Term Strategic Framework (MTSF, 2009–2014) is a statement of government intent. It identifies the development challenges facing South Africa and outlines the medium-term strategy for improving living conditions of South Africans. The MTSF base document is meant to guide planning and resource allocation across all spheres of government. National and provincial departments need to develop their five-year strategic plans and budget requirements, taking into account the medium-term imperatives.

Municipalities are also expected to adapt their integrated development plans in line with the national medium-term priorities.

The MTSF identifies the following five development objectives:

- Halve poverty and unemployment by 2014
- Ensure a more equitable distribution of the benefits of economic growth and reduce inequality
- Improve the nation's health profile and skills base and ensure universal access to basic services
- Build a nation free of all forms of racism, sexism, tribalism and xenophobia
- Improve the safety of citizens by reducing incidents of crime and corruption

The Government 12 Outcomes

From the development focus of the MTSF the government has derived twelve outcome areas that set the guidelines for more results-driven performance.

The **TWELVE KEY OUTCOMES** that have been identified and agreed to by the Cabinet are:

- Improved quality of basic education
- A long and healthy life for all South Africans
- All people in South Africa are and feel safe
- 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
- An efficient, effective and development oriented public service and an empowered, fair and inclusive citizenship

Of the 12 outcomes above, Outcome 9 is closest to local government. The champion of the goal is the national Department of Cooperative Governance and Traditional Affairs. In order to achieve the vision of a “Responsive, accountable, effective and efficient local government system”, seven (7) outputs have been identified:

- **Output 1:** Implement a differentiated approach to municipal financing, planning and support
- **Output 2:** Improving Access to Basic Services
- **Output 3:** Implementation of the Community Work Programme
- **Output 4:** Actions supportive of the human settlement outcomes
- **Output 5:** Deepen democracy through a refined Ward Committee model
- **Output 6:** Administrative and financial capability
- **Output 7:** Single Window of Coordination

National Development Plan

The South African Government, through the Presidency, has published a *National Development Plan*. The Plan aims to eliminate poverty and reduce inequality by 2030. The Plan has the target of developing people's capabilities to be to improve their lives through education and skills development, health care, better access to public transport, jobs, social protection, rising income, housing and basic services, and safety. It proposes to the following strategies to address the above goals:

- Creating jobs and improving livelihoods
- Expanding infrastructure
- Transition to a low-carbon economy
- Transforming urban and rural spaces
- Improving education and training
- Providing quality health care
- Fighting corruption and enhancing accountability
- Transforming society and uniting the nation

At the core of the Plan is to eliminate poverty and reduce inequality is the special focus on the promotion gender equity and addressing the pressing needs of youth.

More importantly for efficiency in local government the NDP proposes 8 targeted actions listed below:

- Stabilize the political- administrative interface
- Make public service and local government careers of choice
- Develop technical and specialist professional skills
- Strengthen delegation, accountability and oversight
- Improve interdepartmental coordination
- Take proactive approach in improving national, provincial and local government relations
- Strengthen local government
- Clarify the governance of SOE's

The National Development Plan 2030 has been adopted by the National Cabinet in August 2012 and this place an injunction on the state and its agencies (including municipalities) to implement the Plan.

The Plan makes the following policy pronouncements and proposes performance targets that intersect with developmental mandates assigned to local government. Importantly, municipalities are expected to response to these developmental imperatives when reviewing their Integrated Development Plan and developing the corresponding three-year Medium Term Revenue and Expenditure Frameworks:

- Youthful population presents opportunities to boost economic growth, employment and reduce poverty;
- Strengthen youth service programmes – community based programmes to offer young people life skills training, entrepreneurship training;
- Increase employment from 13 million in 2010 to 24 million in 2030;
- Ensure that skilled, technical, professional and managerial posts better reflect the country’s racial, gender and disability makeup;
- Establish effective, safe and affordable public transport;
- Produce sufficient energy to support industry at competitive prices;
- Ensure that all South African have access to clean running water in their homes;
- Make high-speed broadband internet universally accessible at competitive prices;
- Ensure household food and nutrition security;
- Realize a developmental, capable and ethical state that treats citizens with dignity;
- Ensure that all people live safely, with an independent and fair criminal justice system;
- Broaden social cohesion and unity while addressing the inequities of the past;
- Public infrastructure investment focusing on transport, energy and water;
- Ensure environmental sustainability
- Professionalize the public service, strengthen accountability, improve co-ordination and prosecute corruption;
- Reduce the cost of living for low-income and working class households – (***cost of food, commuter transport and housing should be reduced***);
- Invest in new infrastructure in areas affecting the poor (***food value chain, public transport***);
- Prioritize infrastructure investment in – upgrading informal settlements, public transport, establishing municipal fibre optic network

- Ensure spatial transformation by 2030 – increased urban densities, reliable public transport,
- Protect the natural environment in all respects, leaving subsequent generations with a least an endowment of at least an equal value;
- Reduce greenhouse gas emissions and improve energy efficiency;
- Review the allocation of powers and functions (Schedules 4& 5 of the Constitution) – housing, water, sanitation, electricity and public transport
- Fight corruption at three fronts – deterrence, prevention and education;

As indicated, it is prudent for Joe Morolong to take these issues into account when planning and reviewing development for the next planning session. As Joe Morolong our planning has got to take into consideration National priorities by incorporating them into our plans, so that there will be a linkage to what we are doing and what government in its entirety wants to achieve.

We must not underestimate our capacity to do more to improve the lives of our communities.

Section F

6. Performance Management System

6.1. Introduction

Many of South Africa's municipalities, including Joe Morolong Local Municipality, continue to endure the legacy of under-development, poverty, infrastructure backlogs and inequitable access to basic services. In response to these, Government is putting in place various mechanisms and measures to fight poverty and unemployment. In the local government context, a comprehensive and elaborate system of monitoring performance of municipalities has been legislated.

This system is intended to continuously monitor the performance of municipalities in fulfilling their developmental mandate. Central to this is the development of key performance indicators as instruments to assess performance. These indicators help to translate complex socio-economic development challenges into quantifiable and measurable outputs.

They are therefore crucial if a proper assessment is to be done of the impact of government in improving the quality of life for all. In terms of Section 19 of the Structures Act, Sections 39, 40 and 41 of the Municipal Systems Act and Section 7 (2) of the Municipal Planning and Performance Management Regulations, a Local Government Structure shall develop a Performance Management System (PMS).

This system is to contain the following core elements: Performance measurement; Performance monitoring, reviewing and evaluation; Performance Auditing; Performance reporting; and Intervention. The Municipal Manager in conjunction with the Executive Committee has the responsibility to ensure the management of performance and the establishment of a financial incentives and rewards, subject to the availability of adequate funds in the Municipal budget and the medium-term.

It is thus within the Councils discretionary powers to allow, or disallow the payment of any performance incentives and rewards for a particular financial year.

6.2. Definition of Performance Management

Performance Management is an ongoing communication process that involves both the Manager/Supervisor and the Supervisee in: Identifying and describing essential job functions and relating them to the strategy (IDP) and Budget of the Municipality; Developing realistic and appropriate performance standards; Giving and receiving feedback about performance; Undertaking constructive and objective performance appraisals ; and identifying and planning

education and development opportunities; to sustain, improve or build on employee work performance.

6.3. Organizational Performance Management

Although organizational and individual performance management are linked, as the latter cannot be meaningfully developed without the former, it is important to manage these two fields of performance management as two separate systems. Once organizational objectives (Integrated Development Plan) and targets have been set for the Municipality, municipal departments and sections, it is possible to cascade them down to individuals within the sections through the use of individual performance plans. In turn, the achievement of individual, section and municipal department objective, contribute towards the achieving the overall objectives of the Integrated Development Plan.

6.4. Legislative Framework for SDBIP AND PMS

The framework for Performance Management is informed by the following policy and legislation on performance management:

- The Constitution of the RSA, 1996 (Act 108 of 1996)
- The Batho Pele White Paper (1998)
- The White Paper on Local Government (1998)
- The Municipal Systems Act, 2000 (Act 32 of 2000)
- Municipal Planning and Performance Management Regulations 2001 (No 796, 24 August 2001)
- Regulations for Municipal Managers and Managers reporting directly to Municipal Managers, 1 August 2006
- The Local Government: Municipal Structures Act, 1998 (Act 117 of 1998)
- The Municipal Financial Management Act, 2003 (Act 66 of 2003)

In accordance to the legislative requirements and good business practices, the Joe Morolong Local Municipality needs to develop and implement a performance management system. The main objectives of the system are to guide and manage the performance of the municipality (as an organization) and employees (as individuals) throughout the municipality.

6.4.1. Municipal Performance Regulations for Municipal Managers and Managers Directly Accountable to Municipal Managers, 2006

These regulations articulate issues of employment contracts, performance contracts and performance appraisal of Municipal Managers and Managers directly accountable to them.

Furthermore, Section 43 of the Systems Act authorizes the Minister to prescribe general KPIs that every municipality must report on. Regulation 5(1) mentions the following general KPIs:

The percentage of households with access to basic level of water, sanitation, electricity and solid waste removal. The percentage of households earning less than R1100-00 per month with access to free basic services. The percentage of the Municipality's capital budget actually spent on capital projects in terms of the IDP. The number of local jobs created through the Municipality's local, economic development initiatives, including capital projects.

The number of people from employment equity target groups employed in the three highest levels of management in compliance with a Municipality's approved employment equity plan. The percentage of a Municipality's budget actually spent on implementing its workplace skills plan. Financial viability with respect to debt coverage; outstanding debtors in relation to revenue and cost coverage.

6.4.2. Municipal Finance Management Act (2003)

It is also important to note that the Municipal Finance Management Act (MFMA) contains various important provisions related to municipal performance management. It requires municipalities to annually adopt a Service Delivery and Budget Implementation Plan (SDBIP) with service delivery targets and performance indicators. Whilst considering and approving the annual budget the Municipality must also set measurable performance targets for each revenue source and vote.

Section 1 of the MFMA defines the SDBIP as: "a detailed plan approved by the mayor of a municipality in terms of section 53(1)(c)(ii) for implementing the municipality's delivery of services and the execution of its annual budget and which must include (as part of the top layer) the following: a) Projections for each month of- (i) Revenue to be collected, by source; and (ii) Operational and capital expenditure, by vote b) Service delivery targets and performance indicators for each quarter.

6.4.3. Municipal Score Card

A number of performance models are available and any of them could be applied by the Municipality. Some of the available models include the Municipal Scorecard, Balanced Scorecard and the Key Performance Area Model. However, the Municipality has chosen the Balanced Score Card (BSC) as its preferred performance management model. Performance Management is also underpinned by policies and PMS guidelines.

6.4.4. Batho Pele principles

These principles are aligned with the Constitutional ideals of: Promoting and maintaining high standards of professional ethics; Providing service impartially, fairly, equitably and without bias; Utilizing resources efficiently and effectively; Responding to people's needs; the citizens are encouraged to participate in policy-making; and rendering an accountable, transparent, and development-oriented Municipal Administration

6.5. The Performance Management Cycle

6.5.1. Performance Planning

This ensures that the strategic direction of the municipality informs and aligns the IDP with all planning activities and resources, like the development of departmental SDBIP's, development of Performance Contracts for Section 57 employees and the Performance Plans of all employees. The key performance areas and key performance indicators are aligned to the IDP and the national requirements and the targets are set at this stage.

6.5.2. Performance Measurement, Review and Analyses

Performance review sessions- the cycle for performance runs throughout the year. Monitoring is a process of consistently measuring performance and providing ongoing feedback to the employee or group of employees on their own progress towards reaching the set objectives.

The performance reviews will take place as follows:

All Departments to submit their Quarterly Reports to the Performance Management Unit on the first week of the new Quarter. The consolidated quarterly review report will be presented to Portfolio Committee according to the adopted itinerary schedule of Council meetings. The Consolidated Quarterly report and portfolio of evidence file of departments must be submitted to the Internal Audit Unit from time to time as a means of verification of what has been reported in the quarterly reports.

Section 56 Employees Section 56 employees are assessed on basis, where 80% represents the Key Performance Areas and the 20% represent the Core Competency Requirements (CCR). A performance bonus for outstanding performance or an in-kind recognition of effective performance shall only be affected after,

The Annual Report for the financial year under review has been tabled and adopted by the municipal council; II. An evaluation of performance in accordance with the provisions of regulation 23 and this contract; and III. Approval of such evaluation by the municipal council as a reward for outstanding performance or effective performance.

6.5.3. Performance Evaluation for Section 56 employees

The monitoring and performance evaluation of section 56 employees shall be done in accordance with the Local Government: Municipal Performance Regulations for Municipal Managers and Managers directly accountable to Municipal Managers, regulations of 2006, which prescribes as follows: For purposes of evaluating the annual performance of the municipal manager, an evaluation panel constituted of the following persons must be established – (i) Executive Mayor or Mayor; (ii) Chairperson of the performance audit committee or the audit committee in the absence of a performance audit committee; (iii) Member of the mayoral or executive committee or in respect of a plenary type municipality, another member of council; (iv) Mayor and/or municipal manager from another municipality; and (v) Member of a ward committee as nominated by the Executive Mayor or Mayor.

For purposes of evaluating the annual performance of managers directly accountable to the municipal managers, an evaluation panel constituted of the following persons must be established – (i) Municipal Manager; (ii) Chairperson of the performance audit committee or the audit committee in the absence of a performance audit committee; (iii) Member of the mayoral or executive committee or in respect of a plenary type municipality, another member of council; and (iv) Municipal manager from another municipality. The Manager: Corporate Services shall provide secretariat services to the evaluation team referred to above.

8.6.2.2.1 Management of evaluation outcomes Regulation 32(1) (2) (a) and (b) states that

(1) The evaluation of the employee's performance will form the basis for rewarding outstanding performance or correcting unacceptable performance.

(2) A performance bonus ranging from 5% to 14% of the all-inclusive remuneration package may be paid to an employee in recognition of outstanding performance. In determining the performance bonus the relevant percentage is based on the overall rating, calculated by using the applicable assessment-rating calculator; provided that - (a) A score of 130% to 149% is awarded a performance bonus ranging from 5% to 9%. (b) A score of 150% and above is awarded a performance bonus ranging from 10% to 14%. The performance bonus based on affordability of the municipality shall therefore be paid to the section 57 employees after the annual report for the financial year under review has been tabled and adopted by the municipal council.

6.5.4. Cascading Performance Management

By cascading performance measures from strategic to operational level, both the IDP and the SDBIP, forms the link to individual performance management. This ensures that performance management at the various levels relate to one another which is a requirement of the Municipal

Planning and Performance Regulations and the MFMA. The MFMA specifically requires that the annual performance agreements of managers must be linked to the SDBIP of a municipality and the measurable performance objectives approved with the budget (circular 13 of the MFMA). The SDBIP in essence becomes the main operational tool to translate and manage the performance objectives as formulated in the IDP.