



JOE MOROLONG
LOCAL MUNICIPALITY

DRAFT INTEGRATED DEVELOPMENT PLAN

**2024/2025
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

28 March 2024

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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

Over the past year, our Municipality has witnessed remarkable strides in addressing critical issues that affect the lives of our communities.

It is with profound satisfaction that I acknowledge the dedicated efforts put forth by all stakeholders, working hand with the municipality, to make a tangible difference in our community.

As part of our drive towards enhancing capacity, the Council appointed the new Municipal Manager Ms. Boipelo Motlhaping and we believe in her capabilities and leadership. More vacancies are being filled to curb the skills shortage in the Municipality, this is to rendered due to shortage of staff.

Our Municipality's involvement in special programs aimed at fostering growth and development. Ongoing programmes for women, youth, people living with disabilities and children. Addressing gender-based violence (GBV) remains a top priority, our collaboration with sector departments to raise awareness is an effort that we will never take for granted

We have made positive strides in the right direction to ensure that sustainable municipal governance principles support our passion for our community needs, which will always be the catalyst to keep us focused on our mandate to serve with pride.

We acknowledge that:

Our people need clean & drinkable water

Our people need decent sanitation facilities

Our roads need to be put in a condition suitable for promoting economic development.

We remain committed to the realisation of the 5 National Key Performance Areas of the Municipality.

Going forward, Council and communities must unequivocally strive towards the eradication of key municipal developmental and service delivery challenges.

This calls for joint planning that priorities core challenges into implementable projects and interventions, stakeholder, communities to join me on this demanding, challenging, but conquerable journey

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.

Municipal Manager

Mrs B.D Motlhaping

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 186 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 2022 Census of Statistics South Africa, there are about 125 420 people living in JMLM, with 26 537 households. 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.

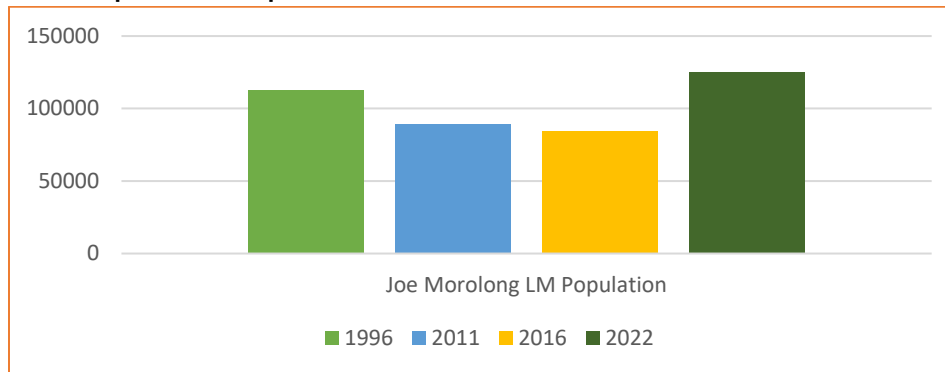
1.2. Mission

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 2022 Census indicate that an estimated total of 125 420 people reside in Joe Morolong Local Municipality's jurisdiction. This is indicative of an increase of about 41 219 people from the 84 201 in the 2016 community survey figures, as shown on the figure below. This is the first time there has been an increase in the JMLM population within the 26 years period between the year 1996 and 2022.

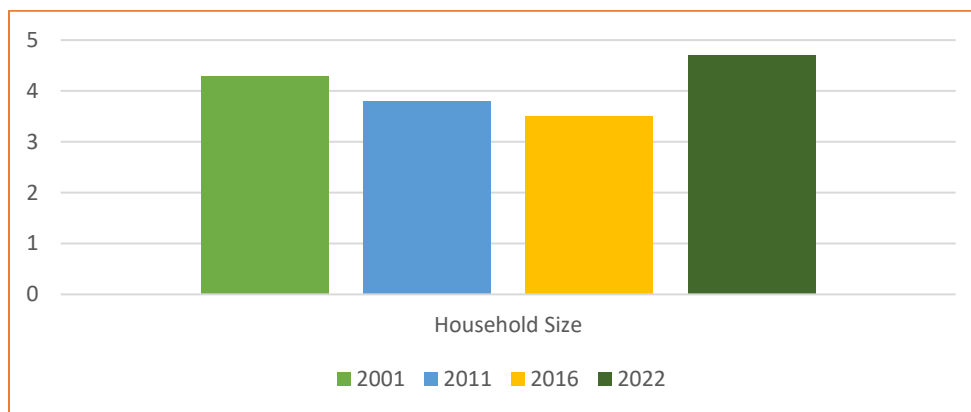
JMLM Population Composition



Source: StatsSA 1996, 2011, 2016 & 2022

There has also been an increase in the average number of persons per household for the first time in the municipality; from 3.5 in 2016 to 4.7 in 2022.

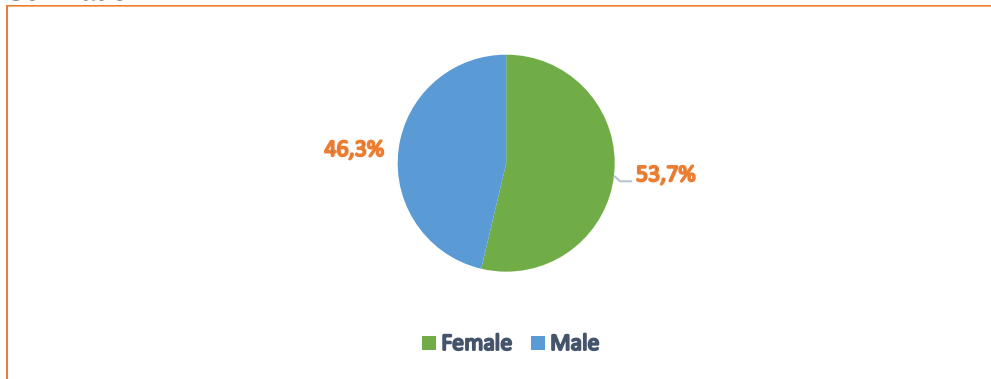
Household size within JMLM



Source: StatsSA 1996, 2011, 2016 & 2022

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 2022 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 2022

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 raise 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 second review of the 2022-2027 IDP, which covers the 2024/2025 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 2023. 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 2024/25 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.

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 significant positive population growth of about 49% from 84 201 to 2016 to 125 420 (i.e. an increase of 41 219).
- 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 average household size; 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 had 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.

1.6.3. 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.

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 Bothitong 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.

1.6.4. 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. 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.

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);

Section B

2. Status Quo Assessment

2.1. Basic Service Delivery and Infrastructure Development

In JMLM, Basic Service Delivery and Infrastructure Development has its root mainly in two Departments; Technical Services and Community Services. Below are the core functions:

- To ensure provision of efficient water-, sanitation- and road and storm water infrastructure
- To provide a constant basic 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

Five-year Water Services Delivery Implementation Plan

The Department of Water and Sanitation, in conjunction with JMLM, concluded the development of the above plan early 2024. The focus of this plan is on sustainable and reliable water and sanitation delivery. The outcome of this plan is a pipeline of projects to, when implemented, achieve reliable water and sanitation services over a 5-year period.

The categories of proposed project solutions are as follow:

- O&M of Water and Sewerage Infrastructure
- Refurbishment of Water and Sewerage Infrastructure
- Replacement of Old Water and Sewerage Infrastructure
- Asset Management (asset management Policy and Plan)
- New Resources to be Developed
- Water Conservation and Demand Management Interventions
- Source Abstraction Monitoring
- Water Quality Monitoring
- Blue Drop Compliancy
- Green Drop Compliancy

Some of these categories will be discussed in more detail below.

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 powers and functions of JMLM as the Water Services Authority include the following:

- Provision of bulk services (water and sanitation)
- Maintenance of water and sanitation infrastructure
- Provision of potable water
- Implementation of capital projects for water and sanitation (dry and/or water borne systems)

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.

As the WSA, JMLM, 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. According to the 2022 Census, the majority of households in JMLM depend communal taps and 8% do not have access to piped water at all, as seen on the figure below. The municipality strives to put the right measures in place to ensure that all people have access to great quality drinking water.

Access to Piped water within JMLM	
	Joe Morolong
Piped (tap) water inside the dwelling	4 770
Piped(tap) water inside the yard	1 951
Piped (tap) water on community stand	17 679
No access to piped water	2 136

Source: StatsSA 2022

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. The tender for laboratory services were already advertised.

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

- (ii) 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.
- (iii) 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
Damrose (1,2,3)	124	Truck Delivery	No Reticulation, Source development and storage	New project to be registered
Ga-Mohete	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

(iv) Table: Villages without Formal Water Infrastructure

(v) EXTENSION TO EXISTING INFRASTRUCTURE

The 37 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
Dinokaneng	60	Reticulation extension	New project to be registered for 2024-25 FY
Dithakong	693	Reticulation extension; Households scattered	Project is On-going; (Gahuwe - SLP)
Dockson	102	Reticulation extension; Households scattered	Project is in-progress
Galotlhare	170	Reticulation extension; Households scattered	Registered under Refurbishment
Gamadubu	149	Reticulation extension; Households scattered	Project is in-progress
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
Kiang/ 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
Kampaneng	136	Reticulation extension; Source, Storage	New project to be registered for 2024-25 FY
Magobing		Reticulation extension; Households scattered	New project to be registered
Mathanthanyaneng North	76	Reticulation extension; Households scattered	New project to be registered
Mathanthanyaneng South	50	Reticulation extension; Households scattered	New project to be registered
Matlhabanelong	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

Metswetsaneng	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
Padstow	277	Reticulation extension; Households scattered	Project is in-progress
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
Tlhokomelang		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

(vi) 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.

Majority of the water in JMLM is provided by the Regional/local water scheme (i.e. water provided/operated by municipality or other water services provider). Private boreholes are mostly found in farms and other traditional villages. Due to the low rainfall figures and highly variable run-off, very little usable surface runoff is generated, which has resulted in an ever-increasing use of groundwater resources for human and industrial needs. The municipality also faces challenges relating to illegal connections by inhabitants. This puts a lot of pressure to municipal infrastructure and poses a big threat on the equal distribution of water to all members of our communities. As such, the municipality works hard to identify those that are guilty of such an offence and have approved a tariff for fines relating to the illegal connection of water. According to the approved tariffs, a fine of R100 000.00 for households and R1 000 000.00 for businesses and government institution will be imposed on identified offenders.

Water Sources within JMLM	
	Joe Morolong
Public/communal tap	27 815
Water-carrier/tanker	315
Borehole outside the yard	1 238
Flowing water/stream/river	2 259
Well	406
Spring	-
Other	305

Source: StatsSA 2016

Below are the 23 villages who have access to infrastructure but no access to water due to source problems:

(vii) Settlement Name	Situation/ Problem	Type of Intervention
Bothithong	Source and storage problems; Reticulation in place	New project to be 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
Gammathloro	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
Kortnight	Steel tank, extensions	TR received; waiting for registration
Kubuge	Source and storage problems; Reticulation in place	New project to be registered
Logobate	Steel tank, extensions	Project is registered
Loopeng	New Tank and Reticulation	Portion to be implemented with SLP-fund
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
Maketlele	Source and storage problems; Reticulation in place	New project to be registered
Mathanthanyaneng (Ward 14)	Source and storage problems	Project to start in 2024-25 FY
Madula Ranch	Source and storage problems; Reticulation in place	Project is in-progress
March	Source and storage problems; Reticulation in place	New project to be registered for 2024-25 FY
Rusfontein Wyk 9	Reticulation and source development	Additional funding allocation needs
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

(viii) REFURBISHMENT OF AGING INFRASTRUCTURE

Water infrastructure age over time. This needs to be addressed as it will cause water shortage problems. JMLM is implementing the Borehole Refurbishment Programme for this purpose and fund it with a portion of the WSIG grant. Although this is a moving target, we aim to refurbish at least 5 boreholes per financial year. The following villages are in desperate need of refurbishment, due to aging infrastructure:

- Stilrus
- Khudukwaneng Section (Dithakong)
- Magojaneng
- Mesimantsi Wyk 3&4
- Gamokatedi
- Tweed
- Rooipomp (Ganap 2)
- Garapoana
- Eiffel
- Sesipi & Perth (back-up boreholes)
- Tsineng (ward 5)
- Magobing West (Ward 4)
- Van Zylsrus (Ward 4)
- Matlhabanelong (ward 4)
- Molapotlase (ward 14)
- Zero (ward 14)
- Metsetswang (ward 14)
- Dithakong - Khudukwaneng (ward 12)
- Dithakong - Khudukwaneng (ward 13) - pumphouse burnt by veld fire
- Dithakong - Seakong (ward 12)
- Bothetheletsa
- Gasehunelo (wyk 5)
- Rusfontein (wyk 9)
- Maologane

During the development of our Five-year Reliable Plan in 2023, the refurbishment costs for water and sanitation infrastructure were assessed according to the refurbishment need of the infrastructure and the unit cost of the infrastructure according to the industry rates. The total refurbishment cost requirement is R 120,45 million

(ix) 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			
1	HEUNINGVLEI AREA	Various					Bulk Infrastructure to be refurbished; project is on-going 3KM
2	LOOPENG	5 Non-functional B/H	5 concrete slabs damaged	new engine, control panels & Motors			
2	GANAP 2			ENGINE NON-FUNCTIONAL			
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	DAMROSE	1 Non-functional B/H	1 concrete slab damaged	non-functional engine			300m
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 60 000 000.00** (all inclusive) to facilitate the repairs of the above damages.

Water Infrastructure Implementation Plan

Water Infrastructure projects are funded with WSIG-, MIG- and SLP funds.

WSIG Projects

Water Supply Projects:

The Municipality will receive **R 60 000 000,00** from DWS for the implementation of new Water- and Refurbishment projects. This will be allocated as follows:

1. Water Supply Projects – R 43 180 832,41
2. Borehole Refurbishment Projects - R 16 819 167,59

Following is the WSIG Implementation Plan for 2024-25 Financial Year:

WSIG		
	Project	2024-25 Allocation
WATER SUPPLY	Madula Ranch Water Supply Portion 3	R 7 824 272,28
	Dockson 1&2 Water Supply Portion 2	R 11 821 588,73
	Heuningvlei Water Reticulation Portion 2	R 6 050 000,00
	Logobate Water Supply	R 6 000 000,00
	Gamarona Water Supply	R 6 484 971,40
	Kampaneng Water Supply	R 5 000 000,00
	Sub Total:	R 43 180 832,41
REFURBISHMENT	Mesimantsi Wyk 3&4 BH Refurbishment Portion 2	R 2 096 590,94
	Mathanthanyaneng (Ward 14) BH Refurbishment	R 4 391 950,71
	Stilrus BH Refurbishment	R 3 188 389,17
	Khudukwaneng Section (Dithakong) BH Refurbishment	R 3 143 520,44
	Magojaneng BH Refurbishment	R 3 998 716,33
	Sub Total:	R 16 819 167,59
	Grant Total:	R 60 000 000,00

MIG Projects

The Municipality will receive a total of **R 69 216 000,00** for the implementation of infrastructure projects and to fund the PMU. A total of R 20 000 000.00 is allocated for new water infrastructure.

Below are the MIG Water Infrastructure projects for 2024-25 Financial Year:

2024-25 Implementation Plan		
	Project	2024-25 Allocation
WATER SUPPLY	Padstow Water Supply Portion 2	R 10 000 000,00
	Cahar Water Supply	R 3 500 000,00
	March Water Supply	R 3 500 000,00
	Dinokaneng Water Supply	R 3 000 000,00
	Total:	R 20 000 000,00

Water Infrastructure Challenges

Below are some critical concerns related to water infrastructure:

- Despite all our efforts, there is still a huge (growing) water backlog in our area - The focus of Grant- and SLP-funding allocations should be on impact in a village, rather than split across number of villages (completely solve backlog in one village before going to the next).
- Aging Infrastructure – Additional Funding to be made available, either through Grants or SLP's

Water Levels are dropping – some areas have already reached the 120m borehole drilling limit set out by the Department of Water Affairs

Areas of success

Despite the challenges mentioned above, JMLM also had some success regarding water infrastructure:

1. Heuningvlei Area

- MIG- SLP- and WSIG-funding was allocated to villages to upgrade the bulk water infrastructure, booster pumps and back-up boreholes and also to energise them with advance solar systems

2. The number of households benefitted from grant-funded water supply projects, is as follow:

- 2021-22FY – 2 071HH
- 2022-23FY - 3 966 HH (additional MIG-funds received)
- Target for the 2023-24FY is 2 800HH

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 O&M Related 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

The backlogs with regards to provision of water are also evident in the access to sanitation services in the municipality. This is a serious challenge as the provision of 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 the 2022 Census, 16,3% of the total population in the JMLM has access to a flush toilet. Although the majority (60,6%) of the population in the JMLM are reliant on a pit-latrine, there has been an improvement as compared to the 80.1% in the 2016 community survey.

Access to sanitation within JMLM		
	Joe Morolong	John Taolo Gaetsewe
Flush toilet	4319	23690
Chemical toilet	728	1 047
Pit toilet	16 091	33 638
Bucket toilet	2621	3 074
Other	1 194	1 651
None	1 583	3248

Source: StatsSA 2022

From the figure above, it is clear that JMLM is behind in terms of the provision of access to sanitation as compared to the other two municipalities in the District. In addition to this, 9,9% of the population within the municipality still use bucket toilets and 6% have no toilet facilities at all. This is a serious challenge that the municipality is facing, especially when considering that the estimates on the municipal WSDP suggest that about 8 693 households are still below the RDP standard of sanitation. Although there have been some improvements since the 2022 Census was conducted, a lot still needs to be done in terms of increasing the access to decent sanitation that meet the RDP standards.

The municipality is currently installing either VIP- or UDS double pit units, depending on the ground water protocol of the area. Hotazel is the only area that have a waterborne system in the Joe Morolong Municipality, which accounts for less than 5% of the population. Residents and businesses in Vanzylsrus are mainly connected to septic tanks and ponds.

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, mainly due to expansion of the villages:

Ward	Village
1	Makhubung
	Shalaneng
2	Gamokatedi
	Gapitia
3	Bosra
	March
	Penryn
6	Metsimantsi Wyk 4
	Perdmontjie
7	Churchill
	Mentu
	Kgebetlwane
	Suurdig
10	Glenred
	Maseohatshe
11	Cassel
12	Dithakong
	Tshetlhong
	Seakong
	Loretlong
	Melorane
	Gammatlhorro
	Majanking
13	Wateraar
	Makgaladi
	Maologane
	Washington
	Bothetheletsa
15	Gamasepa

SANITATION Implementation plan

Following is our Implementation Plan for Dry Pit Sanitation Projects during the 2024-25 Financial Year:

2024-25 Implementation Plan		
SANITATION	Dithakong Dry Pit Sanitation Phase 2	R 10 669 622,12
	Maologane Dry Pit Sanitation	R 1 915 358,69
	Makgaladi Dry Pit Sanitation	R 983 642,00
	Gamorona Dry Pit Sanitation	R 2 985 162,12
	Total:	R 16 553 784,93

2.1.3. Energy and Electricity

In the case of energy used for cooking, the figure below shows that only 63,8% of the total households in JMLM use electricity for cooking. This is below the District figure of 66,5%. It is also indicated that a high number of people in the municipality (19,7%) use wood as the main source of energy for cooking. This figure accounts for 85,2% of the total population that use wood for cooking in the entire District; which shows that JMLM uses wood a lot more than the other two local municipalities in the District.

Main Source of Energy for Cooking		
	Joe Morolong	John Taolo Gaetsewe
Electricity from mains	16 927	44 123
Gas	4 080	15 257
Paraffin	103	470
Wood	5 229	6 139
Coal	7	25
Animal dung	12	18
Solar	39	94
Other	16	32
None	123	189

Source: StatsSA 2022

In the case of lighting, the figures in the JMLM are very different from those for cooking with the majority of people using electricity as the main source of energy for lighting (94,5%) as seen on the figure below. Over 3,5% of the population in JMLM use candles for lighting. The different pattern of use of electricity by households in the JMLM suggests that the problem is not one of access to an electricity supply/ service, but rather a case of cost/affordability.

Main Source of Energy for Lighting	
	Joe Morolong
Electricity from mains	25 081
Gas	29
Paraffin	80
Candles	994
Solar	267
Other	15
None	71

Source: StatsSA 2022

For the current financial year, Eskom has confirmed two infill projects for the 2023/2024 financial year as follows:

Project	Village	Budget
Infills project	Cardington	R4 724 200.00
Infills project	Dithakong	R 8 100 452.80

2.1.4. Roads and Stormwater

- I. 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.
- II. 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 completed)	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 completed)	12
	Gahue – Dithakong (Portion 1 Started 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 Esperanza 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

	Molapotlase	14
	Skerma	15
	Ncwelengwe (Portion 1 started in 2023-24FY)	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 (LURIE)	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
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 VANZYLRSUS	ACCESS ROAD
20	KORINGDRAAI (KGALUNG) TO VANZYLRSUS	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
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 CARDINGTON	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 DIHOTSHANE	ACCESS ROAD
61	BOTHITONG	INTERNAL ROAD
62	DITSHIPENG	INTERNAL ROAD
63	DITHAKONG TO GAMAKGATLE	ACCESS ROAD
64	GAMAKGATLE TO BOTHITHONG	ACCESS ROAD
WARD 10		
65	DITHAKONG TO GAMADUBU VIA POMPOG	ACCESS ROAD
66	POMPOG	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
89	LOGAGANENG TO MAKETLELE	ACCESS ROAD + CULVERT BRIDGE
90	ELLENDAL TO WASHINGONG	ACCESS ROAD + CULVERT BRIDGE
91	WASHINGTON TO KIKAHOLA	ACCESS ROAD
92	KIKAHOLA TO MOTLHOENG	ACCESS ROAD
93	KIKAHOLA TO CAMDEN	ACCESS ROAD + CULVERT BRIDGE
94	BOJELAPOTSANE TO DIKHING	ACCESS ROAD
95	TZANEEN TO BOTHETHELESA	ACCESS ROAD
96	BOJELAPOTSANE TO KGANUNG	ACCESS ROAD
WARD 15		
97	MAGWAGWE TO MAHUKUBUNG	ACCESS ROAD
98	MAGWAGWE TO TSAELENGWE	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 Vriesland

Manyeding to Skerma

2.1.5. Waste Management

Refuse removal and disposal

In the case of refuse removal, about 14,6% of the population within the JMLM have their refuse removed by the local authority at least once a week or less often. This relates only to the communities of Hotazel and Vanzylsrus, which are the only two areas where people pay for municipal services. The Municipality has been consistent in collecting refuse in Hotazel and Vanzylsrus. Refuse is collected twice in a week in these two (2) areas.

Refuse removal within JMLM	
	Joe Morolong
Removed by local authority at least once a week	3 864
Removed by local authority less often	1
Communal refuse dump	197
Communal container/central collection point	343
Own refuse dump	19 477
No rubbish disposal	2 047
Other	608

Source: StatsSA 2022

The areas surrounding most of the municipality are relatively rural nature of the area. The rural nature of the municipality, is widely dispersed settlement and it makes waste collection difficult. Therefore, the majority of people in JMLM (73,4%) have their own refuse dump, usually in their yards. The method of disposal used by households in this regard 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 be collected in 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. There is a plan to extend the waste removal service around ward (10, 11 and 12), through the implementation of the Collection plan and Landfill Operational and Maintenance Plan for the Glenred Landfill Site.

2.2. Environmental Analysis

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.

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.

2.3. Social Analysis/Services

2.3.1. Housing

i. Settlement Density and Tenure

The JMLM is the largest local municipality in the JTGDM area, covers about 73.9% of the geographical area of the district; but has the lowest density at 3.75 persons and 0.86 households per km². The majority of the households in JMLM own their properties, with 85.6% of the total population living in owned properties, as shown on the figure below.

Tenure Status in JMLM	
	Joe Morolong
Rented from private individual	1 360
Rented from other (incl. municipality and social housing ins)	792
Owned; but not yet paid off	4 206
Owned and fully paid off	67 877
Occupied rent-free	5 583
Other	4 111
Do not know	146
Unspecified	126

Source: StatsSA 2016

ii. Types of housing

With regard to the types of housing in JMLM, 88,6% of the population live in a formal dwelling as shown on the figure below. Although efforts have been made over the years to improve the living conditions of communities, about 6,9% of the people still live in traditional dwellings such as mud houses.

Housing Types in JMLM	
Type of main dwelling	Joe Morolong
Formal dwelling	23 507
Traditional dwelling	1 840
Informal dwelling	1 022
Other	167

Source: StatsSA 2022

It should be emphasized that the provision of housing is not the responsibility of JMLM, but rather the Northern Cape Department of Cooperative Governance, Human Settlements, and Traditional Affairs (COGHSTA). 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, and for housing consumer education.

2.3.2. Health

JMLM has a total of 28 health facilities within the municipal jurisdiction as seen on the figure below. These facilities service the entire population.

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 clinic	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	05
27.	Vanzylsrus clinic	04
28.	Deurham	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.

2.3.3. Education

The figure below shows that a large number of the population in JMLM have not attended any form of schooling (15%). Only 2% have completed high school (Grade 12) and a very few have completed some form of post-matric qualification.

i. Education Profile

Highest Level of Education	
	Joe Morolong
No schooling	9 326
Some primary	11 068
Completed Primary	3 750
Some Secondary	22 298
Grade 12/Standard 10	13 990
Higher Education	1 466
Other	291

Source: StatsSA 2022

ii. The number of categories schools

The 2022 census result indicate that 82,2% of people between the ages of 5 and 24 years go to school. According to the 2016 Community Survey, JMLM has more children attending primary school as compared to other levels of education. There is a huge gap between children attending primary school and high school; i.e. there are 17 103 children in primary schools and only 8 723 in high schools. The number decreases even more when it comes to tertiary education, with 1630 students attending some form of post high school education.

Level of Education for population aged 5 - 24 years attending school within JMLM	
	Joe Morolong
Pre-school (incl. ECD centre; e.g. day care; creche)	4 560
Primary school (Grade R to 7)	17 103
Secondary school (Grade 8 to 12)	8 723
Technical vocational education and training (TVET)	364
Other college (including private and public nursing college)	202
Higher educational institution (including university)	719
Community education and training college (including adulted)	345
Home-based education/home schooling	11
Other	129
Do not know	39
Not applicable	52 005
Unspecified	-
Grand Total	84 201

Source: StatsSA 2016

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 the JMLM area

Primary Schools

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
13.	Gaaesi Primary School	Bothitong	Primary
14.	Gakgatsana Primary School	Camden	Primary
15.	Galore Primary School	Galothare	Primary
16.	Gamasego Primary	Gamasepa	Primary
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.	Keatlholela 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	Ditlhaping	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
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

Intermediate 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	Gahuwe	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	Gasese	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

High 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.

2.3.4. 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 within the municipal jurisdiction 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 Bothitong Police Station. Some of our villages next to Batlharos Police station are serviced by it though it does not fall within our jurisdiction.

2.4. 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 2023 and the second round will be done in April/May 2024.

- **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	○ Insufficient Bulk water supply ○ Water Reticulation ○ Insufficient Reservoirs ○ Insufficient water ○ Refurbishment of boreholes ○ Maintenance of taps and pumps
Roads / Streets and bridges	○ Opening of streets ○ Rehabilitation streets ○ Re-gravelling and grading ○ Tarring of roads ○ Paving of internal roads ○ Upgrading of bridges ○ Village boards
Sanitation	○ Insufficient sanitation ○ Lack of bulk sewerage infrastructure ○ Provision of flushing toilets
Human Settlement	○ Provision of land for housing development ○ Provision of houses ○ Emergency/ Disaster houses
Education	○ Provision of Schools ○ Renovation of schools/ mobile classes ○ Provision of learner transport ○ 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	○ 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	○ Insufficient electrification ○ Extensions and infills of electricity ○ Power Failure ○ High mast lights ○ Upgrading of networks(towers)
Economic Growth and Development	○ Job creation through EPWP and CWP ○ Removal of alien species (mekofi, mengana) ○ Grazing land ○ Farming
Safety and Security	○ Provision of Satellite Police stations ○ Construction of police stations
Spatial Planning and Land Use Management	○ Servicing of sites ○ Fast racking Land Claims
Social Development	○ Provision of Pay points
Community facilities	○ Provision of sports facilities ○ Provision of recreational Halls ○ Provision of Library ○ Renovation of halls ○ Renovation of sports facilities
Disabled	○ 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
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

Economic Development, Planning and Tourism

NO.	NAME	DESIGNATION
1	Cllr N. Mokweni	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 Mosimanyane	Ward Councillor
6.	Cllr P. Witbooi	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.

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 Manankong	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.

2.5. 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
Vanzylsrus 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: Economic Development, Planning and Tourism

Breakdown Posts	No of Positions	Vacant Positions
Director Planning and Development	2	2
Support Staff IDP/ PMS	2	0
Support Staff Town Planning	4	3
Support Staff LED	4	0
Total	12	5

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

2.6. 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. Vanzylsrus 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

Financial Plan

The municipality has established and has a fully functional Asset Management Unit overseeing all aspects of asset management, including safeguarding and use of all municipal assets. However, the maintenance of these assets remains a challenge and the municipality intends to draft a comprehensive Repairs and Maintenance Plan.

Joe Morolong Local Municipality services over 125 420 according to Census 2022. 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) ○ 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 makes 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 are 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 COGTA 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 in a process of finalising and implementing the Revenue Enhancement Strategy. This strategy will assist the municipality to increase the revenue of the municipality. Different by-laws have been 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 households. 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 Organizational 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 a 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 Process Plan annually developed and submitted to Council 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 quarterly progress reports on the IDP process plan developed and submitted to the Municipal Manager 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 bi-annually held in all wards by 30 June	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 developed and submitted to 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 developed and submitted to 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 developed and submitted to Council by 30 June	30 Jun	30 Jun	30 Jun	30 Jun
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 by 30 June	4	4	4	4
8.	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
9.	Good Governance and Community Participation	Sustainable Development Orientated Municipality	To review and report IDP Implementation progress against predetermined objectives	Annual Performance Report annually developed and 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	Mid-year performance review report annually developed and submitted to Council by 31 January	31 Jan	31 Jan	31 Jan	31 Jan
11.	Good Governance and Community Participation	Sustainable Development Orientated Municipality	To review and report IDP Implementation progress against predetermined objectives	Annual Report annually developed and submitted to Council by 31 January	31 Jan	31 Jan	31 Jan	31 Jan

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
12.	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
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 by 30 June	4	4	4	4
14.	Good Governance and Community Participation	Sustainable Development Orientated Municipality	To ensure MSCOA compliance	Number of monthly MSCOA and IT meetings held by 30 June	12	12	12	12
15.	Municipal Transformation & Institutional Development	Sustainable Development Orientated Municipality	To govern municipal affairs	Number of monthly departmental meetings held by 30 June	12	12	12	12
16.	Municipal Transformation & Institutional Development	Sustainable Development Orientated Municipality	To govern municipal affairs	Number of monthly management meetings held by 30 June	12	12	12	12
17.	Municipal Transformation & Institutional Development	Sustainable Development Orientated Municipality	To govern municipal affairs	Number of quarterly extended management meetings held by 30 June	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 by 30 September	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 quarterly progress reports on Performance Management and Development Systems developed and submitted to the Municipal Manager by 30 June	4	4	4	4
21.	Good Governance and Community Participation	Sustainable Development Orientated Municipality	To improve public participation	Number of bi-annual external newsletters compiled and published by 30 June	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 by 30 June	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 by 30 June	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 by 30 June	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
25.	Good Governance and Community Participation	Sustainable Development Orientated Municipality	To govern municipal affairs	Council committee itinerary annually developed and submitted to Council by 30 June	30 Jun	30 Jun	30 Jun	30 Jun
26.	Good Governance and Community Participation	Sustainable Development Orientated Municipality	To govern municipal affairs	Number of quarterly Council meetings held by 30 June	4	4	4	4
27.	Good Governance and Community Participation	Sustainable Development Orientated Municipality	To govern municipal affairs	Number of quarterly updated Council resolution registers developed and submitted to the Municipal Manager by 30 June	4	4	4	4
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	Strategic risk management assessment register annually developed and submitted to the Municipal Manager by 30 June	30 Jun	30 Jun	30 Jun	30 Jun
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 strategic risk registers developed and submitted to the Municipal Manager by 30 June	4	4	4	4
31.	Good Governance and Community Participation	Sustainable Development Orientated Municipality	To manage risks in the Municipality	Operational risk management assessment registers developed and submitted to the Municipal Manager by 30 June	30 Jun	30 Jun	30 Jun	30 Jun
32.	Good Governance and Community Participation	Sustainable Development Orientated Municipality	To manage risks in the Municipality	Number of quarterly reports on the monitoring of the operational risk registers developed and submitted to the Municipal Manager by 30 June	4	4	4	4
33.	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 by 30 June	5	5	5	5
34.	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 by 30 June	4	4	4	4
35.	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
36.	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
37.	Good Governance and Community Participation	Sustainable Development Orientated Municipality	To assist the municipality to achieve its objectives	Number of quarterly Chief Audit Executive Forum Meetings attended by 30 June	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
38.	Good Governance and Community Participation	Sustainable Development Orientated Municipality	To assist the municipality to achieve its objectives	One- and three-year audit plans annually approved by Audit and Performance Committee by 30 June	30 Jun	30 Jun	30 Jun	30 Jun
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 meetings held by 30 June	4	4	4	4
40.	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 by 30 June	4	4	4	4
41.	Good Governance and Community Participation	Sustainable Development Orientated Municipality	To promote oversight and public accountability	Number of quarterly MPAC meetings held by 30 June	4	4	4	4
42.	Good Governance and Community Participation	Sustainable Development Orientated Municipality	To ensure legal compliance	Number of quarterly reports on Labour relations matters developed and submitted to the Municipal Manager by 30 June	4	4	4	4
43.	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 the Municipal Manager by 30 June	4	4	4	4
44.	Good Governance and Community Participation	Sustainable Development Orientated Municipality	To ensure legal compliance	% of SLAs, MOUs and MOAs reviewed per request by 30 June	100%	100%	100%	100%
45.	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 developed and submitted to the Municipal Manager by 30 June	4	4	4	4
46.	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 the Municipal Manager by 30 June	4	4	4	4
47.	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 the Municipal Manager by 30 June	4	4	4	4
48.	Municipal Transformation & Institutional Development	Sustainable Development Orientated Municipality	To provide integrated human resource service	Number of vacant budgeted positions filled by 30 June	86	86	86	86
49.	Municipal Transformation & Institutional Development	Sustainable Development Orientated Municipality	To provide integrated human resource service	Work Skills Plan annually developed and submitted to LGSETA by 30 June	30 Jun	30 Jun	30 Jun	30 Jun
50.	Municipal Transformation & Institutional Development	Sustainable Development Orientated Municipality	To provide integrated human resource service	Number of quarterly training reports developed and submitted to the Municipal Manager by 30 June	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
51.	Municipal Transformation & Institutional Development	Sustainable Development Orientated Municipality	To provide record management services	Number of quarterly records management reports developed and submitted to the Municipal Manager by 30 June	4	4	4	4
52.	Municipal Transformation & Institutional Development	Sustainable Development Orientated Municipality	To provide auxiliary services	Number of quarterly facilities management services reports developed and submitted to the Municipal Manager by 30 June	4	4	4	4
53.	Municipal Transformation & Institutional Development	Sustainable Development Orientated Municipality	To provide IT services	Number of quarterly reports on IT developed and submitted to the Municipal Manager by 30 June	4	4	4	4
54.	Basic Service Delivery and Infrastructure Development	Electricity	To provide access to electricity	% of queries on electricity quarterly attended to and resolved in JMLM by 30 June	100%	100%	100%	100%
55.	Basic Service Delivery and Infrastructure Development	Road and Stormwater	To provide roads and stormwater services	Upgrade of 2.2km of the Ncwelengwe Internal Road from gravel to paving blocks completed by 30 June	2.2km	-	-	-
56.	Basic Service Delivery and Infrastructure Development	Road and Stormwater	To provide roads and stormwater services	Upgrade of 1.8km of the Gahuwe to Dithakong Access Road from gravel to paving blocks completed by 30 June	1.8km	-	-	-
57.	Basic Service Delivery and Infrastructure Development	Road and Stormwater	To provide roads and stormwater services	Number of quarterly progress reports on the blading of 1900km of roads developed and submitted to the Municipal Manager by 30 June	1900	1980	2200	2500
58.	Basic Service Delivery and Infrastructure Development	Road and Stormwater	To provide roads and stormwater services	Number of quarterly progress reports on road maintenance developed and submitted to the Municipal Manager by 30 June	4	4	4	4
59.	Basic Service Delivery and Infrastructure Development	Water and Sanitation	To provide bulk water and sanitation services	Number of households served with quality basic water supply at Heuningvlei, Padstow, Esperanza/Churchill, Doxon 1&2, Gammakgatle, Dikhing, Madularanch, Bushbuck and Skerma by 30 June	2800	2550	2800	2800
60.	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 by 30 June	6	8	8	9
61.	Basic Service Delivery and Infrastructure Development	Water and Sanitation	To provide bulk water and sanitation services	% of queries on water quarterly attended to and resolved in JMLM by 30 June 2024	100%	100%	100%	100%
62.	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 the Municipal Manager by 30 June	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
63.	Basic Service Delivery and Infrastructure Development	Water and Sanitation	To provide bulk water and sanitation services	Number of households provided with Sanitation at Dithakong, Klein Eiffel, Eiffel and Rowell 1&2 by 30 June	405	450	450	480
64.	Basic Service Delivery and Infrastructure Development	Town and Regional Planning	To implement the Spatial Planning and Land Use Management Act (SPLUMA)	Number of quarterly Municipal Planning Tribunal meetings held in terms of SPLUMA by 30 June	4	4	4	4
65.	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 quarterly processed as per request by 30 June 2024	100%	100%	100%	100%
66.	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
67.	Basic Service Delivery and Infrastructure Development	Integrated human settlements	To promote integrated human settlement planning	Number of quarterly housing data collection reports developed and submitted to the Municipal Manager by 30 June	4	4	4	4
68.	Basic Service Delivery and Infrastructure Development	Integrated human settlements	To promote integrated human settlement planning	Number of quarterly housing consumer education reports submitted to the Municipal Manager by 30 June	4	4	4	4
69.	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 by 30 June	4	4	4	4
70.	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 by 30 June	4	4	4	4
71.	Basic Service Delivery and Infrastructure Development	Disaster Management	To provide disaster management services	Number of quarterly disaster management awareness campaigns held in 15 wards by 30 June	4	4	4	4
72.	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 submitted by 30 June	4	4	4	4
73.	Basic Service Delivery and Infrastructure Development	Refuse Removal	To provide refuse removal services	Number of households provided with refuse removal services in Hotazel and Vanzylsrus by 30 June	818	818	818	818
74.	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 by 30 June	57	57	57	57
75.	Basic Service Delivery and Infrastructure Development	Community Development	To develop community facilities	Dithakong sports field renovated	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
76.	Basic Service Delivery and Infrastructure Development	Community Development	To develop community facilities	Number of sports fields maintained at Laxey by 30 June	3	-	-	-
77.	Basic Service Delivery and Infrastructure Development	Community Development	To develop community facilities	Community hall constructed at Perdmondjie by 30 June	30 Jun	-	-	-
78.	Basic Service Delivery and Infrastructure Development	Community Development	To develop community facilities	Number of community halls maintained at Gadiboe, Rusfontein Wyk 10, Penryn, Laxey and Vanzylsrus by 30 June	5	-	-	-
79.	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 by 31 Dec	31 Dec	31 Dec	31 Dec	31 Dec
80.	Basic Service Delivery and Infrastructure Development	Community Development	To provide refuse removal services	Number of external audits performed on landfill sites by 30 June	2	2	2	2
81.	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 to the Municipal Manager by 30 June	4	4	4	4
82.	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
83.	Basic Service Delivery and Infrastructure Development	Community Development	To develop community facilities	Number of reports on the Disaster Management Plan Reviewed by Council	1	1	1	NEW KPI
84.	Basic Service Delivery and Infrastructure Development	Community Development	To develop community facilities	Number of Fire and Emergency Rescue Unit Establishment Reports	2	4	4	New KPI
85.	Basic Service Delivery and Infrastructure Development	Community Development	To develop community facilities	Number of developed Housing Sector Plan reports adopted by Council	1	4	4	New KPI
86.	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) developed and submitted to the Municipal Manager by 30 June	4	4	4	4
87.	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 to the Municipal Manager by 30 June	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
88.	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
89.	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 by 30 June	30 Jun	30 Jun	30 Jun	30 Jun
90.	Basic Service Delivery and Infrastructure Development	Community Development	To develop community facilities	Number quarterly reports on library programmes developed and submitted to the Municipal Manager and the Department of Sport, Arts and Culture by 30 June	4	4	4	4
91.	Basic Service Delivery and Infrastructure Development	Community Development	To develop community facilities	Number of cemeteries fenced at Slough, Klein Damrose, Adalerly, Logaganeng, and Mahukubung by 30 June	5	5	5	5
92.	Good Governance and Public Participation	Sustainable Development Orientated Municipality	To improve public participation	Number of quarterly Ward Committee meetings held by 30 June	180	180	180	180
93.	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 by 30 June	4	4	4	4
94.	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 by 31 Jan	31 Jan	31 Jan	31 Jan	31 Jan
95.	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 the implementation of the audit action plan developed and submitted to Council and Treasury by 30 June	4	4	4	4
96.	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 developed and submitted to the Municipal Manager by 30 June	12	12	12	12
97.	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
98.	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 developed and submitted to the Municipal Manager to Council by 30 June	12	12	12	12
99.	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 by 30 June	4	4	4	4
100.	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 the Municipal Manager by 30 June	12	12	12	12

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
101.	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 by 30 June	30 Jun	30 Jun	30 Jun	30 Jun
102.	Municipal Financial Management & Viability	Sustainable Development Orientated Municipality	To promote and enhance the financial viability of the municipality	Draft Budget annually compiled and submitted to Council by 31 March	31 Mar	31 Mar	31 Mar	31 Mar
103.	Municipal Financial Management & Viability	Sustainable Development Orientated Municipality	To promote and enhance the financial viability of the municipality	Adjustment Budget annually compiled and submitted to Council by 28 February	28 Feb	28 Feb	28 Feb	28 Feb
104.	Municipal Financial Management & Viability	Sustainable Development Orientated Municipality	To promote and enhance the financial viability of the municipality	Final Budget annually compiled and submitted to Council by 31 May	31 May	31 May	31 May	31 May
105.	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 the Municipal Manager and Treasury by 30 June	12	12	12	12
106.	Municipal Financial Management & Viability	Sustainable Development Orientated Municipality	To promote and enhance the financial viability of the municipality	Section 72 report annually developed and submitted to Council by 31 January	31 Jan	31 Jan	31 Jan	31 Jan
107.	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 by 30 June	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 monthly conditional grants expenditure reports developed and submitted to the Municipal Manager and Treasury by 30 June	12	12	12	12
109.	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 developed and submitted to Council and Treasury by 30 June	4	4	4	4
110.	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 by 30 June	4	4	4	4
111.	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 the Municipal Manager and Treasury by 30 June	12	12	12	12
112.	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 by 30 September	30 Sep	30 Sep	30 Sep	30 Sep
113.	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 by 30 June	4	4	4	4
114.	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 by 30 June	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.	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 the Municipal Manager by 30 June	12	12	12	12
116.	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 by 30 June	4	4	4	4
117.	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 by 30 June	4	4	4	4
118.	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
119.	Local Economic Development	Local Economic Development	To promote local economic development	Number of jobs created through infrastructure projects by 30 June	240	240	240	240
120.	Local Economic Development	Local Economic Development	To promote local economic development	Number of quarterly reports on SMMEs developed and submitted to the Municipal Manager by 30 June	4	4	4	4
121.	Local Economic Development	Local Economic Development	To promote local economic development	Number of quarterly reports on coordinated and supported Local Economic Development Projects submitted to the Municipal Manager by 30 June	4	4	4	4
122.	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
123.	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
124.	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
125.	Local Economic Development	Local Economic Development	To enhance tourism development	Number of quarterly reports on tourism attraction sites identified submitted to the Municipal Manager by 30 June	4	4	4	4
126.	Local Economic Development	Local Economic Development	To enhance tourism development	Tourism Marketing Strategy developed by 30 June	30 June	-	-	-
127.	Local Economic Development	Local Economic Development	To enhance tourism development	Number of quarterly tourism promotion events participated in by 30 June	4	4	4	4

3.2. Joe Morolong Prioritised Projects/Programmes per Ward 2024/2025 Financial Year

WARD 01

KPA	Strategic Objective	KPI	IDP Programme/ Priority Area	Villages	Name of project	Funder	Budget
Basic Services Delivery and Infrastructure Development	To provide bulk water and sanitation services	Number of households served with quality basic water supply	Water and Sanitation	Heuningvlei Area	Heuningvlei Water Reticulation	WSIG	R 6 050 000,00
Basic Services Delivery and Infrastructure Development	To provide access to electricity	Number of connections provided in the municipal households	Electricity	Heuningvlei Tsiloane Kome Shalaneng Perth Sesipi	Electrification project	DMRE	R 43 046 128.40 (Specified Villages)
Basic Services Delivery and Infrastructure Development	To promote integrated human settlement planning	Number of quarterly reports on housing consumer education held in 15 wards	Integrated human settlements	Makhubung	Housing awareness campaign	JMLM	N/A
Basic Services Delivery and Infrastructure Development	To promote integrated human settlement planning	Number of quarterly reports on housing data collection developed and submitted	Integrated human settlements	Sesipi	Housing data collection in	JMLM	N/A
Basic Services Delivery and Infrastructure Development	To provide environmental management services	Number of quarterly environmental awareness campaigns held in 15 wards	Safe and Healthy Environments	Kome	Environmental awareness campaign	JMLM	N/A
Basic Service Delivery and Infrastructure Development	To provide disaster management services	Number of disaster management awareness campaigns held in 15 wards	Disaster Management	Kome	Disaster management awareness campaign	JMLM	N/A
Basic Services Delivery and Infrastructure Development	To provide environmental management services	Number of quarterly awareness campaigns on the usage of recreational facilities held in 15 wards	Safe and Healthy Environments	Kome	Usage of recreational facilities awareness campaign	JMLM	N/A

WARD 02

KPA	Strategic Objective	KPI	IDP Programme/ Priority Area	Villages	Name of project	Funder	Budget
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Basic Services Delivery and Infrastructure Development	To provide bulk water and sanitation services	Number of households served with quality basic water supply	Water and Sanitation	Padstow	Padstow Water Supply	MIG	R10 000 000.00
Basic Services Delivery and Infrastructure Development	To provide bulk water and sanitation services	Number of households served with quality basic water supply	Water and Sanitation	Cahar	Cahar Water Supply	MIG	R 3 500 000,00
Basic Services Delivery and Infrastructure Development	To provide access to electricity	Number of connections provided in the municipal households	Electricity	Gapitia Loopeng	Electrification project	DMRE	R 43 046 128.40 (Specified Villages)
Basic Services Delivery and Infrastructure Development	To promote integrated human settlement planning	Number of quarterly reports on housing consumer education held in 15 wards	Integrated human settlements	Gamokatedi	Housing awareness campaign	JMLM	N/A
Basic Services Delivery and Infrastructure Development	To promote integrated human settlement planning	Number of quarterly reports on housing data collection developed and submitted	Integrated human settlements	Gamokatedi	Housing data collection	JMLM	N/A
Basic Services Delivery and Infrastructure Development	To provide environmental management services	Number of quarterly environmental awareness campaigns held in 15 wards	Safe and Healthy Environments	Gapitia	Environmental awareness campaign	JMLM	N/A
Basic Services Delivery and Infrastructure Development	To provide disaster management services	Number of disaster management awareness campaigns held in 15 wards	Disaster Management	Cahar	Disaster management awareness campaign	JMLM	N/A
Basic Services Delivery and Infrastructure Development	To provide environmental management services	Number of quarterly awareness campaigns on the usage of recreational facilities held in 15 wards	Safe and Healthy Environments	Padstow	Usage of recreational facilities awareness campaign	JMLM	N/A

WARD 03

KPA	Strategic Objective	KPI	IDP Programme/ Priority Area	Villages	Name of project	Funder	Budget
Basic Services Delivery and Infrastructure Development	To provide bulk water and sanitation services	Number of households served with quality basic water supply	Water and Sanitation	March	March Water Supply	MIG	R 3 500 000,00
Basic Services Delivery and Infrastructure Development	To provide access to electricity	Number of connections provided in the municipal households	Electricity	Tweed & Abbey Klein Eiffel Eiffel	Electrification	DMRE	R2 640 400.00

				Madibeng			R 43 046 128.40 (Specified Villages)
Basic Services Delivery and Infrastructure Development	To develop community facilities	Number of sports fields maintained	Community Development	Laxey	Renovation of Laxey sports field	JMLM	R300 000.00
Basic Services Delivery and Infrastructure Development	To promote integrated human settlement planning	Number of quarterly reports on housing consumer education held in 15 wards	Integrated human settlements	Madibeng Laxey Bosra	Housing awareness campaign	JMLM	N/A
Basic Services Delivery and Infrastructure Development	To promote integrated human settlement planning	Number of quarterly reports on housing data collection developed and submitted	Integrated human settlements	Madibeng Bosra	Housing data collection	JMLM	N/A
Basic Services Delivery and Infrastructure Development	To provide environmental management services	Number of quarterly environmental awareness campaigns held in 15 wards	Safe and Healthy Environments	Bosra	Environmental awareness campaign	JMLM	N/A
Basic Services Delivery and Infrastructure Development	To provide disaster management services	Number of disaster management awareness campaigns held in 15 wards	Disaster Management	Laxey	Disaster management awareness campaign	JMLM	N/A
Basic Services Delivery and Infrastructure Development	To provide environmental management services	Number of quarterly awareness campaigns on the usage of recreational facilities held in 15 wards	Safe and Healthy Environments	Madibeng Laxey	Usage of recreational facilities awareness campaign	JMLM	N/A

WARD 4

KPA	Strategic Objective	KPI	IDP Programme/ Priority Area	Villages	Name of project	Funder	Budget
Basic Services Delivery and Infrastructure Development	To provide bulk water and sanitation services	Number of boreholes refurbished	Water and Sanitation	Magojaneng	Magojaneng Borehole Refurbishment	WSIG	R 3 998 716,33
Basic Services Delivery and Infrastructure Development	To provide access to electricity	Number of connections provided in the municipal households	Electricity	Magobing	Electrification project	DMRE	R 43 046 128.40 (Specified Villages)
Basic Services Delivery and Infrastructure Development	To Provide Surveyed sites	Number of Surveyed Sites at Vanzylsrus	Survey	Vanzysrus	Survey of Sites	JMLM	300 000.00

Basic Service Delivery and Infrastructure Development	To provide environmental management services	Number of guard house constructed for Vanzylsrus landfill site	Safe and Healthy Environments	Vanzylsrus	Guard house constructed for Vanzylsrus landfill site	JMLM	R100 000.00
Basic Service Delivery and Infrastructure Development	To provide environmental management services	Number of solar panels for weight bridge and guard house at Vanzylsrus landfill site	Safe and Healthy Environments	Vanzylsrus	Solar panels for weight bridge and guard house at Vanzylsrus landfill site	JMLM	R700 000.00
Basic Services Delivery and Infrastructure Development	To promote integrated human settlement planning	Number of quarterly reports on housing consumer education held in 15 wards	Integrated human settlements	Gatshikedi Magobing	Housing awareness campaign	JMLM	N/A
Basic Services Delivery and Infrastructure Development	To promote integrated human settlement planning	Number of quarterly reports on housing data collection developed and submitted	Integrated human settlements	Vanzylsrus	Housing data collection	JMLM	N/A
Basic Services Delivery and Infrastructure Development	To provide environmental management services	Number of quarterly environmental awareness campaigns held in 15 wards	Safe and Healthy Environments	Vanzylsrus Magojaneng	Environmental awareness campaign	JMLM	N/A
Basic Services Delivery and Infrastructure Development	To provide disaster management services	Number of disaster management awareness campaigns held in 15 wards	Disaster Management	Gatshikedi Magojaneng Magobing	Disaster management awareness campaign	JMLM	N/A
Basic Services Delivery and Infrastructure Development	To provide environmental management services	Number of quarterly awareness campaigns on the usage of recreational facilities held in 15 wards	Safe and Healthy Environments	Vanzylsrus	Usage of recreational facilities awareness campaign	JMLM	N/A

WARD 05

KPA	Strategic Objective	KPI	IDP Programme/ Priority Area	Villages	Name of project	Funder	Budget
Basic Services Delivery and Infrastructure Development	To provide bulk water and sanitation services	Number of households served with quality basic water supply	Water and Sanitation	Dinokaneng	Dinokaneng Water Supply	MIG	R 3 000 000,00
Basic Services Delivery and Infrastructure Development	To provide access to electricity	Number of connections provided in the municipal households	Electricity	Gasese	Electrification project	DMRE	R 43 046 128.40 (Specified Villages)
Basic Services Delivery and Infrastructure Development	To develop community facilities	Number of Community hall maintained	Community Development	Tsineng Village	Renovation of Community Hall	KMR SLP	R500 000.00
Basic Services Delivery and Infrastructure Development	To promote integrated human settlement planning	Number of quarterly reports on housing	Integrated human settlements	Masankong	Housing awareness campaign	JMLM	N/A

		consumer education held in 15 wards					
Basic Services Delivery and Infrastructure Development	To promote integrated human settlement planning	Number of quarterly reports on housing data collection developed and submitted	Integrated human settlements	Masankong	Housing data collection	JMLM	N/A
Basic Services Delivery and Infrastructure Development	To provide environmental management services	Number of quarterly environmental awareness campaigns held in 15 wards	Safe and Healthy Environments	Kanana	Environmental awareness campaign	JMLM	N/A
Basic Services Delivery and Infrastructure Development	To provide disaster management services	Number of disaster management awareness campaigns held in 15 wards	Disaster Management	Tsineng Village	Disaster management awareness campaign	JMLM	N/A
Basic Services Delivery and Infrastructure Development	To provide environmental management services	Number of quarterly awareness campaigns on the usage of recreational facilities held in 15 wards	Safe and Healthy Environments	Maipeng	Usage of recreational facilities awareness campaign	JMLM	N/A

WARD 06

KPA	Strategic Objective	KPI	IDP Programme/ Priority Area	Villages	Name of project	Funder	Budget
Basic Services Delivery and Infrastructure Development	To provide bulk water and sanitation services	Number of Boreholes Refurbished	Water and Sanitation	Metsimantsi Wyk 3&4	Borehole Refurbishment - Metsimantsi Wyk 3&4	WSIG	R 2 096 590,94
Basic Services Delivery and Infrastructure Development	To provide access to electricity	Number of connections provided in the municipal households	Electricity	Maphiniki Metsimantsi wyk 1,2&6 Rustefontein wyk 11 Samsokolo	Electrification project	DMRE	R 43 046 128.40 (Specified Villages)
Basic Services Delivery and Infrastructure Development	To develop community facilities	Number of community halls to be constructed	Community Development	Perdmontjie	Construction of community hall	JMLM Mokala Manganese Mine	R3 500 000.00 R5 600 000,00
Basic Services Delivery and Infrastructure Development	To develop community facilities	Number of community halls to be renovated	Community Development	Rusfontein Wyk 10	Renovation of community hall	JMLM	R500 000.00
Basic Services Delivery and Infrastructure Development	To promote integrated human settlement planning	Number of quarterly reports on housing consumer education held in 15 wards	Integrated human settlements	Rusfontein Wyk 4	Housing awareness campaign	JMLM	N/A

KPA	Strategic Objective	KPI	IDP Programme/ Priority Area	Villages	Name of project	Funder	Budget
Basic Services Delivery and Infrastructure Development	To promote integrated human settlement planning	Number of quarterly reports on housing data collection developed and submitted	Integrated human settlements	Rusfontein Wyk 4	Housing data collection	JMLM	N/A
Basic Services Delivery and Infrastructure Development	To provide environmental management services	Number of quarterly environmental awareness campaigns held in 15 wards	Safe and Healthy Environments	Perdmokie	Environmental awareness campaign	JMLM	N/A
Basic Services Delivery and Infrastructure Development	To provide disaster management services	Number of disaster management awareness campaigns held in 15 wards	Disaster Management	Adderely	Disaster management awareness campaign	JMLM	N/A
Basic Services Delivery and Infrastructure Development	To provide environmental management services	Number of quarterly awareness campaigns on the usage of recreational facilities held in 15 wards	Safe and Healthy Environments	Adderely	Usage of recreational facilities awareness campaign	JMLM	N/A

WARD 07

KPA	Strategic Objective	KPI	IDP Programme/ Priority Area	Villages	Name of project	Funder	Budget
Basic Services Delivery and Infrastructure Development	To provide bulk water and sanitation services	Number of households served with quality basic water supply	Water and Sanitation	Logobate	Logobate Water Supply	WSIG	R 6 000 000.00
Basic Services Delivery and Infrastructure Development	To provide bulk water and sanitation services	Number of households served with quality basic water supply	Water and Sanitation	Churchill	Churchill Water Supply	WSIG	R1 810 617,93
Basic Services Delivery and Infrastructure Development	To provide access to electricity	Number of connections provided in the municipal households	Electricity	Churchill / Esperenza Deurward Gasehunelo wyk 1-10	Electrification project	DMRE	R 43 046 128.40 (Specified Villages)
Basic Services Delivery and Infrastructure Development	Provide Roads and Stormwater	Km's of Roads Upgraded from Gravel to Paved	Road and Stormwater	Mentu	Mentu road pavement	KMR	R1 000 000.00

KPA	Strategic Objective	KPI	IDP Programme/ Priority Area	Villages	Name of project	Funder	Budget
Basic Services Delivery and Infrastructure Development	To promote integrated human settlement planning	Number of quarterly reports on housing consumer education held in 15 wards	Integrated human settlements	Suurdig Legobate	Housing awareness campaign	JMLM	N/A
Basic Services Delivery and Infrastructure Development	To promote integrated human settlement planning	Number of quarterly reports on housing data collection developed and submitted	Integrated human settlements	Suurdig Legobate	Housing data collection	JMLM	N/A
Basic Services Delivery and Infrastructure Development	To provide environmental management services	Number of quarterly environmental awareness campaigns held in 15 wards	Safe and Healthy Environments	Legobate	Environmental awareness campaign	JMLM	N/A
Basic Services Delivery and Infrastructure Development	To provide disaster management services	Number of disaster management awareness campaigns held in 15 wards	Disaster Management	Suurdig Legobate	Disaster management awareness campaign	JMLM	N/A
Basic Services Delivery and Infrastructure Development	To provide environmental management services	Number of quarterly awareness campaigns on the usage of recreational facilities held in 15 wards	Safe and Healthy Environments	Legobate	Usage of recreational facilities awareness campaign	JMLM	N/A

WARD 08

KPA	Strategic Objective	KPI	IDP Programme/ Priority Area	Villages	Name of project	Funder	Budget
Basic Services Delivery and Infrastructure Development	To provide bulk water and sanitation services	Number of households served with quality basic water supply	Water and Sanitation	Doxon 1&2	Doxon 1&2 Water Supply Phase 2	WSIG	R 11 821 588,73
Basic Services Delivery and Infrastructure Development	To provide bulk water and sanitation services	Number of households provided with Sanitation	Water and Sanitation	Gamorona	Gamorona Dry Pit Sanitation	MIG	R 2 985 162,12)
Basic Services Delivery and Infrastructure Development	To provide access to electricity	Number of connections provided in the municipal households	Electricity	Bendel Deurham Doxon 2	Electrification project	DMRE	R 43 046 128.40 (Specified Villages)
Basic Services Delivery and Infrastructure Development	To promote integrated human settlement planning	Number of quarterly reports on housing consumer education held in 15 wards	Integrated human settlements	Deurham	Housing awareness campaign	JMLM	N/A
Basic Services Delivery and Infrastructure Development	To promote integrated human settlement planning	Number of quarterly reports on housing data collection developed and submitted	Integrated human settlements	Duerham	Housing data collection	JMLM	N/A
Basic Services Delivery and Infrastructure Development	To provide environmental management services	Number of quarterly environmental awareness campaigns held in 15 wards	Safe and Healthy Environments	Battlemeont	Environmental awareness campaign	JMLM	N/A
Basic Services Delivery and Infrastructure Development	To provide disaster management services	Number of disaster management awareness campaigns held in 15 wards	Disaster Management	Bandel	Disaster management awareness campaign	JMLM	N/A
Basic Services Delivery and Infrastructure Development	To provide environmental management services	Number of quarterly awareness campaigns on the usage of recreational facilities held in 15 wards	Safe and Healthy Environments	Gamorona	Usage of recreational facilities awareness campaigns	JMLM	N/A

WARD 09

KPA	Strategic Objective	KPI	IDP Programme/ Priority Area	Villages	Name of project	Funder	Budget
Basic Services Delivery and Infrastructure Development	To provide access to electricity	Number of connections provided in the municipal households	Electricity	Mammebe	Electrification project	DMRE	R 43 046 128.40 (Specified Villages)

Basic Services Delivery and Infrastructure Development	To promote integrated human settlement planning	Number of quarterly reports on housing consumer education held in 15 wards	Integrated human settlements	Ditshipeng	Housing awareness campaign	JMLM	N/A
Basic Services Delivery and Infrastructure Development	To promote integrated human settlement planning	Number of quarterly reports on housing data collection developed and submitted	Integrated human settlements	Bothithong	Housing data collection	JMLM	N/A
Basic Services Delivery and Infrastructure Development	To provide environmental management services	Number of quarterly environmental awareness campaigns held in 15 wards	Safe and Healthy Environments	Danoon	Environmental awareness campaign	JMLM	N/A
Basic Services Delivery and Infrastructure Development	To provide disaster management services	Number of disaster management awareness campaigns held in 15 wards	Disaster Management	Ditshipeng	Disaster management awareness campaign	JMLM	N/A
Basic Services Delivery and Infrastructure Development	To provide environmental management services	Number of quarterly awareness campaigns on the usage of recreational facilities held in 15 wards	Safe and Healthy Environments	Danoon	Usage of recreational facilities awareness campaigns	JMLM	N/A

WARD 10

KPA	Strategic Objective	KPI	IDP Programme/ Priority Area	Place	Name of project	Funder	Budget
Basic Services Delivery and Infrastructure Development	To provide bulk water and sanitation services	Number of households served with quality basic water supply	Water and Sanitation	Madularanch	Madularanch Water Supply Phase 3	WSIG	R 7 824 272,28
Basic Services Delivery and Infrastructure Development	To provide bulk water and sanitation services	Number of households served with quality basic water supply	Basic Services Delivery and Infrastructure Development	Kampaneng	Kampaneng Water Supply	WSIG	R 5 000 000,00
Basic Services Delivery and Infrastructure Development	To provide access to electricity	Number of connections provided in the municipal households	Electricity	Lebonkeng Gamadubu Gamasweunyane Glenred Kganwane	Electrification project	DMRE	R 43 046 128,40 (Specified Villages)
Basic Services Delivery and Infrastructure Development	To promote integrated human settlement planning	Number of quarterly reports on housing consumer education held in 15 wards	Integrated human settlements	Glenred	Housing awareness campaign	JMLM	N/A

Basic Services Delivery and Infrastructure Development	To promote integrated human settlement planning	Number of quarterly reports on housing data collection developed and submitted	Integrated human settlements	Glenred	Housing data collection	JMLM	N/A
Basic Services Delivery and Infrastructure Development	To provide environmental management services	Number of quarterly environmental awareness campaigns held in 15 wards	Safe and Healthy Environments	Glenred	Environmental awareness campaign	JMLM	N/A
Basic Services Delivery and Infrastructure Development	To provide disaster management services	Number of disaster management awareness campaigns held in 15 wards	Disaster Management	Glenred	Disaster management awareness campaign	JMLM	N/A
Basic Services Delivery and Infrastructure Development	To provide environmental management services	Number of quarterly awareness campaigns on the usage of recreational facilities held in 15 wards	Safe and Healthy Environments	Glenred	Usage of recreational facilities awareness campaign	JMLM	N/A

WARD 11

KPA	Strategic Objective	KPI	IDP Programme/ Priority Area	Place	Name of project	Funder	Budget
Basic Services Delivery and Infrastructure Development	To provide bulk water and sanitation services	Number of households served with quality basic water supply	Water and Sanitation	Cassel	Cassel Water Supply	WSIG	R 6 484 971,40
Basic Services Delivery and Infrastructure Development	To provide access to electricity	Number of connections provided in the municipal households	Electricity	Cassel Letlhakajaneng	Electrification project	DMRE	R 43 046 128.40 (Specified Villages)
Basic Services Delivery and Infrastructure Development	To promote integrated human settlement planning	Number of quarterly reports on housing consumer education held in 15 wards	Integrated human settlements	Letlhakajaneng	Housing awareness campaign	JMLM	N/A
Basic Services Delivery and Infrastructure Development	To promote integrated human settlement planning	Number of quarterly reports on housing data collection developed and submitted	Integrated human settlements	Segwaneng 2	Housing data collection	JMLM	N/A
Basic Services Delivery and Infrastructure Development	To provide environmental management services	Number of quarterly environmental awareness campaigns held in 15 wards	Safe and Healthy Environments	Segwaneng	Environmental awareness campaign	JMLM	N/A

Basic Services Delivery and Infrastructure Development	To provide disaster management services	Number of disaster management awareness campaigns held in 15 wards	Disaster Management	Letlhakajaneng	Disaster management awareness campaign	JMLM	N/A
Basic Services Delivery and Infrastructure Development	To provide environmental management services	Number of quarterly awareness campaigns on the usage of recreational facilities held in 15 wards	Safe and Healthy Environments	Cassel	Usage of recreational facilities awareness campaigns	JMLM	N/A

WARD 12

KPA	Strategic Objective	KPI	IDP Programme/ Priority Area	Villages	Name of project	Funder	Budget
Basic Services Delivery and Infrastructure Development	To provide bulk water and sanitation services	Number of households provided with Sanitation	Water and Sanitation	Dithakong	Dithakong Phase 3 Dry Sanitation	MIG	R2 590 952,00
Basic Services Delivery and Infrastructure Development	To provide bulk water and sanitation services	Number of Boreholes Refurbished	Water and Sanitation	Khudukwaneng Section (Dithakong)	Khudukwaneng Borehole Refurbishment	WSIG	R 3 143 520,44
Basic Services Delivery and Infrastructure Development	To develop community facilities	Number of sports fields Refurbished	Community Development	Dithakong	Refurbishment of Dithakong Sports Field	MIG	R7 407 048, 00
Basic Services Delivery and Infrastructure Development	To promote integrated human settlement planning	Number of quarterly reports on housing consumer education held in 15 wards	Integrated human settlements	Dithakong	Housing awareness campaign	JMLM	N/A
Basic Services Delivery and Infrastructure Development	To promote integrated human settlement planning	Number of quarterly reports on housing data collection developed and submitted	Integrated human settlements	Dithakong (Molatswaneng)	Housing data collection	JMLM	N/A
Basic Services Delivery and Infrastructure Development	To provide environmental management services	Number of quarterly environmental awareness campaigns held in 15 wards	Safe and Healthy Environments	Dithakong (Melorane)	Environmental awareness campaign	JMLM	N/A
Basic Services Delivery and Infrastructure Development	To provide disaster management services	Number of disaster management awareness campaigns held in 15 wards	Disaster Management	Dithakong	Disaster management awareness campaign	JMLM	N/A
Basic Services Delivery and Infrastructure Development	Provide safe and clean environment	Number of quarterly awareness campaigns on the usage of recreational facilities held in 15 wards	Safe and Healthy Environments	Dithakong	Usage of recreational facilities awareness campaign	JMLM	N/A

WARD 13

KPA	Strategic Objective	KPI	IDP Programme/ Priority Area	Villages	Name of project	Funder	Budget
Basic Services Delivery and Infrastructure Development	To provide roads and stormwater services	Km's of Roads Upgraded from Gravel to Paved	Road and Stormwater	Gahuwe to Dithakong	Gahuwe to Dithakong Access Road Portion 2	MIG	R 14 597 959,67
Basic Services Delivery and Infrastructure Development	To provide bulk water and sanitation services	Number of Boreholes Refurbished	Water and Sanitation	Stillerus	Stillerus Borehole Refurbishment	WSIG	R 3 188 389,17
Basic Services Delivery and Infrastructure Development	To provide access to electricity	Number of connections provided in the municipal households	Electricity	Dikhing Camden	Electrification project	DMRE	R 43 046 128.40 (Specified Villages)
Basic Services Delivery and Infrastructure Development	To develop community facilities	Number of Community Hall maintained	Community Development	Khankhudung Village	Renovation of Community Hall	KMR SLP	R500 000.00
Basic Services Delivery and Infrastructure Development	To promote integrated human settlement planning	Number of quarterly reports on housing consumer education held in 15 wards	Integrated human settlements	Camden Heiso Damrose 3	Housing awareness campaign	JMLM	N/A
Basic Services Delivery and Infrastructure Development	To promote integrated human settlement planning	Number of quarterly reports on housing data collection developed and submitted	Integrated human settlements	Camden Heiso	Housing data collection	JMLM	N/A
Basic Services Delivery and Infrastructure Development	To provide environmental management services	Number of quarterly environmental awareness campaigns held in 15 wards	Safe and Healthy Environments	Damrose 3	Environmental awareness campaign	JMLM	N/A
Basic Services Delivery and Infrastructure Development	To provide disaster management services	Number of disaster management awareness campaigns held in 15 wards	Disaster Management	Heiso Damrose 3	Disaster management awareness campaign	JMLM	N/A
Basic Services Delivery and Infrastructure Development	To provide environmental management services	Number of quarterly awareness campaigns on the usage of recreational facilities held in 15 wards	Safe and Healthy Environments	Camden	Usage of recreational facilities awareness campaign	JMLM	N/A

WARD 14

KPA	Strategic Objective	KPI	IDP Programme/ Priority Area	Villages	Name of project	Funder	Budget
Basic Services Delivery and Infrastructure Development	To provide bulk water and sanitation services	Number of households provided with Sanitation	Water and Sanitation	Maologane	Maologane Dry Pit Sanitation	MIG	R 1 915 358,69
Basic Services Delivery and Infrastructure Development	To provide bulk water and sanitation services	Number of households provided with Sanitation	Water and Sanitation	Makgaladi	Makgaladi Dry Pit Sanitation	MIG	R 983 642,00
Basic Services Delivery and Infrastructure Development	To provide bulk water and sanitation services	Number of Boreholes Refurbished	Water and Sanitation	Mathanthanyaneng (Ward 14)	Mathanthanyaneng (Ward 14) Borehole Refurbishment	WSIG	R 2 581 332,98
Basic Services Delivery and Infrastructure Development	Provide Roads and Stormwater	Km's of Roads Upgraded from Gravel to Paved	Road and Stormwater	Kokfontein	Kokfontein Access Road	UMK - SLP	R 24 800 000,00
Basic Services Delivery and Infrastructure Development	To provide access to electricity	Number of connections provided in the municipal households	Electricity	Kikahela Drieloop Kganung	Electrification project	DMRE	R 43 046 128.40 (Specified Villages)
Basic Services Delivery and Infrastructure Development	To promote integrated human settlement planning	Number of quarterly reports on housing consumer education held in 15 wards	Integrated human settlements	Tzaneen	Housing awareness campaign	JMLM	N/A
Basic Services Delivery and Infrastructure Development	To promote integrated human settlement planning	Number of quarterly reports on housing data collection developed and submitted	Integrated human settlements	Maketlele	Housing data collection	JMLM	N/A
Basic Services Delivery and Infrastructure Development	To provide environmental management services	Number of quarterly environmental awareness campaigns held in 15 wards	Safe and Healthy Environments	Tzaneen	Environmental awareness campaign	JMLM	N/A
Basic Services Delivery and Infrastructure Development	To provide disaster management services	Number of disaster management awareness campaigns held in 15 wards	Disaster Management	Tzaneen	Disaster management awareness campaign	JMLM	N/A
Basic Services Delivery and Infrastructure Development	To provide environmental management services	Number of quarterly awareness campaigns on the usage of recreational facilities held in 15 wards	Safe and Healthy Environments	Maketlele	Usage of recreational facilities awareness campaign	JMLM	N/A

WARD 15

KPA	Strategic Objective	KPI	IDP Programme/ Priority Area	Place	Name of project	Funder	Budget
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Basic Services Delivery and Infrastructure Development	Provide Roads and Stormwater	Km's of Roads Upgraded from Gravel to Paved	Road and Stormwater	Ncwelengwe	Ncwelengwe Internal Road Portion 2	MIG	R 14 603 455,40
Basic Services Delivery and Infrastructure Development	To provide access to electricity	Number of connections provided in the municipal households	Electricity	Gamasepa	Electrification project	DMRE	R 43 046 128,40 (Specified Villages)
Basic Services Delivery and Infrastructure Development	To develop community facilities	Number of sports fields maintained	Community Development	Ncwelengwe	Renovation of Ncwelengwe sports field	JMLM	R500 000.00
Delivery and Infrastructure Development	To promote integrated human settlement planning	Number of quarterly reports on housing consumer education held in 15 wards	Integrated human settlements	Tsaelengwe	Housing awareness campaign	JMLM	N/A
Basic Services Delivery and Infrastructure Development	To promote integrated human settlement planning	Number of quarterly reports on housing data collection developed and submitted	Integrated human settlements	Gamasepa	Housing data collection	JMLM	N/A
Basic Services Delivery and Infrastructure Development	To provide environmental management services	Number of quarterly environmental awareness campaigns held in 15 wards	Safe and Healthy Environments	Skerma	Environmental awareness campaign	JMLM	N/A
Basic Services Delivery and Infrastructure Development	To provide disaster management services	Number of disaster management awareness campaigns held in 15 wards	Disaster Management	Manyeding	Disaster management awareness campaign	JMLM	N/A
Basic Services Delivery and Infrastructure Development	To provide environmental management services	Number of quarterly awareness campaigns on the usage of recreational facilities held in 15 wards	Safe and Healthy Environments	Ncwelengwe	Usage of recreational facilities awareness campaign	JMLM	N/A

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.

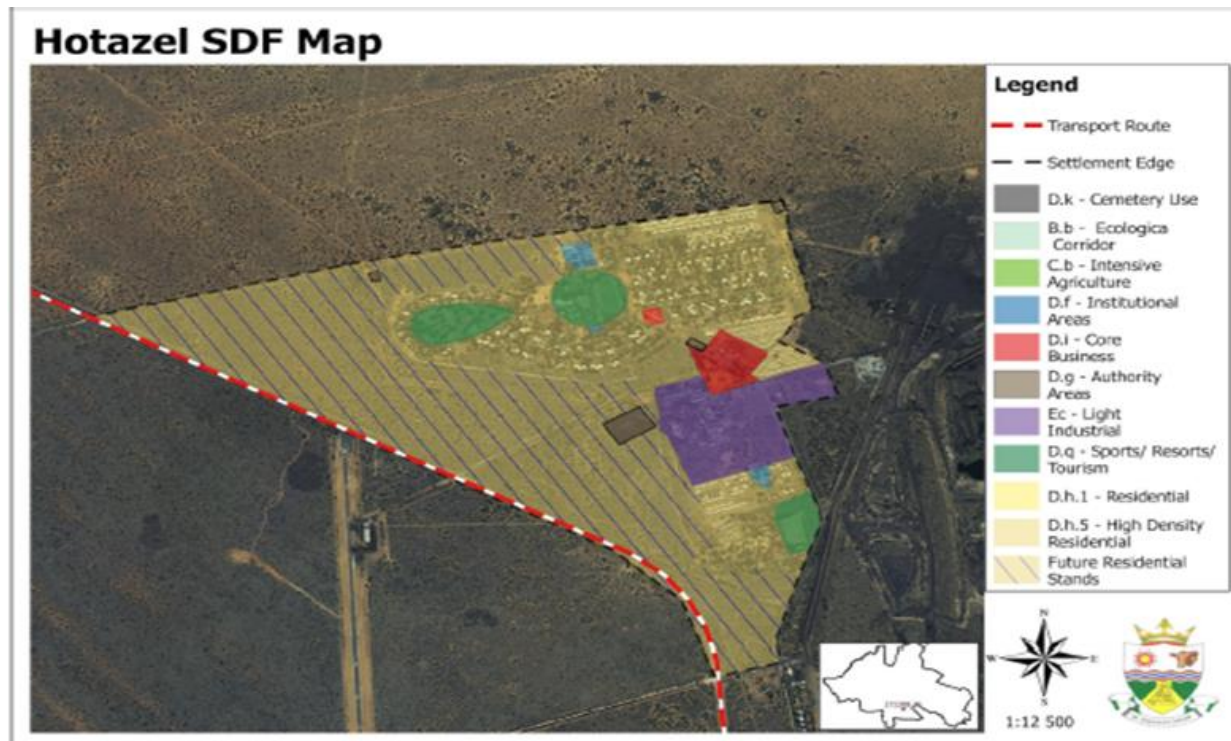
- Character Zone 3 covers the eastern part of the municipal area. In terms of the Rural Development Programme of the JTG district a portion of Functional Economic Region 2 and Region 3 fall in this Character Zone. The majority of the area is managed as tribal land and is dominated by subsistence (mainly) 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.

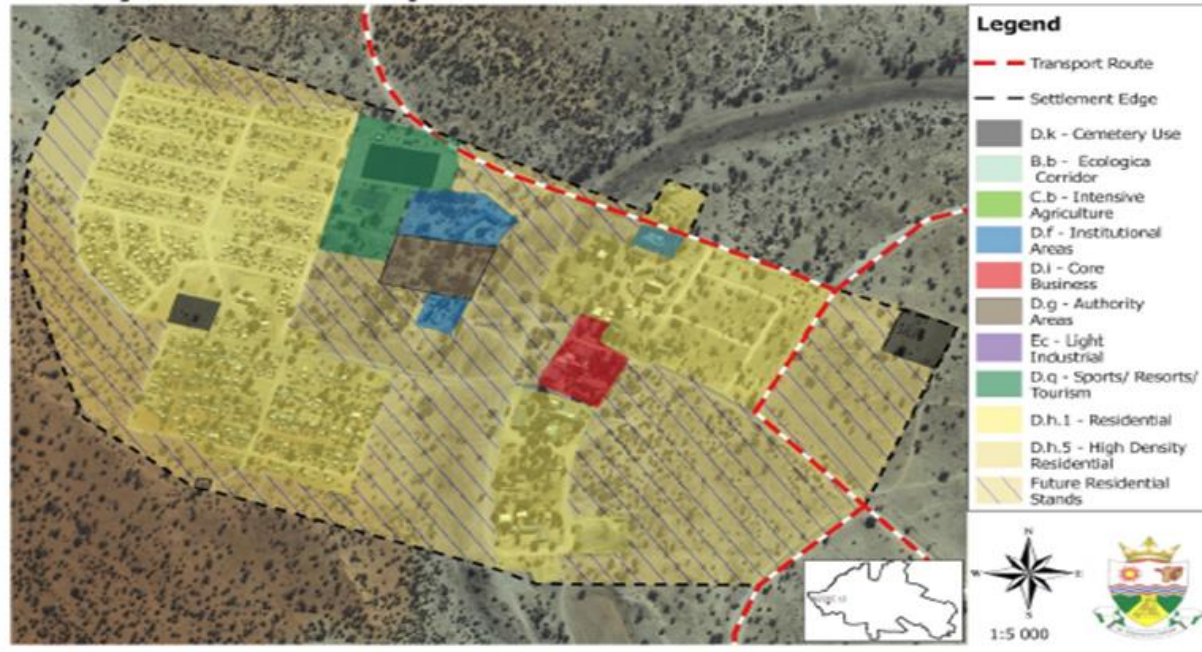
Given the above, the following hierarchy of nodes is proposed for the JMLM to provide clustered facilities and services on various scales:

- The Regional nodes are Hotazel and Churchill (together with Kuruman and Kathu/Sishen for the JTGDm). 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. McCarthyrsrus 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.

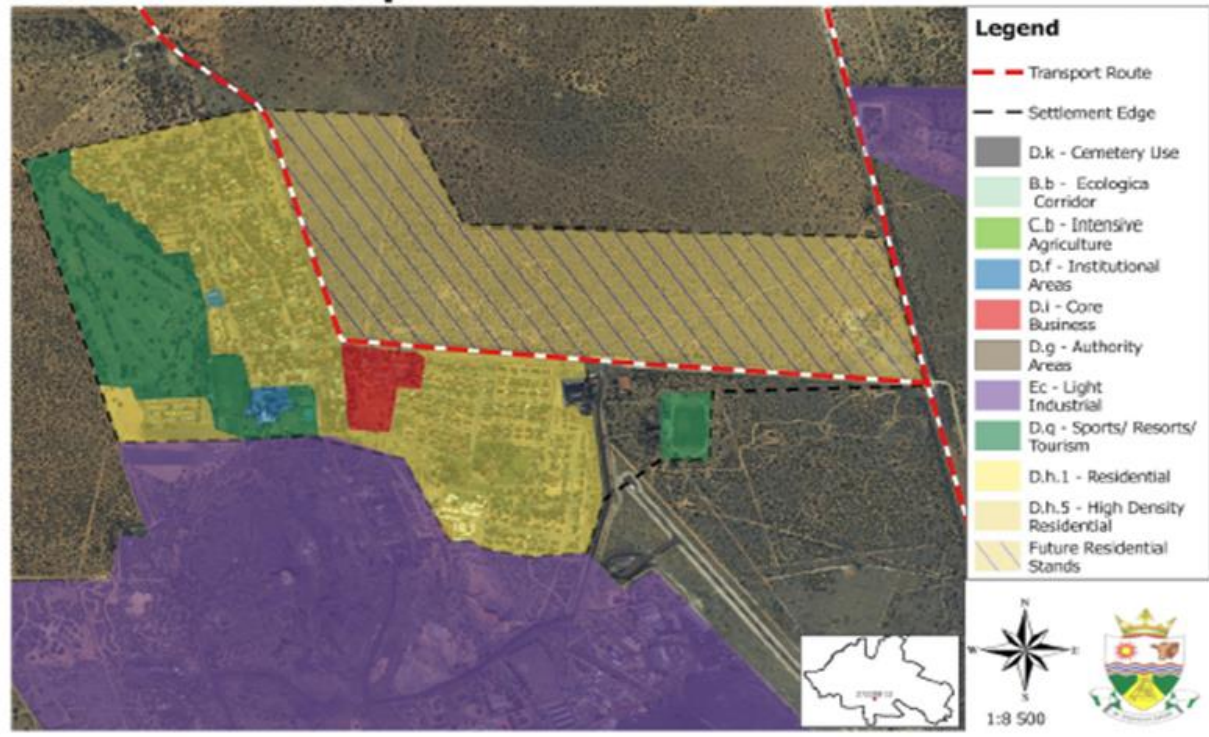
10.2. THE LAND USE AND SPATIAL PROPOSAL MAPS BELOW SHOWS THE THREE MAIN NODAL POINTS AT JOE MOROLONG LOCAL MUNICIPALITY

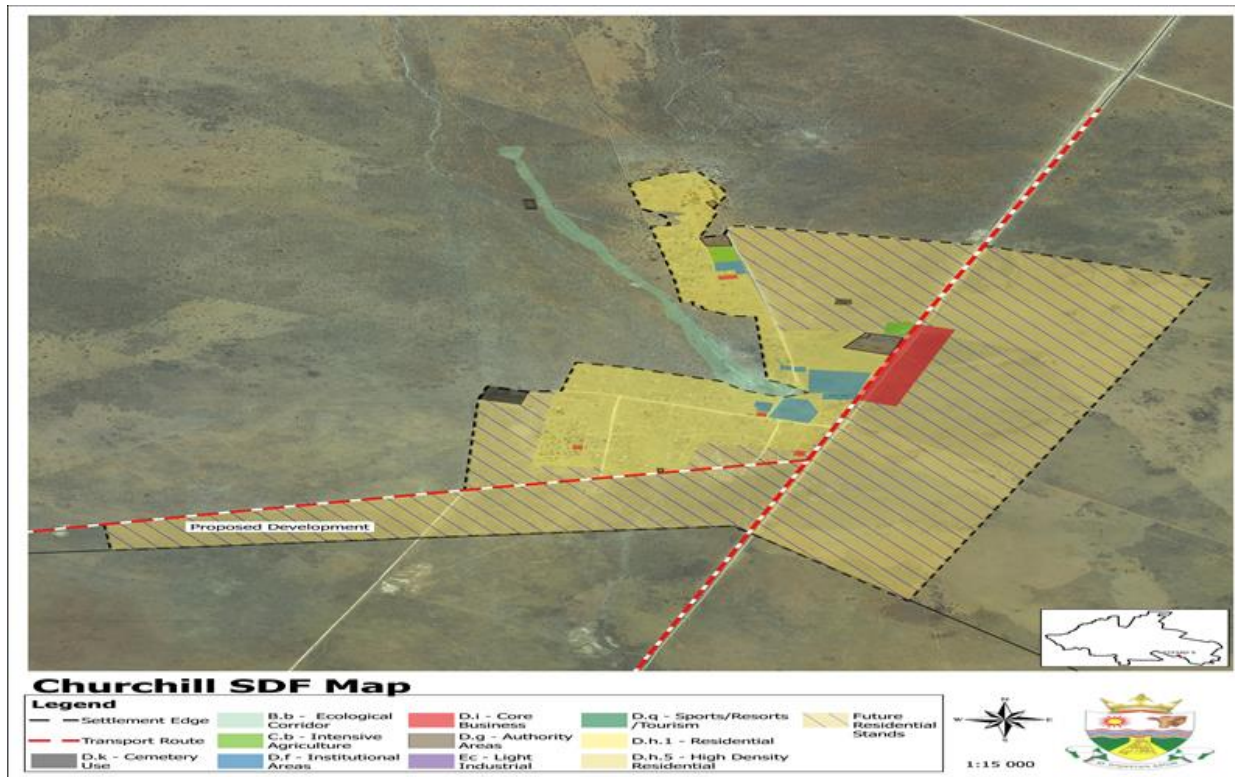


Vanzylsrus SDF Map



Blackrock SDF Map

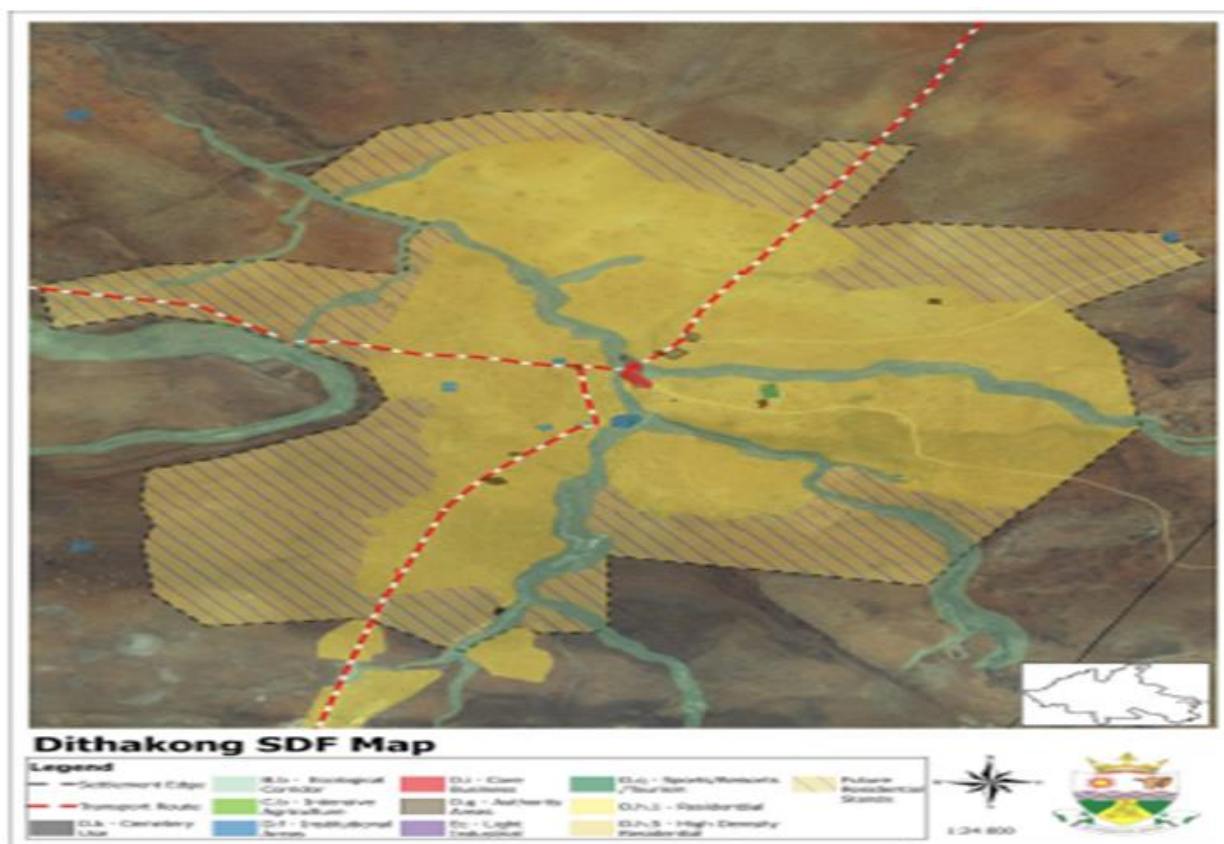




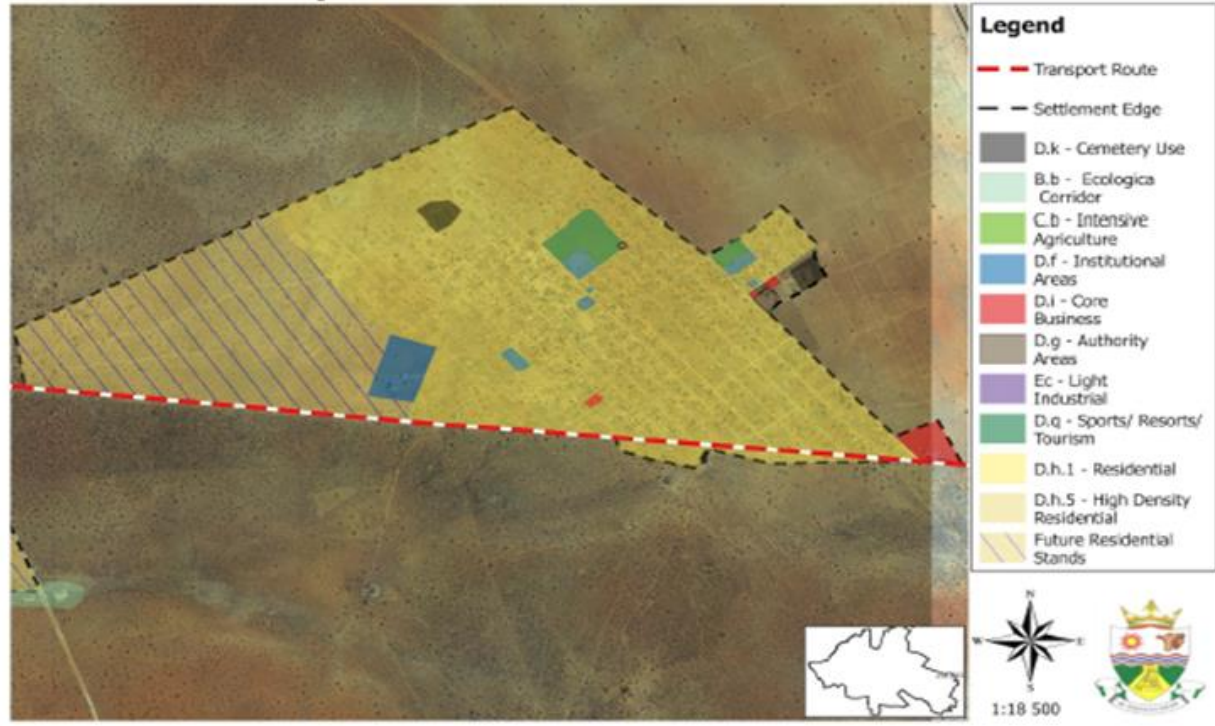
However Churchill village also serve as one of the nodal point with potential for human settlement, and as a result of this, the Municipality has proposed a Mixed Land Use Development for 3500 (houses Low Income, Middle Income and High Income). This development will have a positive impact towards the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

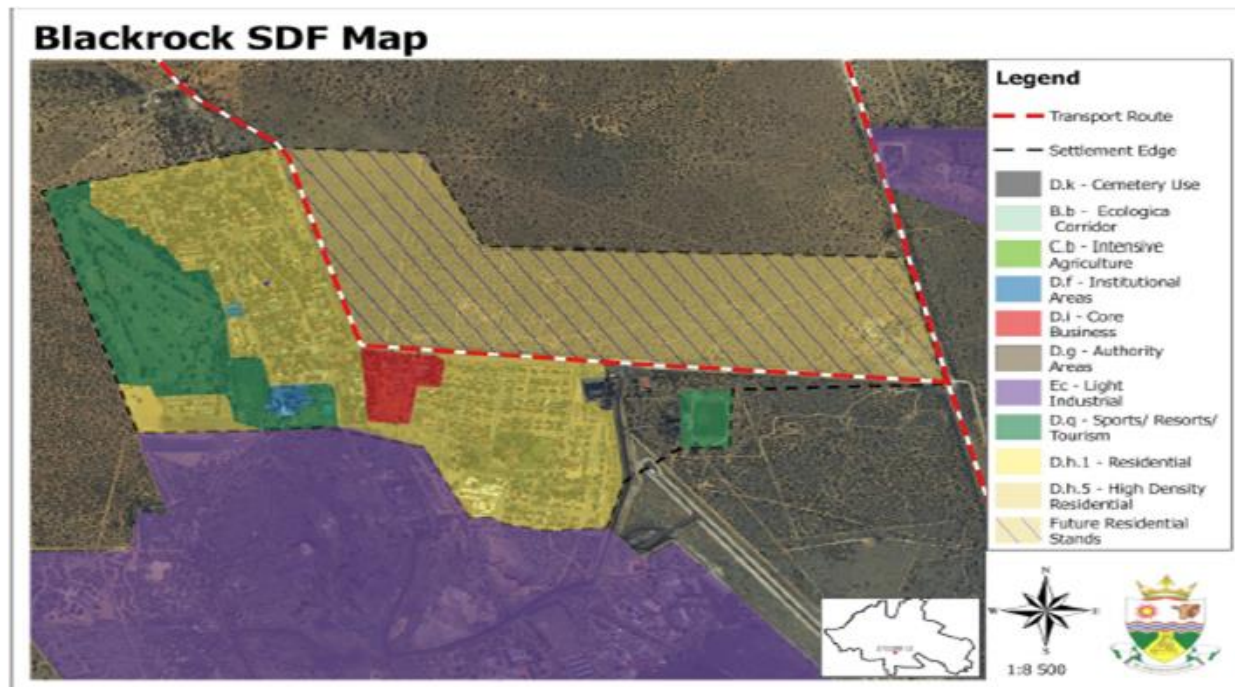
Glenred SDF Map





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 Framework
-  Water Services Development Plan
-  Local Economic Development Strategy
-  Housing Sector Plan

4.2. Disaster Management Plan

5. The Municipality is currently using the District Disaster Management Plan, however we are in the process of developing our own.

Section E

6. 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

7. Performance Management System

7.1. 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.

7.2. 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.

7.3. 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.

7.4. 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.

7.4.1. 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.

7.4.2. 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.

7.4.3. 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.

7.4.4. 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

7.5. The Performance Management Cycle

7.5.1. 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.

7.5.2. 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.

7.5.3. 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.

7.5.4. 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.

