



JOE MOROLONG  
LOCAL MUNICIPALITY

# **FINAL INTEGRATED DEVELOPMENT PLAN**

**2025/2026  
FINANCIAL YEAR**

# **Final Reviewed 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**

**29 May 2025**

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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



### **CLLR. DINEO. LEUTLWETSE-TSHABALALA**

The IDP 2025/26 is the important document that will mark another period where we continue to strive for the provision of efficient and effective basic services to our communities in Joe Morolong. The Municipal Budget remains one of our major concerns and this puts the Municipality under enormous financial distress, however this will not compromise the services we have committed to render to our people.

It is with profound satisfaction that I acknowledge the dedicated efforts put forth by all stakeholders, working hand in hand with the municipality, to make a tangible difference in our community. We remain committed to the realization of the 5 National Key Performance Areas of the Municipality. Going forward, we encourage Council and communities to unequivocally strive towards the eradication of key municipal developmental and service delivery challenges.

“Mabogo dinku a thibana”.

Community involvement and stakeholders' relations remains a tangible component which foster good governance and citizen engagement. Efforts to address the scourge of Gender Based Violence, Substance Abuse, Teenage Pregnancies and Road Accident Fatalities through partnerships with Stakeholders and programmes for women, youth, people living with disabilities and children.

Pursuant to the limited resources, the Municipality, in collaboration with the Department of Minerals Resources and Energy, have made good strides in meeting the energy demands of our communities. Though there has been substantial number of new connections, we are chasing a moving target, owing to communities' extensions.

The Municipality is currently reviewing the Indigent Register, the Water Services Development Plan (WSDP), together with the Asset Management Plan, and Roads Master Plan. These are

plans that are in place to address water, roads, electricity challenges with the limited funding that the Municipality is allocated.

The primary objective is to attain financial sustainability and good governance, subsequently the municipality is operating stable financial books, Audit Action Plan is in place and all other governance policies.

Statistics indicate that young people in Joe Morolong remain unemployed. However, Mining and renewable energy sectors are the two sectors that are experiencing high demand and the drivers of investment and job creation. Manganese Ore as an alloy in the steel production remains on high demand.

The Joe Morolong/Kalagadi Mining Region is still a key supplier of the mineral to the world with the highest endowment, sitting at approximately eighty percent of the discovered manganese.

New exploration rights are issued and with that comes investment and with it a high prospect of jobs both at development stage and operations and maintenance.

Similarly to mining, renewable energy is on high demand with a call for reduction of fossil fuels, as such Joe Morolong and by extension the JTG region is an ideal area spotted for good ultraviolet and photovoltaic exposure.

New solar power plants rights are issued and with that comes investment and with it a high prospect of jobs both at development stage and operations and maintenance.

As a consequence of the developments on these sectors Joe Morolong Local Municipality is experiencing high job seekers immigration and that puts pressure on the basic service delivery.

I should acknowledge that we have made positive strides to ensure 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.

This calls for joint planning that priorities core challenges into implementable projects and interventions, stakeholders, 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.

Ke a leboga.

# 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 20,172km<sup>2</sup>, which makes it the biggest local municipality in the district in terms of size.

JMLM has a total number of 188 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.

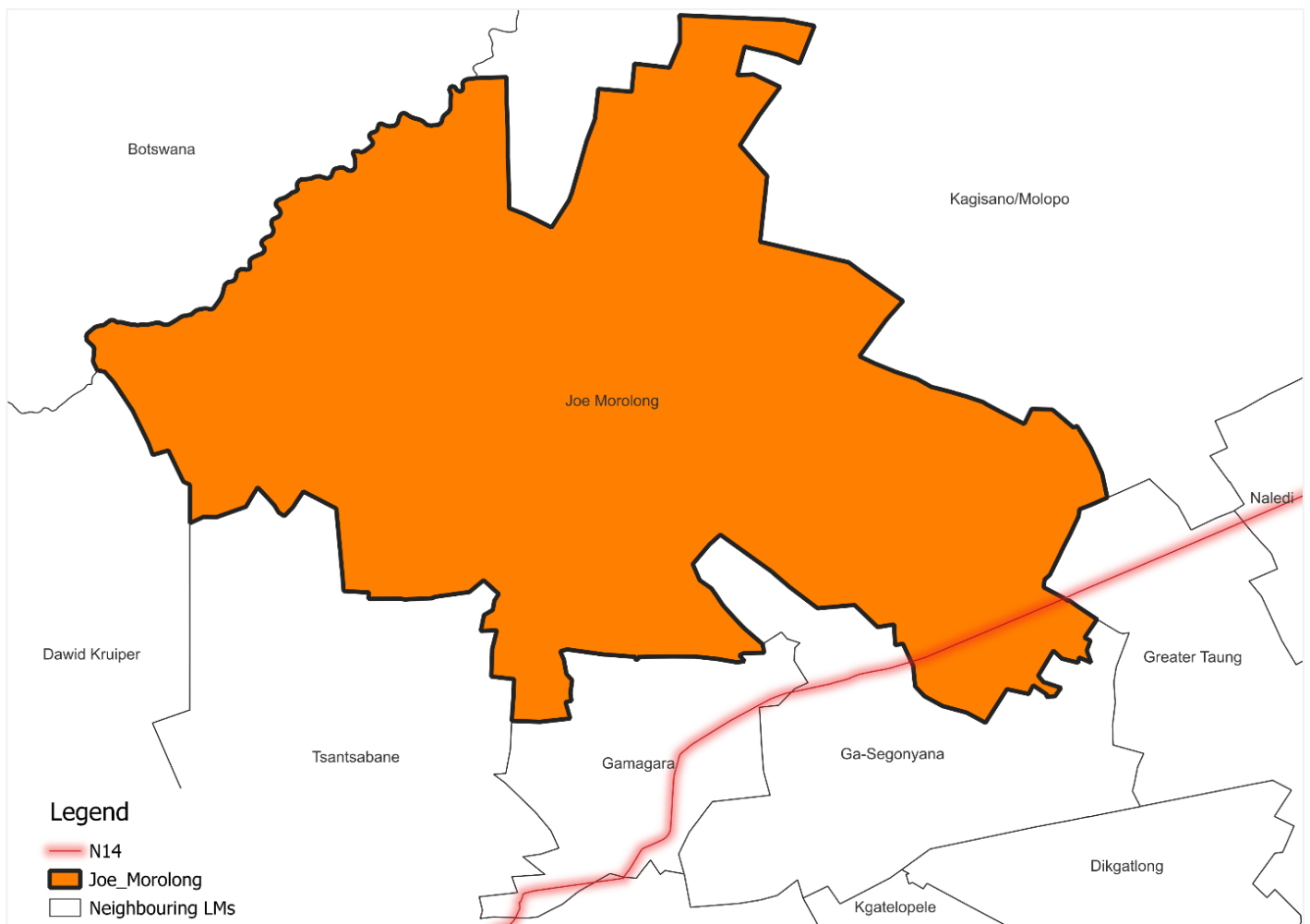
### **1.3. Development Objectives/Priorities**

IDP Priority Areas	
1.	Water & Sanitation
2.	Roads & Transport
3.	Energy and Electricity
4.	Local economic development
5.	Town and Regional Planning
6.	Integrated human settlements
7.	Sustainable Development Orientated Municipality
8.	Environmental management
9.	Community Development
10.	Disaster management

#### 1.4. The Joe Morolong Municipal Area

The Joe Morolong Local Municipality (JMLM) is situated in the John Taolo Gaetsewe District in Northern Cape Province. JMLM is bordered by (1) The Gamagara and Ga-Segonyana local municipalities to the south; (2) The Dawid Kruiper and Tsantsabane Local Municipalities to the west; (3) The North West Province (Kagisano Molopo and Greater Taung local municipalities) to the east and northeast; and (3) the country of Botswana to the northwest.

JMLM is the largest local municipality in the John Taolo Gaetsewe District in terms of area size; covering an extent of 20 215 km<sup>2</sup>, which is about 73% of the total size of the district.

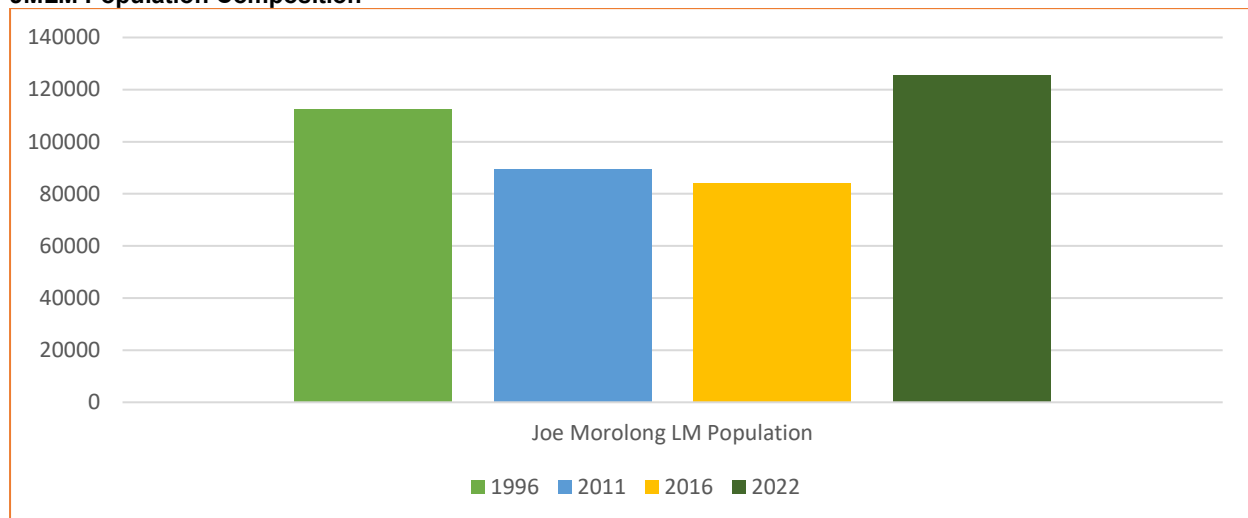


## 1.5. Demographic Profile of the Municipality

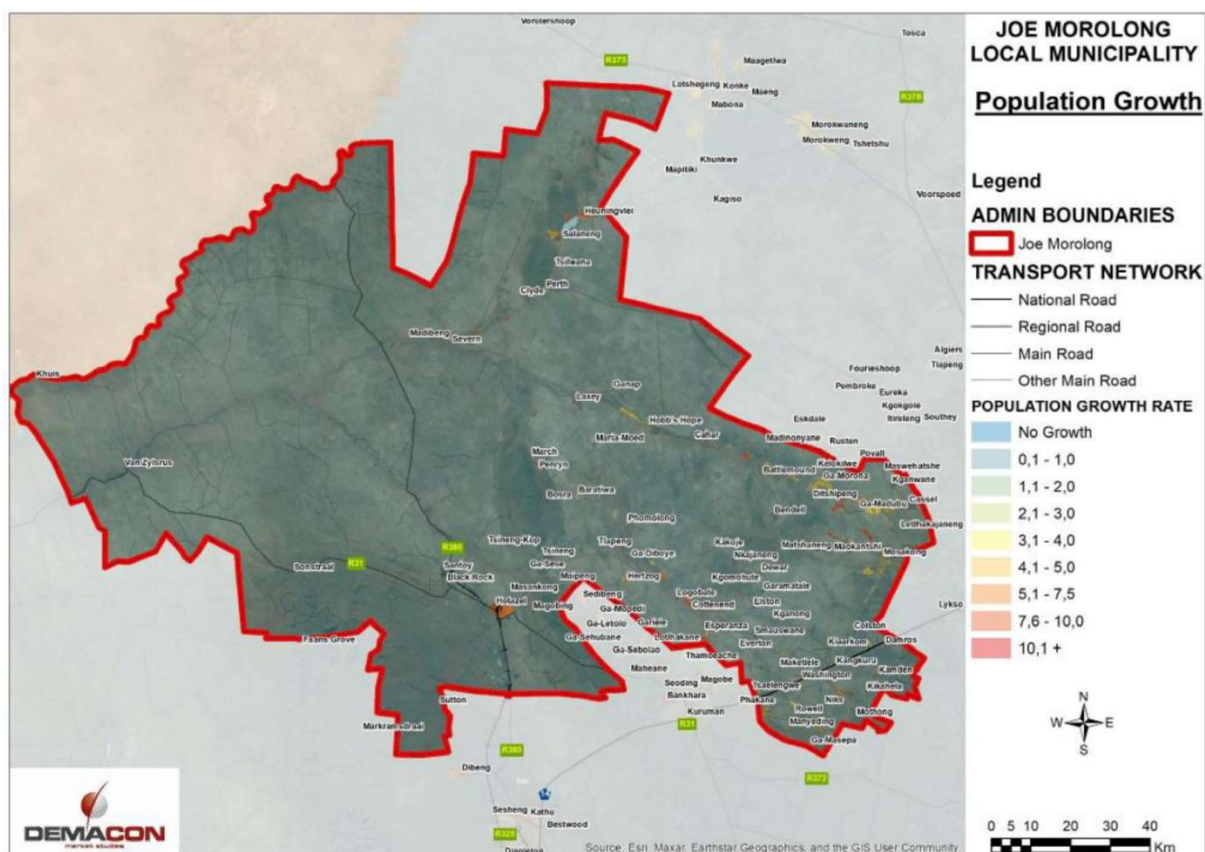
### 1.5.1. Population

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**

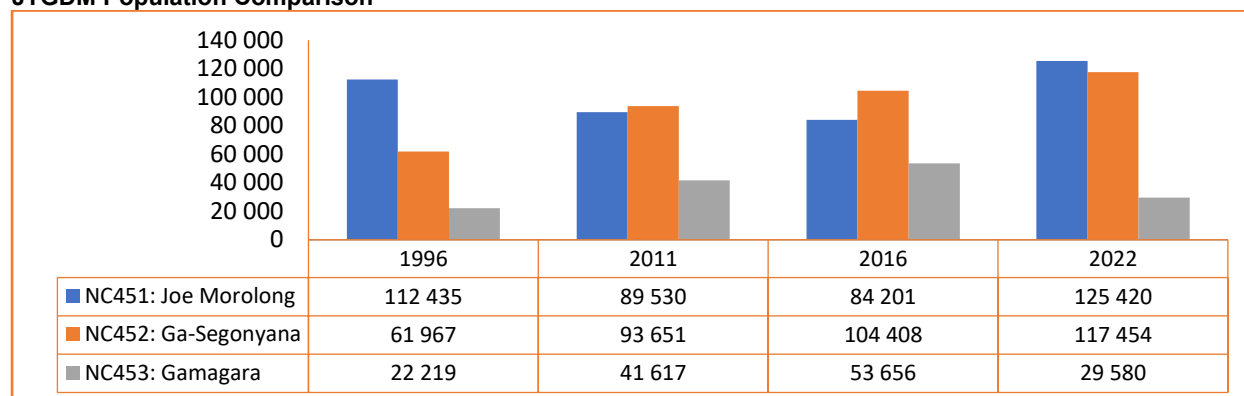


Source: StatsSA 1996, 2011, 2016 & 2022



Statistics also show that the population of JMLM accounts for 46% of the total population of the district. The municipality therefore has the largest population size as compared to the other two municipalities in the district. JMLM was last in this position during the first census of the post-apartheid government in 1996.

#### JTGDM Population Comparison

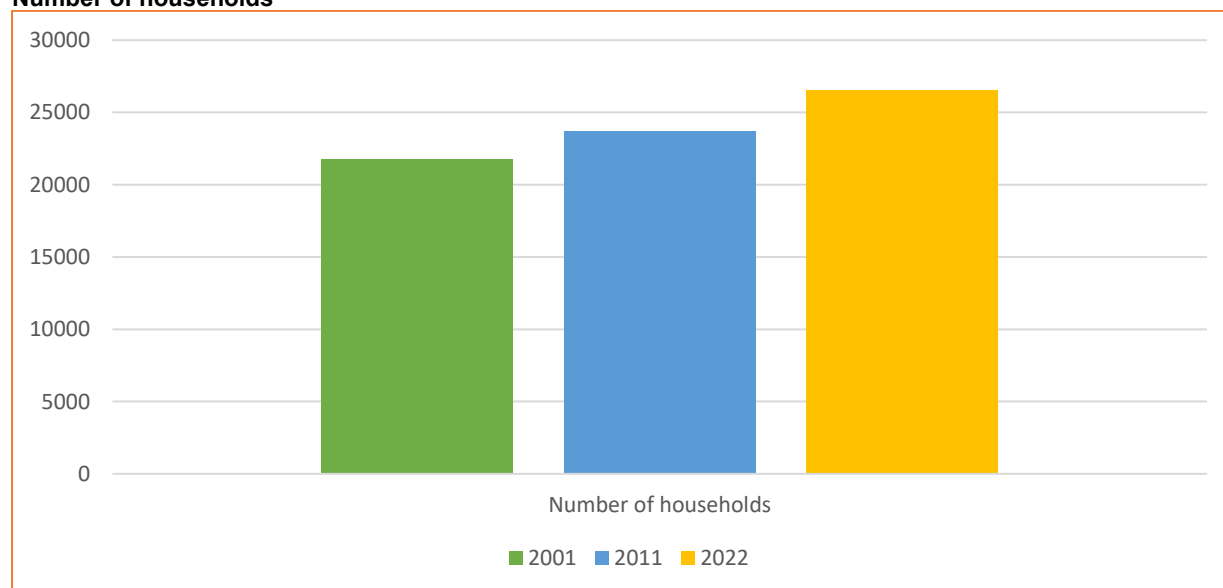


Source: StatsSA 1996, 2011, 2016 & 2022

#### 1.5.2. Number of Households

The number of households in JMLM has increased by 1958 households in the period between 2001 and 2011; and by 2830 households between 2011 and 2022.

#### Number of households

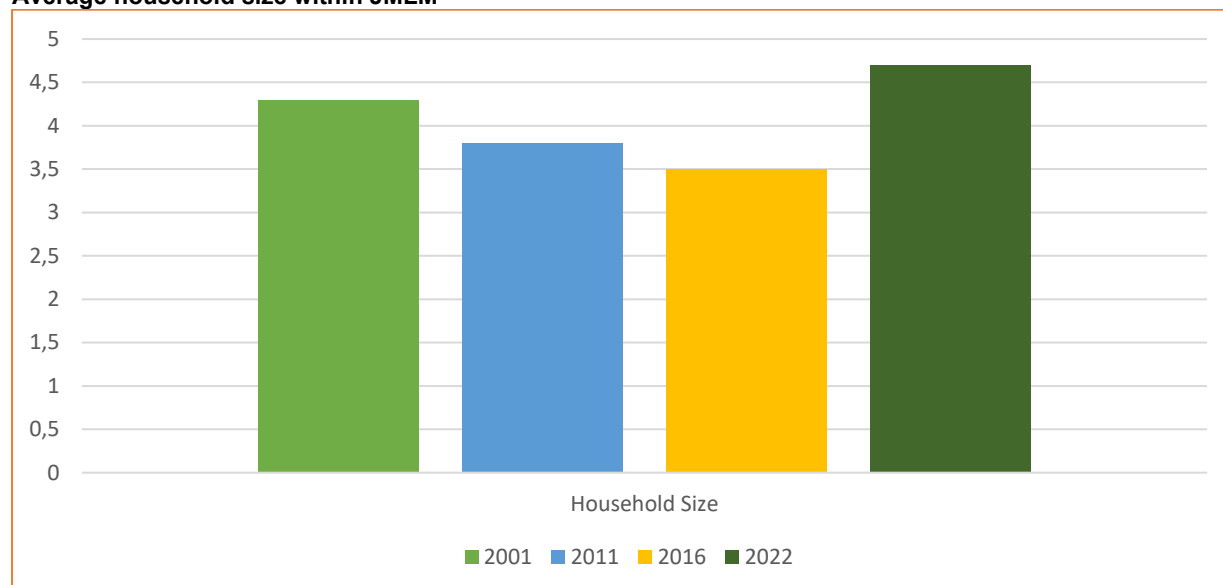


Source: StatsSA 1996, 2011, 2016 & 2022

#### 1.5.3. Household size

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.

### Average household size within JMLM

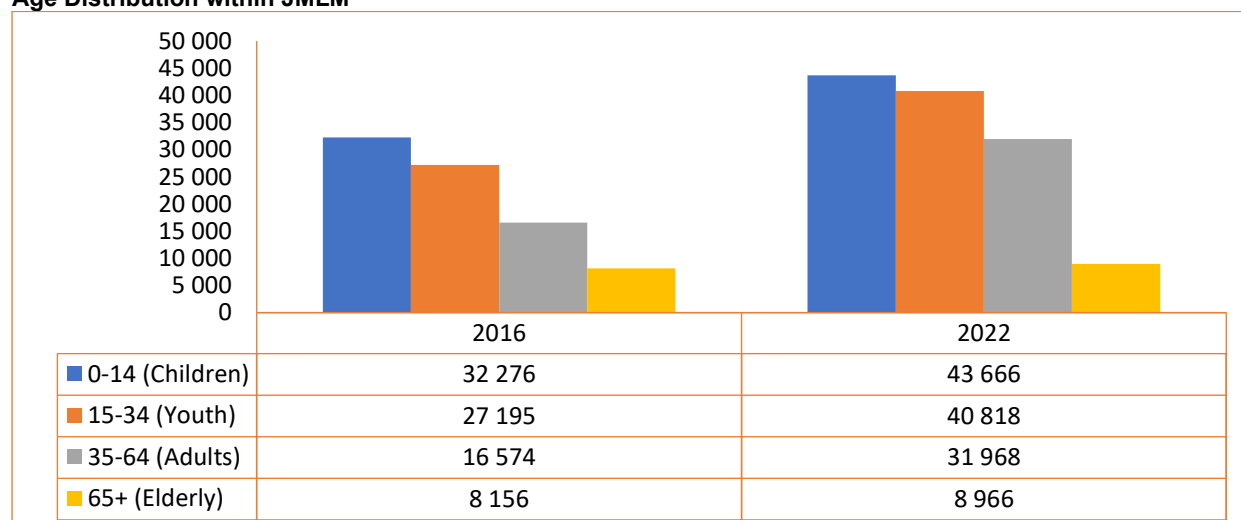


Source: StatsSA 1996, 2011, 2016 & 2022

### 1.5.4. Age Profile

The age profile of the JMLM is shown on the figure below; which shows that young children who are between the ages of 0 - 14 years make up the majority of the population in the municipality. This, combined with the 7% ratio of the elderly, make up the economically inactive population. Although the economically inactive population has decreased from 48% in 2016 to 42% in 2022, the ratio is still significantly high. This indicates that the age dependency ratio in the municipality is very high, even before the consideration of the economic factors such as the unemployment rate. This places a greater pressure on government as the economically inactive people are the bigger recipients of government spending in terms of social welfare grants, health care, education, etc.

### Age Distribution within JMLM

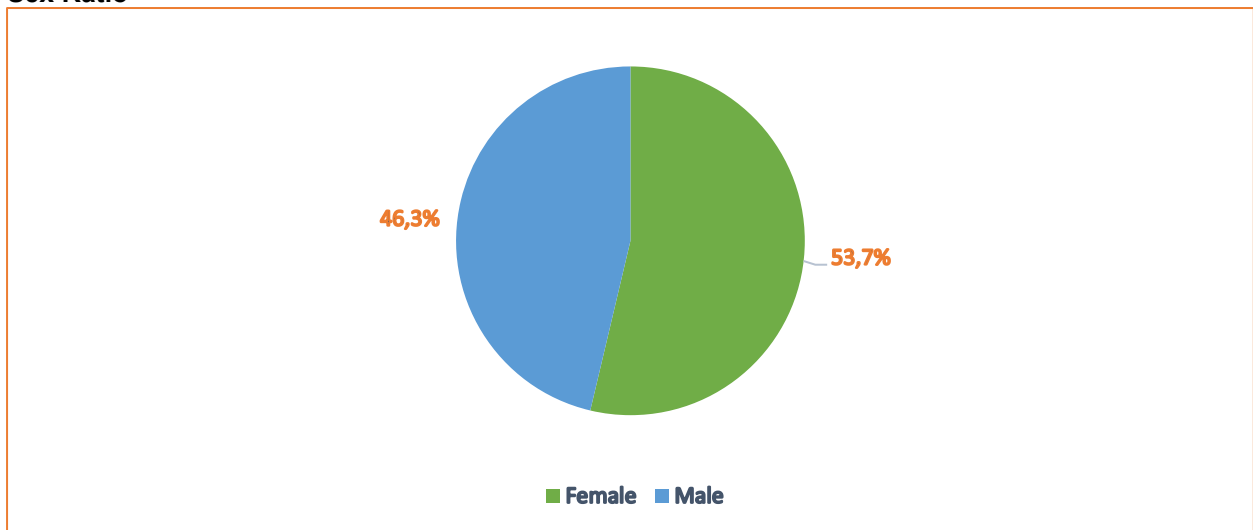


Source: StatsSA 2016

### 1.5.5. Gender Profile

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, 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.

## **1.6. Powers and Functions 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.

### **1.6.1. 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.

### **1.6.2. 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.
- 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.

### **1.6.3. 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

### **1.7. 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 third review of the 2022-2027 IDP, which covers the 2025/2026 financial year period.

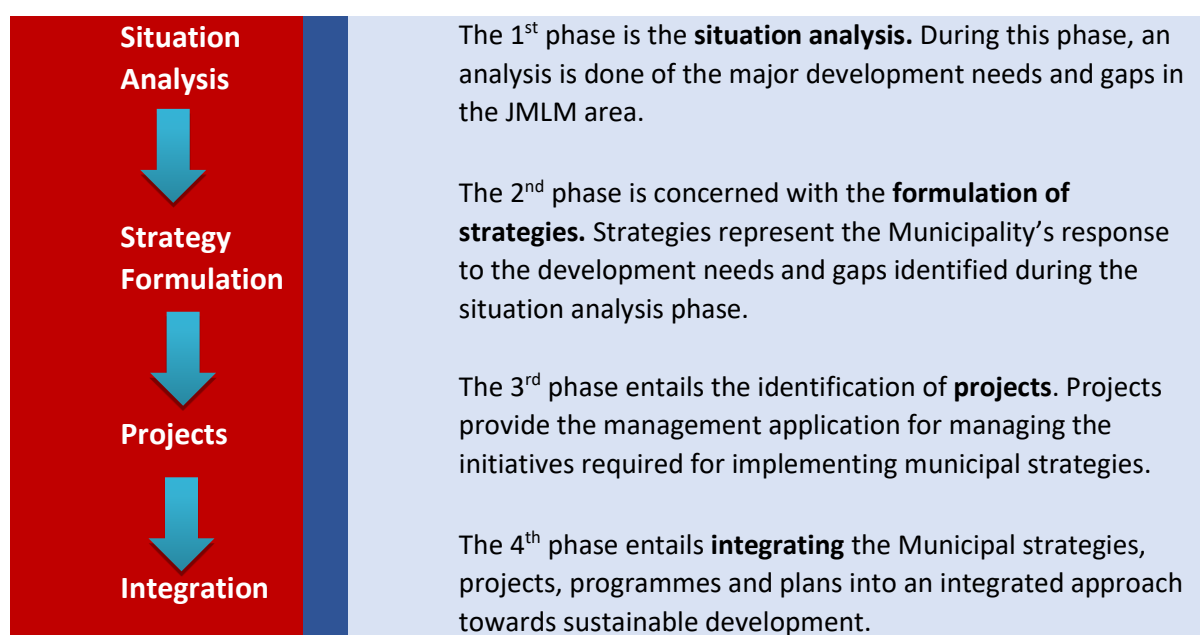
This IDP was developed in terms of the Municipal Systems Act, and its regulations, with specific reference to the Municipal Planning and Performance Management Regulations, 2001. It is a legislative requirement with legal status, superseding all other plans that guide development in this Municipality. 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 (KPA's) 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:



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

- The IDP to be compiled, adopted and implemented
- The municipality to monitor and review the implementation of the IDP
- The IDP to be reviewed and adopted annually to the extent that changing circumstances so demand
- The IDP must be aligned with plans of other spheres of Government; and
- The IDP must reflect priority development needs of communities
- The IDP must align with the Municipal budget and SDBIPs.

### 1.8. Key Challenges

The main challenges for the Municipality in this IDP relate to lack of 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 key priority issues identified are summarized below:

Focus Area	Issue
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.

### 1.8.1. 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

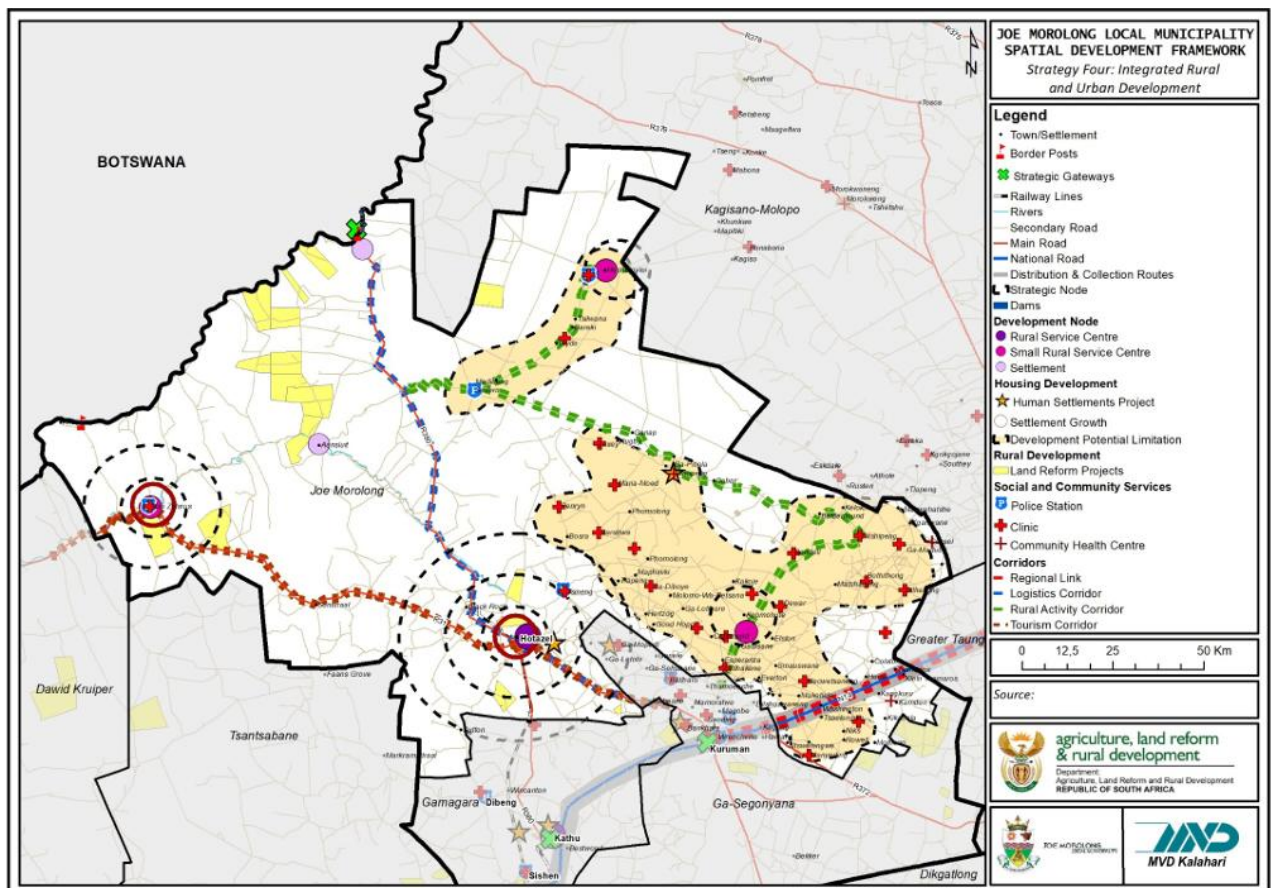
### 1.9. How IDP Outputs will be Measured

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.

## 1.10. Spatial Development Rationale

The Municipal Systems Act, Act No. 32 of 2000 (MSA) requires that each Municipality prepare an Integrated Development Plan (IDP) and Spatial Development Framework to serve as a tool for transforming local governments towards facilitation and management of development within their areas of jurisdiction. In accordance with Section 26 (e) of the Local Government: Municipal Systems Act, No. 32 of 2000, the Joe Morolong Local Municipality needs to annually review its Spatial Development Framework (once developed).

Joe Morolong Spatial Development Framework seeks to comply with the new Spatial Planning and Land Use Management Act, No. 16 of 2013 (hereafter SPLUMA) which came into effect in October 2015. The Joe Morolong Local Municipality's SDF serves as a strategic spatial framework that guides the desired spatial distribution of land uses, spatial priorities, and strategic infrastructure provision within a Municipality to give effect to the vision, goals, and objectives of the municipal IDP. The Municipality's SDF represents a long-term (20+ years) vision and plans and provides a long-term spatial planning context for the IDP which is revised in 5-year cycles. The annual and 5-year SDF review process allows the SDF to be updated and adjusted according to changing trends and circumstances.



The municipality is a mix of rural and semi-urban areas concentrated around Hotazel and Vanzylsrus. 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. A large part of the JM Area is under rural village areas.

### **Formal town areas**

The only formal township areas are Vanzylsrus and Hotazel. Registered cadastral information exists for both towns. Although Hotazel owned by the Mines, and also in a sense a Mining town, the JM Municipality does provide services to the town.

### **Mining town area**

The town areas of Blackrock are owned by the Assmang Mining Group. No formal township establishment exist for this area.

### **Traditional areas**

Large tracts of land are owned by the state, under control of traditional authorities which makes up approximately 60% of the LM Area. There are eight (8) Tribal Authorities present in the JM Area and approximately 186 villages in Joe Morolong Local Municipality

#### **1.10.1. Traditional Leadership Areas**

There are eight (8) Traditional Authorities in JMLM as shown on the table below.

<b>Traditional Leadership</b>		
<b>Traditional Authorities</b>	<b>Seat/ Main Offices</b>	<b>Traditional Leader</b>
<b>Ba Ga Phadima</b>	Gamorona	Kgosi Dioka
<b>Ba Ga Thaganyane</b>	Cassel	Kgosi Thaganyane
<b>Ba Ga Motshwarakgole</b>	Dithakong	Kgosi Motshwarakgole
<b>Ba Ga Motlhware</b>	Batlharos	Kgosi Toto
<b>Ba Ga Phetlhu</b>	Camden	Kgosi Phetlhu
<b>Ba Ga Jantjie</b>	Manyeding	Kgosi Jantjie
<b>Ba Ga Mahura</b>	Deurward	Kgosi Mahura
<b>Ba Ga Bareki</b>	Heuningvlei	Kgosi Bareki

## **1.11. Environmental Analysis**

### **1.11.1. Biophysical Environment**

The biophysical environment pertains to the natural resources located within the municipal boundaries. The analysis of the natural resources allows for a greater understanding of the status of the resources, current trends regarding the exploitation of these resources, and identify possible opportunities and interventions to improve the efficacy and sustainability of the use and exploitation of the natural resource base.

#### **a. Natural Resources**

##### **i. Protected Areas**

Protected areas can be a cornerstone for local economic development, providing immediate socio-economic benefits to surrounding communities, especially if this is an explicit aspect of the management goals of the protected area. There is increasing sensitivity in the design and management of protected areas to the needs of local and regional communities, with protected areas seen not as isolated islands but as part of the socio-economic as well as the ecological environment. Protected areas help to secure the provision of important ecosystem services, such as production of clean water, flood moderation, prevention of erosion, carbon storage, and the aesthetic value of the landscape.

Joe Morolong's natural environment condition can be classified as a fair condition. Due to poor land management, it has resulted in degradation of the resource base. Of particular concern is the deterioration of the natural vegetation through overgrazing, poor fire regimes, wood harvesting, misuse of wetlands, and encroachment by invasive plants and weeds.

The Joe Morolong Local Municipality has four ecological regions namely:

- Kalahari Thornveld
- Ghaap Plateau
- Rocky Ridges and
- Kuruman Sourveld

There is only one protected area within the Municipal area, being Tswalu Private Nature Reserve (100,000 ha), which is the only private conservation initiative. Joe Morolong holds potential as a viable tourist destination and has numerous growth opportunities in the industrial sector.

## **ii. Biodiversity**

Biodiversity Act, 2004 (Act No. 10 of 2004) provide for the management and conservation of South Africa's biodiversity the protection of species and ecosystems that warrant national protection, the sustainable use of indigenous biological resources, the fair and equitable sharing of benefits arising from bioprospecting involving indigenous biological resources. The Joe Morolong Municipal area comprises four, separate ecological regions, which extend beyond the region's boundaries. These are the Kalahari Thornveld, Ghaap Plateau, Rocky Hills and Ridges and Kuruman Sourveld. These ecological regions are reportedly not as rich in species as many such similar regions located outside of the area.

The natural environment in Joe Morolong is reportedly in a fair condition although poor land management has resulted in degradation of the resource base through overgrazing, poor fire regimes, wood harvesting, misuse of wetlands, and encroachment by invasive plants and weeds.

The iron and manganese mining in the district is predominantly located in the area between Sishen/Dingleton and Hotazel, impacts directly on the vegetation through:

- the sterilisation of soil underneath mine dumps while mines are operational; and
- the absence of and low quality of land rehabilitation, after mine closure.

The roads and railways associated with the mining activities also cause:

- fragmentation of natural habitats and ecological corridors,
- dust and other hazardous emissions from mining operation and mining trucks negatively impact on the environment.

The bulk of the transformation and degradation of the natural habitat has taken place in the eastern and northern parts with the western and southern regions experiencing a lower impact. Subsistence agricultural activities and sprawling, unplanned human settlement resulting in dense rural settlements are key contributors to these phenomena in the eastern part of the Joe Morolong Municipality.

## **iii. Vegetation**

The main vegetation type found within the borders of the Joe Morolong Municipal area is the Kalahari Plains Thorn Bushveld. On the western side of Joe Morolong, the Shrubby Kalahari Dune Bushveld is found and on the south-eastern side the Kalahari Plateau Bushveld.

- Kalahari Plains Thorn Bushveld- Also called the Eastern Kalahari Bushveld, it falls within an area of slightly higher rainfall which is reflected in the vegetation. Flatter than

the dune areas, the grassy plains merge with dense tree savanna where camel thorns and shepherd's trees grow.

- Kalahari Mountain Bushveld- Mountain Shrubveld is typical along the Korannaberg range that divides the reserve from north to south. Quartzite rocks are softened by hardy shrubs like lavender fever berry and Karoo yellow thorn with its pom-pom flowers, while evergreen kuni-bush flourishes in between.
- Savannah Biome- The savanna biome is often described as an area of grassland with dispersed trees or clusters of trees. The lack of water makes the savanna a difficult place for tall plants such as trees to grow.

#### **iv. Topography and Hydrology**

Joe Morolong LM is characterised by undulating to flat sandy erosion prone plains. The typical Kalahari topography alternates between elevated areas with poorly developed soils to very deep developed soil type with poor differentiation between the different soil horizons in the plains. The biota of the area is closely interrelated with the parent rock, soil and land use and critically sensitive to unnatural disturbances.

Joe Morolong LM falls entirely within the Orange River Basin, with only the Kuruman River as a perennial river. Intensive degradation of the riverine habitats takes place by development such as roads and infrastructure, and land use practices such as riverbed agricultural cultivation and overgrazing.

- **Wetlands**

Wetlands, including Heuningvlei, classified as "National Priority Wetland Areas" need to be protected especially involving the rehabilitation and conservation of all ecological support areas. The natural environment in JMLM is reportedly in a fair condition although poor land management has resulted in degradation of the resource base through overgrazing, poor fire regimes, wood harvesting, misuse of wetlands, and encroachment by invasive plants and weeds.

#### **v. Heritage and Tourism**

As defined in terms of the UNESCO Convention for the Safeguarding of the Intangible Cultural Heritage (2003) intangible heritage includes oral traditions, knowledge and practices concerning nature, traditional craftsmanship and rituals and festive events, as well as the instruments, objects, artefacts, and cultural spaces associated with group(s) of people.



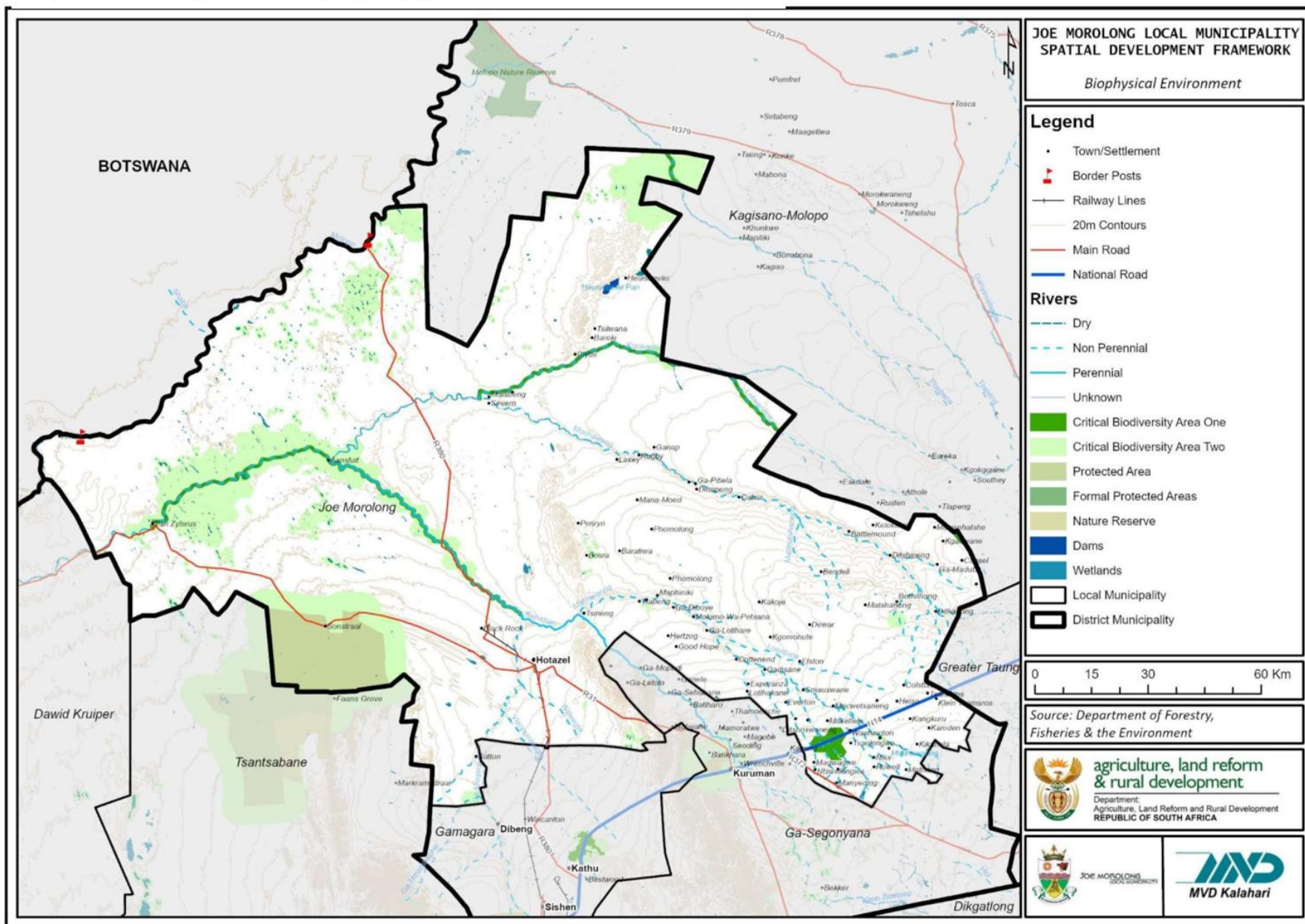
Tourism in the Joe Morolong Area can be categorised as Eco-Tourism, Cultural Tourism and Educational Tourism and ancillary activities developed in the area because of specific natural features or character:

- 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).

The absence of a coherent list of heritage resources in the area and absence of management plans could result in investment and spending decisions being taken by national, provincial and municipal organs of State that threaten these resources.

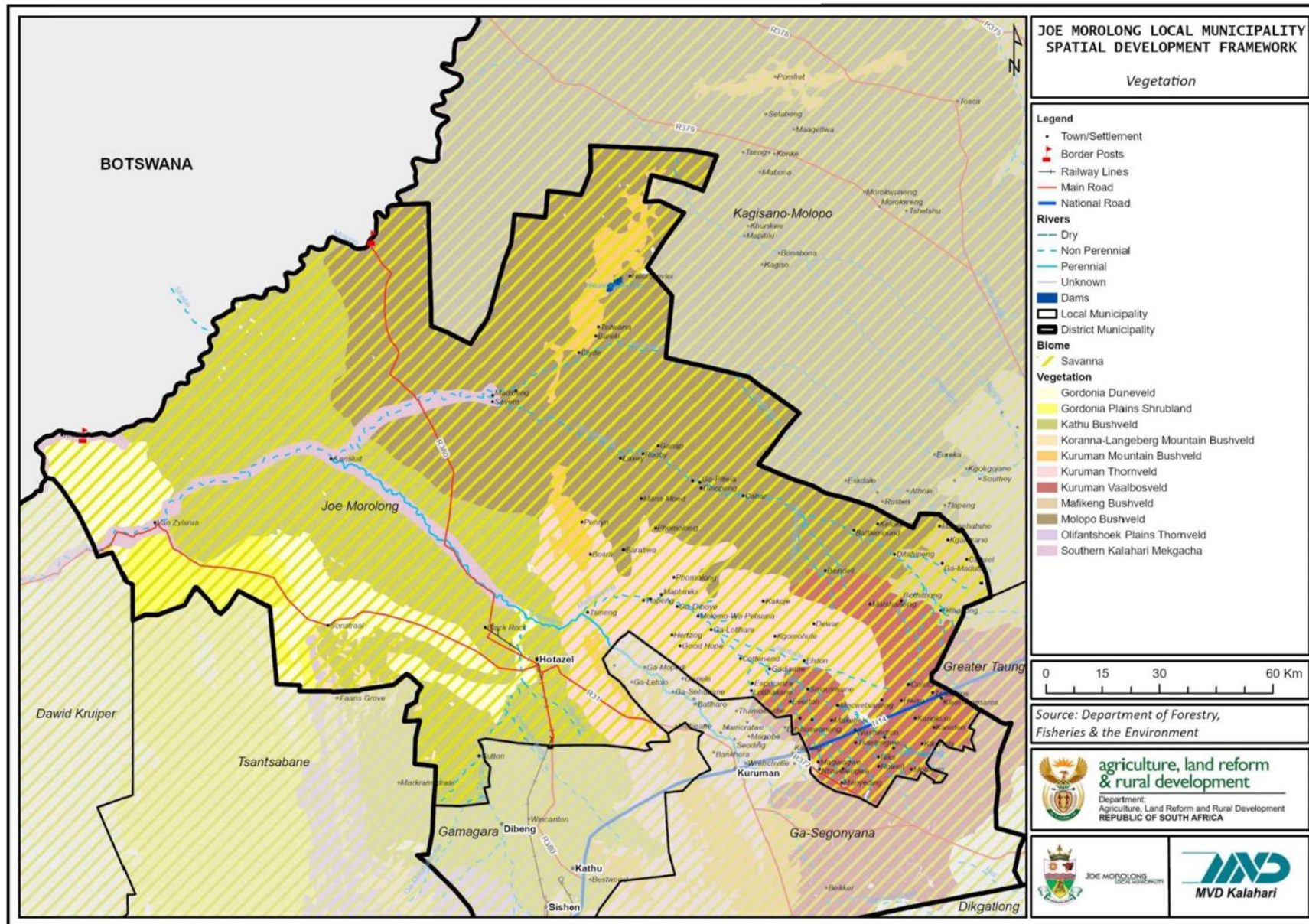
The main tourist activities and or opportunities for expansion of the tourism activities is located within the western parts of the LM area, with a focus on adventure tourism.

Map 2: Joe Morolong Local Municipality Biophysical Environment



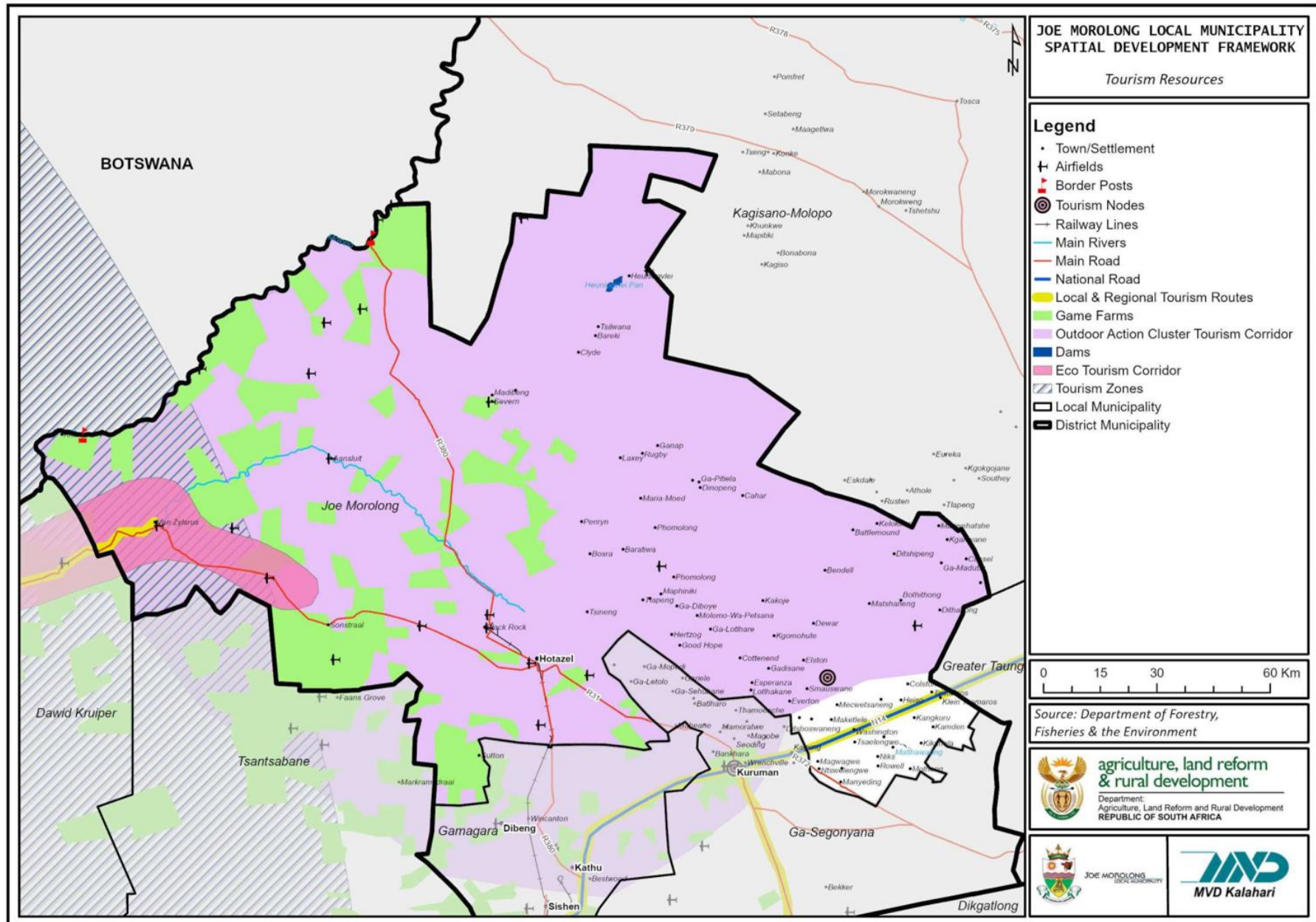


Map 3: Joe Morolong Local Municipality Vegetation





Map 4: Joe Morolong Local Municipality Tourism Resources



### **1.11.2. Agricultural Resources**

#### **a. Grazing Capacity**

The number of livestock (and wild herbivores) on a farm and the way they are managed are the single most important factors determining the ecological impact of livestock in an extensive farming system. The ultimate purpose of grazing management is to maintain long-term rangeland productivity while maximizing the output of animal products such as wool, meat or milk. From a practical point of view, grazing management functions to maintain a consistent forage supply to livestock while ensuring that certain areas of veld do not become over-utilised.

This aspect of livestock production lies at the core of the farming enterprise as it determines the number and quality of animals that will be produced as well as the long-term sustainability of the grazing strategy. The two main variables under the direct control of the landowner which determine the outcome of his grazing management strategy are the stocking rate and grazing system.

The stocking rate refers to the number of animals per unit area which are maintained on the farm and the grazing system refers to the frequency and length of occupation of the animal flocks within the different camps on the farm.

Livestock grazing impacts has become a particularly contentious issue. This stems from the perception that the communal areas of the region are heavily impacted because of livestock grazing and the apparent resulting conflict between conservation and the need to address the current inequalities in land ownership within the region. That the communal areas are highly impacted because of continuous heavy grazing is not in doubt and has been amply demonstrated by numerous ecological studies within the region there is an emerging body of evidence that suggests that although unpredictable climatic events play an important role in arid ecosystems, livestock can play a dominant role and can in fact modulate the outcome of such rare climatic events.

The average hectares required per animal unit is around 22 hectares. Large portions of the northern part of the LM area is degraded land. The southern and eastern part of the LM has a grazing capacity of between 18-21 hectares required per animal unit. This is mainly due to the concentration of informal settlements within these areas.

The western part of the LM Area has a grazing capacity of between 22-30 hectares required per animal unit.

There are number of factors which can reduce the actual sustainable stocking rate from the ideal maximum, and which should be considered. These include the following:

- Veld degradation
- Drought
- Livestock Breed
- Grazing System.
- Two different Grazing approaches include:
- Continuous Grazing

Continuous grazing is the simplest grazing system that can be applied. The only aspect that can be adjusted is the stocking rate. In this system the animals have continuous access to the same area of vegetation. Animal performance under continuous grazing can be very good at low stocking rates, but both animal and veld condition suffer at the stocking rates that are required to make livestock farming economically viable.

- Rotational Grazing

A wide variety of rotational grazing systems have been developed in South Africa over the years. Rotational grazing systems can be broadly broken down onto two categories, namely those that utilize short grazing periods of less than a month and those that utilize longer grazing periods. The grazing systems that make use of short grazing periods are Non-Selective Grazing (NSG) and Holistic Resource Management (HRM) which is also sometimes known as Short Duration Grazing.

## **b. Resources**

Due to the arid nature of the Municipality, subsistence and survivalist farming is evident in the eastern parts of the Joe Morolong LM, consisting mainly of the following:

- Livestock-keeping,
- Poultry-rearing and
- Planting of vegetables.

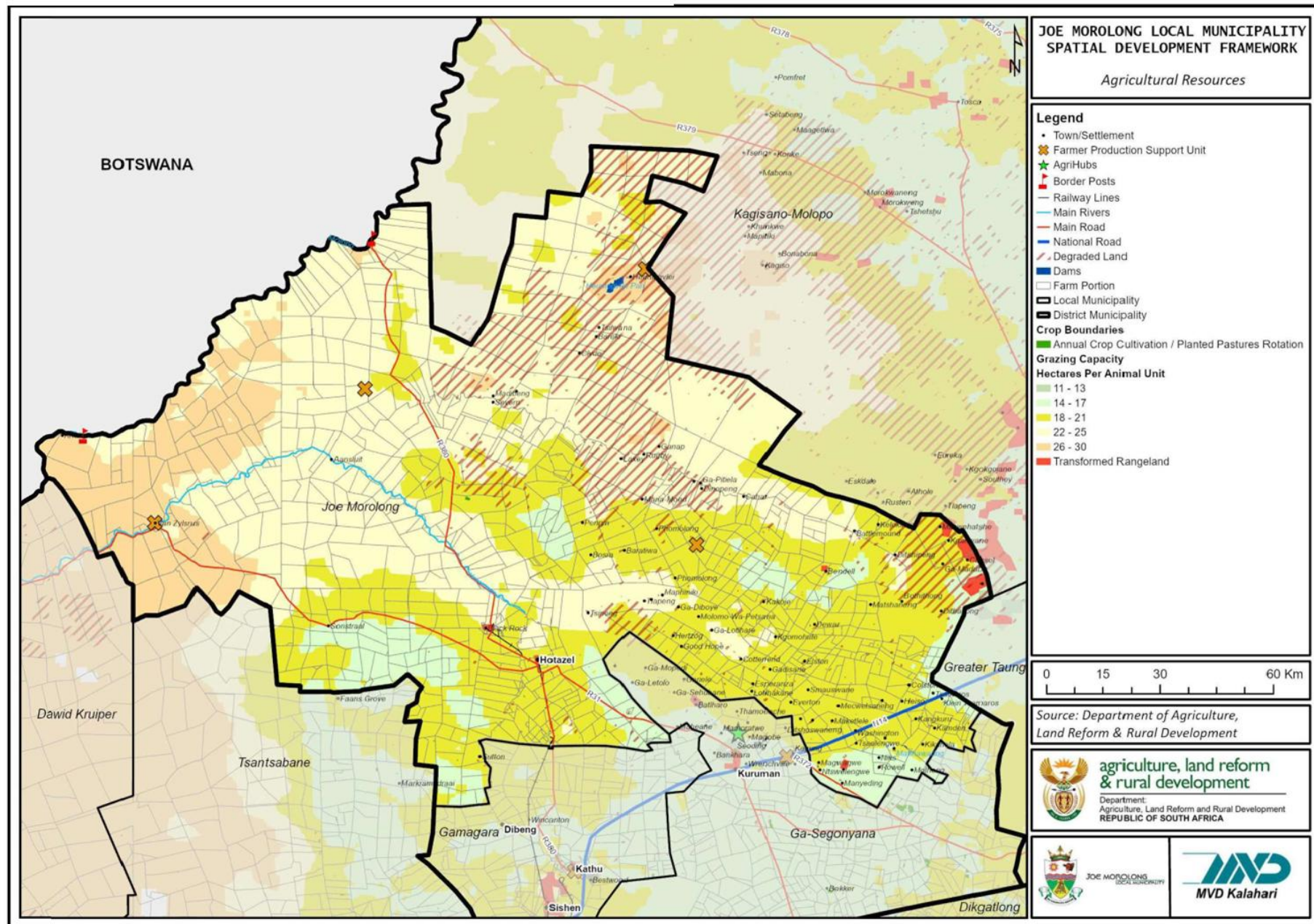
Inefficient and inappropriate farming techniques and lack of exposure to skills-training, have resulted in low yields hugely detrimental to soils quality, land capability and grazing capacity and impacted in a very negative way on the environment.

The large commercial livestock farms are mainly within the western parts of the JM Area.

High-potential cultivated land needs to be protected and support the production of cash crops and vegetables. The management of agricultural land within the traditional areas needs to be a priority.



Map 5: Joe Morolong Local Municipality Agricultural Resources



### **1.11.3. Mineral and Energy Resources**

#### **a. Mining and Energy**

##### **i. Mining Activities**

Mining is the largest contributor in the Municipal Area's economy with 65% of GVA generated in the area gained from mining activities. Minerals mined in the area are mainly iron ore and manganese, other minerals are also found within the area.

Mining commodities include manganese ore and iron ore. The area possesses vast, extensive manganese deposits, which can be exploited both by and for large companies and small-scale operators where deposits are not suitable for large scale operations.

The mining operations is concentrated around Hotazel and Blackrock, with isolated areas where mining rights has been issued towards the north and eastern parts.

##### **ii. Renewable Energy**

Renewable energy in South Africa has become synonymous with large-scale, grid-connected projects as constructed under the REIPPPP. Renewable energy can, however, also be deployed on a smaller, stand-alone scale where it can directly benefit households, farmers, communities, and businesses.

The Municipal area has potential for the development of renewable energy development and should be receive high priority.

A total of 19 Renewable Energy projects has been approved within the Joe Morolong Area. The size of the projects varies between 5 to 120 Mega wats.

#### **b. Geology and Soils**

##### **i. Geology**

The municipal area is covered by calcretised 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

##### **ii. Soils**

The typical Kalahari topography alternates between elevated areas with poorly developed soils to very deep developed soil type with poor differentiation between the different soil horizons in



the plains. The biota of the area is closely interrelated with the parent rock, soil and land use and critically sensitive to unnatural disturbances.

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.

Limited soil potential is evident within the district. It is therefore important to optimally protect and use the limited resources for agricultural development. Efficient agriculture principles are to be followed. It is recommended that other crops and livestock opportunities should be investigated.

#### **1.11.4. Climate and Spatial Resilience**

##### **a. Climate and Rainfall**

The weather of the Northern Cape is typically that of desert and semi-desert areas. It is a generally hot and dry region with fluctuating temperatures and generally low rainfall. Evaporation levels exceed the annual rainfall which varies between 50 mm and 400 mm (the average annual rainfall over the province is 202 mm).

Evaporation levels exceed the annual rainfall which varies between 50 mm and 400 mm (the average annual rainfall over the province is 202 mm).

Joe Morolong 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.

##### **b. Air Quality**

JMLM environmental unit works closely with the Department of Environment, Forestry and Fisheries (DFFE) and the Department of Mineral Resources and Energy in reporting on illegal activities as well as administering the rehabilitation action of Section 30 (National Environmental Management Act, 107 of 1998) for emergency incidents.

Chapter 3 of the National Environmental Management: Air Quality Act (Act 39 of 2004, NEM:AQA) requires municipalities to develop an Air Quality Management Plan which serves as a guide to the municipality on all air quality aspects.

JMLM has assigned the duties of Air Quality Officer to the Manager: Environmental Management Services. the municipality is currently developing a Climate Change Adaptation Plan, which will include aspects of air quality management and control; such as the impact of dust and smoke created by mining activities on the environment. An Air Quality By-Law will also be developed as an implementation tool.

### **c. 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; such as Air Quality Management, Waste Management, Climate Change, and Biodiversity Conservation. the municipality also conduct clean-up campaigns to promote clean and healthier environments. 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.

### **d. Spatial Resilience**

Spatial resilience refers to recovering the capacity and capability of the environmental the structuring elements within the local municipality when hazardous and disaster events occur. The following section discusses the various aspects that increase the vulnerability (likelihood of hazard exposure) of the municipality, with regard to extreme events.

Changes in climate change such as variable rainfall patterns, drying trends and expected temperature increases will negatively impact on the Municipal Area.

The following impacts are predicted in the Municipal Region due to the projected changes in climate:

- Shifts in species and localisation of species.
- Migration of rural populations.
- Contamination of ecosystems from water and waste pollution.
- Increases in communicable and non-communicable diseases in rural areas.
- Accumulation of salts in soil and water, impacting agriculture.
- Reductions in livestock carrying capacity of grazing land.
- Decreased availability of groundwater.

Key risk towards the impact of climate change in the region includes:

- Increased risk to livestock breeding.
- Decreased water quality in the ecosystem due to floods and droughts.
- Decreased quality of drinking water.
- Informal settlements in urban areas are in most cases located within flood line areas.

#### **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. A Management Plan will be drafted in this regard, for the eradication of these species.
- 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.

## **1.12. 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.

#### **1.13. 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 McCarthyrsus. 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 follows:

- 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 on communal taps and 8% do not have access to piped water at all, as seen on the figure below.

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

The municipality strives to put the right measures in place to ensure that all people have access to great quality drinking water. 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 from Statistics South Africa and more recent Community Consultation meetings.

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

Each category is discussed below:

### **(i) No Formal Water Infrastructure**

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

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

<b>Settlement Name</b>	<b>Existing source of water</b>	<b>Situation / Problem</b>	<b>Type of Intervention</b>	<b>Funder</b>
<b>Damrose (1,2,3)</b>	Truck Delivery	No Reticulation, Source development and storage	New project to be registered	Unfunded
<b>Ga-Mohete</b>	Windmill and stand tap	Source and reticulation need	New project to be registered	Unfunded
<b>Manaring</b>	Windmill and stand tap	Source and reticulation need	New project to be registered	Unfunded
<b>Wesselsvlei</b>	Windmill and stand tap	Source and reticulation need	New project to be registered	Unfunded
<b>Wilstead</b>	Windmill and stand tap	Source and reticulation need	New project to be registered	Unfunded

Table: Villages without Formal Water Infrastructure

### **(ii) EXTENSION TO EXISTING INFRASTRUCTURE**

The 50 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.

Ward	Settlement Name	Situation / Problem	Type of Intervention/Progress	Funder
1	Heuningvlei	Reticulation extension; Households scattered	Project is in progress	WSIG
	Perth	Reticulation extension; Households scattered	Upgrading of source completed, new project to be registered	Unfunded
	Tsiloane	Reticulation extension; Households scattered	New project to be registered for extensions	Unfunded
	Sesipi	Reticulation extension; Households scattered	New project to be registered for extensions	Unfunded
	Kome	Reticulation extension; Households scattered	New project to be registered for extensions	Unfunded
	Gammokwane	Reticulation extension; Households scattered	New project to be registered for extensions	Unfunded
2	Cahar	Reticulation extension; Households scattered	Project is in progress	MIG
	Gamokatedi	Reticulation extension; Households scattered	New project to be registered	Unfunded
	Ganap	Reticulation extension; Households scattered	New project to be registered	Unfunded
	Gapitia	Reticulation extension; Households scattered	New project to be registered	Unfunded
	Mathanthanyaneng	Reticulation extension; Households scattered	New project to be registered	Unfunded
	Padstow	Reticulation extension; Households scattered	Project is in progress	MIG
3	Bosra	Reticulation extension; Households scattered	New project to be registered	Unfunded
	March	Reticulation extension; Households scattered	New project to be registered for extensions	Unfunded
4	Magobing	Reticulation extension; Households scattered	New project to be registered	Unfunded
	Magojaneng	Reticulation extension; Households scattered	New project to be registered for extensions	Unfunded
5	Dinokaneng	Reticulation extension	Project is in progress	MIG
	Mmatoro	Reticulation extension; Households scattered	New project to be registered	Unfunded
	Tsineng	Reticulation extension; Households scattered	New project to be registered for extensions	Unfunded
	Gasese	Reticulation extension; Households scattered	New project to be registered for extensions	Unfunded
	Kanana	Reticulation extension; Households scattered	New project to be registered for extensions	Unfunded
6	Galotlhare	Reticulation extension; Households scattered	Refurbishment completed, new project to be registered for reticulation	Unfunded
	Maphiniki	Reticulation extension; Households scattered	New project to be registered	Unfunded
	Metsimantsi Wyk 1	Reticulation extension; Households scattered	Refurbishment was done; New project to be registered for extensions	Unfunded
	Metsimantsi Wyk 2	Reticulation extension; Households scattered	TR received; waiting for registration	Unfunded
	Metsimantsi Wyk 6	Reticulation extension; Households scattered	New project to be registered	Unfunded
	Metsimantsi Wyk 7	Reticulation extension; Households scattered	New project to be registered	Unfunded
	Ncwaneng	Reticulation extension; Households scattered	Refurbishment was done; New project to be registered for extensions	Unfunded
	Rusfontein Wyk 8	Reticulation extension; Households scattered	New project to be registered	Unfunded
	Rusfontein Wyk 10	Reticulation extension; Households scattered	New project to be registered	Unfunded
	Tlapeng	Reticulation extension; Households scattered	New project to be registered	Unfunded
	Gadiboe	Reticulation extension; Households scattered	New project to be registered	Unfunded
	Motolwaneng	Reticulation extension; Households scattered	New project to be registered for extensions	Unfunded
	Tlhokomelang	Reticulation extension; Households scattered	New project to be registered for extensions	Unfunded
7	Esperanza/Churchill	Reticulation extension; Households scattered	Project is in progress	WSIG
	Ga-Sehunelo Wyk 4, 5, 6, 7 & 9	Reticulation extension, storage; Households scattered	New projects to be registered Wyk 8&9 Refurbishment done	Unfunded
	Logobate	Reticulation extension; Households scattered	New project to registered for 2025-26	WSIG
	Suurdig	Reticulation extension; Households scattered	New project to be registered	Unfunded
	Cardington	Reticulation extension; Households scattered	New project to registered for 2025-26	WSIG
8	Battlemount	Reticulation extension; Households scattered	New project to be registered	Unfunded
	Doxon 1&2	Reticulation extension; Households scattered	Project is in-progress	WSIG
	Sekokwane	Reticulation extension; Households scattered	New project to be registered	Unfunded

Ward	Settlement Name	Situation / Problem	Type of Intervention/Progress	Funder
	Magobing	Reticulation extension; Households scattered	New project to registered for 2025-26	MIG
9	Kiang/ Dihotshane	Reticulation extension; Households scattered	New project to be registered	Unfunded
10	Gamadubu	Reticulation extension; Households scattered	Project is in-progress	UMK
	Glenred	Reticulation extension; Households scattered	Project is in progress	Assmang Manganese
	Kampaneng	Reticulation extension; Source, Storage	Project is in progress	WSIG
	Maseohatshe	Reticulation extension; Households scattered	New project to be registered for extensions	Unfunded
	Madularanch	Reticulation extension; Households scattered	Project is in-progress	WSIG
11	Cassel	Reticulation extension	Project is in progress	WSIG
	Segwaneng	Reticulation extension; Households scattered	New project to be registered	Unfunded
12	Dithakong	Reticulation extension; Households scattered	New project registered for 2025-26	East Manganese Mine
13	Camden	Reticulation extension; Households scattered	New project to be registered	Unfunded
	Colston	Reticulation extension; Households scattered	New project to be registered	Unfunded
14	Kganung	Reticulation extension; Households scattered	New project to be registered	Unfunded
	Mathanthanyaneng	Reticulation extension; Households scattered	New project to be registered	Unfunded
	Matlabanelong	Reticulation extension; Households scattered	New project to be registered	Unfunded
	Zero	Reticulation extension; Households scattered	New project to be registered	Unfunded
	Metswetsaneng	Reticulation extension; Households scattered	New project to be registered	Unfunded
15	Gamasepa	Reticulation extension; Households scattered	New project to be registered	Unfunded
	Ditlharapaneng	Reticulation extension; Households scattered	New project to be registered	Unfunded
	Gamothibi	Reticulation extension; Households scattered	New project to be registered	Unfunded
	Manyeding	Reticulation extension; Households scattered	New project to be registered	Unfunded
	Tsaelengwe	Reticulation extension; Households scattered	New project to be registered	Unfunded

Table: Extension to Infrastructure

### (iii) WATER SOURCE PROBLEMS

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

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 45 villages who have access to infrastructure but no access to water due to source problems:

Ward	Settlement Name	Situation / Problem	Type of Intervention/Progress	Funder
2	Ganap 1	Storage problems	New project to be registered	Unfunded
	Slough	Storage problems	New project to be registered for 2025-26	Kumba Iron Ore
	Mathanthanyaneng	Storage problems	New project to be registered	Unfunded
	Garapoana	Storage problems	New project to be registered	Unfunded
	Klipom	Storage problems	New project to be registered	Unfunded
3	Loopeng	New Tank and Reticulation	New project to be registered	Unfunded
	Laxey	Source and storage problems; Reticulation in place	Project is in progress	Kumba Iron Ore
	Eiffel	Storage problems	New project to be registered	Unfunded
	Madibeng	Reticulation and source development	New project to be registered	Unfunded
	March	Source and storage problems; Reticulation in place	Project is in progress	MIG
5	Mmatoro	Storage problems	New project to be registered	Unfunded
	Tsinengkop	Source and storage problems; Reticulation in place	New project to be registered	Unfunded
	Magobing	Source and storage problems; Reticulation in place	New project to be registered	Unfunded
6	Maketlele	Source and storage problems; Reticulation in place	New project to be registered	Unfunded
	Madularanch	Source and storage problems; Reticulation in place	Project is in-progress	WSIG
	Goodhope	Reticulation and source development	New project to be registered	Unfunded
	Ncwaneng	Storage problems	New project to be registered	Unfunded
	Rusfontein Wyk 9	Reticulation and source development	Additional funding allocation needed	Unfunded
7	Suurdig	Reticulation and source development	TR developed for Suurdig/Gamoseki; Awaiting Registration	Unfunded
	Mentu	Reticulation and source development	New project to be registered	Unfunded
	Logobate	Reticulation and source development	New project to be registered	Unfunded
	Logobate	Steel tank, extensions	Project is in progress	WSIG
	Gasehunelo Wyk 10, 6	Source and storage problems; Reticulation in place	New project to be registered	Unfunded
8	Kortnight	Steel tank, extensions	TR received; waiting for registration	Unfunded
	Gamorona	Storage problems	New project to be registered	Unfunded
	Bendel	Inadequate supply; Reticulation in place	New project to be registered	Unfunded
	Masilabetsane	Storage problems	New project to be registered	Unfunded
	Gamorona	Source and storage problems; Reticulation in place	New project to be registered	Kumba Iron Ore
9	Kubuge	Source and storage problems; Reticulation in place	New project to be registered	Unfunded
	Bothithong	Source and storage problems; Reticulation in place	New project to be registered	Unfunded
	Ditshipeng	O & M issues; Additional boreholes to be connected.	New project to be registered	Unfunded
10	Kiangkop	Source and storage problems; Reticulation in place	New project to be registered	Unfunded
	Kampaneng	Storage problems	Project is in progress	WSIG
12	Loretlong	Source and storage problems; Reticulation in place	New project to be registered	Unfunded

Ward	Settlement Name	Situation / Problem	Type of Intervention/Progress	Funder
13	Gammatlhor	Source and storage problems; Reticulation in place	New project to be registered	Unfunded
	Dikhing	Source and storage problems; Reticulation in place	Project is in progress	MIG
	Bushbuck	Source and storage problems; Reticulation in place	Project was completed in 2023-24	WSIG
	Wateraar	Additional Source development	Additional funding allocation needed	Unfunded
14	Gamatolong	Source and storage problems; Reticulation in place	New project to be registered	Unfunded
	Washington	Reticulation and source development	New project to be registered	Unfunded
	Drieloop	Storage problems	New project to be registered	Unfunded
	Bojela potsane	Storage problems	New project to be registered	Unfunded
15	Kikahela 1	Source and storage problems; Reticulation in place	New project to be registered for additional funding	Unfunded
	Ellendale	Storage problems	New project to be registered	Unfunded
	Skerma	Source and storage problems; Reticulation in place	Project is in progress	MIG

Table: Inadequate Water Source

#### (iv) REFURBISHMENT OF AGING INFRASTRUCTURE

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

Ward	Settlement Name	Situation / Problem	Type of Intervention/Progress	Funder
1	Shalaneng	Aging infrastructure	New project to be registered	Unfunded
	Makhubung	Aging infrastructure	New project to be registered	Unfunded
	Tsiloane	Aging infrastructure	New project to be registered	Unfunded
	Sesipi & Perth (back-up boreholes)	Aging infrastructure	New project to be registered	Unfunded
2	Loopeng (Slough)	Refurbishment of borehole and fixing of vandalized pipeline	Project is in progress	KMR
	Rooipomp (Ganap 2)	Aging infrastructure	New project to be registered	Unfunded
	Garapoana	Aging infrastructure	New project to be registered	Unfunded
	Gamokatedi	Aging infrastructure	New project to be registered	Unfunded
	Lobung	Aging infrastructure	New project to be registered	Unfunded
3	Eiffel	Aging infrastructure	New project to be registered	Unfunded
	Abbey	Aging infrastructure	Project is in progress	WSIG
	Tweed	Aging infrastructure	New project to be registered	Unfunded
4	Magobing West	Aging infrastructure	New project to be registered	Unfunded
	Van Zylsrus	Aging infrastructure	New project to be registered	Unfunded
	Magojaneng	Aging infrastructure	Project is in progress	WSIG
5	Tsineng	Aging infrastructure	New project to be registered	Unfunded
	Dinokaneng	Aging infrastructure	Project is completed in 2023-24	WSIG
	Mmatoro	Aging infrastructure	New project registered for 2025-26	WSIG
6	Rusfontein Wyk 9	Aging infrastructure	New project to be registered	Unfunded
	Metsimantsi Wyk 3&4	Aging infrastructure	Project in progress	WSIG
	Rusfontein Wyk 10	Aging infrastructure	Project is completed in 2023-24	WSIG
	Metsimantsi Wyk 2	Aging infrastructure	New project registered for 2025-26	WSIG
7	Gasehunelo Wyk 5	Aging infrastructure	New project registered for 2025-26	WSIG
	Gasehunelo Wyk 10	Aging infrastructure	New project registered for 2025-26	WSIG
12	Dithakong - Seakong	Aging infrastructure	New project to be registered	Unfunded
	Khudukwaneng Section (Dithakong)	Pumphouse burnt by veld fire	Project is in progress	WSIG



Ward	Settlement Name	Situation / Problem	Type of Intervention/Progress	Funder
13	Stilrus	Aging infrastructure	Project is in progress	WSIG
14	Matlhabanelong	Aging infrastructure	New project to be registered	Unfunded
	Kokfontein	Aging infrastructure	New project to be registered	Unfunded
	Tzaneen	Aging infrastructure	New project to be registered	Unfunded
	Molapotlase	Aging infrastructure	New project to be registered	Unfunded
	Zero	Aging infrastructure	New project registered for 2025-26	WSIG
	Metsetswaneng	Aging infrastructure	New project to be registered	Unfunded
	Bothetheletsa	Aging infrastructure	New project to be registered	Unfunded
	Mathanthanyaneng	Aging infrastructure	Project is in progress	WSIG
	Maologane	Aging infrastructure	New project to be registered	Unfunded

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.

#### **(v) WATER INFRASTRUCTURE DAMAGES**

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

Following is a list of damaged infrastructure due to flooding:

**JOE MOROLONG LOCAL MUNICIPALITY: WATER INFRASTRUCTURE AFFECTED BY FLOODING**

<b>AFFECTED INFRASTRUCTURE ITEMS/COMPONENTS</b>							
<b>Ward</b>	<b>VILLAGE</b>	<b>Source</b>			<b>Reservoir</b>		<b>Reticulation</b>
		<b>Borehole (B/H)</b>	<b>Concrete Slab</b>	<b>Engine/Elec equipment</b>	<b>Stand</b>	<b>Tank</b>	<b>Pipeline</b>
<b>2</b>	CAHAR	1 Non-functional B/H	1 Non-functional B/H	ENGINE NON-FUNCTIONAL			
<b>1</b>	HEUNINGVLEI AREA	Various					Bulk Infrastructure to be refurbished; project is on-going 3KM
<b>2</b>	LOOPENG	5 Non-functional B/H	5 concrete slabs damaged	new engine, control panels & Motors			
<b>2</b>	GANAP 2			ENGINE NON-FUNCTIONAL			
<b>5</b>	TSINENG	2 Non-functional B/H	2 concrete slabs damaged	new engine, control panels & Motors		steel tank leaking	
<b>5</b>	MATORO	1 Non-functional B/H	1 concrete slab damaged	ENGINE NON-FUNCTIONAL			
<b>6</b>	MAPHINIKI	2 Non-functional B/H	2 concrete slabs damaged	new engine, control panels & Motors			1 km
<b>6</b>	TLAPENG	1 Non-functional B/H	1 concrete slab damaged	non-functional engine			
<b>8</b>	BATTLEMOUNT	1 Non-functional B/H	1 concrete slab damaged			2 tanks	500m
<b>8</b>	MASILABETSANE	3 Non-functional B/H	3 concrete slabs damaged	new engine, control panels & Motors			500m
<b>8</b>	MAGOBING EAST	3 Non-functional B/H	3 concrete slabs damaged	non-functional engine			300m
<b>8</b>	GAMORONA	3 Non-functional B/H	3 concrete slabs damaged				4km
<b>9</b>	BOTHITHONG	2 Non-functional B/H	2 concrete slabs damaged	non-functional engine			1km
<b>9</b>	DITSHIPENG	1 Non-functional B/H	1 concrete slab damaged	control panels & Motors			400m
<b>13</b>	GAHUE	2 Non-functional B/H	2 concrete slabs damaged	non-functional engine			
<b>13</b>	DAMROSE	1 Non-functional B/H	1 concrete slab damaged	non-functional engine			300m
<b>14</b>	ZERO	1 Non-functional B/H	1 concrete slab damaged	non-functional engine			
<b>14</b>	TAKENG	1 Non-functional B/H	1 concrete slab damaged	non-functional engine			
<b>14</b>	DRIELOOP	1 Non-functional B/H	1 concrete slab damaged	non-functional engine			
<b>14</b>	METSWETSANENG	1 Non-functional B/H	1 concrete slab damaged	control panels & Motors		4 tanks	500m
<b>15</b>	MANYEDING	2 Non-functional B/H	2 concrete slabs damaged	non-functional engine			

Table of Damaged Water Infrastructure

## **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:

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

## **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.

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

### 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	Type of Intervention/Progress	Funder
1	Makhubung	New project registered for 2025/26	MIG
	Sesipi	New project to be registered	Unfunded
	Shalaneng	New project to be registered	Unfunded
2	Gamokatedi	New project to be registered	Unfunded
	Ganap 1	New project to be registered	Unfunded
	Gapitia	New project registered for 2025/26	Unfunded
	Klipom	New project to be registered	Unfunded
	Mathanthanyaneng	New project to be registered	Unfunded
3	Bosra	New project to be registered	Unfunded
	Eiffel	Project in progress	MIG
	Klein Eiffel	Project in progress	MIG
	March	New project to be registered	Unfunded
	Penryn	New project to be registered	Unfunded
5	Mmatoro	New project to be registered	Unfunded
6	Metsimantsi Wyk 4	New project to be registered	Unfunded
	Perdmontjie	New project to be registered	Unfunded
	Rusfontein Wyk 10	New project to be registered	Unfunded
	Tlapeng	New project to be registered	Unfunded
7	Churchill	New project to be registered	Unfunded
	Mentu	New project to be registered	Unfunded
	Kgebetlwane	New project to be registered	Unfunded
	Suurdig	New project to be registered	Unfunded
8	Bendel	New project registered for 2025/26	MIG
	Gamorona	New project registered for 2025/26	MIG
10	Glenred	New project to be registered	Unfunded
	Maseohatshe	New project to be registered	Unfunded
	Kampaneng	New project registered for 2025/26	MIG
11	Cassel	New project to be registered	Unfunded

<b>12</b>	Dithakong	New project registered for 2025/26	MIG
	Tshetlhong	New project to be registered	Unfunded
	Seakong	New project to be registered	Unfunded
	Loretlong	New project to be registered	Unfunded
	Melorane	New project to be registered	Unfunded
	Gammathoro	New project to be registered	Unfunded
	Majanking	New project to be registered	Unfunded
<b>13</b>	Bothetheletsa	New project to be registered	Unfunded
	Damrose	New project to be registered	Unfunded
	Garamotsokwane	New project to be registered	Unfunded
	Makgaladi	Project is in progress	MIG
	Maologane	Project is in progress	MIG
	Washington	New project to be registered	Unfunded
	Wateraar	New project to be registered	Unfunded
<b>14</b>	Bojelapotsane	New project to be registered	Unfunded
<b>15</b>	Gamasepa	New project to be registered	Unfunded

### 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 households 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	
	<b>Joe Morolong</b>
Electricity from mains	25 081
Gas	29
Paraffin	80
Candles	994
Solar	267
Other	15
None	71

Source: StatsSA 2022

#### 2.1.4. Roads and Stormwater

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

Because of the vast distances between some villages and the big area to be covered, the effective Operation and Maintenance of the roads do require a lot of effort and a large budget. Joe Morolong Local Municipality is a rural municipality in nature with an area of 20 172 km<sup>2</sup>. 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:

Access Roads			
Ward	Village	Type of Intervention/Progress	Funder
1	Shalaneng - Heuningvlei	New project to be registered	Unfunded
	Perth - Laxey	New project to be registered	Unfunded
	Makhubung access road	New project to be registered	Unfunded
	Gammokwane access road	New project to be registered	Unfunded
2	Ganap 1 - Ganap 2	New project to be registered	Unfunded
	Loopeng - Saamsokol	New project to be registered	Unfunded
3	Laxey - Vriesland	New project to be registered	Unfunded
	Madibeng – Abbey	New project to be registered	Unfunded
	Madibeng - Tsineng	New project to be registered	Unfunded
4	Vanzylsrus - Khuis	New project to be registered	Unfunded
5	Gasese – Mokalawanoga (Culvert Bridge completed)	New project to be registered	Unfunded
	Tsinengkop Access Road	New project to be registered	UMK
6	Gadiboe - Maphiniki	New project to be registered	Unfunded
	Gadiboe - Motolwaneng	Project is in progress	Assmang Manganese
	Metsimantsi Wyk 1 – Rusfontein Wyk 10	New project to be registered	Unfunded
	Rusfontein Wyk 9 – Rusfontein Wyk 10	New project to be registered	Unfunded
	Rusfontein Wyk 10 - Metsimantsi	New project to be registered	Unfunded
	Goodhope access road	New project to be registered	Unfunded
	Tlapeng access road	New project to be registered	Unfunded
7	Churchill – Batlharos	New project to be registered	Unfunded
	Mentu access road	Project registered for 2025/26 FY	KMR and Kumba
8	Gamorona - Kubuge	New project to be registered	Unfunded
9	Gammakgatle - Dithakong	New project to be registered	Unfunded
	Kiangkop access road	Project registered for 2025/26 FY	KMR
	Kiangkop to Gamosidi	New project to be registered	Unfunded
	Gamadubu - Gatswinyane	New project to be registered	Unfunded
10	Lebonkeng - Glenred	New project to be registered	Unfunded
	Lebonkeng - Pompong	New project to be registered	Unfunded
	Pompong - Gamadubu	New project to be registered	Unfunded
	Pompong - Dithakong	New project to be registered	Unfunded
11	Lotlhakajaneng - Dithakong	New project to be registered	Unfunded
12	Dithakong – Bothithong (Portion 1 completed)	New project to be registered	Unfunded
13	Gahue – Dithakong (Portion 1 Started in 2023-24 FY)	Project in progress	MIG
	Mainroad - Stilrus	New project to be registered	Unfunded
	Damrose access road	New project to be registered	Unfunded
	Klein Damrose access road	New project to be registered	Unfunded
	Camden access road	New project to be registered	Unfunded
	Bushbuck access road	New project to be registered	Unfunded
14	Wesselsvlei - Bojelaotsane	New project to be registered	Unfunded
	Washington - Tsineng	New project to be registered	Unfunded
	Kokfontein access road	Project is in progress	UMK
15	Manyeding - Mahukubung	New project to be registered	Unfunded



## 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:

Internal Roads			
Ward	Village	Type of Intervention/Progress	Funder
1	Perth	New project to be registered	Unfunded
2	Loopeng	New project to be registered	Unfunded
	Gamokatedi	New project to be registered	Unfunded
	Padstow	New project to be registered	Unfunded
3	March	New project to be registered	Unfunded
	Laxey	New project to be registered	Unfunded
4	Magobing	New project to be registered	Unfunded
5	Gasese	New project to be registered	Unfunded
6	Motolwaneng	New project to be registered	Unfunded
	Wingate	New project to be registered	Unfunded
	Rustfontein Wyk 9	New project to be registered	Unfunded
7	Churchill, Cardington and Esperenza Internal Roads (Five phases completed)	Project registered for 2025/26 FY	UMK
	Deurward	New project to be registered	Unfunded
	Gasehunelo Wyk 4, 10	New project to be registered	Unfunded
8	Battlemount	New project to be registered	Unfunded
	Bouden Road and Bridge	New project to be registered	Unfunded
9	Ditshipeng	New project to be registered	Unfunded
	Gamakgatle	New project to be registered	Unfunded
10	Madularanch	New project to be registered	Unfunded
11	Cassel	New project to be registered	Unfunded
	Segwaneng	New project to be registered	Unfunded
12	Melorwana	New project to be registered	Unfunded
	Dithakong	New project to be registered	Unfunded
13	Dikhing (portion completed)	New project to be registered	Unfunded
	Pietersham	New project to be registered	Unfunded
	Camden	New project to be registered	Unfunded
	Bushbuck	New project to be registered	Unfunded
14	Molapotlase	New project to be registered	Unfunded
15	Skerma	New project to be registered	Unfunded
	Ncwelengwe Portion 2	Project is in progress	MIG

## C) Bridges

Following are the villages in need of Storm water Bridges:

Stormwater Bridges			
Ward	Village	Type of Intervention/Progress	Funder
1	Shalaneng	New project to be registered	Unfunded
	Sesipi	New project to be registered	Unfunded
2	Ganap 1	New project to be registered	Unfunded
	Mathanthanyaneng	New project to be registered	Unfunded
	Gapitia	New project to be registered	Unfunded
	Lubung	New project to be registered	Unfunded
	Slough	New project to be registered	Unfunded
	Tlhaping	New project to be registered	Unfunded
3	Madibeng	New project to be registered	Unfunded
8	Kubuge	New project to be registered	Unfunded
	Bouden	New project to be registered	Unfunded

Stormwater Bridges			
Ward	Village	Type of Intervention/Progress	Funder
	Masilabetsane	New project to be registered	Unfunded
9	Majemantsho	New project to be registered	Unfunded
10	Lebonkeng	New project to be registered	Unfunded
	Gammadubu	New project to be registered	Unfunded
	Pompong	New project to be registered	Unfunded
12	Melorane	New project to be registered	Unfunded
	Mmatlthoro	New project to be registered	Unfunded
	Lokaleng	New project to be registered	Unfunded
13	Bailey Brits	New project to be registered	Unfunded
	Dikhing	New project to be registered	Unfunded
14	Kokfontein	New project to be registered	Unfunded
	Metswetsaneng	New project to be registered	Unfunded
	Molapotlase	New project to be registered	Unfunded
	Drieloop	New project to be registered	Unfunded

## 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
<b>WARD 1</b>		
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
<b>WARD 2</b>		
6	LOOPENG TO SAAMSUKKEL	INTERNAL ROAD
7	GANAP TO ROOIPOMP	ACCESS ROAD
8	KLIPOM TO LOOPENG	ACCESS ROAD
9	MATHANTHANYANENG	INTERNAL ROADS AND CULVERT 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
<b>WARD 3</b>		
15	LAXEY	CULVERT BRIDGE
16	MADIBENG	CULVERT BRIDGE

17	TSINENG TO MARCH	ACCESS ROAD
18	MARCH TO MADIBENG	ACCESS ROAD
<b>WARD 4</b>		
19	TSWALU TO VANZYLRSUS	ACCESS ROAD
20	KORINGDRAAI (KGALUNG) TO VANZYLRSUS	ACCESS ROAD
<b>WARD 5</b>		
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
<b>WARD 6</b>		
27	METSIMANTSI WYK 10 TO 1	ACCESS ROAD
28	TLAPENG TO MAPHINI	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
<b>WARD 7</b>		
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
<b>WARD 8</b>		
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

<b>WARD 9</b>		
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
<b>WARD 10</b>		
65	DITHAKONG TO GAMADUBU VIA POMPONG	ACCESS ROAD
66	POMPONG	INTERNAL + CULVERT BRIDGE
67	GAMADUBU	CULVERT BRIDGE
68	LEBONKENG TO GLENRED	CULVERT BRIDGE
69	GLENRED	INTERNAL ROADS
70	MADULARANCH	INTERNAL ROADS
71	KAMPANENG	INTERNAL ROADS
<b>WARD 11</b>		
72	CASSEL	INTERNAL ROADS + CULVERT BRIDGE
73	LOTLHAKAJANENG	INTERNAL ROADS
74	SEGWANENG	INTERNAL ROADS
<b>WARD 12</b>		
75	ALL INTERNAL ROADS	INTERNAL ROADS
76	GAMMATLHORO BRIDGE	CULVERT BRIDGE
<b>WARD 13</b>		
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
<b>WARD 14</b>		
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 KIKAHELA	ACCESS ROAD
92	KIKAHELA TO MOTLHOENG	ACCESS ROAD
93	KIKAHELA TO CAMDEN	ACCESS ROAD + CULVERT BRIDGE
94	BOJELAPOTSANE TO DIKHING	ACCESS ROAD
95	TZANEEN TO BOTHETHELETS	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	
	<b>Joe Morolong</b>
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.

## 2.1.6. Social Analysis/Services

### 2.1.6.1. Housing

#### 2.1.6.2. 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. 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

#### 2.1.6.3. 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

#### 2.1.6.4. Housing Projects completed in the last financial year

Ward	Village	Number of Units
4	Magobing	89
7	Churchill	02

### 2.1.6.5. Housing Projects in progress

The Northern Cape Department of Cooperative Governance, Human Settlements, and Traditional Affairs (COGHSTA) has currently rolled out a 560 units housing project for JMLM. The project is currently in progress as follows:

Ward	Village	Number of Units
1	Heuningvlei	74
	Perth	75
2	Loopeng	50
	Padstow	43
3	Madibeng	82
7	Ga-Sehunelo Wyk 5	28
8	Deurham	43
11	Segwaneng	32
	Lothakajaneng	93
15	Makhubung	40

### 2.1.6.6. 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.

#### **2.1.6.7. 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**

<b>Highest Level of Education</b>	
<b>No schooling</b>	9 326
<b>Some primary</b>	11 068
<b>Completed Primary</b>	3 750
<b>Some Secondary</b>	22 298
<b>Grade 12/Standard 10</b>	13 990
<b>Higher Education</b>	1 466
<b>Other</b>	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 aduited)	345
Home-based education/home schooling	11
Other	129
Do not know	39
Not applicable	52 005
Unspecified	-
<b>Grand Total</b>	<b>84 201</b>

Source: StatsSA 2016

Education has been identified as one of the priorities of government. Low literacy levels 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.

## 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	Galothlare	Primary
16.	Gamasego Primrary	Gamasepa	Primary
17.	Gamorona Primary School	Gamorona	Primary
18.	Garapoana Primary School	Garapoana	Primary
19.	Gatlhose 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.	Lethakajaneng Primary School	Lethakajaneng	Primary
32.	Logobate Primary School	Logobate	Primary
33.	Longhurst Primary School	Ditlhapeng	Primary
34.	Madibeng Primary	Madibeng	Primary

35.	Magonate Primary School	Gamokatedi	Primary
36.	Maiphiniki Primary School	Gadiboe	Primary
37.	Makhubung Primary School	Makhubung	Primary
38.	Makolokomeng Primary School	Battlemount	Primary
39.	Mampestad Primary School	Loopeng	Primary
40.	Manyeding Primary School	Manyeding	Primary
41.	Maraditse Primary School	Klein-neira	Primary
42.	March Primary School	March	Primary
43.	Maremane Primary School	Padstow	Primary
44.	Masankong Primary School	Masankong	Primary
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.

### 2.1.6.8. 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'

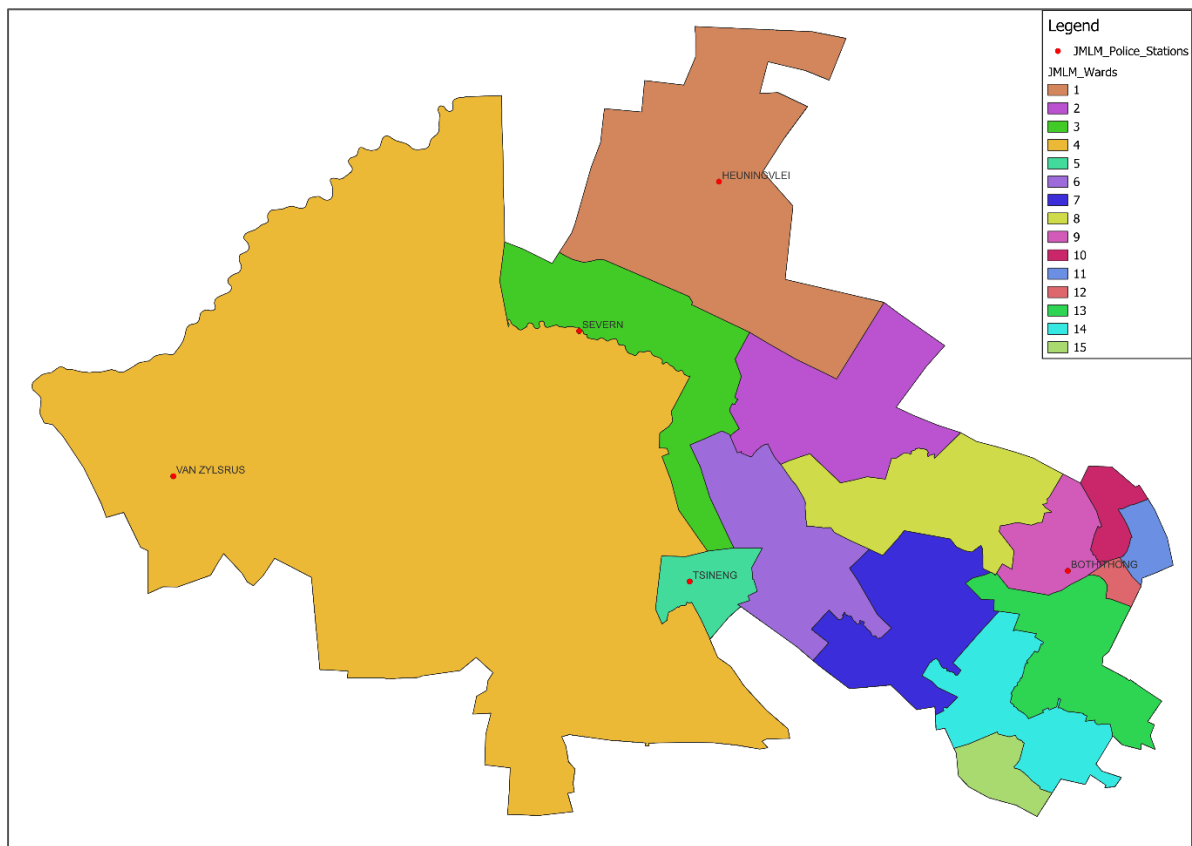
- All levels of Government
- Government Departments such as COGHSTA and Health
- Municipalities
- Organization of Civil Society
- All citizens and residents of South Africa

According to the 2016 Community Survey, the number of people who have been victims of crime is as follows:

Victim of crime in the past 12 months	
Yes	3787
No	80217
Do not know	75
Unspecified	122
Grand Total	84201
Yes	3787

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

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



## 2.2. Good Governance and Public Participation

**The following mechanisms were used for public participation:**

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

- **Media:** Public notice/ advert for community consultation meetings were advertised in local newspapers, shops, libraries and tribal offices. Ward Councillors and Ward Committees were requested to inform all community members in their wards. Traditional leaders were also requested to announce/ inform the community in their meetings/ funerals because they play role in promoting development in the municipal area. The Traditional leaders, community members, NGOs, Parastatals, and Sector Departments were invited to attend the public meetings.
- **IDP Representative Forum:** This forum is represented by all stakeholders. This is the main platform that was used to plan and discuss the community needs in an integrated manner.
- **Road Shows:** Through this platform, members of the community were transported by the municipality as to ensure that they make their submissions for incorporation to IDP community Consultation Meetings

- **Public Meetings**

Process for community participation was followed, schedule was prepared and publicized in public areas. The IDP Community consultations meetings for the 2025/26 Financial Year were held in all wards in November 2024 (needs analysis) and in April 2025 (presentation of Draft IDP and Budget).

- **Public Participation**

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

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

Priority Issues	Needs
Water	<ul style="list-style-type: none"><li>○ Insufficient Bulk water supply</li><li>○ Water Reticulation</li><li>○ Insufficient Reservoirs</li><li>○ Insufficient water</li><li>○ Refurbishment of boreholes</li></ul>

Priority Issues	Needs
	<ul style="list-style-type: none"> <li>○ Maintenance of taps and pumps</li> </ul>
<b>Roads / Streets and bridges</b>	<ul style="list-style-type: none"> <li>○ Opening of streets</li> <li>○ Rehabilitation streets</li> <li>○ Re-gravelling and grading</li> <li>○ Tarring of roads</li> <li>○ Paving of internal roads</li> <li>○ Upgrading of bridges</li> <li>○ Village boards</li> </ul>
<b>Sanitation</b>	<ul style="list-style-type: none"> <li>○ Insufficient sanitation</li> <li>○ Lack of bulk sewerage infrastructure</li> <li>○ Provision of flushing toilets</li> </ul>
<b>Human Settlement</b>	<ul style="list-style-type: none"> <li>○ Provision of land for housing development</li> <li>○ Provision of houses</li> <li>○ Emergency/ Disaster houses</li> </ul>
<b>Education</b>	<ul style="list-style-type: none"> <li>○ Provision of Schools</li> <li>○ Renovation of schools/ mobile classes</li> <li>○ Provision of learner transport</li> <li>○ Provision and renovation of ECDs</li> <li>○ Construction of higher institution (university) within JTG District Municipality</li> <li>○ Construction of special school (disabled people) within the jurisdiction of Joe Morolong Local Municipality</li> </ul>
<b>Health</b>	<ul style="list-style-type: none"> <li>○ Provision of Clinics</li> <li>○ Provision of Health Centres</li> <li>○ Provision of Mobile Clinics</li> <li>○ Provision of medicines and other equipment</li> <li>○ Renovation of clinics and Health Care Centres</li> <li>○ Health centres to operate 24 hours</li> <li>○ Employment of nurses and nurses</li> <li>○ Construction of hospital within the jurisdiction of Joe Morolong Local Municipality</li> </ul>
<b>Energy</b>	<ul style="list-style-type: none"> <li>○ Insufficient electrification</li> <li>○ Extensions and infills of electricity</li> <li>○ Power Failure</li> <li>○ High mast lights</li> <li>○ Upgrading of networks(towers)</li> </ul>
<b>Economic Growth and Development</b>	<ul style="list-style-type: none"> <li>○ Job creation through EPWP and CWP</li> <li>○ Removal of alien species (mekofi, mengana)</li> <li>○ Grazing land</li> <li>○ Farming</li> </ul>
<b>Safety and Security</b>	<ul style="list-style-type: none"> <li>○ Provision of Satellite Police stations</li> <li>○ Construction of police stations</li> </ul>
<b>Spatial Planning and Land Use Management</b>	<ul style="list-style-type: none"> <li>○ Servicing of sites</li> <li>○ Fast racking Land Claims</li> </ul>
<b>Social Development</b>	<ul style="list-style-type: none"> <li>○ Provision of Pay points</li> </ul>
<b>Community facilities</b>	<ul style="list-style-type: none"> <li>○ Provision of sports facilities</li> <li>○ Provision of recreational Halls</li> <li>○ Provision of Library</li> <li>○ Renovation of halls</li> <li>○ Renovation of sports facilities</li> </ul>
<b>Special Interest Groups</b>	<ul style="list-style-type: none"> <li>○ User friendly schools for disabled</li> <li>○ Skills development</li> </ul>

## 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 P. Bareki	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 P. Mmereki	PR Councillor

## Community Services

NO.	NAME	DESIGNATION
1	Cllr N.D Kgosieryleng	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, Risk, and Performance Committee

#### Committee composition

The Audit, Risk 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**

<b>NAME</b>	<b>DESIGNATION</b>
<b>Cllr K.N Tswere</b>	Chairperson
<b>Cllr P. Witbooi</b>	PR Councillor
<b>Cllr D.L Kopeledi</b>	PR Councillor
<b>Cllr G.G Kgositau</b>	Ward Councillor
<b>Cllr T.G Mosegedi</b>	Ward Councillor

<b>Cllr L.P Manankong</b>	Ward Councillor
<b>Cllr T.J Tikane</b>	PR Councillor
<b>Cllr M.J Gaetsewe</b>	PR Councillor
<b>Cllr O.V Mosimanyane</b>	PR Councillor

### **Primary functions of the MPAC**

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

### **2.3. Institutional Development and Transformation**

The Joe Morolong Local Municipality acknowledges that the realisation of its growth and development objectives as well as acceptable service delivery levels depend on the existence of a capable workforce. Therefore, as part of its organisational development, the municipality prioritises capacity development, development and implementation of policies that support individual development while also creating an exciting work place for everyone to voluntarily improve competencies and efficiencies.

The ability to evolve and respond adequately to the changing labour market and individual employee needs is also a critical imperative, which the municipality strives to achieve. The municipality further acknowledges that to realise these noble intents, a holistic approach to human resources management and development is required.

In terms of the Employment Equity (EE) Plan, the municipality recorded commendable progress despite a series of challenges experienced. In its efforts to meet the overall EE targets, the municipality is doing reasonably well in the senior and middle management levels. The biggest challenge, as with all organisations, is the underrepresentation of people with disabilities. Consideration of suitability to avoid discrimination of people with disabilities is one of the contributing factors.

The Corporate Services Department is responsible for the effective and efficient execution of all the supporting administrative functions that include support needed to attract, retain and develop talent in the municipality, the coordination of systems and processes, to enable the municipality to perform matters of service delivery. The department also administers the Municipality's human resource development and management, political offices, labour relations, information technology, facilities management and records management.

#### **2.3.1. Administrative Governance**

The Municipal Manager heads the municipal administration, with the support of the five heads of departments. The purpose of this senior management team is to perform activities that lead to the accomplishment of the mission and vision of Council. It is important for the Municipal Manager to develop an effective and efficient administration environment that allows for the successful implementation of the Integrated Development Plan (IDP). The heads of the different directorates manage the execution of the IDP based on their respective targets; which are aimed at responding to the needs of the communities and thereby ensuring service delivery.

### 2.3.2. Filling of critical posts

The posts of the Chief Financial Officer, Director: Corporate Services, Director: Community Services, and Director: Technical Services are currently vacant and will be filled in the 2025/2026 financial year.

### 2.3.3. Staff Establishment

There are 208 employees of which 20 were appointed on contract, 5 finance interns and 29 Councillors in the Municipality. The total number of posts as per the approved structure is 321, and there are 113 vacant posts.

Staff establishment as at 30 June 2024

Department	Incumbents	Vacancies	Total
Corporate Services	41	6	47
Office of the Municipal Manager	21	9	30
Community Services	29	31	60
Technical Services	72	59	131
Financial Services	37	5	42
Economic Development Planning and Tourism	08	3	11
<b>TOTAL</b>	<b>208</b>	<b>113</b>	<b>321</b>

## 2.4. Local Economic Development

Joe Morolong Local Municipality is predominantly rural, but very rich with mineral resources which informs the presence of the different mining houses. There is a mix of rural and semi-urban areas concentrated around Hotazel and Vanzylsrus. The 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 are also implemented in numerous villages.

The dominant sectors are mining and agriculture. The local communities mostly 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 infrastructure projects.

### **2.4.1. Potential Economic Sectors**

#### **2.4.1.1. Construction**

The construction industry plays a significant role in the economy of Joe Morolong and has been mainly driven by government sector. This sector mainly takes place through government initiatives 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 for the economy to thrive.

#### **2.4.1.2. Agriculture**

There are commercial and small scale farmers within JMLM. This is an area that needs both the Municipality and the Department of Agriculture, Rural Development and Land Reform to work together to ensure that the produce of our farmers is 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 of Agriculture in order to leverage the transfer of skills.

#### **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

#### **2.4.1.3. Manufacturing**

Manufacturing is one sector that has been highly overlooked and it remains amongst the prioritised sectors within Joe Morolong Municipality that has been identified as key economic sectors within the jurisdiction.

### **2.4.2. Dominant economic sectors and job creation initiatives by the municipality**

#### **2.4.2.1. Mining**

The JMLM area has mainly manganese and iron ore deposits and actual operating mines. 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 the residents.

JMLM has the following mines in our area: United of Manganese of Kalahari, South 32, Assmang Blackrock, Tshipi-e-Ntle, Kalagadi Manganese, Kudumane Mining Resources, East Manganese, Sebilo Resources. The mines contribute to the socio-economic development of our municipality through SLP (Social Labour Plan) by implementing different projects and programmes.

#### **2.4.2.2. Tourism**

Joe Morolong Local Municipality is a rural area, a fact that works to the municipality's advantage. There are a number of attractions and heritage sites that could be visited. Tourism consists mainly of hunting and 4x4 drifting. Tourism is one of the most important economic contributions to both provincial and regional areas in the Northern Cape. All tourism sites need to be developed to contribute to livelihoods of local communities.

##### **a) Tourism attractions sites**

Ward	Area	Attraction
<b>1</b>	Heuningvlei	Heuningvlei caves
		Heuningvlei salt pan
<b>3</b>	Laxey	Laxey caves
	Madibeng	Mamasilo caves
<b>4</b>	Middleputs	Madala Safari Game Farm
		Mahapakgole
<b>7</b>	Logobate	Logobate Cave
<b>9</b>	Kiang Kop	Kiang Kop
	Bothithong	Bothithong Missionary Cemeteries
		Joe Morolong's Grave
<b>12</b>	Dithakong	Dikgageng cave
		Roman church
		Initiation school
<b>15</b>	Manyeding	Setlhare sa Batlhaping

##### **b) Accommodation in Joe Morolong**

Ward	Area	Attraction
<b>1</b>	Heuningvlei	Heuningvlei Guest House
		Dithaba Lodge
<b>4</b>	Hotazel	Ber sheba Guest House
		Kalahari Cottage
	<b>Vanzylsrus</b>	Van Zylsrus Hotel
		Kalagadi Guest House
		Leeupan Guest Farm
		Affieplaies Guest House

##### **c) Tourism Exhibitors**

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

Ward	Area	Attraction
1	Heuningvlei	Ditomagano Arts Foundation
		Logong Seikokotlelo Crafters
2	Loopeng	Mathanthas Arts and Crafts
7	Ga-Sehunelo Wyk 7	Aganang Hand Works
9	Bothitong	Molale Arts and Crafts
12	Dithakong	Podi Boswa Arts and Crafts



## 2.5. Municipal Financial Management and Viability

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; as well as the SDF/LUS, which are used to manage open spaces; 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.

### 2.5.1. Asset management

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

COUNCIL FUNCTION	ASSET MANAGEMENT ISSUES
<b>Social planning</b> (Strategic focus) <ul style="list-style-type: none"> <li>○ Principally designed to support growth</li> <li>○ Optimising public sector investment</li> </ul>	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?
<b>Service delivery</b> (Operational focus) Principally designed to support existing community services	
<b>Asset services</b> (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. Eskom and the Office of the Auditor General.

### **2.5.2. 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:**

- Property rates policy
- Asset disposal policy
- Budget policy
- Contract management policy
- Cost containment policy
- Funding and reserves policy
- Banking and investment policy
- Fixed asset policy
- Bad debt write-off policy
- Credit control and debt collection policy
- Fraud and anti-corruption policy
- Fraud and anti-corruption response plan
- Indigent support policy
- Tariff policy
- Whistle blowing policy
- UIFW policy

- Virement policy
- Preferential procurement policy
- Property rates by-law
- SCM policy
- Travel and subsistence policy
- Consultancy Reduction Plan
- Revenue Enhancement Strategy

### **2.5.3. Debt collection**

Joe Morolong Local Municipality reviewed the Credit Control and Debt Collection with the aim of increasing revenue collection. This Policy guides the municipality on all credit control actions to recover outstanding debt from consumers. In adopting this policy, Council recognizes its constitutional obligations to develop the local economy and to provide acceptable services to its residents. It simultaneously acknowledges that it cannot fulfil 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.

### **2.5.4. Revenue Enhancement**

The municipality is experiencing challenges that are inherent in the Local Government Sector (municipalities) in that the level of municipal generated revenue is not at the level where the municipality would like it to be. As a result, Council has adopted a Revenue Enhancement Strategy, which is a combination of bringing about additional revenue streams and also increasing revenue within existing revenue streams. It includes revenue categories not ordinarily expected to derive substantial revenue in rand value terms and equally revenue categories where substantial revenue is expected, in other words it looks at actual and potential municipal revenue across the spectrum. The strategy includes short-term revenue enhancement goals, medium term and long-term goals. It also focuses on the factors affecting collection on the current streams.

### **2.5.5. 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

# 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 2022/23	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 2025	31 Aug	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 IDP/Budget community consultation meetings bi-annually held in all wards by 30 June 2026	30	30	30	30	30
3.	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 2026	31 Mar	31 Mar	31 Mar	31 Mar	31 Mar
4.	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 2026	31 May	31 May	31 May	31 May	31 May
5.	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 2026	30 Jun	30 Jun	30 Jun	30 Jun	30 Jun
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 the Mayor by 30 June 2026	30 Jun	30 Jun	30 Jun	30 Jun	30 Jun
7.	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 submitted to Council by 30 June 2026	4	4	4	4	4
8.	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 2025	31 Aug	31 Aug	31 Aug	31 Aug	31 Aug
9.	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 2026	31 Jan	31 Jan	31 Jan	31 Jan	31 Jan
10.	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 2025	6	6	6	6	6

KPI No.	Key Performance Area	IDP Programme/ Priority Area	Strategic Objective	Key Performance Indicator	FY 2022/23	FY 2023/24	FY 2024/25	FY 2025/26	FY 2026/27
11.	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 2026	4	4	4	4	4
12.	Good Governance and Community Participation	Sustainable Development Orientated Municipality	To ensure MSCOA compliance	Number of quarterly MSCOA and IT meetings held by 30 June 2026	4	4	4	4	4
13.	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	Local AIDS council established by 30 June 2026	-	-	-	30 Jun	-
14.	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 submitted to the Municipal Manager by 30 June 2026	4	4	4	4	4
15.	Good Governance and Public Participation	Sustainable Development Orientated Municipality	To improve public participation	Number of quarterly Ward Committee meetings held by 30 June 2026	180	180	180	180	180
16.	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 2026	4	4	4	4	4
17.	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 2026	4	4	4	4	4
18.	Good Governance and Community Participation	Sustainable Development Orientated Municipality	To govern municipal affairs	System of delegation developed and submitted to Council by 31 July 2025	31 Jul	31 Jul	31 Jul	31 Jul	31 Jul
19.	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 2026	30 Jun	30 Jun	30 Jun	30 Jun	30 Jun
20.	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 submitted to the Municipal Manager by 30 June 2026	4	4	4	4	4
21.	Good Governance and Community Participation	Sustainable Development Orientated Municipality	To manage risks in the Municipality	Operational risk management assessment registers developed	30 Jun	30 Jun	30 Jun	30 Jun	30 Jun

KPI No.	Key Performance Area	IDP Programme/ Priority Area	Strategic Objective	Key Performance Indicator	FY 2022/23	FY 2023/24	FY 2024/25	FY 2025/26	FY 2026/27
				and submitted to the Municipal Manager by 30 June 2026					
22.	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 submitted to the Municipal Manager by 30 June 2026	4	4	4	4	4
23.	Good Governance and Community Participation	Sustainable Development Orientated Municipality	To assist the municipality to achieve its objectives	Number of quarterly reports on internal audit submitted to Municipal Manager by 30 June 2026	4	4	4	4	4
24.	Good Governance and Community Participation	Sustainable Development Orientated Municipality	To promote oversight and public accountability	Number of reports on MPAC submitted to the Municipal Manager by 30 June 2026	4	4	4	4	4
25.	Good Governance and Community Participation	Sustainable Development Orientated Municipality	To ensure legal compliance	Number of quarterly reports on Legal Services matters submitted to the Municipal Manager by 30 June 2026	4	4	4	4	4
26.	Good Governance and Community Participation	Sustainable Development Orientated Municipality	To ensure legal compliance	% of SLAs, MOUs and MOAs reviewed per request by 30 June 2026	100%	100%	100%	100%	100%
27.	Good Governance and Community Participation	Sustainable Development Orientated Municipality	To ensure legal compliance	% of Municipal By-Laws published and gazetted by 30 June 2026	100%	100%	100%	100%	100%
28.	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 2026	4	4	4	4	4
29.	Municipal Transformation & Institutional Development	Sustainable Development Orientated Municipality	To provide integrated human resource service	Annual workshop on policies held by 31 May 2026	31 May	31 May	31 May	31 May	31 May
30.	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 2026	30 Jun	30 Jun	30 Jun	30 Jun	30 Jun
31.	Good Governance and Community Participation	Sustainable Development Orientated Municipality	To govern municipal affairs	Number of quarterly Council meetings held by 30 June 2026	4	4	4	4	4
32.	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 2026	4	4	4	4	4
33.	Good Governance and Community Participation	Sustainable Development Orientated Municipality	To ensure legal compliance	Number of quarterly reports on Labour relations matters submitted	4	4	4	4	4



KPI No.	Key Performance Area	IDP Programme/ Priority Area	Strategic Objective	Key Performance Indicator	FY 2022/23	FY 2023/24	FY 2024/25	FY 2025/26	FY 2026/27
				to the Municipal Manager by 30 June 2026					
34.	Municipal Transformation & Institutional Development	Sustainable Development Orientated Municipality	To provide integrated human resource service	Number of quarterly reports on Employment Equity Plan (EEP) submitted to the Municipal Manager by 30 June 2026	4	4	4	4	4
35.	Municipal Transformation & Institutional Development	Sustainable Development Orientated Municipality	To provide integrated human resource service	Number of quarterly reports on job descriptions developed/reviewed submitted to the Municipal Manager by 30 June 2026	4	4	4	4	4
36.	Municipal Transformation & Institutional Development	Sustainable Development Orientated Municipality	To provide integrated human resource service	Number of vacant budgeted positions filled by 30 June 2026	86	86	86	86	86
37.	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 2026	30 Jun	30 Jun	30 Jun	30 Jun	30 Jun
38.	Municipal Transformation & Institutional Development	Sustainable Development Orientated Municipality	To provide integrated human resource service	Number of quarterly training reports submitted to the Municipal Manager by 30 June 2026	4	4	4	4	4
39.	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 2026	4	4	4	4	4
40.	Municipal Transformation & Institutional Development	Sustainable Development Orientated Municipality	To provide auxiliary services	Number of quarterly facilities management reports developed and submitted to the Municipal Manager by 30 June 2026	4	4	4	4	4
41.	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 2026	4	4	4	4	4
42.	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 submitted to the Municipal Manager by 30 June 2026	4	4	4	4	4

KPI No.	Key Performance Area	IDP Programme/ Priority Area	Strategic Objective	Key Performance Indicator	FY 2022/23	FY 2023/24	FY 2024/25	FY 2025/26	FY 2026/27
43.	Basic Service Delivery and Infrastructure Development	Road and Stormwater	To provide roads and stormwater services	Kilometres of Ncwelengwe Internal Road upgraded from gravel to paving blocks by 30 June 2026	2.2km	2.2km	1.5km	0.64km	-
44.	Basic Service Delivery and Infrastructure Development	Road and Stormwater	To provide roads and stormwater services	Kilometres of Gahuwe to Dithakong Access Road upgraded from gravel to paving blocks by 30 June 2025	1.8km	1.8km	1.5km	0.9km	-
45.	Basic Service Delivery and Infrastructure Development	Road and Stormwater	To provide roads and stormwater services	Kilometres of Tsinengkop Access Road upgraded from gravel to paving blocks by 30 June 2025	-	-	-	1.2km	-
46.	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 2026	4	4	4	4	4
47.	Basic Service Delivery and Infrastructure Development	Water and Sanitation	To provide bulk water and sanitation services	Number of water supply projects completed in by 30 June 2026	6	6	5	12	9
48.	Basic Service Delivery and Infrastructure Development	Water and Sanitation	To provide bulk water and sanitation services	Number of boreholes refurbished by 30 June 2026	6	6	5	5	9
49.	Basic Service Delivery and Infrastructure Development	Water and Sanitation	To provide bulk water and sanitation services	Number of quarterly operations and maintenance reports on water, sanitation and electricity submitted to the Municipal Manager by 30 June 2026	4	4	4	4	4
50.	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 2026	4	4	4	4	4
51.	Basic Service Delivery and Infrastructure Development	Water and Sanitation	To provide bulk water and sanitation services	Number of households provided with sanitation by 30 June 2026	405	405	450	250	480
52.	Basic Service Delivery and Infrastructure Development	Fleet Management	To provide fleet management services	Number of quarterly fleet management reports submitted to the Municipal Manager by 30 June 2026	4	4	4	4	4
53.	Basic Service Delivery and Infrastructure Development	Electricity	To provide electricity services	Number of dwellings provided with new connections to the mains supply by Eskom within municipal jurisdiction by 30 June 2026	-	-	-	1388	1388

KPI No.	Key Performance Area	IDP Programme/ Priority Area	Strategic Objective	Key Performance Indicator	FY 2022/23	FY 2023/24	FY 2024/25	FY 2025/26	FY 2026/27
54.	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 2026	4	4	4	4	4
55.	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 2026	100%	100%	100%	100%	100%
56.	Basic Service Delivery and Infrastructure Development	Town and Regional Planning	To implement the Spatial Planning and Land Use Management Act (SPLUMA)	% of building plans quarterly processed as per request by 30 June 2026	100%	100%	100%	100%	100%
57.	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 2026	30 Jun	30 Jun	30 Jun	30 Jun	30 Jun
58.	Basic Service Delivery and Infrastructure Development	Integrated human settlements	To promote integrated human settlement planning	Number of quarterly housing data collection reports submitted to the Municipal Manager by 30 June 2026	4	4	4	4	4
59.	Basic Service Delivery and Infrastructure Development	Integrated human settlements	To promote integrated human settlement planning	Housing Sector Plan developed by 30 June 2026	-	-	30 Jun	30 Jun	30 Jun
60.	Basic Service Delivery and Infrastructure Development	Integrated human settlements	To promote integrated human settlement planning	Number of quarterly housing quarterly consumer education awareness campaigns held by 30 June 2026	4	4	4	4	4
61.	Basic Service Delivery and Infrastructure Development	Safe and Healthy Environments	To provide environmental management services	Number of quarterly environmental awareness campaigns held by 30 June 2026	4	4	4	4	4
62.	Basic Service Delivery and Infrastructure Development	Safe and Healthy Environments	To provide environmental management services	Number of bi-annual environmental clean-up campaigns held by 30 June 2026	-	-	-	2	2
63.	Basic Service Delivery and Infrastructure Development	Disaster Management	To provide Disaster Management Services	Number of quarterly road safety awareness campaigns held by 30 June 2026	-	-	-	4	4
64.	Basic Service Delivery and Infrastructure Development	Safe and Healthy Environments	To provide environmental management services	Number of quarterly awareness campaigns on the usage of recreational facilities held by 30 June 2026	4	4	4	4	4

KPI No.	Key Performance Area	IDP Programme/ Priority Area	Strategic Objective	Key Performance Indicator	FY 2022/23	FY 2023/24	FY 2024/25	FY 2025/26	FY 2026/27
65.	Basic Service Delivery and Infrastructure Development	Safe and Healthy Environments	To provide environmental management services	Number of quarterly awareness campaigns on the usage of recreational facilities held by 30 June 2026	4	4	4	4	4
66.	Basic Service Delivery and Infrastructure Development	Disaster Management	To provide Disaster Management Services	Number of quarterly disaster management awareness campaigns held by 30 June 2026	4	4	4	4	4
67.	Basic Service Delivery and Infrastructure Development	Disaster Management	To provide Disaster Management Services	Number of quarterly Veld and Forest fire suppression and emergency incidents reports submitted to the Municipal Manager by 30 June 2026	4	4	4	4	4
68.	Basic Service Delivery and Infrastructure Development	Disaster Management	To provide Disaster Management Services	Number of quarterly progress reports on the establishment of the Fire and Emergency Rescue Unit submitted to the Municipal Manager by 30 June 2026	4	4	4	4	4
69.	Basic Service Delivery and Infrastructure Development	Disaster Management	To provide Disaster Management Services	Occupational safety and emergency plan developed by 30 June 2026	-	-	30 June	30 June	30 June
70.	Basic Service Delivery and Infrastructure Development	Disaster Management	To provide Disaster Management Services	Disaster Management Plan annually reviewed by 30 June 2026	-	-	1	1	1
71.	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 2026	818	818	834	834	834
72.	Basic Service Delivery and Infrastructure Development	Community Development	To provide refuse removal	Number of internal audits performed on landfill sites by 30 June 2026	2	2	2	2	2
73.	Basic Service Delivery and Infrastructure Development	Refuse Removal	To provide refuse removal services	Climate Adaptation Plan annually reviewed by 30 June 2026	-	-	-	30 Jun	-
74.	Basic Service Delivery and Infrastructure Development	Community Development	To develop community facilities	Dithakong sports field renovated by 30 June 2026	-	-	30 Jun	30 Jun	30 Jun
75.	Basic Service Delivery and Infrastructure Development	Community Development	To develop community facilities	Number of sports fields maintained by 30 June 2026	2	2	2	1	2

KPI No.	Key Performance Area	IDP Programme/ Priority Area	Strategic Objective	Key Performance Indicator	FY 2022/23	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	Community hall constructed at Perdmonkie by 30 June 2026	-	-	-	30 Jun	30 Jun
77.	Basic Service Delivery and Infrastructure Development	Community Development	To develop community facilities	Number of community halls maintained by 30 June 2026	4	4	4	6	4
78.	Basic Service Delivery and Infrastructure Development	Community Development	To develop community facilities	Number of quarterly traffic and licensing reports submitted to the Municipal Manager by 30 June 2026	4	4	4	4	4
79.	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 2026	31 Mar	31 Mar	31 Mar	31 Mar	31 Mar
80.	Basic Service Delivery and Infrastructure Development	Community Development	To develop community facilities	Memorandum of Understanding (MOU) on library services annually submitted to DSAC by 30 June 2026	30 Jun	30 Jun	30 Jun	30 Jun	30 Jun
81.	Basic Service Delivery and Infrastructure Development	Community Development	To develop community facilities	Number quarterly reports on library programmes submitted to the Municipal Manager and the Department of Sport, Arts and Culture by 30 June 2026	4	4	4	4	4
82.	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 January 2026	31 Jan	31 Jan	31 Jan	31 Jan	31 Jan
83.	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 submitted to Council by 30 June 2026	30 Jun	30 Jun	30 Jun	30 Jun	30 Jun
84.	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 submitted to the Municipal Manager by 30 June 2026	12	12	12	12	12
85.	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 2025	31 Aug	31 Aug	31 Aug	31 Aug	31 Aug
86.	Municipal Financial Management & Viability	Sustainable Development Orientated Municipality	To promote and enhance the financial viability of the municipality	Number of quarterly reports on timeous billing and mailing of accounts to customers submitted to the Municipal Manager by 30 June 2026	4	4	4	4	4

KPI No.	Key Performance Area	IDP Programme/ Priority Area	Strategic Objective	Key Performance Indicator	FY 2022/23	FY 2023/24	FY 2024/25	FY 2025/26	FY 2026/27
87.	Municipal Financial Management & Viability	Sustainable Development Orientated Municipality	To promote and enhance the financial viability of the municipality	Number of households billed for water by 30 June 2026	-	-	654	654	654
88.	Municipal Financial Management & Viability	Sustainable Development Orientated Municipality	To promote and enhance the financial viability of the municipality	Number of households billed for water by 30 June 2026	-	-	420	420	420
89.	Municipal Financial Management & Viability	Sustainable Development Orientated Municipality	To promote and enhance the financial viability of the municipality	Number of indigent households supported with free basic services by 30 June 2026	-	-	2700	2700	2700
90.	Municipal Financial Management & Viability	Sustainable Development Orientated Municipality	To promote and enhance the financial viability of the municipality	Bad debts report annually submitted to Council by 30 June 2026	30 Jun	30 Jun	30 Jun	30 Jun	30 Jun
91.	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 submitted to the Municipal Manager by 30 June 2026	12	12	12	12	12
92.	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 2026	30 Jun	30 Jun	30 Jun	30 Jun	30 Jun
93.	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 2026	28 Feb	28 Feb	28 Feb	28 Feb	28 Feb
94.	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 2026	31 Mar	31 Mar	31 Mar	31 Mar	31 Mar
95.	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 2026	31 May	31 May	31 May	31 May	31 May
96.	Municipal Financial Management & Viability	Sustainable Development Orientated Municipality	To promote and enhance the financial viability of the municipality	Number of monthly Section 71 reports submitted to the Municipal Manager and Treasury by 30 June 2026	12	12	12	12	12
97.	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 2026	31 Jan	31 Jan	31 Jan	31 Jan	31 Jan
98.	Municipal Financial Management & Viability	Sustainable Development Orientated Municipality	To promote and enhance the financial viability of the municipality	Number of quarterly reports on withdrawals submitted the Municipal Manager by 30 June 2026	4	4	4	4	4
99.	Municipal Financial Management & Viability	Sustainable Development Orientated Municipality	To promote and enhance the financial viability of the municipality	Number of quarterly conditional grants expenditure reports submitted to the Municipal Manager and Treasury by 30 June 2026	4	4	4	4	4

KPI No.	Key Performance Area	IDP Programme/ Priority Area	Strategic Objective	Key Performance Indicator	FY 2022/23	FY 2023/24	FY 2024/25	FY 2025/26	FY 2026/27
100.	Municipal Financial Management & Viability	Sustainable Development Orientated Municipality	To promote and enhance the financial viability of the municipality	Number of quarterly reports on investments made submitted to the Municipal Manager by 30 June 2026	4	4	4	4	4
101.	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 the Municipal Manager by 30 June 2026	4	4	4	4	4
102.	Municipal Financial Management & Viability	Sustainable Development Orientated Municipality	To promote and enhance the financial viability of the municipality	Number of quarterly reports on inventory stock counts submitted to the Municipal Manager by 30 June 2026	4	4	4	4	4
103.	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 2025	30 Sep	30 Sep	30 Sep	30 Sep	30 Sep
104.	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 submitted to Council by 30 June 2026	4	4	4	4	4
105.	Municipal Financial Management & Viability	Sustainable Development Orientated Municipality	To promote and enhance the financial viability of the municipality	Number of quarterly reports on the monitoring of the performance of contracts submitted to Council by 30 June 2026	4	4	4	4	4
106.	Municipal Financial Management & Viability	Sustainable Development Orientated Municipality	To promote and enhance the financial viability of the municipality	Number of quarterly reports on the Unauthorized Irregular, Fruitless and Wasteful expenditure submitted to the Municipal Manager by 30 June 2026	4	4	4	4	4
107.	Municipal Financial Management & Viability	Sustainable Development Orientated Municipality	To ensure that the municipal assets are properly safeguarded	Updated GRAP compliant asset registers annually developed and submitted to Office of the Auditor General by 31 August 2025	31 Aug	31 Aug	31 Aug	31 Aug	31 Aug
108.	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 submitted to submitted to the Municipal Manager by 30 June 2026	4	4	4	4	4
109.	Municipal Financial Management & Viability	Sustainable Development Orientated Municipality	To ensure that the municipal assets are properly safeguarded	Disposal report annually submitted to Council by 30 June 2026	30 June	30 June	30 June	30 June	30 June
110.	Local Economic Development	Local Economic Development	To promote local economic development	Number of jobs created through EPWP and infrastructure projects by 30 June 2026	240	240	240	240	240

KPI No.	Key Performance Area	IDP Programme/ Priority Area	Strategic Objective	Key Performance Indicator	FY 2022/23	FY 2023/24	FY 2024/25	FY 2025/26	FY 2026/27
111.	Local Economic Development	Local Economic Development	To promote local economic development	Number of LED projects financially supported by 30 June 2026	-	-	15	15	15
112.	Local Economic Development	Local Economic Development	To promote local economic development	Number of quarterly municipal business licenses progress reports submitted to the Municipal Manager by 30 June 2026	4	4	4	4	4
113.	Local Economic Development	Local Economic Development	To promote local economic development	Number of quarterly SLP progress reports submitted to the Municipal Manager by 30 June 2026	4	4	4	4	4
114.	Local Economic Development	Local Economic Development	To promote local economic development	Number of quarterly LED Forum meetings held by 30 June 2026	4	4	4	4	4
115.	Local Economic Development	Local Economic Development	To promote local economic development	LED summit annually held by 30 June 2026	30 June	30 June	30 June	30 June	30 June
116.	Local Economic Development	Local Economic Development	To promote local economic development	LED Strategy reviewed by 30 June 2026	-	-	30 June	30 June	30 June
117.	Local Economic Development	Local Economic Development	To promote economic development	Number of quarterly Bowden Farm monitoring reports submitted to the Municipal Manager by 30 June 2026	4	4	4	4	4
118.	Local Economic Development	Local Economic Development	To promote local economic development	Number of business plans for the funding of an artisanal skills development programme submitted to potential funders by 30 June 2026	-	-	2	2	2
119.	Local Economic Development	Local Economic Development	To enhance tourism development	Joe Morolong tourism exhibition annually held by 30 June 2026	-	-	-	30 June	30 June
120.	Local Economic Development	Local Economic Development	To enhance tourism development	Tourism exhibition (EXPO) annually attended by 30 June 2026	30 June	30 June	30 June	30 June	30 June
121.	Local Economic Development	Local Economic Development	To enhance tourism development	Number of quarterly reports on tourism attraction sites identified submitted to the Municipal Manager by 30 June 2026	4	4	4	4	4



### 3.2. Joe Morolong Prioritised Projects/Programmes per Ward 2025/2026 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 provided with Sanitation by 30 June 2026	Water and Sanitation	Makhubung	Makhubung Dry Sanitation	MIG	R 3 000 000,00
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	Makhubung Heuningvlei Perth	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	Tsiloane	Housing data collection in	JMLM	N/A
Basic Services Delivery and Infrastructure Development	To provide environmental management services	1 environmental awareness campaign held per quarter	Safe and Healthy Environments	Tsiloane	Environmental awareness campaign	JMLM	N/A
Basic Services Delivery and Infrastructure Development	To provide traffic and law enforcement services	1 road safety awareness campaigns held per quarter	Safe and Healthy Environments	Tsiloane	Road safety awareness campaigns	JMLM	N/A

## WARD 02

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 water supply projects completed by 30 June 2026	Water and Sanitation	Padstow	Padstow Water Supply	MIG	R 7 403 316,45
Basic Services Delivery and Infrastructure Development	To provide bulk water and sanitation services	Number of water supply projects completed by 30 June 2026	Water and Sanitation	Cahar	Cahar Water Supply	MIG	R 8 605 178,45
Basic Services Delivery and Infrastructure Development	To provide bulk water and sanitation services	Number of water supply projects completed by 30 June 2026	Water and Sanitation	Slough/Loopeng	Slough/Loopeng Water Supply Phase 3	KUMBA	R 9 000 000,00
Basic Services Delivery and Infrastructure Development	To provide bulk water and sanitation services	Number of water supply projects completed by 30 June 2026	Water and Sanitation	Loopeng	Loopeng Water Supply	KMR	R 4 000 000,00
Basic Services Delivery and Infrastructure Development	To provide bulk water and sanitation services	Number of households provided with Sanitation by 30 June 2026	Water and Sanitation	Gapitia	Gapitia Dry Sanitation	MIG	R 1 927 250,31
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 Padstow	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 Mathanthanyaneng Garapoana	Housing data collection	JMLM	N/A
Basic Services Delivery and Infrastructure Development	To provide environmental management services	1 environmental awareness campaign held per quarter	Safe and Healthy Environments	Padstow	Environmental awareness campaign	JMLM	N/A
Basic Service Delivery and Infrastructure Development	To provide disaster management services	1 disaster management awareness campaigns held per quarter	Disaster Management	Padstow	Disaster management awareness campaign	JMLM	N/A
Basic Services Delivery and Infrastructure Development	To provide environmental management services	1 awareness campaigns on the usage of recreational facilities held per quarter	Safe and Healthy Environments	Padstow	Usage of recreational facilities awareness campaign	JMLM	N/A
Basic Services Delivery and Infrastructure Development	To provide traffic and law enforcement services	1 road safety awareness campaigns held per quarter	Safe and Healthy Environments	Padstow	Road safety awareness campaigns	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 water supply projects completed by 30 June 2026	Water and Sanitation	March	March Water Supply	MIG	R 8 803 095,90
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	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	March Bosra Penryn	Housing data collection	JMLM	N/A
Basic Services Delivery and Infrastructure Development	To provide environmental management services	1 environmental awareness campaign held per quarter	Safe and Healthy Environments	Laxey	Environmental awareness campaign	JMLM	N/A
Basic Service Delivery and Infrastructure Development	To provide disaster management services	1 disaster management awareness campaigns held per quarter	Disaster Management	Laxey	Disaster management awareness campaign	JMLM	N/A
Basic Services Delivery and Infrastructure Development	To provide environmental management services	1 awareness campaigns on the usage of recreational facilities held per quarter	Safe and Healthy Environments	Laxey	Usage of recreational facilities awareness campaign	JMLM	N/A
Basic Services Delivery and Infrastructure Development	To provide traffic and law enforcement services	1 road safety awareness campaigns held per quarter	Safe and Healthy Environments	Laxey	Road safety awareness campaigns	JMLM	N/A

## WARD 04

KPA	Strategic Objective	KPI	IDP Programme/ Priority Area	Villages	Name of project	Funder	Budget
Basic Services Delivery and Infrastructure Development	To Provide Surveyed sites	Number of Surveyed Sites at Vanzylsrus	Survey	Vanzylsrus	Survey of Sites	JMLM	R 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	Ablution facilities constructed for Vanzylsrus landfill site	JMLM	R 100 000,00
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	R 700 000,00
Basic Service Delivery and Infrastructure Development	To develop community facilities	Number of ECD centres constructed	Integrated human settlements	Magobing	Construction of Magobing Early Childhood Development Centre	KMR SLP	R 2 635 012,00
Basic Service Delivery and Infrastructure Development	To develop community facilities	Number of Health Care centres constructed	Integrated human settlements	Magobing/Magojaneng	Construction of Magobing / Magojaneng Health Care Centre	KMR SLP	R 3 000 000,00
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	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	Hotazel	Housing data collection	JMLM	N/A
Basic Services Delivery and Infrastructure Development	To provide traffic and law enforcement services	1 road safety awareness campaigns held per quarter	Safe and Healthy Environments	Hotazel	Road safety awareness campaigns	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 water supply projects completed by 30 June 2026	Water and Sanitation	Dinokaneng	Dinokaneng Water Supply	MIG	R 2 710 140,95
Basic Services Delivery and Infrastructure Development	To provide bulk water and sanitation services	Number of boreholes refurbished by 30 June 2026	Water and Sanitation	Mmatoro	Mmatoro Borehole Refurbishment	WSIG	R 1 186 039,03
Basic Services Delivery and Infrastructure Development	To develop community facilities	Number of Community Halls maintained	Community Development	Tsineng Village	Renovation of Community Hall	KMR SLP	R 500 000,00
Basic Services Delivery and Infrastructure Development	To provide roads and stormwater services	Km's of Roads Upgraded from Gravel to Paved	Road and Stormwater	Tsinengkop	Tsinengkop Access Road	UMK	R 10 000 000,00
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	Kanana Maipeing	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	Dinokaneng	Housing data collection	JMLM	N/A
Basic Services Delivery and Infrastructure Development	To provide environmental management services	2 environmental clean-up campaign conducted in a year	Safe and Healthy Environments	Tsineng	Environmental Clean-up 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 in by 30 June 2026	Water and Sanitation	Metsimantsi Wyk 2	Borehole Refurbishment - Metsimantsi Wyk 2	WSIG	R 1 500 000,00
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 develop community facilities	Number of ECD centres constructed	Integrated human settlements	Mosekeng	Construction of Mosekeng Early Childhood Development Centre		R 2 635 012.00
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	Galotlhare	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	Tlapeng Ntswaneng	Housing data collection	JMLM	N/A
Basic Services Delivery and Infrastructure Development	To provide traffic and law enforcement services	1 road safety awareness campaigns held per quarter	Safe and Healthy Environments	N/A	Road safety awareness campaigns	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 water supply projects completed by 30 June 2026	Water and Sanitation	Logobate	Logobate Water Supply	WSIG	R 11 220 367,83
Basic Services Delivery and Infrastructure Development	To provide bulk water and sanitation services	Number of boreholes refurbished in Gasehunelo Wyk 10 by 30 June 2026	Water and Sanitation	Gasehunelo Wyk 10	Gasehunelo Wyk 10 Borehole Refurbishment	WSIG	R 1 200 000,00
Basic Services Delivery and Infrastructure Development	To provide bulk water and sanitation services	Number of boreholes refurbished in Gasehunelo Wyk 5 by 30 June 2026	Water and Sanitation	Gasehunelo Wyk 5	Gasehunelo Wyk 5 Refurbishment	WSIG	R 1 200 000,00
Basic Services Delivery and Infrastructure Development	To provide bulk water and sanitation services	Number of water supply projects completed by 30 June 2026	Water and Sanitation	Cardington	Cardington	WSIG	R 3 000 000,00
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	R 1 000 000,00
						KUMBA	R 10 000 000,00
Basic Services Delivery and Infrastructure Development	Provide Roads and Stormwater	Km's of Roads Upgraded from Gravel to Paved	Road and Stormwater	Churchill	Churchill road	UMK	R 5 000 000,00
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	Suurdig Gasehunelo Wyk 5	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 Kgebetwane Radiatsongwa	Housing data collection	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 water supply projects completed by 30 June 2026	Water and Sanitation	Doxon 1&2	Doxon 1&2 Water Supply Phase 2	WSIG	R 8 999 878,26
Basic Services Delivery and Infrastructure Development	To provide bulk water and sanitation services	Number of water supply projects completed by 30 June 2026	Water and Sanitation	Gamorona	Gamorona Water Supply	UMK	R 3 000 000,00
Basic Services Delivery and Infrastructure Development	To provide bulk water and sanitation services	Number of households provided with Sanitation by 30 June 2026	Water and Sanitation	Gamorona	Gamorona Dry Sanitation	MIG	R 2 992 652,48
Basic Services Delivery and Infrastructure Development	To provide bulk water and sanitation services	Number of households provided with Sanitation by 30 June 2026	Water and Sanitation	Bendell	Bendell Dry Sanitation	MIG	R 2 000 000,00
Basic Services Delivery and Infrastructure Development	To provide bulk water and sanitation services	Number of water supply projects completed by 30 June 2026	Water and Sanitation	Magobing-East	Magobing-East Water Supply	MIG	R 3 901 705,46
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	Bendel	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	Gamorona	Housing data collection	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 roads and stormwater services	Km's of Roads Upgraded from Gravel to Paved	Road and Stormwater	Kiangkop	Kiangkop Access Road	KMR	R 16 311 124,44
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	Bothitong	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	Mammebe	Housing data collection	JMLM	N/A
Basic Services Delivery and Infrastructure Development	To provide environmental management services	2 environmental clean-up campaign conducted in a year	Safe and Healthy Environments		Environmental clean-up campaign	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 water supply projects completed by 30 June 2026	Water and Sanitation	Madularanch	MadulaRanch Water Supply Phase 4	WSIG	R 1 884 132,17
Basic Services Delivery and Infrastructure Development	To provide bulk water and sanitation services	Number of water supply projects completed by 30 June 2026	Water and Sanitation	Kampaneng	Kampaneng Water Supply	WSIG	R 11 209 582,71
Basic Services Delivery and Infrastructure Development	To provide bulk water and sanitation services	Number of households provided with Sanitation by 30 June 2026	Water and Sanitation	Kampaneng	Kampaneng Dry Sanitation	MIG	R 3 572 500,16
Basic Services Delivery and Infrastructure Development	To develop community facilities	Number of ECD centres constructed	Integrated human settlements	Glenred	Glenred Early Childhood Development Centre	KMR SLP	R 1 200 000.00
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	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	Gamadubu	Housing data collection	JMLM	N/A
Basic Services Delivery and Infrastructure Development	To provide environmental management services	1 environmental awareness campaign held per quarter	Safe and Healthy Environments	Kganwane	Environmental 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 Phase 3	WSIG	R 7 600 000,00
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	Letlhakajaneng Segwaneng	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	Cassel	Housing data collection	JMLM	N/A
Basic Services Delivery and Infrastructure Development	To provide traffic and law enforcement services	1 road safety awareness campaigns held per quarter	Safe and Healthy Environments	Padstow	Road safety 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 Dry Sanitation Phase 2	MIG	R 8 000 000,00
Basic Services Delivery and Infrastructure Development	To provide bulk water and sanitation services	Number of water supply projects completed by 30 June 2026	Water and Sanitation	Dithakong	Dithakong Water Supply (mine)	East Manganese	R 4 715 000,00
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	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	Housing data collection	JMLM	N/A
Basic Services Delivery and Infrastructure Development	To provide environmental management services	2 environmental clean-up campaign conducted in a year	Safe and Healthy Environments	Dithakong	Environmental clean-up 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 7 000 000,01
Basic Services Delivery and Infrastructure Development	To provide bulk water and sanitation services	Number of water supply projects completed by 30 June 2026	Water and Sanitation	Damros 1&2	Damros 1&2 Water Supply	MIG	R 3 500 000,00
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	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	Gahohuwe Stillrus	Housing data collection	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 boreholes refurbished by 30 June 2026	Water and Sanitation	Zero	Zero Borehole Refurbishment	WSIG	R 1 000 000,00
Basic Services Delivery and Infrastructure Development	To promote integrated human settlement planning	Number of reports on housing consumer education held per ward	Integrated human settlements	Mathanthanyaneng	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	Makettlele Drieloop	Housing data collection	JMLM	N/A

## WARD 15

KPA	Strategic Objective	KPI	IDP Programme/ Priority Area	Place	Name of project	Funder	Budget
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 Phase 3	MIG	R 5 101 960,09
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	Manyeding	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	Ncwelengwe	Housing data collection	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**

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.

#### **4.1.1. The Vision**

The vision for the Joe Morolong Local Municipality SDF reads as follows:

*“A transformed Joe Morolong Local Municipality, by 2034, where its rich natural resources, cultural heritage and diverse communities are nurtured to achieve sustainable development, spatial justice and improved quality of life for all.”*

The mission statement is as follows:

- Provide development clusters for shorter travel distances to main facilities and services.
- Provide geographically accessible services:
  - Health services;
  - Shelter;
  - Basic needs;
  - Welfare;
  - Safety;
  - Education; and
  - Transport.
- Facilitate opportunities in the following development clusters:
  - An environment conducive to commerce;
  - Access to finance and business services; and
  - Provision of land, incentives and infrastructure for business development.

- A sustainable environment of focused developmental initiatives and conservation of natural resources whilst retaining a rural character.
- Transparent and participatory government.

#### **4.1.2. Development Objectives**

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:

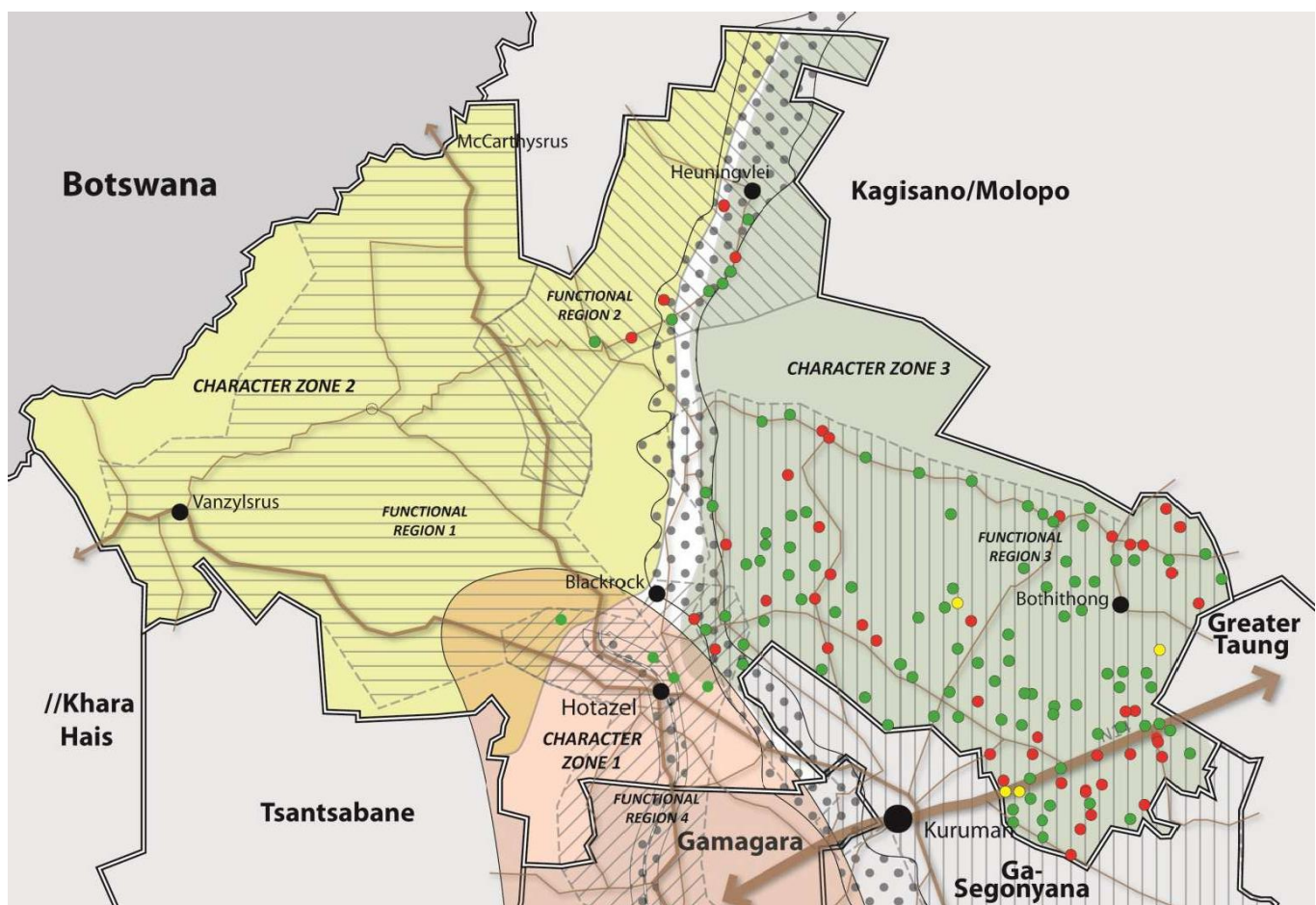
- **Character Zone 1** forms part of the northern section of the Gamagara Mining Corridor. In terms of the Rural Development Programme of the JTG district Functional Economic Region 4 falls in this Character Zone. The majority of the area is privately owned, of which large portions area owned by mines. The zone is dominated by mining activities centred 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.

From a spatial perspective the main focus will be on the restructuring of the settlement pattern where interlinked and complementary nodes could provide facilities and services accessible to the majority of the population.

Character Zones and Functional Economic Regions of the Joe Morolong Municipality are depicted below.

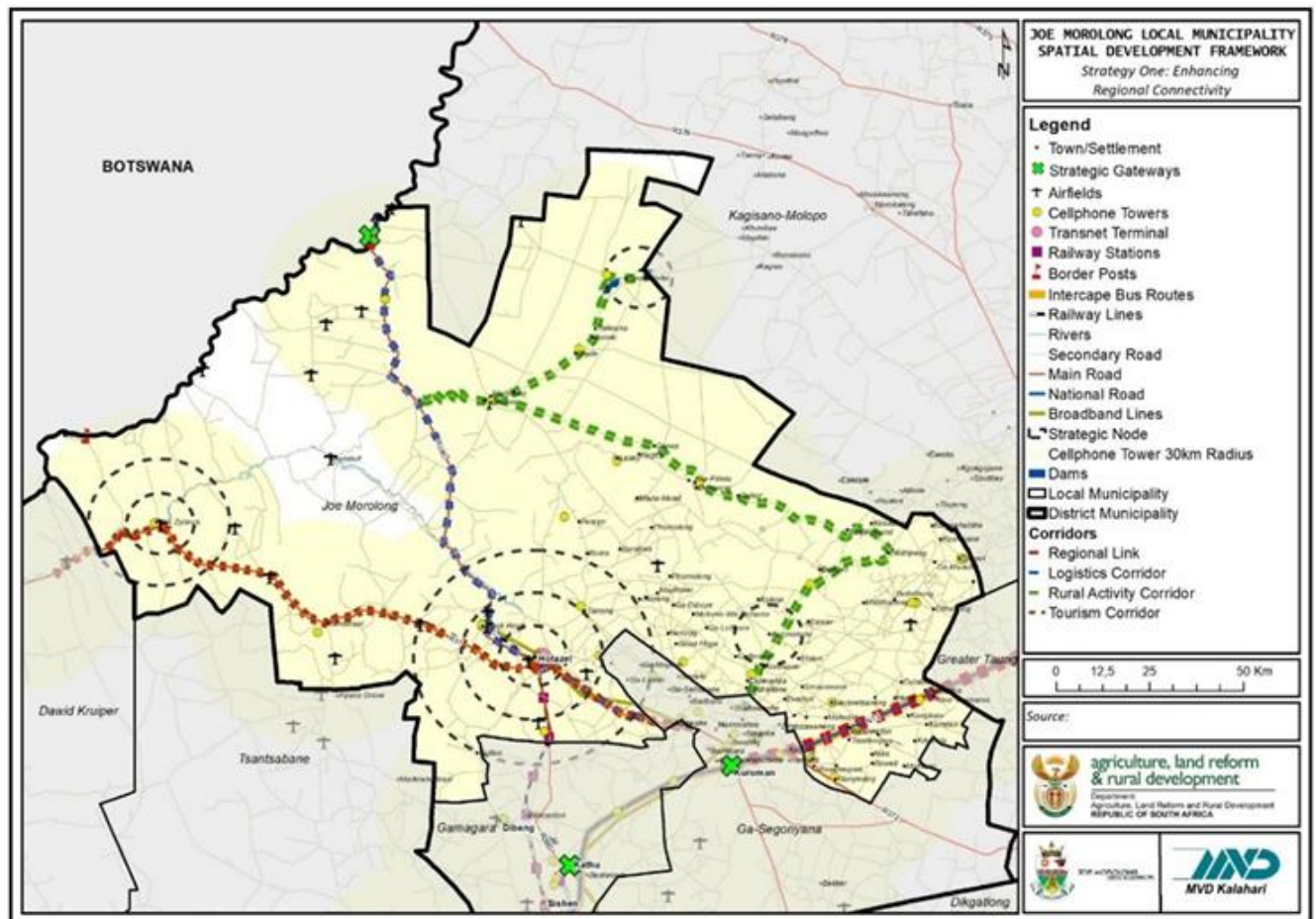


### **4.1.3. Spatial Strategies**

#### **Strategy 1. Enhanced Connectivity**

Promoting the region as a rural regeneration and economic development hub through strengthening its position within the regional distribution network. Minimising the ecological impacts of logistics through intermodal freight and transport systems and green economy initiatives while strengthening local economic supply chains.

- Densification along corridors.
- To enhance potential tourism links identified within the region and tourism routes within the District and Province.
- Consolidating economic activity at strategic locations within development corridors thereby strengthening existing urban areas and nodes.
- Concentrating investment in areas with potential for sustainable economic development within and along development corridors.
- To construct and/or rehabilitate roads feeding to corridors which would facilitate increased access to local transport routes and a greater sense of connectivity.
- To facilitate the integration of public transport and non-motorised transport (NMT) options such as cycling and walking by encouraging all new development proposals.
- To ensure intergovernmental cooperation of the different spheres of government to facilitate the development of transport-related infrastructure.
- Increase accessibility between the disadvantaged rural areas and Regional Growth Centres.
- Consolidating economic activity at strategic and sustainable locations within development corridors.

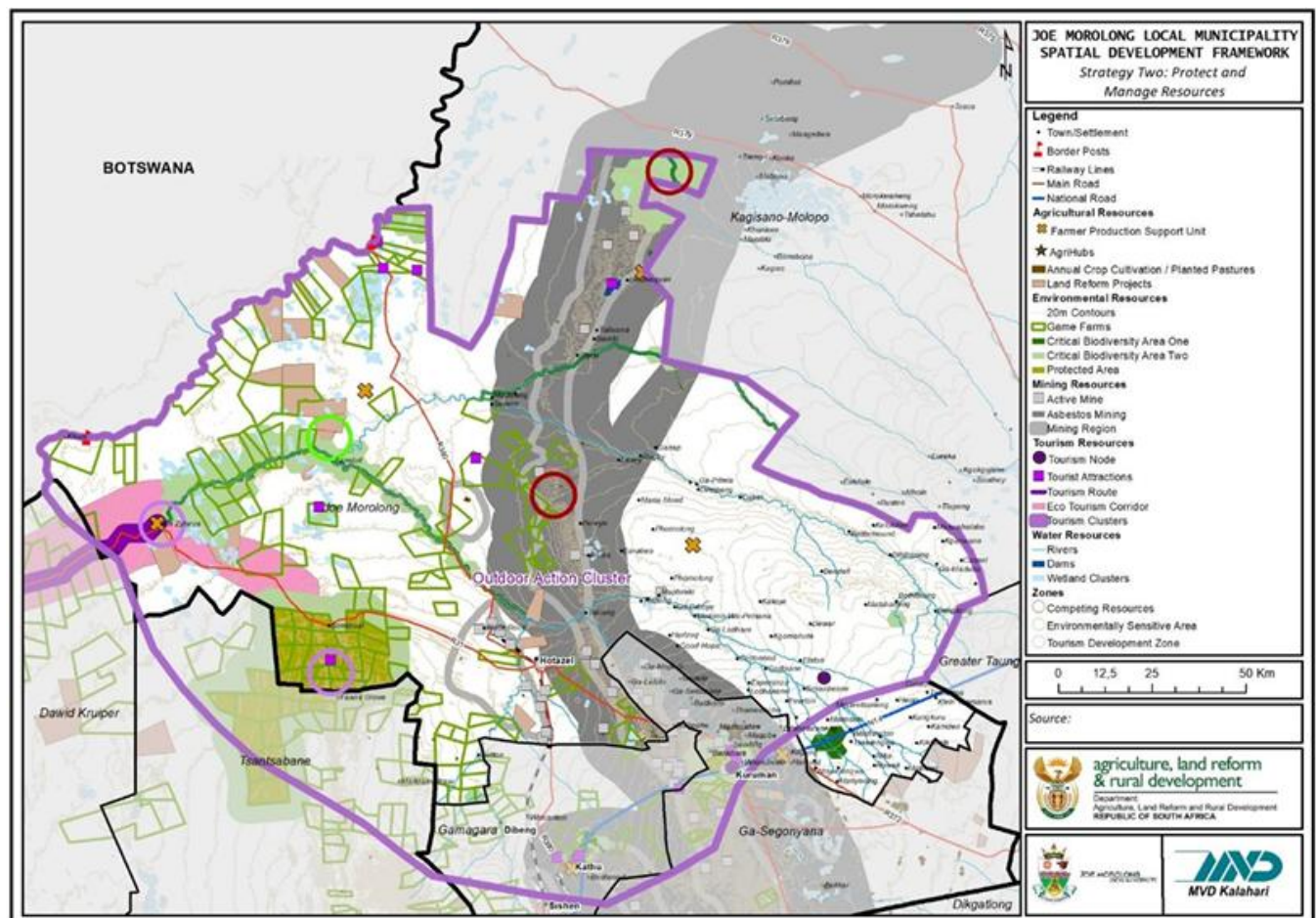


## Strategy 2: Protect and Manage Resources

- Tourism development that focuses on the agricultural development & potential of the of Joe Morolong Local Municipality.
- To collaborate and form partnerships with private tourism operators and enterprisers to grow the local tourism industry to promote the region as a tourism link.
- To promote adventure, agricultural and eco based tourism in the Municipality.
- Integration of smallholdings into agricultural value chain.
- Prepare an Agricultural Sector Plan
- Strengthening and supporting tourism development in the local nature reserves.



- Improve direct economic participation by the poor.
- To support participation in the tourism sector.
- To increase benefits through a pro-poor tourism approach in rural communities.
- Development and supporting agricultural development zones that target Agri-processing.
- Focus on Climate smart agriculture.
- Mineral beneficiation and further value chain development. → Industries focused on the mining sector.



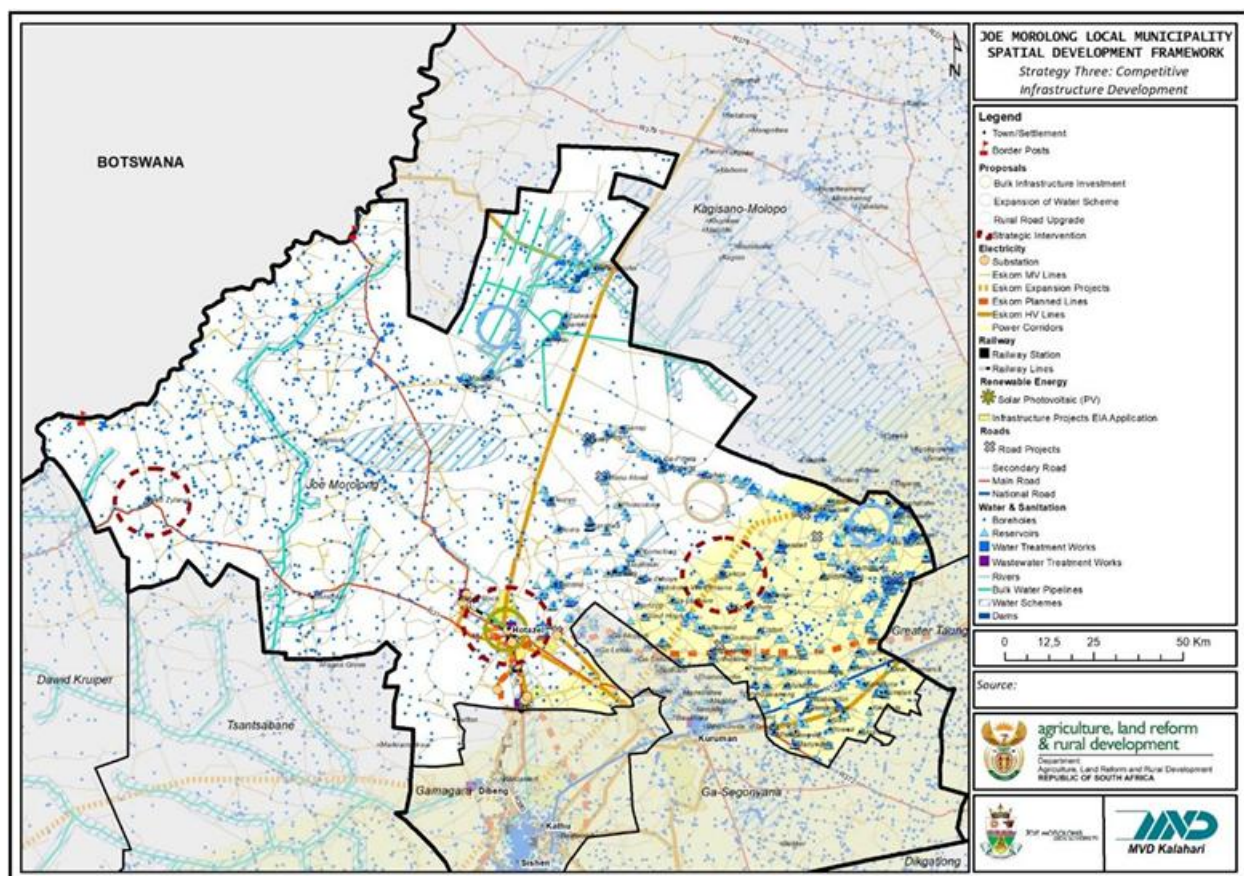
### Strategy 3: Competitive Infrastructure Development

Capitalising on existing transportation, utilities and civil infrastructure and activities to strengthen and diversify the local economy while eradicating services backlogs and creating an environment where all communities are at least adequately serviced.

→ Provide public and non-motorised transport and facilities to improve accessibility to urban functions and job opportunities.

→ Implement norms and standards for the provision of social facilities.

→ Develop and implement a comprehensive infrastructure plan that is responsive to the infrastructure needs of the region.

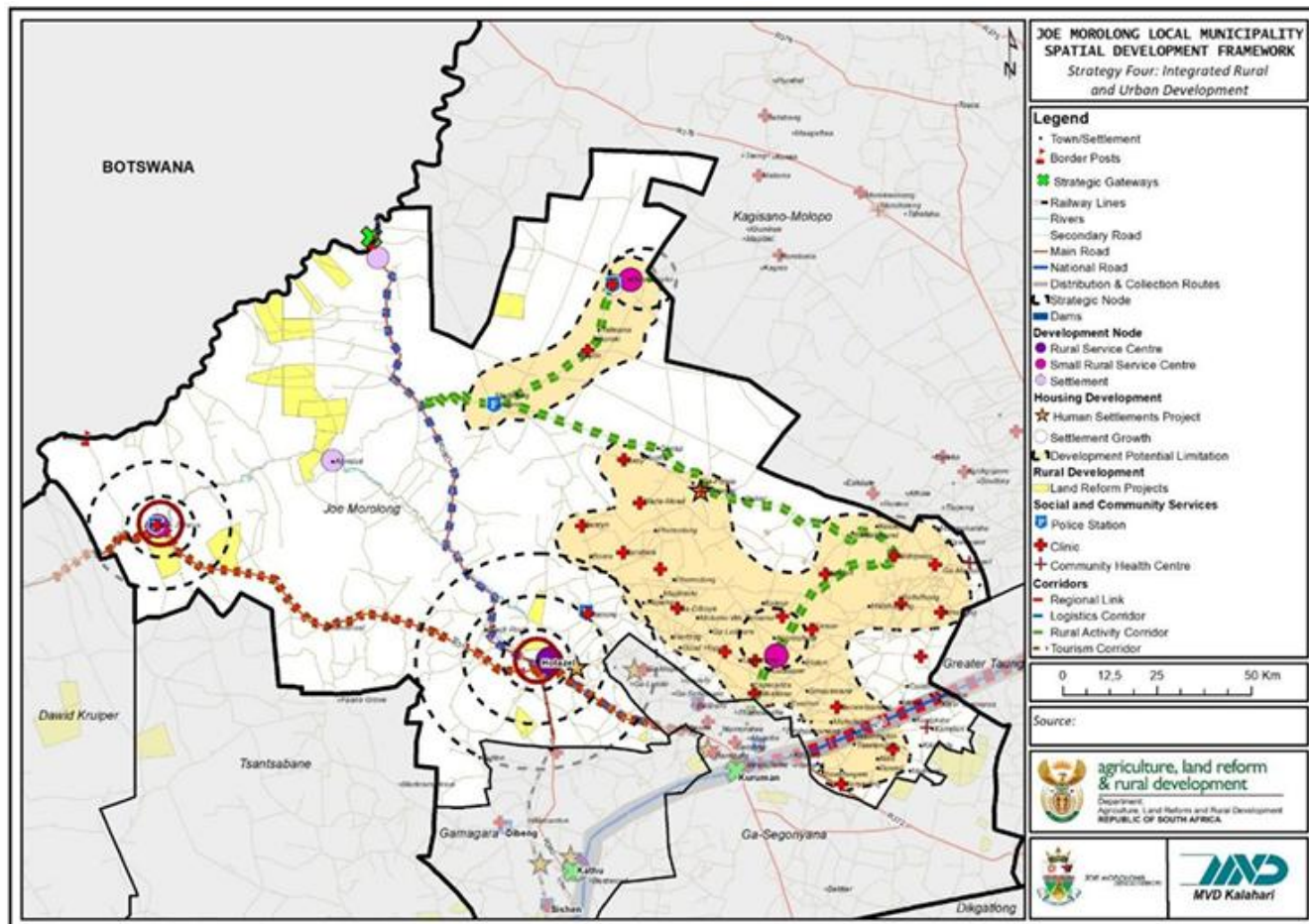


#### **Strategy 4: Competitive Economic Development**

Facilitating smart, sustainable, and concentrated growth of settlements in accordance with their role and potential. Promoting social and economic development, community livelihoods and safety through the sustainable and viable delivery of social facilities, public open space, recreational opportunities, and Human settlements. Economic growth is necessary to improve the livelihood of residents. A conducive environment for enhancing food security by agricultural production is also imperative.

- Urban renewal initiatives and economic regeneration in higher order rural settlements.
- To increase the support of SMME's development in the Agriculture, Mining, Energy and Tourism Sectors.
- Developing new innovative business skills and training centres.
- Improving skills development of the local labour force through specialised training facilities that meets with the demands of employment opportunities and requirements.
- Upgrading of internal roads paved roads (local SMME opportunity).
- Development of key public transportation routes to improve regional accessibility.
- To encourage sustainable informal sector business and their inclusion in the local economy.
- The development of Mixed-Use Development Nodes within strategic areas.
- Development of Agricultural and Tourism value chains which could unlock second and third economic development opportunities





#### 4.1.4. SPATIAL PROPOSALS

##### Hierarchy of settlements

The spatial proposals for the towns/settlement have been done taken into account the legal status of the town or the size of the settlement area. In line with this the following towns for settlements were selected:

##### Formal Town

- Vanzylsrus
- Hotazel

##### Mining Town

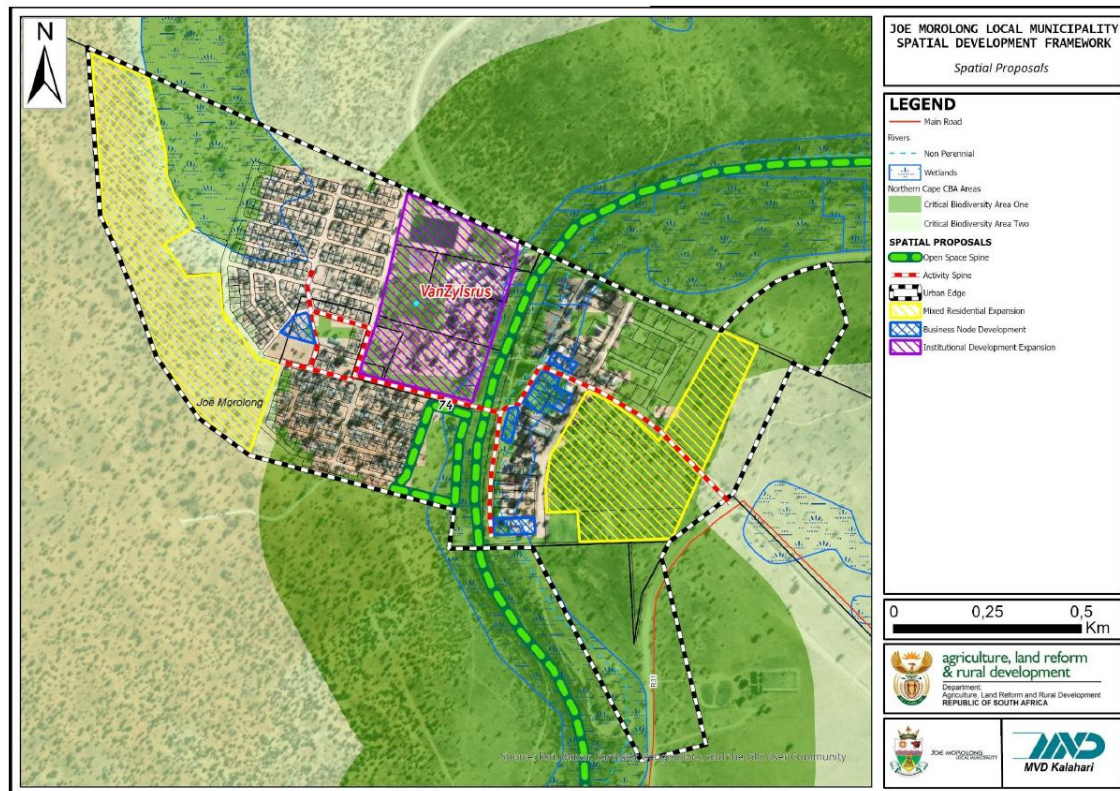
- Blackrock

##### Settlement Areas

- Churchill Village
- Cassel Village
- Dithakong Village

- Bothithong Village
- Glenred Village
- Heuningvlei Village

#### 4.1.4.1. Spatial proposals for Vanzylsrus



#### Urban Edge

The demarcation of the Urban Edge has been done in consultation with the existing and planned projects to accommodate the planned growth of the area. Concentration of development within the urban edge will ensure the development of an integrated and compact town in support of Joe Morolong and the region.

#### Residential Development

The densification/planning for new residential areas needs to be subject to the timely availability of sufficient engineering and roads infrastructure. Critical Biodiversity Areas (CBA) 1 & 2 to be accommodated within the planning.

The following residential areas are planned:



Residential expansion to the west of the existing town on a portion of the remainder of Erf 31(Mixed Use).

Low density residential development on Erven 57,92, 256 & 257 to the east of the existing town.

## Business Development

Protection of existing business node development along Olivier Street (Erven 18, 19, 24, 25, 26, 27, 28, 29, 37, 48 & v62)

Further business expansion on Erven 509 – 511 along Reguit Street.

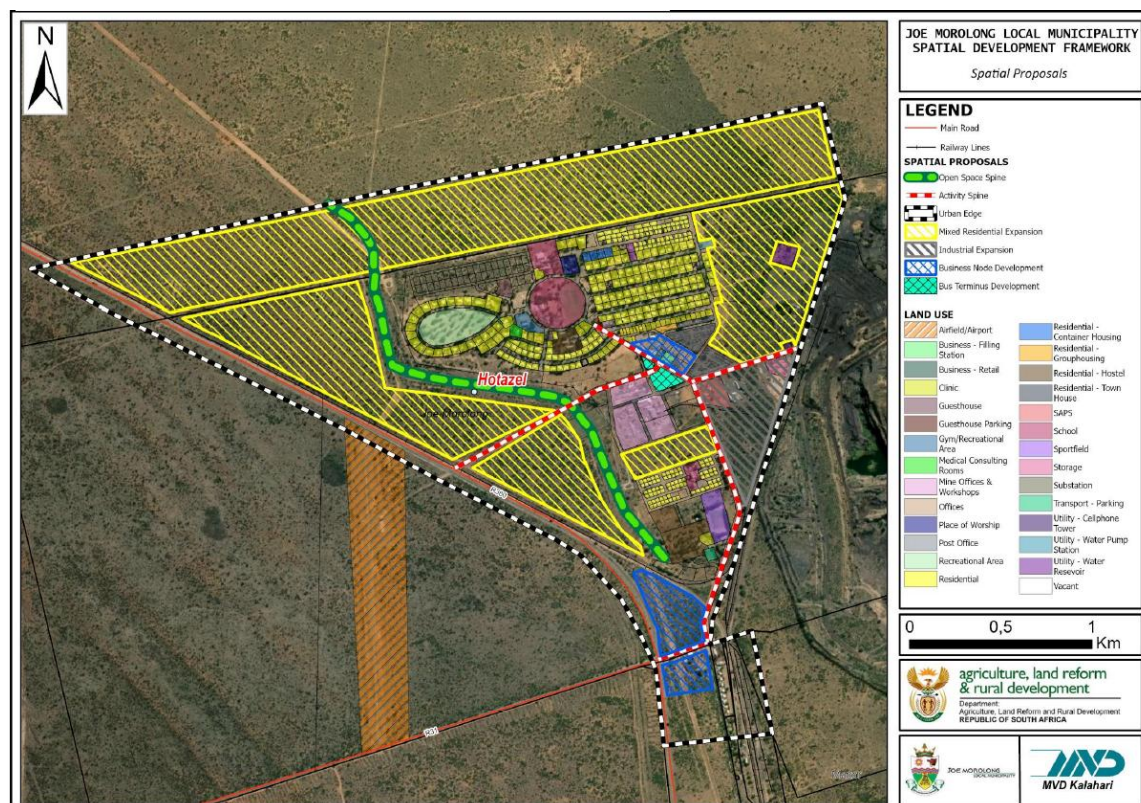
## Institutional Development

Expansion of existing facilities on Portions 1, 2, 5, 9 and the Remainder of the Farm Skoolplaas No. 31.

## Transportation

The R31 serve as an important logistic and tourism corridor.

### 4.1.4.2. Spatial proposals for Hotazel



## **Urban Edge**

The demarcation of the Urban Edge has been done in consultation with the existing and planned projects to accommodate the planned growth of the area. Concentration of development within the urban edge will ensure the development of an integrated and compact town in support of Joe Morolong and the region.

## **Residential Development**

The densification/planning for new residential areas needs to be subject to the timely availability of sufficient engineering and roads infrastructure. Critical Biodiversity Areas (CBA) 1 & 2 to be accommodated within the planning.

The following residential areas are planned:

- Residential expansion to the north of the existing town on a portion of the Farm Klipling No. 271 (Mixed Use).
- Residential expansion to the west along the R 380 on the Remainder of Erf 1 (Mixed Use).
- Residential expansion to the east along Dwars Street on the Remainder of Erf 1.
- High density residential development on Erf 841 and portion of Remainder of Erf 1, east of Dwars Street.
- High density residential development on Erven 449 – 454 & 842, 846 – 850
- Residential infill development on Erf 362, north of Peries Street.
- Mixed density development earmarked for Farm Langdon No. 273 close to Magobing.

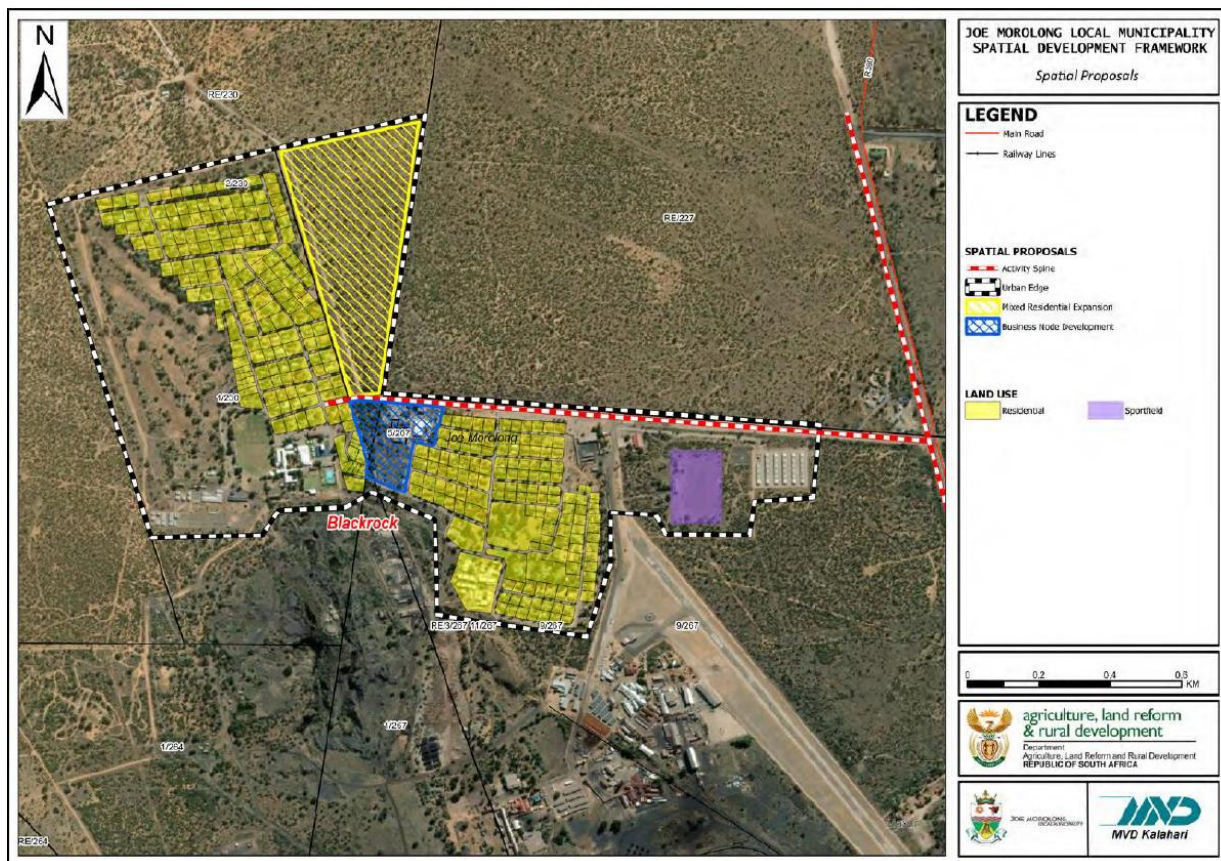
## **Industrial & Business Development**

- Industrial expansion to the east of Boarman Street on a portion of Remainder of Erf 1.
- Business node development on a portion of the Remainder of Erf 1 and on a Portion of the Remainder of the Farm York A 279, to south of town.
- Business node development on Erven 542, 253 – 255 & 636 – 642 Boarman & Wesseliet Streets
- Bus terminus development on Erven 355 & 356, Boarman Steets.

## **Transportation**

The R 380 & R 31 serve as an important logistic and tourism corridor.

#### 4.1.4.3. Spatial proposals for Blackrock



#### Urban Edge

The demarcation of the Urban Edge has been done in consultation with the existing and planned projects to accommodate the planned growth of the area. Concentration of development within the urban edge will ensure the development of an integrated and compact town in support of Joe Morolong and the region.

#### Residential Development

The densification/planning for new residential areas needs to be subject to the timely availability of sufficient engineering and roads infrastructure. Detailed consultation is also required between the Mining Houses and Developers. Critical Biodiversity Areas (CBA) 1 & 2 to be accommodated within the planning.

The following residential areas are planned:

- Residential expansion to the north of the existing town on a portion of the farm Santoy No. 230 (Mixed Use).



No additional residential developments area to be planned and approved in the Blackrock settlement area. The existing status quo to remain, with all additional future expansion to be direct to Hotazel.

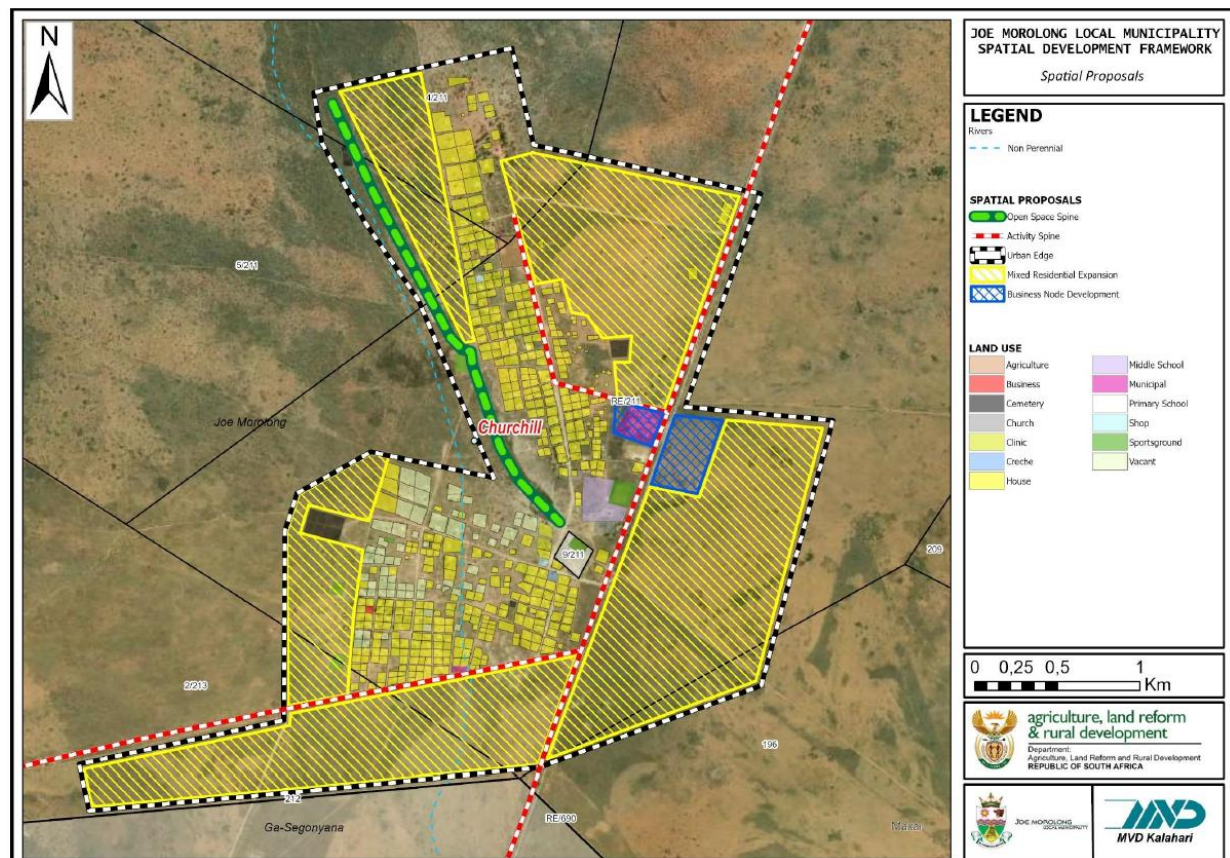
## Industrial & Business Development

- Further business expansion at existing business node in centre of town.
- Expansion of existing mining/industrial activities.

## Transportation

- The R 380 serve as an important logistic and tourism corridor.

### 4.1.4.4. Spatial proposals for Churchill Village



## Urban Edge

The demarcation of the Urban Edge has been done in consultation with the existing and planned projects to accommodate the planned growth of the area.

The Urban Edge is further determined by:

- Protection CBA1 and ESA1 Biodiversity areas.
- High Potential Agricultural Land.

Concentration of development within the urban edge will ensure the development of an integrated and compact town in support of Joe Morolong and the region.

### **Residential Expansion**

Mixed density Residential expansion to the north, south, southwest and east of the existing settlement.

### **Business Development**

Business node development around the existing Municipal offices to the east and west of the existing access road from Kuruman.

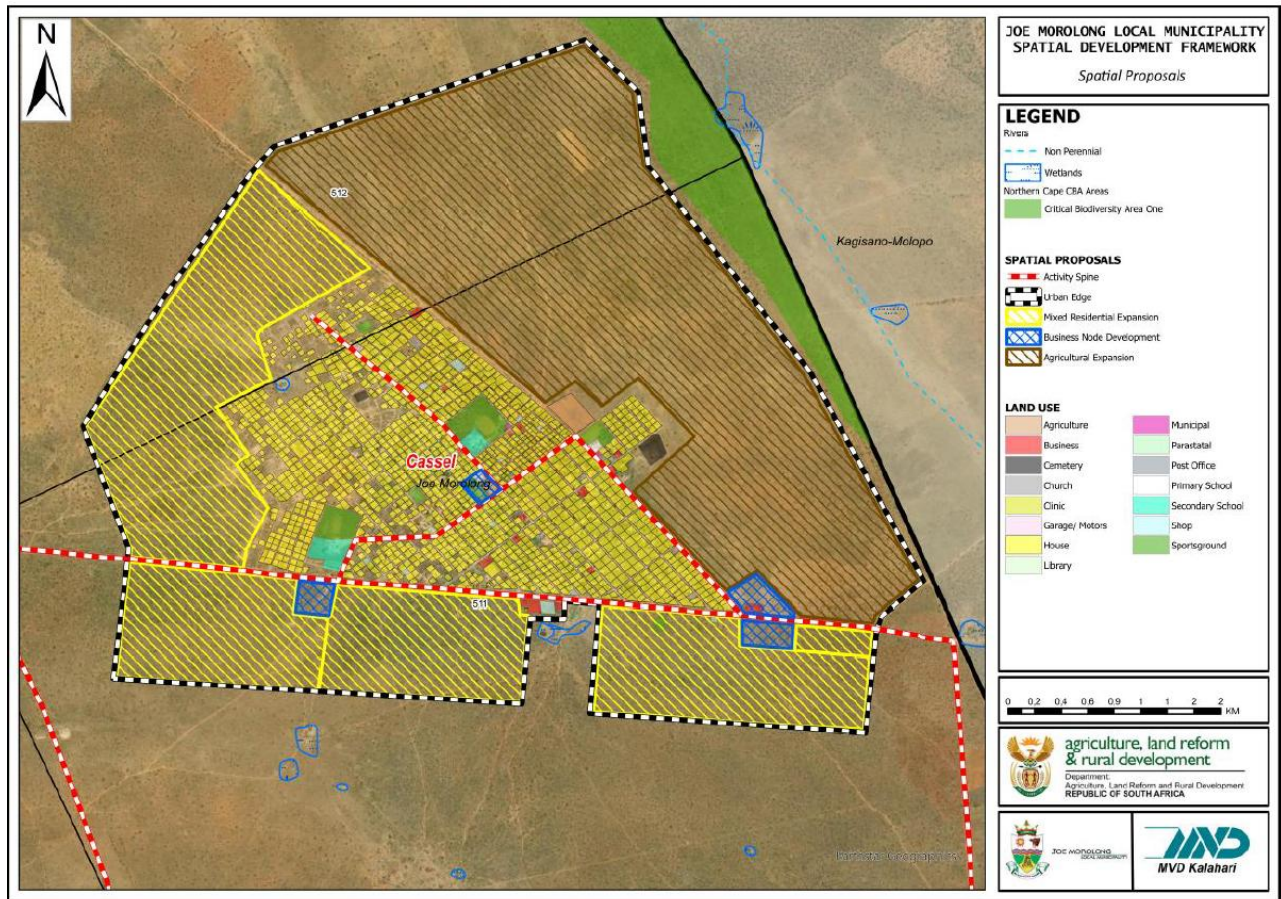
### **Institutional Development**

Institutional developments can expand but within the urban edge.

### **Transportation**

- The local road (first order) from Kuruman to Joe Morolong Municipality serve as an important logistic and tourism corridor.
- Promote mixed land use activities along the activity spine.

#### 4.1.4.5. Spatial proposals for Cassel Village



#### Urban Edge

The demarcation of the Urban Edge has been done in consultation with the existing and planned projects to accommodate the planned growth of the area.

The Urban Edge is further determined by:

- Protection CBA1 and ESA1 Biodiversity areas.
- High Potential Agricultural Land.

Concentration of development within the urban edge will ensure the development of an integrated and compact town in support of Joe Morolong and the region.

#### Residential Expansion

Mixed density Residential expansion to the south and west of the existing settlement.



## Agriculture Development

Agricultural expansion to the east of the settlement.

## Business Development

Business node development to east of the Settlement along the local road to Kganwane and local road to North West border intersect.

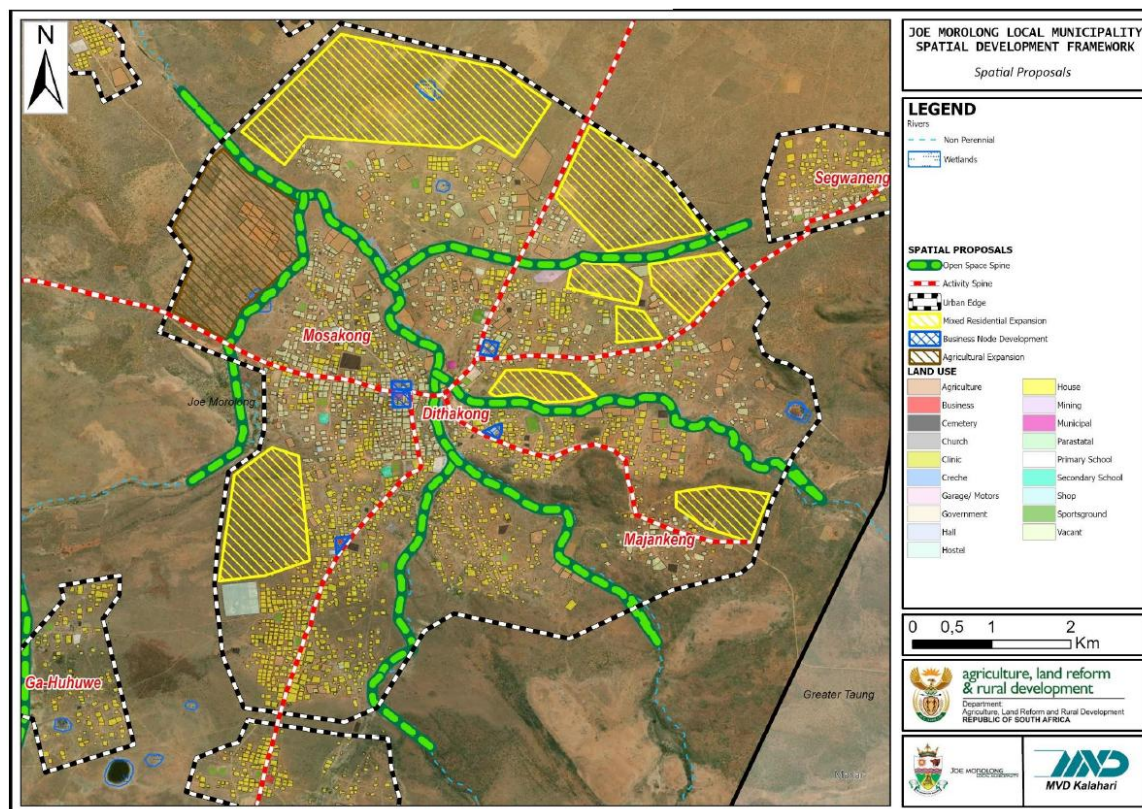
## Institutional Development

Institutional developments can expand but within the urban edge.

## Transportation

- The local road that connects to Kganwane, Dithakong and Letlhakajaneng serve as an important transport corridor.
- Promote mixed land use activities along the activity spine.

### 4.1.4.6. Spatial proposals for Dithakong Village



## **Urban Edge**

The demarcation of the Urban Edge has been done in consultation with the existing and planned projects to accommodate the planned growth of the area.

The Urban Edge is further determined by:

- Protection CBA1 and ESA1 Biodiversity areas.
- High Potential Agricultural Land.

Concentration of development within the urban edge will ensure the development of an integrated and compact town in support of Joe Morolong and the region.

## **Residential Expansion**

Mixed Density Residential expansion to the north, north-east, east and South-east of the existing settlement.

## **Agriculture Development**

Agricultural expansion to the north east of the settlement.

## **Business Development**

The business developments to be in the centre of the settlement area where the local roads from Bothithong, Majankeng, Segesneng and Kganwane intersect.

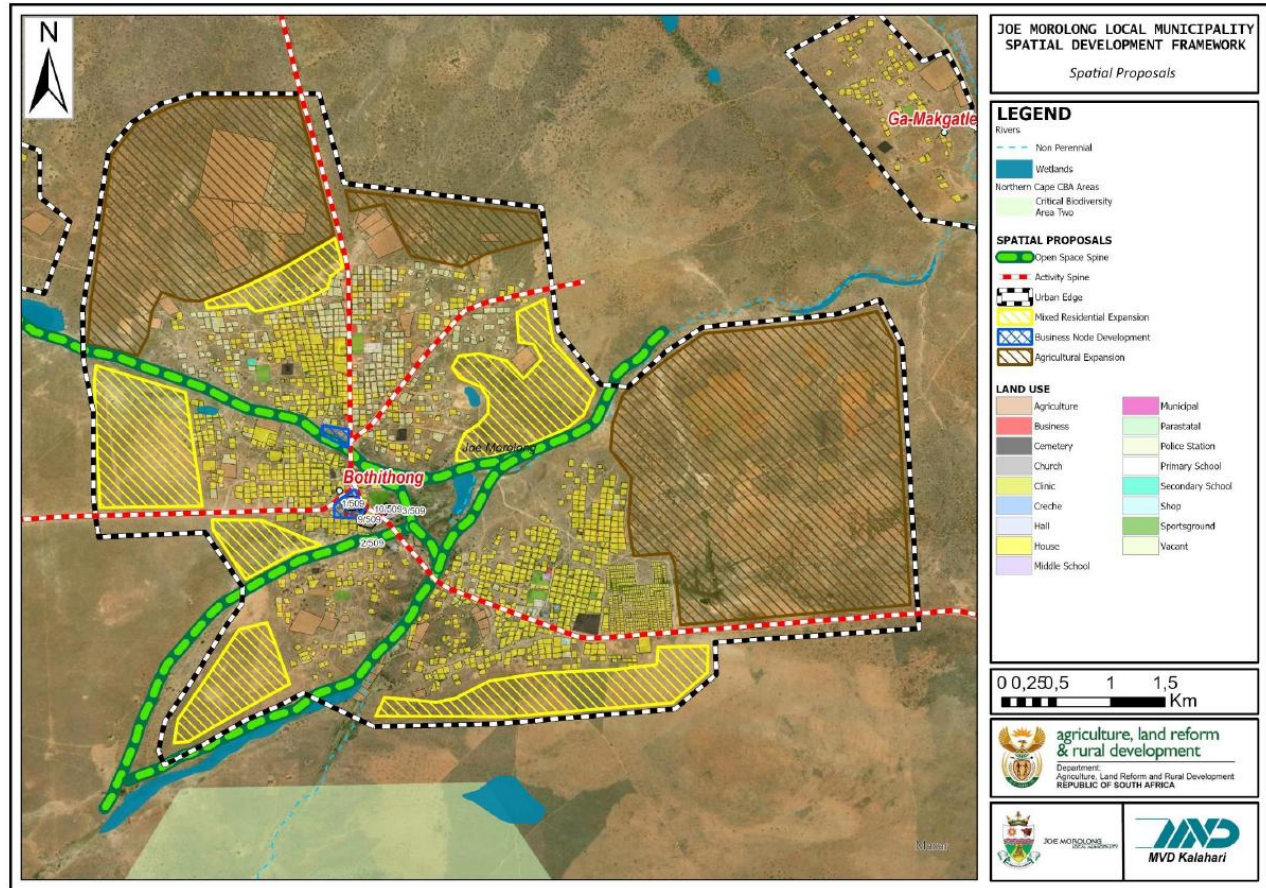
## **Institutional Development**

Institutional developments can expand but within the urban edge.

## **Transportation**

- The local road that connects to Segwaneng, the North West, Ga-Kgoe and Bothithong serves as a transport route.
- Promote mixed land use activities along the activity spine.

#### 4.1.4.7. Spatial proposals for Bothithong Village



#### Urban Edge

The demarcation of the Urban Edge has been done in consultation with the existing and planned projects to accommodate the planned growth of the area.

The Urban Edge is further determined by:

- Protection CBA1 and ESA1 Biodiversity areas.
- High Potential Agricultural Land.

Concentration of development within the urban edge will ensure the development of an integrated and compact town in support of Joe Morolong and the region.

#### Residential Expansion

Mixed Density Residential expansion to the south, south-west, west, north and east of the existing settlement.



## Agriculture Development

Agricultural expansion to the south and east of the settlement.

## Business Development

The business developments to be in the centre of the settlement where the local roads from Kubaga, Dithakong and Matshaneng intersects.

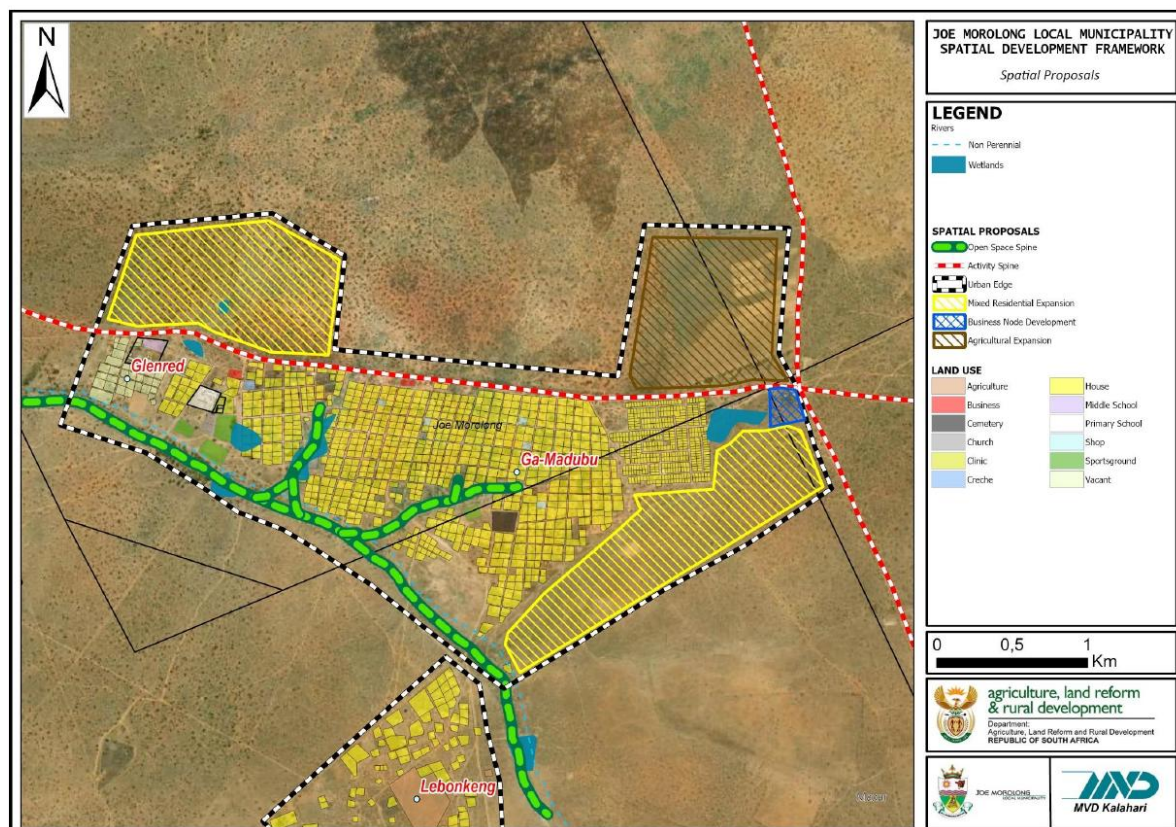
## Institutional Development

Institutional developments can expand but within the urban edge.

## Transportation

- The local road that connects from Dithakong, Kubuga and Matshaneng serve as a transport corridor.
- Promote mixed land use activities along the activity spine.

### 4.1.4.8. Spatial proposals for Glenred Village



## **Urban Edge**

The demarcation of the Urban Edge has been done in consultation with the existing and planned projects to accommodate the planned growth of the area.

The Urban Edge is further determined by:

- Protection CBA1 and ESA1 Biodiversity areas.
- High Potential Agricultural Land.

Concentration of development within the urban edge will ensure the development of an integrated and compact town in support of Joe Morolong and the region.

## **Residential Expansion**

Mixed Density Residential expansion to the North of Glenred and north-east of Ga- Madubu settlement.

## **Business Development**

Business node development to be where the local roads to Kganwane , Dithakong and Ga-Mamebe Intersect.

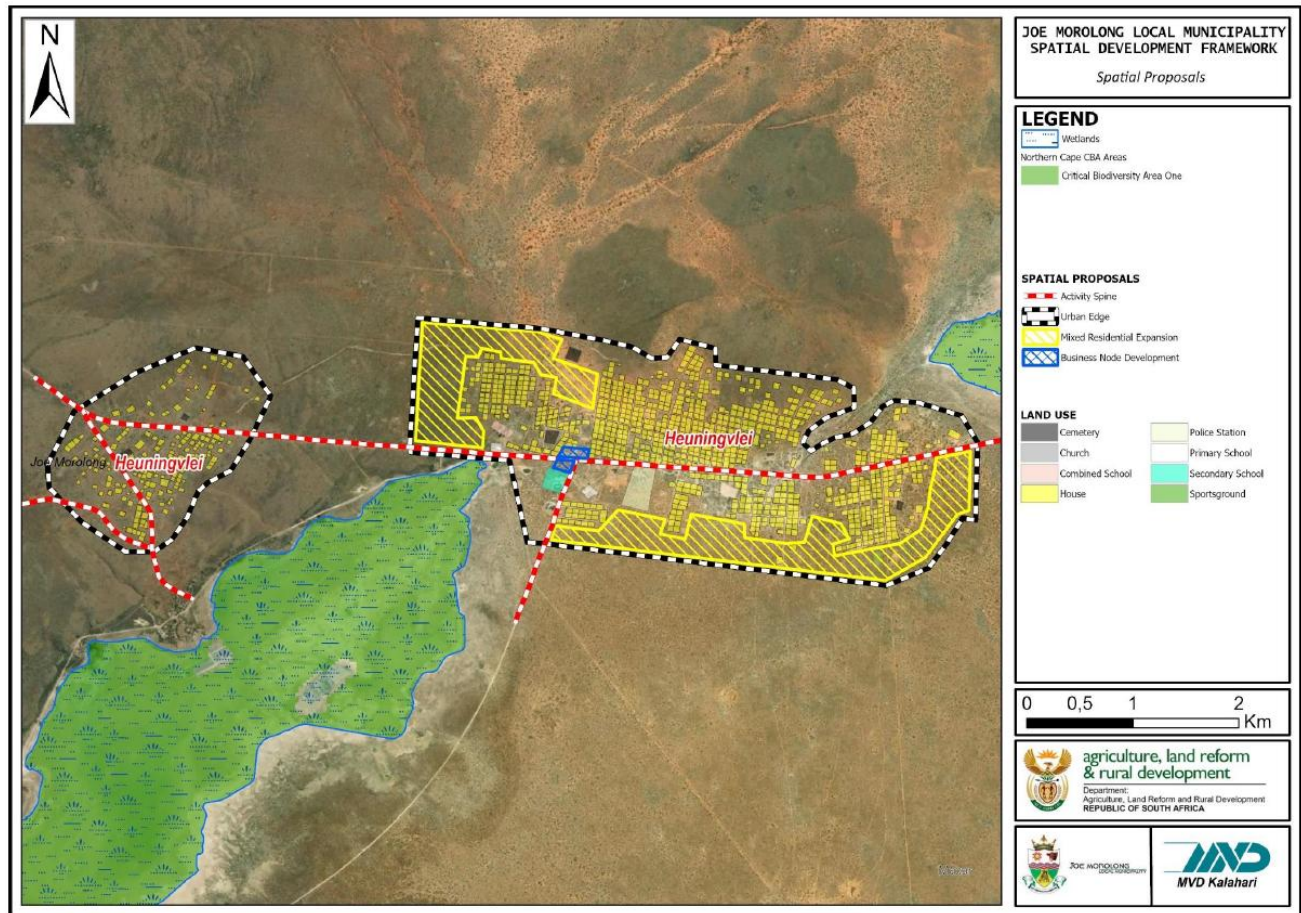
## **Institutional Development**

Institutional developments can expand but within the urban edge.

## **Transportation**

- The local road that connects from Ga-Mamebe, Kganwane, Cassel and Dithakong serve as a transport corridor.
- Promote mixed land use activities along the activity spine.

#### 4.1.4.9. Spatial proposals for Heuningvlei Village



#### Urban Edge

The demarcation of the Urban Edge has been done in consultation with the existing and planned projects to accommodate the planned growth of the area.

The Urban Edge is further determined by:

- Protection CBA1 and ESA1 Biodiversity areas.
- High Potential Agricultural Land.

Concentration of development within the urban edge will ensure the development of an integrated and compact town in support of Joe Morolong and the region.

#### Residential Expansion

Mixed Density Residential expansion to the east, west and south of Heuningvlei settlement.

## **Business Development**

Business node development to be where at the intersection of the road from Heuningvlei to Shalaneng.

## **Institutional Development**

Institutional developments can expand but within the urban edge.

## **Transportation**

- The local road that connects from Shalaneng to Heuningvlei and to Makhubung serve as a transport corridor.
- Promote mixed land use activities along the activity spine.

## **4.2. Financial Plan**

### **4.2.1. Introduction**

The Local Government Municipal Systems Act, Chapter 5, Section 26, prescribes the core components of the Integrated Development Plan (IDP). Section 26 (h) requires the inclusion of a financial plan, which should include a budget projection for at least the next three years. This financial plan aims to determine the financial affordability and -sustainability levels of the Municipality over the medium term.

Part 2 of the Municipal Budgeting and Reporting Regulations (MBRR) (budget-related policies) requires the Accounting Officer to ensure that budget-related policies are prepared and submitted to Council. One of these policies relates to the long-term financial plan, which aims to ensure that all long-term financial planning is based on a structured and consistent methodology, thereby ensuring long-term financial affordability and sustainability.

### **4.2.2. Long Term Financial Plan – an overview**

#### **4.2.2.1. Background**

A municipality's financial plan integrates the financial relationships of various revenue and expenditure streams to give effect to the IDP. It provides guidance for the development of current budgets and assesses financial impacts on outer years' budgets by incorporating capital expenditure outcomes, operating expenditure trends, optimal asset management plans and the consequential impact on rates, tariffs and other service charges.

The Municipality has identified the Three Financial Pillars of good financial management, namely Transparency and Accountability; Prudence and Sustainability and Efficiency and Effectiveness. By prioritizing these three pillars—transparency and accountability, prudence and sustainability, and efficiency and effectiveness—organizations can establish a solid foundation for good financial management, fostering trust among stakeholders and ensuring long-term financial viability.

**Transparency and Accountability:** Transparency involves openly sharing financial information with stakeholders, including residents, taxpayers, and regulatory authorities. It ensures that decisions regarding budgeting, spending, and revenue generation are made in a clear and understandable manner. Accountability, on the other hand, holds individuals and entities responsible for their financial decisions and actions. It involves mechanisms for oversight, monitoring, and reporting to ensure that resources are used efficiently and effectively.



**Prudence and Sustainability:** Prudent financial management involves making sound and responsible decisions to safeguard the financial health of the organization. This includes managing risks effectively, maintaining appropriate levels of reserves, and avoiding excessive debt. Sustainability refers to the ability to maintain financial stability and meet current needs without compromising the ability to meet future obligations. It involves long-term planning and consideration of the environmental, social, and economic impacts of financial decisions.

**Efficiency and Effectiveness:** Efficiency relates to maximizing the use of resources to achieve desired outcomes while minimizing waste and inefficiency. It involves optimizing processes, reducing costs, and improving productivity. Effectiveness, on the other hand, focuses on achieving the desired results or objectives. It involves aligning financial resources with strategic priorities, monitoring performance, and making adjustments as necessary to ensure goals are met.

In addition, it identifies the consequential financial impact of planned capital projects on the Municipality's operating budget.

#### **4.2.2.2. Guiding Principles**

The Three Pillars Financial Plan (TPFP) is drafted in line with the requirements of Part 2 of the MBRR – budget-related policies. This policy aims to ensure that all long-term financial planning is based on a structured and consistent methodology therefore enabling delivery of Municipality strategies whilst ensuring the Municipality's long term financial sustainability and affordability in order to achieve objectives over the medium- and long term. The guiding principles of the TPFP include:

- Future financial sustainability inclusive of realistic revenue sources;
- Optimal collection of revenue, taking into consideration the socio-economic environment; Optimal utilization of grant funding;
- Continuous improvement and expansion in service delivery framework; and Prudent financial strategies.

#### **4.2.3. Overview of Financial Objectives:**

- Ensure fiscal sustainability by optimizing revenue generation and cost management practices.
- Enhance service delivery efficiency and effectiveness through strategic resource allocation.
- Foster transparency and accountability in financial management practices.
- Mitigate financial risks and uncertainties to maintain stability and resilience.

#### **4.2.4. Revenue Projection and Enhancement Strategies:**

- Review and optimize existing revenue streams, including property rates, service charges, and grants.
- Explore opportunities for revenue diversification through innovative financing mechanisms and public-private partnerships.
- Implement robust revenue collection and enforcement measures to minimize revenue leakage and arrears.

##### **4.2.4.1. Revenue raising strategies**

The primary revenue sources of a municipality, other than grants and subsidies, are from the following sources:

- Property Rates;
- Service Charges - Water, Sanitation, Electricity and Refuse Removal; Fines;
- Licenses and Permits;
- Rentals; and
- Investment Interest

Property Rates and Services Charges make up over 70% of the Municipality's operating revenue and it is therefore of utmost importance that revenue maximisation is attained and this is practised by the Municipality with the implementation of various policies and strategies.

The objectives of the Municipality's Credit Control and Debt Collection Policy, which covers revenue collection of properties rates, water, sanitation, electricity and refuse removal, are:

- Focusing on all outstanding debt as raised on the debtor's account;
- Providing for a common credit control and debt collection policy;
- Promoting a culture of good payment habits amongst debtors and instilling a sense of responsibility towards the payment of accounts and reducing municipal debt;
- Using innovative, cost effective, efficient and appropriate methods, subject to the principles provided for in the policy, to collect as much of the debt in the shortest possible time without any interference in the process; and
- Effectively and efficiently dealing with defaulters in accordance with the terms and conditions of the policy.

#### **Projecting revenue parameters**

With the annual review of the Municipality's TFP, projections of revenue and ensuring realistic revenue envelopes from these sources over the short-, medium- and long term, the following considerations are taken into account:

#### *Property Rates:*

- Supplemental Valuations (SV) and General Valuations (GV) applicable to the relevant years of the MTREF;
- Impact of outstanding GV objections and appeals;
- Building plan approval trends;
- Valuations projections relating to SV and GV objections and appeals;
- Income foregone provision – council determined rebates and changes to pensioner/social and indigent rebates; and
- Collection rates.

#### *Electricity*

- Consumption patterns – winter and summer;
- Assessment of reduced consumption and declining revenue sales due to shrinkage as a result of continued energy saving and efficiency plans by consumers;
- NERSA and ESKOM deliberations;
- Collection rates;
- Vandalism and electricity theft; and Impact of free basic service.

#### *Water & Sanitation*

- Consumption patterns – winter and summer, restriction levels, drought (if applicable);
- Impact of tariff/financial model i.e. ability of variable consumption patterns of ability to cover fixed cost (Fixed Basic Charges);
- Collection rates; and impact of free basic service

The current municipal revenue structure is as follows – year ended 30 June 2024:

Property Rates (billed but not necessarily collected)	R51 118 454.00
Refuse (billed but not necessarily collected)	R5 687 859 .00
Sanitation (billed but not necessarily collected)	R3 517 664.00
Electricity (billed but not necessarily collected)	R 12 549 153.00
Water (billed but not necessarily collected)	R22 025 782.00
Rental Income	R162 000.00
Sundry revenue	R 43 098 216.00
<b>TOTAL</b>	<b>R 138 159 128.00</b>

#### **4.2.5. Expenditure Management and Prioritization:**

The 2024/25 TPFP process commenced with an in-depth analysis on previous year's performance outcomes with emphasis on reducing areas of underperformance. In an effort to safeguard the provision of municipal services but still ensure financial sustainability, no expenditure parameter was applied to contracted services and other operational costs. This strategy freed up funds to assist with reprioritisation of needs and balancing the budget at affordable levels.

- Conduct a comprehensive review of expenditure patterns to identify areas for optimization and efficiency gains.
- Prioritize spending on critical services such as infrastructure development, health, education, and social welfare.
- Implement stringent cost-control measures to contain expenditure growth while maintaining service quality.

In addition, the Draft Consultancy Reduction and the Municipality's Cost Containment Policy are embedded in the Municipality's operations also continued to assist in driving down costs and ensuring that value for money is achieved and resources of the municipality used effectively, efficiently and economically.

#### **4.2.6. Capital Investment Planning:**

The Municipality's LTFP aims to determine the appropriate mix of financial parameters and assumptions within which the Municipality should operate to facilitate affordable and sustainable budgets for at least 10 years into the future. This is done annually to determine the most affordable level at which the Municipality can operate optimally. In addition, it identifies the consequential financial impact of planned capital projects on the Municipality's operating budget. An assessment to ensure implementability of the capital budget is performed annually before inclusion to the capital program in the MTREF.

- Develop a capital investment plan aligned with the municipality's strategic objectives and infrastructure needs.
- Prioritize capital projects based on their socio-economic impact, urgency, and financial feasibility.
- Explore alternative funding options, including SLPs and public-private partnerships, to fund capital investments.

In addition to ensuring maximization of the Municipality's revenue sources as set out in the revenue raising strategies, the Municipality strives to **secure conditional grant funds** from both National and Provincial governments as well as local or international funders.

**Setting of cost reflective tariffs** - The setting of cost-reflective tariffs is a requirement of Section 74(2) of the Municipal Systems Act, which is meant to ensure that municipalities set tariffs that enable them to recover the full cost of rendering the service. This requirement is reiterated annually in the annual budget circulars provided by National Treasury to ensure municipalities compile a credible budget

The Municipality's **budgeting approach** annually ensures that savings and optimisation of costs are practised. It commences with an extensive assessments of previous years' budget outcomes to ensure funding is allocated to give the best effect to service delivery. Another feature to this approach is to give effect to a form of a zero-based budgeting. This is achieved through, amongst other, the application of differentiated parameter increases, interventions in the form of budget reductions and the reprioritisation of budgets. Special focus areas also included in the budgeting approach includes repairs and maintenance, which is viewed as one of the Municipality's essential strategies aimed at preserving and protecting the Municipality's Assets.

The impact of **unfunded and underfunded mandates** on municipal budgets has also received traction over the last few years as it places a continuous growing financial burden on the Municipality's finances. To curb the growing expenditure, the Municipality attempted to curb expansion in expenditure in certain of these functions.

#### **4.2.7. Financial Reporting and Accountability:**

Local governments face an ongoing challenge to deliver on service delivery needs in an environment where revenue is constrained. The need to have strategies in place to balance competing demands is therefore critical to ensure that municipalities can provide service delivery needs in a financially sustainable manner. In a local government context, financial sustainability is the ability of a municipality to meet its service delivery mandate, manage expected financial risks over the longer-term period i.e. 20 years without the need to introduce knee jerk, significant, or disruptive revenue and expenditure adjustments.

One of the Municipality's main financial strategies is to strive to have a balanced/surplus annual budget. This is achieved by taking, inter alia, the following criteria into account:

Affordability – determines whether the Municipality can afford the current long term financial commitments and the impact of rates and tariffs on the consumer;

Credibility - determines whether the budget assumptions are credible and whether the budget is funded in accordance with the provision of section 18 of the MFMA; and

Sustainability - determines whether the Municipality is financial sustainable

- Enhance financial reporting mechanisms to provide stakeholders with timely and accurate information on financial performance.
- Strengthen internal controls and governance structures to prevent fraud, waste, and abuse of public funds.
- Facilitate public participation and engagement in the budgetary process to foster transparency and accountability.

#### 4.2.8. 3-year Budget Projection

NC451 Joe Morolong - Table A4 Budgeted Financial Performance (revenue and expenditure)

Description	Ref	2021/22	2022/23	2023/24	Current Year 2024/25				2025/26 Medium Term Revenue & Expenditure Framework		
R thousand	1	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2025/26	Budget Year +1 2026/27	Budget Year +2 2027/28
<b>Revenue</b>											
<b>Exchange Revenue</b>											
Service charges - Electricity	2	10 362	6 999	6 679	9 108	10 676	10 676	10 676	12 549	13 114	13 442
Service charges - Water	2	9 756	37 575	9 178	33 323	20 986	20 986	21 576	22 026	23 017	23 592
Service charges - Waste Water	2	1 261	1 340	1 472	1 706	2 333	2 333	2 451	3 518	3 676	3 768
Management											
Service charges - Waste Management	2	3 039	3 170	2 248	4 488	5 188	5 188	5 590	5 688	5 944	6 092
Sale of Goods and Rendering of Services		253	180	279	287	196	196	196	176	183	188
Agency services		-	-	-	30	30	30	30	30	31	32
Interest		-	-	-	-	-	-	-	-	-	-
Interest earned from Receivables		6 948	8 254	22 281	13 378	25 607	25 607	25 607	19 796	20 687	21 204
Interest earned from Current and Non		4 162	6 234	7 842	8 526	6 426	6 426	6 426	8 176	8 544	8 757
Current Assets											
Dividends		-	-	-	-	-	-	-	-	-	-
Rent on Land		-	-	-	-	-	-	-	-	-	-
Rental from Fixed Assets		109	78	97	126	126	126	126	162	169	174
Licence and permits		-	-	-	210	151	151	151	151	157	161
<b>Special rating levies</b>											
Operational Revenue		495	147	1 002	353	275	275	275	293	306	314
<b>Non-Exchange Revenue</b>											
Property rates	2	(2 540)	(2 475)	46 859	42 591	48 000	48 000	48 000	51 118	53 419	54 754
Surcharges and Taxes		-	-	-	-	-	-	-	-	-	-
Fines, penalties and forfeits		0	-	-	-	-	-	-	-	-	-
Licences or permits		-	-	-	-	-	-	-	-	-	-
Transfer and subsidies - Operational		207 200	182 005	210 260	200 312	200 691	200 691	200 691	204 522	206 725	215 954
Interest		3 423	6 794	28 939	17 629	16 388	16 388	16 388	14 477	15 128	15 506
Fuel Levy		-	-	-	-	-	-	-	-	-	-
Operational Revenue		-	-	-	-	-	-	-	-	-	-
Gains on disposal of Assets		(432)	-	-	-	2 448	2 448	2 448	2 595	2 712	2 779
Other Gains		-	-	8 298	(11)	(22)	(22)	(22)	(22)	(23)	(24)
Discontinued Operations		-	-	-	-	-	-	-	-	-	-
<b>Total Revenue (excluding capital transfers and contributions)</b>		<b>244 037</b>	<b>250 300</b>	<b>345 436</b>	<b>332 057</b>	<b>339 500</b>	<b>339 500</b>	<b>340 609</b>	<b>345 254</b>	<b>353 789</b>	<b>366 695</b>
<b>Expenditure</b>											
Employee related costs	2	70 418	93 921	115 747	131 817	123 050	123 050	123 050	135 733	143 669	147 313
Remuneration of councillors		11 921	13 636	15 934	16 842	14 375	14 375	14 375	13 992	14 621	14 987
Bulk purchases - electricity	2	8 459	10 506	14 013	9 600	15 008	15 008	15 008	16 498	17 240	15 533
Inventory consumed	8	12 667	16 392	31 857	34 468	32 446	32 446	32 446	28 524	36 558	37 472
Debt impairment	3	(219 653)	256 672	80 107	16 707	33 380	33 380	33 380	20 770	21 705	22 247

Depreciation and amortisation		130 478	248 181	138 887	102 425	152 893	152 893	152 893	116 487	121 729	124 772
Interest		446	757	538	70	70	70	70	37	39	40
Contracted services		31 535	41 240	48 445	45 458	58 619	58 619	58 619	45 675	51 411	52 696
Transfers and subsidies		11 993	25 382	9 953	800	800	800	800	600	1 045	1 071
Irrecoverable debts written off		(9 568)	-	47 712	12 272	15 482	15 482	15 482	6 939	7 251	7 432
Operational costs		47 682	49 039	37 702	50 613	55 080	55 080	55 080	40 753	49 930	51 178
Losses on disposal of Assets		9 629	-	8 170	-	5 700	5 700	5 700	6 042	6 314	6 472
Other Losses		(49)	(8)	(0)	(11)	(22)	(22)	(22)	(22)	(23)	(24)
<b>Total Expenditure</b>		<b>105 958</b>	<b>755 717</b>	<b>549 065</b>	<b>421 061</b>	<b>506 880</b>	<b>506 880</b>	<b>506 880</b>	<b>432 027</b>	<b>471 488</b>	<b>481 189</b>
<b>Surplus/(Deficit)</b>		<b>138 079</b>	<b>(505 417)</b>	<b>(203 629)</b>	<b>(89 004)</b>	<b>(167 380)</b>	<b>(167 380)</b>	<b>(166 271)</b>	<b>(86 773)</b>	<b>(117 699)</b>	<b>(114 494)</b>
Transfers and subsidies - capital (monetary allocations)	6	142 463	121 534	127 888	125 755	125 347	125 347	125 347	115 070	124 149	127 446
Transfers and subsidies - capital (in-kind)	6	-	92	82	-	-	-	-	-	-	-
<b>Surplus/(Deficit) after capital transfers &amp; contributions</b>		<b>280 543</b>	<b>(383 790)</b>	<b>(75 659)</b>	<b>36 751</b>	<b>(42 033)</b>	<b>(42 033)</b>	<b>(40 923)</b>	<b>28 297</b>	<b>6 450</b>	<b>12 952</b>
Income Tax		-	-	-	-	-	-	-	-	-	-
<b>Surplus/(Deficit) after income tax</b>		<b>280 543</b>	<b>(383 790)</b>	<b>(75 659)</b>	<b>36 751</b>	<b>(42 033)</b>	<b>(42 033)</b>	<b>(40 923)</b>	<b>28 297</b>	<b>6 450</b>	<b>12 952</b>
Share of Surplus/Deficit attributable to Joint Venture		-	-	-	-	-	-	-	-	-	-
Share of Surplus/Deficit attributable to Minorities		-	-	-	-	-	-	-	-	-	-
<b>Surplus/(Deficit) attributable to municipality</b>		<b>280 543</b>	<b>(383 790)</b>	<b>(75 659)</b>	<b>36 751</b>	<b>(42 033)</b>	<b>(42 033)</b>	<b>(40 923)</b>	<b>28 297</b>	<b>6 450</b>	<b>12 952</b>
Share of Surplus/Deficit attributable to Associate	7	-	-	-	-	-	-	-	-	-	-
Intercompany/Parent subsidiary transactions		-	-	-	-	-	-	-	-	-	-
<b>Surplus/(Deficit) for the year</b>	1	<b>280 543</b>	<b>(383 790)</b>	<b>(75 659)</b>	<b>36 751</b>	<b>(42 033)</b>	<b>(42 033)</b>	<b>(40 923)</b>	<b>28 297</b>	<b>6 450</b>	<b>12 952</b>

Vote Description	Ref	2021/22	2022/23	2023/24	Current Year 2024/25				2025/26 Medium Term Revenue & Expenditure Framework		
R thousand	1	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2025/26	Budget Year +1 2026/27	Budget Year +2 2027/28
<b>Capital expenditure - Vote</b>											
<b>Multi-year expenditure to be appropriated</b>	2										
Vote 1 - Executive and Council		2 676	-	-	-	-	-	-	-	-	-
Vote 2 - Office Of The Municipal Manager		-	-	146	850	260	260	260	700	784	803
Vote 3 - LED, Development and Town Planning		-	-	-	-	-	-	-	-	-	-
Vote 4 - Corporate Services		1 155	2 735	2 993	14 330	9 755	9 755	9 755	7 100	8 308	8 515
Vote 5 - Technical Services		56 046	(1 194)	40 430	111 736	119 522	119 522	119 522	115 832	113 781	116 626
Vote 6 - Financial Services		12 826	750	-	1 400	800	800	800	-	-	-
Vote 7 - Community Services		77 888	7 893	7 416	400	2 900	2 900	2 900	300	418	428
Vote 8 - COMMUNITY & SOCIAL SERVICES		-	-	-	-	-	-	-	-	-	-
<b>Capital multi-year expenditure sub-total</b>	7	<b>150 591</b>	<b>10 183</b>	<b>50 984</b>	<b>128 716</b>	<b>133 237</b>	<b>133 237</b>	<b>133 237</b>	<b>123 932</b>	<b>123 291</b>	<b>126 373</b>
<b>Single-year expenditure to be appropriated</b>	2										
Vote 1 - Executive and Council		-	-	-	-	-	-	-	-	-	-
Vote 2 - Office Of The Municipal Manager		-	-	-	-	-	-	-	-	-	-
Vote 3 - LED, Development and Town Planning		-	-	-	-	-	-	-	-	-	-
Vote 4 - Corporate Services		-	-	-	-	-	-	-	-	-	-
Vote 5 - Technical Services		9 304	(22 095)	(3 427)	8 913	7 069	7 069	7 069	6 086	6 360	6 519
Vote 6 - Financial Services		-	-	-	-	-	-	-	-	-	-
Vote 7 - Community Services		-	-	385	-	-	-	-	-	-	-
Vote 8 - COMMUNITY & SOCIAL SERVICES		-	-	-	-	-	-	-	-	-	-
Vote 9 - [NAME OF VOTE 9]		-	-	-	-	-	-	-	-	-	-
Vote 10 - [NAME OF VOTE 10]		-	-	-	-	-	-	-	-	-	-
Vote 11 - [NAME OF VOTE 11]		-	-	-	-	-	-	-	-	-	-
Vote 12 - [NAME OF VOTE 12]		-	-	-	-	-	-	-	-	-	-
Vote 13 - [NAME OF VOTE 13]		-	-	-	-	-	-	-	-	-	-
Vote 14 - [NAME OF VOTE 14]		-	-	-	-	-	-	-	-	-	-
Vote 15 - [NAME OF VOTE 15]		-	-	-	-	-	-	-	-	-	-
<b>Capital single-year expenditure sub-total</b>		<b>9 304</b>	<b>(22 095)</b>	<b>(3 041)</b>	<b>8 913</b>	<b>7 069</b>	<b>7 069</b>	<b>7 069</b>	<b>6 086</b>	<b>6 360</b>	<b>6 519</b>
<b>Total Capital Expenditure - Vote</b>		<b>159 895</b>	<b>(11 912)</b>	<b>47 943</b>	<b>137 628</b>	<b>140 305</b>	<b>140 305</b>	<b>140 305</b>	<b>130 018</b>	<b>129 651</b>	<b>132 892</b>
<b>Capital Expenditure - Functional</b>											
<b>Governance and administration</b>		<b>16 657</b>	<b>3 485</b>	<b>(2 910)</b>	<b>15 380</b>	<b>10 765</b>	<b>10 765</b>	<b>10 765</b>	<b>8 100</b>	<b>9 536</b>	<b>9 774</b>
Executive and council		2 676	-	146	250	250	250	250	100	261	268
Finance and administration		13 981	3 485	(3 056)	14 530	10 505	10 505	10 505	7 400	8 752	8 971
Internal audit		-	-	-	600	10	10	10	600	523	536

<b>Community and public safety</b>		77 690	7 893	8 924	8 407	11 107	11 107	11 107	–	–	–
Community and social services		77 690	7 893	–	1 000	3 700	3 700	3 700	–	–	–
Sport and recreation		–	–	8 924	7 407	7 407	7 407	7 407	–	–	–
Public safety		–	–	–	–	–	–	–	–	–	–
Housing		–	–	–	–	–	–	–	–	–	–
Health		–	–	–	–	–	–	–	–	–	–
<b>Economic and environmental services</b>		45 159	(3 694)	5 626	30 301	31 101	31 101	31 101	12 402	9 462	9 698
Planning and development		–	–	–	–	–	–	–	–	–	–
Road transport		44 961	(3 694)	5 241	30 201	30 701	30 701	30 701	12 102	9 044	9 270
Environmental protection		198	–	385	100	400	400	400	300	418	428
<b>Trading services</b>		20 389	(19 596)	37 810	90 947	95 239	95 239	95 239	109 816	111 098	113 875
Energy sources		1 304	–	–	–	500	500	500	–	–	–
Water management		4 294	(497)	37 603	80 600	83 464	83 464	83 464	88 323	88 562	90 776
Waste water management		14 790	(19 098)	208	9 147	10 725	10 725	10 725	21 492	22 536	23 099
Waste management		–	–	–	1 200	550	550	550	–	–	–
<b>Other</b>		–	–	–	–	–	–	–	–	–	–
<b>Total Capital Expenditure - Functional</b>	3	159 895	(11 912)	49 451	145 035	148 212	148 212	148 212	130 318	130 095	133 347
<b>Funded by:</b>											
National Government		65 155	(44 637)	45 927	125 755	125 347	125 347	125 347	118 518	119 671	122 663
Provincial Government		–	–	–	–	–	–	–	–	–	–
District Municipality		–	–	–	–	–	–	–	–	–	–
Transfers and subsidies - capital (monetary allocations) (Nat / Prov Departm Agencies, Households, Non-profit Institutions, Private Enterprises, Public Corporatons, Higher Educ Institutions)		–	–	–	–	–	–	–	–	–	–
Transfers recognised - capital	4	65 155	(44 637)	45 927	125 755	125 347	125 347	125 347	118 518	119 671	122 663
Borrowing	6	–	–	–	–	–	–	–	–	–	–
Internally generated funds		94 740	32 726	3 524	19 280	22 865	22 865	22 865	11 800	10 424	10 684
<b>Total Capital Funding</b>	7	159 895	(11 912)	49 451	145 035	148 212	148 212	148 212	130 318	130 095	133 347

#### 4.2.9. Conclusion

The Three Pillars Financial Plan outlined herein reflects the municipality's commitment to sound financial management practices and sustainable development. By adhering to the principles of fiscal prudence, transparency, and accountability, the municipality aims to achieve its strategic objectives and deliver quality services to its residents.



### **4.3. Disaster Management Plan**

The Joe Morolong Local municipality's disaster management plan, shall seek to achieve the following strategic outcomes:

- Compliance with the disaster management act.
- Risk assessment
- Building disaster risk resilient communities within its area of jurisdiction.
- Integration of the disaster management plan into the integrated development plan of the municipality with clear risk reduction projects and programmes to be implemented.
- Ensure a state of preparedness to respond to disaster incidents and/ or disasters and other emergencies.
- To provide for a well-coordinated effort by all relevant disaster management role-players/ stakeholders in the area of jurisdiction of the municipality and thus ensuring efficiency in dealing with disaster incidents and/ or disasters.
- Provide for funding arrangements to ensure that, disaster management projects and/ or programmes are budgeted for accordingly.
- Establishment of the interdepartmental committee within the municipality to ensure that, departmental contingency plans form part of the disaster management plan.

#### **4.3.1. Integrated Development Plan and the Disaster Management Plan**

Municipalities are required to develop a single integrated development plan at the beginning of each term of council and the same may be amended in accordance with the municipal systems act (Act 32 of 2000). Since the disaster management plan forms an integral part of the integrated development plan, it is of paramount importance that, each time the integrated development plan is reviewed, usually on annual basis, the disaster management centre or department within the municipality in which disaster management reside must ensure the inclusion of disaster risk reduction projects and programmes in the integrated development plan.

As such, a budget must be provided for the disaster risk reduction projects and/ or programmes for each financial year for purposes of implementation of such projects and programmes. Local government, in nowadays have become very strict on the fact that, only projects and/ or programmes appearing in the integrated development plan and funded are implemented. This therefore means that, if the disaster management centre or custodian department for disaster management does not prioritize its projects and programmes and ensure inclusion of the same in the IDP, it may have no disaster risk reduction projects to implement in a particular year and such conduct may lead to further vulnerability of the

community. Disaster management is everybody's business, and this must always be borne in our minds. Each and every department in the departmental committee of the municipality must table its projects for a particular financial year and provide an indication to the committee as to how such project contributes to disaster risk reduction in the municipality.

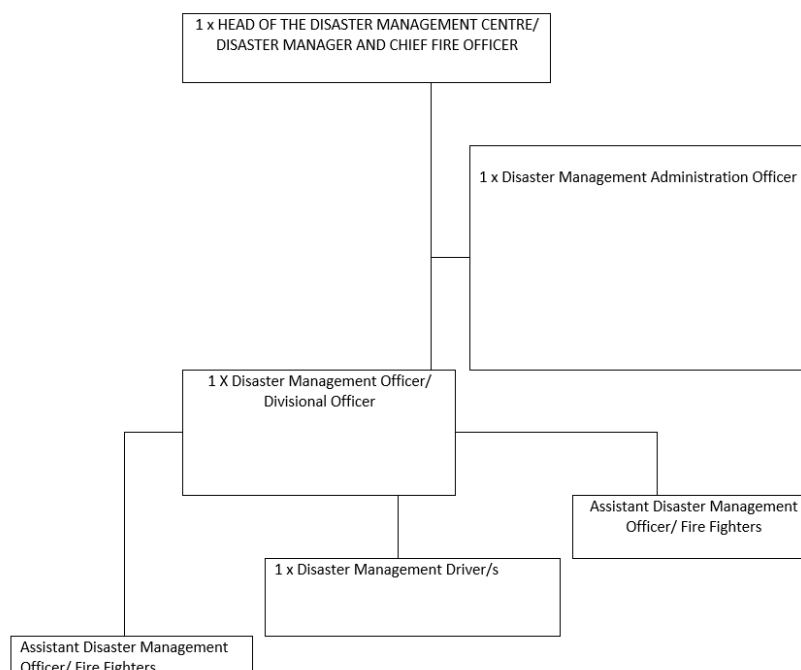
#### 4.3.2. Institutional Arrangements

##### a) Disaster Management Unit/ Centre

The disaster management unit is responsible for coordination of all disaster management issues within the municipality's area of jurisdiction. Each and every department including sector departments within the area of jurisdiction of the municipality is responsible for its line functionaries, and during a state of a disaster/ catastrophic event, such departments or sector departments shall take a leading role. This means that, if a bridge is washed away within the area of jurisdiction of the municipality, the technical department must play a leading role during assessments and provide accurate reports of the extent or magnitude of the damage.

##### b) Proposed Disaster Management Organogram

The organogram below is illustrative of an ideal, effective starter disaster management unit for the municipality. It can be utilized to establish a Disaster Management unit where there is none and/ or for improvement where need arises to ensure the provision of disaster management services that will ensure a positive impact in the area of jurisdiction of the municipality in so far as service delivery is concerned.



### **c) Disaster Management Advisory Forum**

Section 51, subsection 1, indicates that, metropolitans and district municipalities **may** establish a municipal disaster management advisory forum. It is advisable though that, such a structure is equally important for local municipalities as it is for district municipalities. This is a body in which a municipality and other relevant disaster management role –players in the municipality and municipal area consult one another and coordinate their actions relating to disaster management in the municipality.

The Disaster Management Advisory Forum advises the municipal council, through the relevant portfolio and executive committees on all disaster management related issues in the municipality. Such a structure plays a very significant role in influencing the municipality and other role-players to make sure that, they provide funding for disaster management in their line function departments.

It has proved over the years that, ensuring consistency of the members of the Disaster Management Advisory Forum is a very big challenge. Some sector departments and to a certain extent some of the municipalities and other stakeholders, do not either nominate and/ or appoint an incumbent to be responsible for disaster management but rather send anyone in the meetings of the disaster management advisory forum. This has a negative impact to consistency and /or continuity of the structure in terms of taking its decisions, as required reports will not be tabled accordingly.

It is therefore advisable to Joe Morolong Local Municipality to make sure that, it corresponds to all the identified disaster management role-players to either nominate and/ or appoint an incumbent who will be responsible for disaster management in a certain sector and attend meetings consistently.

### **d) Establishment of the Unit for Disaster Management Volunteers**

Chapter 7, section 58 of the Disaster Management Act (Act 57 of 2002) indicates that metropolitans and district municipalities **may** establish a unit of volunteers to participate in disaster management in the municipality.

The unit for disaster management volunteers is one of the most important structures in disaster management especially during disaster incidents and/ or catastrophic events in terms of beefing up human resources capacity.

Such a unit can be established at a district municipality level, but of paramount importance is that, such volunteers must be recruited from the local municipalities at a ward level.

This therefore means each and every local municipality within the district must keep a data base for volunteers representing such local municipality at the district municipality and such data base must be updated on monthly basis to monitor the movement of such volunteers. Of importance to note is that, volunteers may migrate from one area to another for different reasons ranging from search for jobs or permanently relocating to a different area outside the jurisdiction of the local municipality.

As soon as a volunteers migrate and relocate in an area outside the jurisdiction of the municipality, such a volunteer will have to be removed from the data base of that municipality due to the fact that, he/ she may not be available during the period of need.

The disaster management volunteers must be:

- i. Trained on disaster management issues.
- ii. Involved on all disaster management issues taking place within the municipal area.
- iii. Attend disaster incidents/ disaster to conduct assessments supervised by the disaster management staff from the municipality.
- iv. Participate in disaster management community capacity building programmes such as awareness campaigns and emergency drills.

#### **e) Inter-Departmental Disaster Management Committee**

The disaster management interdepartmental committee in the municipality is required for purposes of ensuring that, each and every line function department within the municipality itself is represented and a platform to engage on issues of disaster management is made available.

Furthermore, each and every internal department within the municipality must provide contingency plans promoting risk prevention, mitigation and/ or termination where possible.

One of the most important aspects to make an example, is that of the **disaster recovery plan** that must be developed by the corporate services department within the municipality to make provision for business continuity in the municipality during a state of a disaster.

Usually, the senior management represent their departments in this committee and failing which must delegate middle management. This responsibility must not be delegated further down the hierarchy of management due to the fact that, it will lose its accountability.

#### **f) Joint Operations Centre (JOC)**

During a state of a disaster or major incident, a facility that can be utilized for purposes of coordination of disaster assessments, provision of relief and communication of information becomes necessary.

This is a place usually, the disaster management centre of the district, where different disaster management stakeholders converge during a state of a disaster to ensure integrated coordination efforts of relief to the affected communities.

In certain instances, such JOC can be mobile, to be moved from one area to the other depending in the area where a disaster has occurred but the important thing is that, the facility must have all the required instruments for a joint operations centre to operate.

#### **4.3.3. Declaration of a Disaster**

In line with section 55 of the Disaster Management Act (Act 57 of 2002), the Joe Morolong Local Municipality shall consult with the John Taolo Gaetsewe District Municipality for purposes of declaring a state of a local disaster, taking into consideration that during the local state of the disaster, existing legislation and all contingency arrangements do not adequately provide for the municipalities (local and district) to deal effectively with the disaster.

It must be noted that, the primary responsibility to declare a local state of a disaster is vested upon the district municipalities in terms of section 54, subsection 1 (b), of the Disaster Management Act (Act 57 of 2002). In this case it is very crucial to ensure close cooperation and consultation between the local municipality and the district municipality.

#### **4.3.4. Stakeholders Roles and Responsibilities During a Disaster**

During a state of a disaster, each and every relevant stakeholder in Disaster Management is required to play its roles and responsibilities. It is therefore of paramount importance to clearly outline such roles and responsibilities in the plan in order to ensure diligence and accountability on implementation of such, as well for each and every stakeholder to fully understand its roles and responsibilities.

<b>STAKEHOLDER</b>	<b>PRIMARY ROLES AND RESPONSIBILITIES</b>
The Municipal Council	<p>In line with section 55 of the Disaster Management Act, the District Municipal Council in consultation with the affected Local Municipal Council shall declare a state of a local disaster after considering reports of such disaster.</p> <p>Where a local state of a disaster has been declared, by the district municipality in consultation with the affected local municipality/ies subsequent to their satisfaction that, the resources available to their disposal are not adequate to deal with the magnitude of the disaster, the declaration of a local state of a disaster is</p>

STAKEHOLDER	PRIMARY ROLES AND RESPONSIBILITIES
	intended to activate resources from the provincial department COGTA (Provincial Disaster Management Centre) to deal with the disaster.
The Municipality's Municipal Manager	The Municipal Manager is the accounting officer of the municipality and is responsible for governance and administration in the municipality.
The Disaster Management Advisory Forum	This is a structure established in terms of section 51 Of the Disaster Management Act (Act 57 of 2002) as amended, its chairperson (Head of the District Disaster Management Centre or delegated) is responsible of activating a JOC during a state of a disaster in order to coordinate resources in a manner that ensures diligence and effectiveness to speedily provide relief to the affected.
The Municipal Disaster Management Centre	<p>The Disaster Management Centre is responsible of coordination of resources during a state of a disaster. The Disaster Centre shall provide accommodation to the Joint Operations Committee (JOC) in order to undertake its duties during a catastrophic event and shall make sure that facilities such as the Disaster Management Information and Communication System are in place to ensure speedily assessment of the disaster and thus expediting provision of relief to the affected.</p> <p>The DMC prepares reports with recommendations to Council regarding a disaster in order to take a decision whether a need is there to declare a state of a local disaster.</p>
Disaster Management Volunteers	The Disaster Management Centre of a municipality is required to establish a unit of volunteers in line with the Disaster Management Act, section 58. This assists the municipality in beefing up its Disaster Management Human Resources capacity. The volunteers must be trained on how to undertake disaster management function in order to participate during a disaster.
The ward or representative Councillor/s or leaders of the community	Responsible of being a liaison person between the community and the Disaster Management Centre.
None Governmental Organizations (NGOs), Community Based Organizations (CBOs)	Assist with provision of relief during a state of a disaster or catastrophic event through the Disaster Management Centre to ensure an integrated response and distribution of relief.
Line Function Departments	During a state of a disaster, each and every Municipal Department and sector departments are required to undertake a leading role in terms of assessments and providing advice on such catastrophic event.
Infrastructure/ Technical Department in the municipality	When a bridge/ water reservoir collapses during a state of a disaster, the department is required to undertake a leading role and conduct assessment of such in order to provide a spot on report and as well accurate costing of the extent/ magnitude of the disaster.
Finance Department in the Municipality	<p>The Finance department is responsible to identify funds that can be utilized to deal with the disaster after a disaster incident has been reported. In such a case, it is when the district municipality and affected local municipalities have the resources to deal with the disaster incident and it cannot be declared as a local state of disaster in terms of section 55 of the disaster management act.</p> <p>The municipalities also have the discretion, to utilize available funding that is intended for other uses to deal with a declared local state of a disaster and such funds can be recovered there-after upon submission of reports to COGTA (Provincial Disaster Management Centre).</p> <p>It is worth noting that, due to financial constraints in municipalities, it is impossible to have funds that can be kept solely as contingency funds awaiting for the occurrence of a disaster.</p>
Corporate Services Department in the municipality	Assist with issues of administration, legal advice and as well coordinating human resources whenever a need arises.

STAKEHOLDER	PRIMARY ROLES AND RESPONSIBILITIES
Water and Sanitation Department in the municipality	<p>Must make sure that, plans to distribute potable/ clean water to the affected areas are in place and in the case of a disaster, such plans are activated to provide relief to the people in the affected areas.</p> <p>When catastrophic events such as floods occur, to a certain extent can have secondary effects such as waterborne diseases. It is therefore of paramount that, potable water is available at all times.</p>
Public Participation and Community Facilitation Department	Assist the Disaster Management Centre by coordinating communication and awareness during a state of a disaster.
Private Sector	The private sector mostly has got resources that can assist greatly during a state of a disaster, both financially and otherwise. It is therefore very crucial to ensure that, the private sector is represented in the Disaster Management Advisory Forum and their assistance be clearly defined to ensure participation and involvement during a state of a disaster.
Social Development Department	To provide counselling to victims of disasters and to coordinate provision of food parcels where necessary.
Department of Agriculture	To take a leading role whenever farms are affected in order to conduct reliable assessments and provide advices in terms of reports.
Department of Health	<p>The management from the Department of health must be represented in the Disaster Management Advisory Forum, to make sure that, hospitals within the area of jurisdiction of John Taolo Gaetsewe district are identified that can be utilized for mass casualties.</p> <p>The department will have to submit its own disaster management contingency plan to the district municipality which will form part of the Disaster Management Master Plan for the district municipality.</p> <p>During a disaster mass casualties must be accepted to the hospitals.</p>

#### **4.3.5. Disaster Management Standard Operation Procedures for Responding to Disasters**

The municipal disaster management centre or unit shall be responsible of ensuring an integrated coordination of resources for rapid response in case of a catastrophic event. It is equally important though to make sure that, each and every sector department within the area of jurisdiction of the municipality prepare their own disaster management standard operation procedures. Such SOPs shall then be tabled in the meetings of the Disaster Management Advisory Forums for discussions and included in the disaster management master plan as annexures.

The standard operation procedures shall prescribe the manner in which various response and relief activities like evacuation, search and rescue, casualty, emergency health management, food, drinking water, sanitation and hygiene, clothing shelter, management of relief camps and restoration of essential services, etc. have to be undertaken.

From the above responsibilities it is quite clear that, each and every department has a role to play whilst the Joe Morolong Local Municipality shall endeavour to make sure that to the best of its ability coordinate the required resources to assist during a disaster.

The SOP encompasses the following five phases of disaster management for effective and efficient response to disasters:-

#### **4.3.5.1. Preparedness Phase**

This phase takes into account all necessary measures for planning, capacity building and other preparedness issues so as to be in a state of readiness to respond, in the event of a disaster. This Stage also include development of Search and Rescue Teams, mobilization of resources and taking measures in terms of equipping, providing training, conducting mock drills/exercises, etc.

##### **a) Task Teams**

As part of being proactive and through the Disaster Management Advisory Forum, the Joe Morolong Local Municipality, where certain disaster risks have been identified and the imminence of such risks are anticipated, shall assemble task teams of experts with the line function agency to such risk taking a lead role to investigate, assess the situation and provide reports accordingly on how the effects or anticipated extent of damage can be prevented and/or mitigated.

Hazards such as drought do not occur overnight, but is realized through a chain of events that take place which indicate a probability of drought in a certain period. It is in circumstances of this nature that, require proactive measures to be put in place for example.

It is therefore the responsibility of the municipality in this case with the department of agriculture as a leading agency to also ensure capacity building not at government level only but more critically to the community who may not fully understand as to why such natural phenomenon occur.

##### **b) Mock or Emergency Drills**

It is a known fact that, when disasters or catastrophic events occur in an area, where the community fully understand as to what measures must be taken into consideration prior, during and after a disaster, such communities are likely to register very minimal mortality rates which is one of the most important objectives for disaster management to prevent loss of lives.

The above does not just happen on its own, but takes into account extensive capacity building and also conducting emergency exercises that include communities that have been identified



to be vulnerable to certain risks in order to prepare them to assist themselves during a state of a disaster.

The Joe Morolong Local Municipality must therefore as part of its practices in the municipality embark on and promote emergency exercises as one of the ways to ensure a state of disaster preparedness.

The above must also take into consideration, the identification of places of safety, where communities can be evacuated to. If for example floods are known to occur in the area, it is very crucial to identify either a community hall or church in a higher area that can be utilized for evacuation purposes whenever floods manifest themselves.

#### **4.3.5.2. Early Warning Phase**

This phase include all necessary measures to coordinate timely, qualitative and quantitative warnings to the disaster managers to enable them to take pre-emptive measures for preventing loss of life and reducing loss/damage to the property. On the occurrence of a disaster or imminent threat thereof, all the concerned stakeholders shall be informed to activate their disaster management plans.

The South African weather services provide quite wonderful early warning information especially on natural hazards that could be very detrimental if not taken into consideration.

The Joe Morolong Local Municipality shall forge very close relationship with the South African Weather Services and make sure that, it becomes part of the stakeholders that receive early warning systems from the South African Weather Services.

It is once again advisable that, as the early warning information is received by the Disaster Management Centre/ unit, is interpreted correctly and forwarded to strategic individuals identified at a community level who can also assist in relaying the information to the community.

The strategic identified individuals at a community level must be thoroughly trained on how to use the early warning system information as soon as it reaches them. This will assist in eliminating unnecessary alarm that may lead in unnecessary evacuation of community but only act whenever is really necessary.

#### **4.3.5.3. Response and Recovery Phase**

This phase include all necessary measures to provide immediate assistance to the affected people by undertaking search, rescue and evacuation measures. It is very important to fully

understand what must be done during a state of a disaster in order to assist those affected effectively to recover from the effects of a disaster incident and/ or disaster.

Immediately after a disaster has occurred, a joint operations centre shall be activated which shall ensure an integrated response effort by all relevant stakeholders.

Relevant response teams are very crucial so as to prevent any unnecessary secondary disaster incidents at the scene of the disaster and/ or disaster incident.

The municipality must ensure that, compliment personnel responsible for disaster management is put in place with expertise, including departmental and/ or sector department's employees representing different functionaries.

The following activities take place during and/ or after the occurrence of a disaster *inter alia*:

- i) Monitoring and evaluation of hazardous and potential disastrous incidents
- ii) Possibly declaring a state of disaster
- iii) Activating and implementing contingency or response plans, developed as part of planning and mitigation
- iv) Informing other relevant disaster risk management role players and institutions, such as the NDMC, District DMCs, neighbouring
- v) Municipalities and Provinces, etc.
- vi) Deploying response resources to the scene
- vii) Managing the resources deployed
- viii) Monitoring of disaster intervention activities
- ix) Reporting and recording of decisions
- x) Outcomes:
  - Response actions
  - Reports and lessons learnt
  - Updating of plans

### **Disaster Recovery**

Disaster recovery activities take place after the disaster occurrence and include:

- i) Disaster recovery activities
- ii) Monitoring of disaster recovery activities
- iii) Documentation of disaster occurrences and actions taken
- iv) "Post-mortem" analysis to improve systems, plans and methods

- v) Reporting and recording of decisions
- vi) Outcomes:
  - Response actions
  - Reports and lessons learnt

### **Disaster Management Volunteer Unit**

As indicated above, volunteers must form part of the disaster management response teams during a state of a disaster to supplement human resources from the municipality and to provide any critical information that may assist during the disaster by those volunteers that stay in a particular ward where the disaster may have occurred. The data base for volunteers must be updated on regular basis, at least once a month to make sure that, such volunteers are still available.

#### **4.3.5.4. Relief Phase**

This phase includes coordination of all necessary measures to provide immediate and/ or emergency relief to the affected people in terms of their essential needs of food, drinking water, health and hygiene, clothing, shelter, etc.

The municipality must provide budget on annual basis to procure disaster relief material that shall be utilized issued to disaster victims in case of a disaster. This phase also require a well-coordinated effort to prevent duplication of limited relief for the benefit of the victims.

Arrangements should also be made with the district and provincial disaster management centres to assist with provision of disaster relief material.

In certain instances, relief will be used during disaster incidents, because it is not all incidents that can be classified as disasters. The following list provides a guide as to which relief material can be procured during a disaster incident and/ or disasters:

- Plastic sheets
- Emergency food parcels
- Sponges/ Matrasses
- Blankets

One will notice that, in the list above emergency food parcels are included for the municipality to budget for although the primary responsibility for food vouchers lies with the Social Development Department.

Experience has proved that, the vouchers from department of Social Development takes quite some time to be processed whilst victims are suffering and it within such basis that the municipality is required to provide such.

This therefore does not take away the responsibility of providing such foodstuffs by the department of social development as they are required to provide same.

#### **4.3.5.5. Restoration and Rehabilitation Stage**

This phase will include the coordination of all necessary measures to stabilize the situation, restore and rehabilitate the affected areas accordingly. Once again, in this section it is of paramount importance to fully understand that, each and every department either within the municipality (e.g. if a municipal road or bridge has been affected) or sector departments primarily responsible for a specific line function to ensure that, resources are coordinated that will ensure restoration and rehabilitation in the affected community.

For example, if a catastrophic event occurs that destroys quite a number of houses in a specific community. The department of human settlements then take a leading role in ensuring that rebuilding of houses for the community takes place.

Once again, if a bridge is washed away during floods and such bridge is a competency of the department of works. The department of works shall provide resources including funding to reconstruct such a bridge.

The above is most important in ensuring that, normality is restored in the community for purposes of the community to carry on with their daily lives accordingly.

The role of the municipality specifically during this phase is to monitor that, restoration and rehabilitation does take place by the line function department responsible and reports have to be table in the municipal disaster management advisory forum regarding progress and such reports then are tabled by the head of the disaster management centre to the portfolio committee and thereafter follow the reporting systems within the municipality up until they reach council.

It is therefore equally important that, the community is consulted on regular basis for update and progress on restoration and rehabilitation projects. This is a wonderful tool that can eliminate any manifestation of community riots that are unnecessary.

#### 4.3.6. Risk Assessment

Most communities face risks which they have to assess and manage. Risks may arise from human induced activities such as industrial accidents, accidental start of veld fire or they may be of natural origin such as floods, earthquakes, etc. Risks need to be taken into account in the decision-making process of the overall disaster management policy. There are, of course, decisions concerning management of risks themselves, but other decisions, such as those relating to land use planning or industrial investment, also require consideration of risks.

Knowing a risk—i.e. analysing and assessing it—is a first essential step in risk management. If a hazard source is identified it is essential that a true risk analysis be performed to obtain a true estimate of the risk. Obtaining knowledge of the risk is based on analysis and other technical means. When knowledge of a risk is insufficient, and where the community risk profile indicates that a relatively high-risk level is to be expected, further studies should be undertaken to attain a satisfactory level of knowledge.

##### 4.3.6.1. Probability And Frequency

An accident can be characterised by its intensity, a risk by the combination of the likelihood of an event (expressed in terms of probability or expected frequency) and its consequences. For example, although the intensity of a collision between the Earth and a comet would be very high, as such an event would cause massive devastation and loss of life, the probability of such an event is so low that the risk can be considered as negligible.

For more events that occur more frequently, their frequency can be assessed using a historical approach. If frequency is defined as the return period of a given event, it is possible to extrapolate an expected future frequency from the past frequency, provided the conditions under which the event occurred in the past still pertain in the future. An example can be made here of recurring/ chronic floods that can manifest each and every three (3) or five (5) years or every ten (10) years.

The table below also illustrate an example of a frequency level vs frequency of occurrence of a risk. This table is always open for discussion by stakeholders; it cannot be a cast in stone.

FREQUENCY LEVEL	FREQUENCY OF OCCURRENCE (YEARS)
5	1/3-10
4	1/100
3	1/000
2	1/10 000
1	1/100 000

#### **4.3.6.2. Elements at Risk**

Elements at risk are, first of all, people (i.e. the population, workers e.t.c) but they can also be economic in nature. It is the number of such vulnerable elements that will be affected by a hazardous phenomenon that determines the damage level of an accident.

#### **4.3.6.3. Prevention of Hazardous Phenomena**

It is possible to apply prevention strategies to attempt to reduce the probability of some hazardous phenomena. In industry, for instance, specific safety equipment or organisational measures can prevent failures likely to lead to an accident. In general, the community risk profile does not extend to assessment of specific preventive measures, but it does allow consideration of whether or not general prevention strategies are applied.

These include, for example, the existence of legislation and its degree of enforcement or the existence of local monitoring and alert systems to provide early warning and allow for intervention before a major accident occurs.

#### **4.3.6.4. Protection, Mitigation**

Protection and mitigation attenuate the effects of hazardous phenomena reaching vulnerable elements. Mitigation devices include dikes protecting against flooding or reinforced walls able to withstand the blast effect of an explosion.

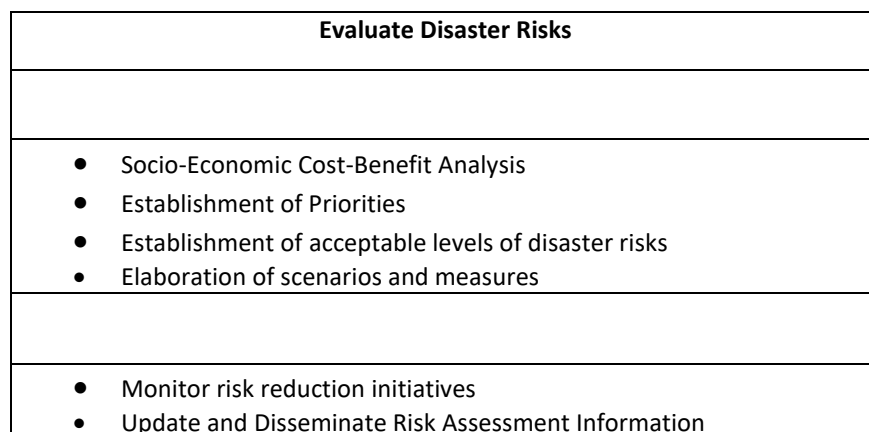
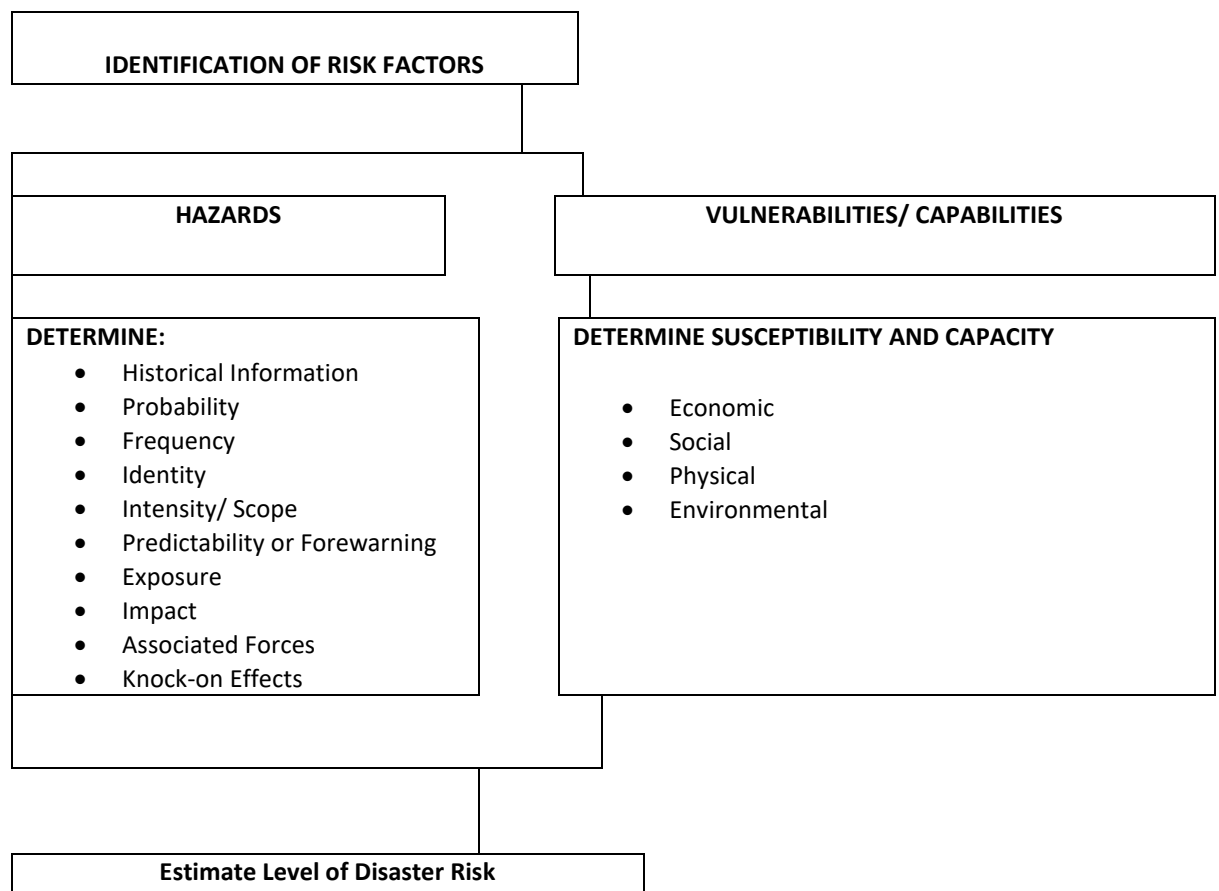
Mitigation also covers specific intervention plans and measures to reduce vulnerability or prevent it increasing. Land use restrictions or building regulations and standards are among the possible mitigation measures.

Emergency preparedness is assessed globally for the entire community and for all hazards, the assumption being that a single organisation will be involved in response to any of the hazards, and that good overall organisation will be beneficial in all situations.

#### **4.3.6.5. Resilience**

Resilience characterises the capacity of a community (or of a person) to recover after an accident. Several aspects of a community's make-up contribute to its resilience, including: the existence of disaster recovery planning, access to knowledge, the community's economic capacity and its health system, as well as the system's learning capacity, local cohesion and the community's technical capacity.

For the purposes of this risk assessment, the simplest way of executing risk assessment is in accordance with the National Disaster Management Framework (NDMF) as summarised in the diagram below:



#### 4.3.6.6. The Risk Formula

The disaster risk assessment formula that was used in the modelling process is derived from the formula presented in the National Disaster Management Framework. The components of Manageability and Capacity are also included in the calculation. The Risk Model is based on a mathematical formula, taking into account the various factors that constitute the level of risk in a specific area, based on specific hazards. The mathematical formula can be indicated as:

Hazard x Vulnerability

**RISK =** \_\_\_\_\_

Manageability x Capacity

where:

*Risk* – The probability of harmful consequences or expected losses resulting from interactions hazards and vulnerable conditions. Conventionally risk is expressed as Risk = Hazards x Vulnerability; however, the concepts of Manageability and Capacity are also included in the Risk Formula.

*Hazard* – A potentially damaging physical event, phenomenon and/or human activity that may cause the loss of life or injury, property damage, social and economic disruption or environmental degradation.

*Vulnerability* – The degree to which an individual, a household, a community, an area or a development may be adversely affected by the impact of a hazard. Conditions of vulnerability and susceptibility to the impact of hazards are determined by physical, social, economic and environmental factors or processes.

*Manageability* – For the purpose of this assessment Manageability was defined as the combination of all the strengths and resources available within the government departments and line-functions that can reduce the level of risk or the effects of a disaster. This includes the level of Staff or Human, resources, available expertise, suitable internal experience, available vehicles, equipment, funding or budget allocations, facilities and risk reduction and response plans.

*Capacity* – For the purpose of this assessment Capacity was defined as the combination of all the strengths and resources available within the community or society that can reduce the level of risk or the effects of a disaster. Capacity was rated in terms of the same classification as Manageability.

Advancement on the formula can be indicated as:

(Impact= Hazard x Vulnerability)

**RISK =** \_\_\_\_\_

(Resilience= manageability x Capacity)



where:

**Impact** – Impact defines the effects of a specific hazard on a specific area, building or community with a specific vulnerability. The Impact value is calculated as the multiplication between the Hazard and Vulnerability values, e.g.  $\text{Impact} = \text{Hazard} \times \text{Vulnerability}$ .

**Resilience** – The Resilience value defines the total ‘resilience’ level in a specific area or community based on the Capacity of the community, as well as the Manageability levels of the authorities, government department and line-functions to deal with disaster risk or the effects of disasters. The Resilience value is calculated as the multiplication between the Manageability and Capacity values, e.g.  $\text{Resilience} = \text{Manageability} \times \text{Capacity}$ .

RISK RATING	
HAZARD CATEGORY	RATING
Drought	
Land degradation	
Fire	
Mine Blasting	
Sewerage Spills	
Diseases associated with mining	
Hazardous/Hazmat Accidents	
Car Accidents	
Floods	
Snow	
Storms	

RISK REDUCTION PROJECTS					
Hazard	Risk Reduction Strategy	Project Description	Outcome	Budget	Priority
Drought	Reduce Community Vulnerability	Awareness Campaigns to educate communities on how to reduce the impact of drought	Increased Awareness and preparedness for the community	R 50 000	High
		Immunization of animals	Reduce likelihood of animal diseases outbreak	R 70 000	High
		Monitor dams and river levels as well as water usage	Increased preparedness. Impose water restrictions	R 100 000	High
		Implementation of additional water storage facilities	Increased Preparedness	R 200 000	High
		Put mechanisms in place for insurance and compensation in case of a major incident	Financial sustainability assistance after major incidents	R 50 000	High

RISK REDUCTION PROJECTS					
Hazard	Risk Reduction Strategy	Project Description	Outcome	Budget	Priority
Fire	Reduce the impact of fire in the community	Ensure burning of regular fire breaks	Fire breaks benefits, awareness and implementation	R 150 000	High
		Awareness Campaigns to educate communities on dangers of fires and how to be safe around the fire	Education sessions on fire safety	R 75 000	High
		Establishment of committees to monitor and report illegal electricity	Monitoring Programme for electrical networks	R 40 000	Medium
		Identify and remove illegal connections from the electricity network	Committee and Community monitoring the usage, illegal connections and overloading of electricity	R 20 000	Medium
		Annual update of response and contingency plans and communication networks prior to fire season	Increased preparedness and efficiency at strategic level	R 60 000	High
		Fire Hydrant and risk assessments to evaluate the best possible business models to implement fire service, source funding and determine the best possible location of satellite stations and fire hydrants	Improve preparedness and response to incidents	R 1, 500 000	High
		Implementation of fire hydrants and satellite stations study and source funds for fire engines	Improve preparedness and response to incidents	R 6 000 000	High
		Provide enough water in hydrants at easily accessible points	Improve response times and dealing with fire incidents	R 400 000	Medium
		Enforce legislation for installation of fire extinguishers on high risk properties and organizations	Fire extinguishers on sites as first mitigation measure	As per magnitude of property	Medium
		Provide training to volunteers and fire fighters	Capacity building and optimum performance	R 100 000	High
		Implement early warning systems	Minimization of impact of fire incidents	R 100 000	High



RISK REDUCTION PROJECTS					
Hazard	Risk Reduction Strategy	Project Description	Outcome	Budget	Priority
Mine Blasting	Reduce the impact of mine blasting on property	Establishment of a forum to look into the issue	Improved relationships between community, private sector and government institutions	R 30 000	High
Sewer Spillages  Hazmat/ Hazardous Accidents	Reduce Community Vulnerability	Comprehensive waste water treatment programme	Improved waste water treatment	R 650 000	High
		Comprehensive maintenance plan to deal with ageing infrastructure	Reduced probability of communities affected by sewer spillages	R 1000 000	High
	Reduce Vulnerability of Community on Hazardous accident/ incidents	Government must improve road infrastructure	Better road conditions	R 200 000	Medium
		Construct Speed Calming measures (speed humps)	Possible reduction of speed accidents	R 200 000	Medium
		Awareness Campaigns on hazardous vehicles and actions to be taken in case of an incident/ emergency	Increased awareness and education	R 75 000	Medium





#### 4.3.7. Proposed Joe Morolong Fire and Emergency Rescue Unit

The main functions of a fire service are to prevent fires and to protect life and property. To perform these functions the service must be adequately organized and equipped. Essential to fire protection is an efficient fire service and an adequate water supply. The proposed project seeks to identify processes that can be adopted to ensure that the proposed Municipality Fire Service meets the abovementioned Community protection requirements. This proposal is submitted as a recommendation for planning and implementation to ensure communities within Joe Morolong Local Municipality are protected from fires and disasters.

<b>Problem / Opportunity Statement</b>	<p>Overview of the Municipality infrastructure in relation to fire service is that there is no capacity or infrastructure in relation to:</p> <ul style="list-style-type: none"> <li>✚ Fire Stations</li> <li>✚ Vehicles</li> <li>✚ Fire Service Equipment</li> <li>✚ Fire Service Staff</li> <li>✚ Communications</li> <li>✚ Fire Prevention / Fire Safety Methods</li> </ul> <p>Currently, the Municipality has entered into a partnership agreement with Working on Fire (Pty) and concluded a Memorandum of Agreement with the vision of: Enhancing the sustainability and protection of life, livelihoods, ecosystem services and natural resources, and wellbeing of beneficiaries through Integrated fire Management. However, the team is only trained on Veld and forest fire fighting. A certain degree of dependence is placed on Working on Fire Services whereas the setup cannot be considered as a permanent or reliable part of the fire services. Therefore, Municipalities is compelled to provide fire service infrastructure to deal or attend to the structural fire incidents.</p> <p>The plan of the Municipality is to establish a fully functional Fire Unit that encompasses of structural fire with the intention to enhance community safety, quality of life and confidence by minimising the impact of hazards and emergency incidents on the people and the environment.</p> <p>The establishment of fire and rescue response unit is necessary to protect Communities and Industries at risk. These units of protection will offer an integrated solution to a wide range of Municipal services.</p> <p>Further to the challenges mentioned above, various resources and infrastructure developments would be required in order to render an acceptable level of fire brigade, rescue and emergency services in the Joe Morolong Municipality.</p> <p>Resources includes Temporary Structures for victims whose houses are destroyed by hailstorm and fires.</p>
<b>Objectives</b>	<ol style="list-style-type: none"> <li>1. The Main objective is aimed at Building disaster risk resilient communities within our area of jurisdiction, this will benefit the community at large.</li> </ol>

	<p>2. Ensure a state of preparedness to respond to disaster incidents and/ or other emergencies and increase preparedness and efficiency at strategic level.</p> <p>3. This includes improvement on the emergency on the response to the fires, natural disasters and other emergency situations.</p> <p>Joe Morolong Local Municipality fire station will be advanced in fire prevention services and also on the safety teachings methods in a form of community awareness Campaigns and Education. Furthermore, the proposed project seeks to:</p> <ul style="list-style-type: none"> <li>✚ Implement early warning systems</li> <li>✚ Provide training to volunteers (in the different wards) and fire fighters</li> <li>✚ Enforce legislation for installation of fire extinguishers on high-risk properties and organizations</li> <li>✚ Provide enough water in hydrants at easily accessible points</li> <li>✚ Fire Hydrant and risk assessments to evaluate the best possible business models to implement fire service, source funding and determine the best possible location of satellite stations and fire hydrants</li> </ul>
<b>Recommended Solutions</b>	<p>PROPOSED FIRE STATIONS ARE AS FOLLOWS</p> <p>Based on the overall risk and travelling distance, it is highly recommended that four fire stations be initiated at:</p> <p>Churchill (Main Station)  Hotazel (Satellite Station)  Van Zylsrus (Satellite Station)  Heuningvlei (Satellite Station)</p> <p>The reason we need the 3 satellite stations is because of the long distances from the Main office to the satellite offices, there are municipal offices in all the proposed satellite stations.</p> <p><i>Distances are as follows:</i>  Churchill – Hotazel : 90km (single trip)  Churchill - Van Zylsrus : 180km (single trip)  Churchill to Heuningvlei: 150 (single trip)</p> <p>Vehicle and equipment requirements for each Fire Station are as follows:</p> <p>Churchill (Main Station)  10000L Water Tanker (With Firefighting capabilities)  4000L Major Fire Engine (4 x 4)  1 x Rapid Response LDV (4 x 4) with Skid Unit  Hazmat Trailer</p>

	<p>Hotazel (Satellite Station) 2000L Medium Fire Engine (4 x 4)</p> <p>Van Zylsrus 2000L Medium Fire Engine (4 x 4)</p> <p>Heuningvlei 2000L Medium Fire Engine (4 x 4)</p> <p>Fire Station Accommodation</p> <p>We recommend the utilization of “Prefabricated Modular” type structures inclusive of offices, mess, male and female dormitories, ablutions, security fencing and storerooms.</p> <p>Training</p> <p>We recommend the following minimum training standards;</p> <p>Firefighting Operations Rescue Operations Hazardous Material Fire Safety Communication Centre Operations</p> <p>Personal Protective Clothing</p> <p>Fire helmet Firefighting and rescue gloves Firefighting boots Flash hood Bunker suit (jacket and pants) Eye and hearing protection</p>
<b>Municipality Value</b>	<p>All fire fighters currently contracted under the EPWP. The Current structure of the Municipal Disaster Unit Comprises of a Manager and a Disaster Co-ordinator</p> <p>  Established Administration and Established Infrastructure   Staff Development Programmes, Skills transfer and Capacity Building </p>

	 Improved level of Service Delivery within the Municipality Fixed Budget Allocation for Disaster Relief and Recovery Projects
<b>Community Value</b>	The community of Joe Morolong Local Municipality at large (15 wards)  Education and awareness Promote Community Upliftment Will be determined as and when the project is implemented with project deliverables.
<b>Value for the Funder</b>	Community will be informed Risk mitigation Reduction of fires Increase in revenue Rapid Response Will be determined as and when the project is implemented with project deliverables.
<b>The Milestone Plan</b>	 Community awareness campaigns – Community Services Department  Training of the volunteers and Fire Fighters – SIOC - CDT  Construction of Fire Station: SIOC – CDT Delivery of Disaster assistance (blankets, temporary shelter, food vouchers and water) – SIOC - CDT
<b>Cost</b>	The Municipality have not yet established a Cost to the Project. However, as for the immediate intervention/ method of relief, a roughly cost per item is determined as follows:  Temporary Shelter /Residential Unit (R 75 000 per Unit) as dated back 2019/2020 Blankets (216 cm X 229cm) R450.00 <ul style="list-style-type: none"> <li>Food Voucher R1500 per household</li> </ul>
<b>Sustainability</b>	The Accountability will be linked to the Municipal Disaster Management KPI as stipulated in the SDBIP, and quarterly progress of every activity will be tabled as Council item for reporting purposes.  The Municipality has assets register and Asset Maintenance Policy in place  Fixed budget allocations towards operation and Maintenance of the Centre will be determined
<b>Risks &amp; Assumptions</b>	Community disruptions – Medium Involvement of relevant stakeholders - Low
<b>Key Stakeholders</b>	The Intervention and involvement of all Mining Houses, National and Provincial Department and John Taolo Gaetsewe District Disaster Management Centre is crucial in achieving the proposed project. The are established Forums in place whereby all sector Department, NGO's and stakeholders are part, the progress of the project will be presented at these forums.
<b>Source/s of funding</b>	Due to limited Budget, the Municipality on a continuous basis, seeks funding from Mining sectors however no funding has been received this far The Municipality is intending to allocate Budget for Disaster Relief and Recovery in the 2024/25 Financial Year.
<b>Theory of Change</b>	<ul style="list-style-type: none"> <li>There will be monthly and quarterly meetings to monitor the progress</li> <li>Involvement of the District municipality and other stakeholders</li> </ul>

# Section E



## 5. Alignment with National, Provincial and District 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.

The following table provides a brief overview of the national, provincial, and district policy context, which applies to the Joe Morolong Local Municipality:

POLICY/LEGISLATION	RELEVANT PRINCIPLES/ DIRECTIVES
National Development Plan (NDP 2012) Vision 2030	<p>Chapter 8 of the NDP, focuses on the country's spatial planning system (human settlement), it requires that: all municipal and provincial SDFs are translated into 'spatial contracts that are binding across national, provincial and local governments'; the current planning system should 'actively support the development of plans that cross municipal and even provincial boundaries', especially to deal with biodiversity protection, climate change adaptation, tourism and transportation; and every municipality should have an 'explicit spatial restructuring strategy' which must include the identification of 'priority precincts for spatial restructuring'.</p> <p><b><u>Significance to the Joe Morolong LM:</u></b></p> <p><b>Objective 1:</b> (Economy that creates Jobs)</p> <ul style="list-style-type: none"> <li>• Reduce the cost of living for poor households and costs of doing business through micro-economic reforms.</li> </ul> <p><b>Objective 2:</b> (Economy Infrastructure)</p> <ul style="list-style-type: none"> <li>• Ensure that all people have access to clean, potable water and that there is enough water for agriculture and industry, recognising trade-offs in the use of water.</li> <li>• Ensure that all people have access to hygienic sanitation.</li> <li>• Improved productivity of infrastructure and increased levels of public and private investment.</li> <li>• Reduce water demand in urban areas.</li> </ul> <p><b>Objective 3:</b> (Environmental Sustainability and Resilience)</p> <ul style="list-style-type: none"> <li>• Absolute reductions in the total volume of waste disposed to landfill each year.</li> <li>• All new buildings to meet the energy efficiency criteria set out in South African National Standard 204.</li> </ul>

POLICY/LEGISLATION	RELEVANT PRINCIPLES/ DIRECTIVES
	<ul style="list-style-type: none"> <li>• Carbon pricing, building standards, vehicle emission standards and municipal regulations to achieve scale in stimulating renewable energy, waste recycling and in retrofitting buildings.</li> </ul> <p><b>Objective 4:</b> (Integrated and Inclusive Rural Economy)</p> <ul style="list-style-type: none"> <li>• Improved infrastructure and service delivery, a review of land tenure, service to small and micro farmers, a review of mining industry commitments to social investment, and tourism investments.</li> <li>• Create tenure security for communal farmers, especially women.</li> <li>• Investigate different forms of financing and vesting of private property rights to land reform beneficiaries that do not hamper beneficiaries with a high debt burden.</li> </ul> <p><b>Objective 5:</b> (Positioning South Africa in the Region and the World)</p> <ul style="list-style-type: none"> <li>• Implement a focused regional integration strategy with an emphasis on road and rail infrastructure in the region.</li> </ul> <p><b>Objective 6:</b> (Transform Human Settlements and the National Space Economy)</p> <ul style="list-style-type: none"> <li>• Upgrade all informal settlements on suitable, well-located land by 2030.</li> <li>• Reform the current planning system for improved coordination.</li> <li>• Introduce mechanisms that would make land markets work more effectively for the poor and support rural and urban livelihoods.</li> <li>• Provide incentives for citizen participation for local planning and development of spatial compacts.</li> <li>• Provide SDF norms, including improving the balance between the location of jobs and people.</li> </ul> <p><b>Objective 7:</b> (Improve Education, Training, and Innovation)</p> <ul style="list-style-type: none"> <li>• Improve access to Early Childhood Development Programmes.</li> </ul> <p><b>Objective 8:</b> (Promote Health Care for All)</p> <ul style="list-style-type: none"> <li>• Strengthen the health system.</li> </ul> <p><b>Objective 9:</b> (Build Social Protection (social welfare))</p> <ul style="list-style-type: none"> <li>• Expand existing public employment initiatives to create opportunities for the unemployed.</li> <li>• All children should enjoy services and benefits aimed at facilitating access to nutrition, health care, education, social care, and safety.</li> </ul> <p><b>Objective 10:</b> (Build Safer Communities)</p> <ul style="list-style-type: none"> <li>• Increase community participation in crime prevention and safety initiatives.</li> <li>• Implement the National Rural Safety Strategy Plan in high-risk areas involving all role-players and stakeholders.</li> </ul> <p><b>Objective 11:</b> (Build a Capable and Developmental State)</p>

POLICY/LEGISLATION	RELEVANT PRINCIPLES/ DIRECTIVES
	<ul style="list-style-type: none"> <li>• Improve relations between national, provincial, and local governments.</li> </ul> <p><b>Objective 12:</b> (Fight Corruption)</p> <ul style="list-style-type: none"> <li>• Develop clear rules restricting business interests of public servants.</li> <li>• All corrupt officials should be made individually liable for all losses incurred as a result of their corrupt actions.</li> <li>• Develop restraint-of-trade agreements for senior civil servants and politicians at all levels of government.</li> </ul> <p><b>Objective 13:</b> (Nation Building and Social Cohesion)</p> <ul style="list-style-type: none"> <li>• Improve public services and spaces and build integrated housing and sport facilities in communities to ensure sharing of common spaces across race and class.</li> <li>• Promote citizen participation in forums such as Integrated Development Plans, Ward Committees, School Governing Boards and Community Policing Forums.</li> </ul>
<p><b>National Spatial Development Framework (NSDF,2022)</b></p>	<p>The NSDF is divided into 5 themes, aimed at protecting social, natural, and economic infrastructure. The NSDF provides guidance by indicating the expected level of service delivery per settlement hierarchy.</p> <p><b><u>Significance to the Joe Morolong LM:</u></b></p> <ul style="list-style-type: none"> <li>• The JMLM area falls within the Northwestern Transformation and Economic Transition Region, whose characteristics have been identified as: <ul style="list-style-type: none"> <li>(1) huge, young populations,</li> <li>(2) shared histories of deep deprivation and neglect as former Apartheid Bantustans,</li> <li>(3) high levels of poverty and unemployment, and</li> <li>(4) large expanses of dense and sprawling rural settlement types.</li> </ul> </li> <li>• They are also ecologically significant places for the country.</li> <li>• Northwestern NSTETR has vital livestock and irrigation agriculture, as well as allied agro-processing enterprises. Farming has established itself as a regionally and nationally significant economic sector in the region, while mining has become a significant employer and provider to the economy.</li> <li>• Objectives of Region to be implemented in municipal SDF:</li> </ul>
<p><b>Integrated Urban Development Framework (IUDF,2016)</b></p>	<p>The strategic goals inform the priority objectives of the nine policy levers, which are premised on the understanding that (1) integrated urban planning forms the basis for achieving integrated urban development, which follows a specific sequence of urban policy actions: (2) integrated transport that informs (3) targeted investments into integrated human settlements, underpinned by (4) integrated infrastructure network systems and (5) efficient land governance, which altogether can trigger (6) economic diversification and inclusion, and (7) empowered communities; all of the above will demand effective (8) governance and (9) financial reform to enable and sustain these policy actions. In support of the NDP's vision for spatial transportation, four overall strategic goals had been introduced in focusing on integrated development within urban spaces:</p>

POLICY/LEGISLATION	RELEVANT PRINCIPLES/ DIRECTIVES
	<ul style="list-style-type: none"> <li>• Spatial integration; to forge new spatial forms in settlements, transport, and social and economic areas.</li> <li>• Inclusion and Access; To ensure that people have access to social and economic services, opportunities, and choices.</li> <li>• Growth; To harness urban dynamism for inclusive, sustainable economic growth and development.</li> <li>• Governance: To enhance the capacity of the state and its citizens to work together to achieve spatial and social integration</li> </ul> <p>The IUDF furthermore introduces three “cross-cutting priorities” that are to be used in the conceptualisation and implementation of the nine policy levers. These are (1) rural-urban interdependency, (2) urban resilience, and (3) urban safety.</p> <p><b><u>Significance to the Joe Morolong LM.</u></b></p> <p>Key considerations for the JMLM include:</p> <ul style="list-style-type: none"> <li>• Alignment of Spatial, Sectoral, and Strategic Plans.</li> <li>• Improving the quality of Municipal Spatial Plans.</li> <li>• Alignment of land-use and human settlement planning to transport planning.</li> <li>• Integrating spatial planning and urban resilience.</li> <li>• Support and strengthen capacity to implement SPLUMA.</li> <li>• Improving urban management.</li> <li>• Develop and strengthen instruments for creating compact cities and connected cities.</li> <li>• Maximise existing IGR structures as a mechanism for coordinating planning.</li> <li>• Expanding instruments for spatial intervention.</li> </ul>
National Infrastructure Plan (NIP), 2012	<p>The <b>NIP</b> provides background on the cabinet’s decision to establish a body to integrate and coordinate the long-term infra-structure build known as the <b>Presidential Infrastructure Coordinating Council (PICC)</b>. The <b>PICC</b> presents the spatial mapping of infrastructure gaps which analyses future population growth, projected economic growth, and areas of the country which are not served with water, electricity, roads, sanitation, and communication. Based on this work, eighteen (18) Strategic Integrated Projects (SIPs) have been developed and approved to support economic development and address service delivery in the poorest provinces. Each SIP comprises many specific infrastructure components and programmes.</p> <p><b><u>Significance to the Joe Morolong LM:</u></b></p> <p>Joe Morolong is also influenced by:</p> <p>SIP 10: Electricity transmission and distribution for all.</p> <p>SIP 11: Agri-logistics and rural infrastructure.</p>

POLICY/LEGISLATION	RELEVANT PRINCIPLES/ DIRECTIVES
<p><b>Comprehensive Rural Development Plan (CRDP), 2019</b></p>	<p>SIP 12: Revitalisation of public hospitals and other health facilities.  SIP 15: Expanding access to communication technology.  SIP 15: Water and Sanitation Infrastructure.</p> <p>The CRDP contextualises Government's aim of comprehensive, integrated, and sustainable rural development by addressing the deep poverty and destitution in many of the country's rural areas, notably the former Bantustans, and creating sustainable rural communities throughout the country. In addition to this, it provides Government's wish to achieve social cohesion and development in rural communities through (1) coordinated and integrated broad-based agrarian transformation; (2) an improved land reform programme; and (3) strategic investments in economic and social infrastructure in rural areas.</p> <p><b><u>Significance to the Joe Morolong LM:</u></b></p> <p>Joe Morolong Local Municipality is predominately rural and the CRDP provides a concept within which the rural economy and livelihoods could be advanced. The John Taolo Gaetsewe District Rural Development Plan (DRDP) identifies projects and programmes, such as the Agri-Park programme with supporting FPSUs.</p>
<p><b>National Housing Act 1997 (Act 107 of 1997)</b></p>	<p>The National Housing Act reiterates the Constitutional right to access adequate housing and identifies the state's legal responsibility for a sustainable housing development process. The act identifies general principles applicable to housing development. The Act provides the following recommendations concerning housing provisions:</p> <ul style="list-style-type: none"> <li>• Prioritise the housing needs of the poor.</li> <li>• Provide a wide choice of housing and tenure options.</li> <li>• Be economically, fiscally, socially, and financially affordable and sustainable.</li> <li>• Focus on integrated development planning.</li> <li>• Consider and address the impact on the environment.</li> <li>• Socially and economically viable communities.</li> <li>• Safe and healthy living conditions.</li> <li>• Racial, social, economic, and physical integration in urban and rural areas.</li> <li>• Effective functioning of the housing market and level playing fields.</li> <li>• Higher densities and the economical utilisation of land and services.</li> </ul> <p><b><u>Significance to the Joe Morolong LM:</u></b></p> <p>The SDF out to be aligned to the National Housing Act 107 of 1997 for the purpose of ensuring the provision of sustainable human settlements as well as strengthening spatial integration within urban and rural areas.</p>
<p><b>Preservation and Development of Agricultural Land Bill (2020)</b></p>	<p>The objectives of this Act are to:</p> <ul style="list-style-type: none"> <li>• Promote the preservation and sustainable development of agricultural land;</li> </ul>

POLICY/LEGISLATION	RELEVANT PRINCIPLES/ DIRECTIVES
	<ul style="list-style-type: none"> <li>• Establish evaluation and classification systems for agricultural land;</li> <li>• Demarcate protected agricultural areas to ensure that agricultural land is preserved and protected against non-agricultural uses in order to promote long-term agricultural production;</li> </ul> <p>Implement a coordinated national framework, including norms, standards and authorisations for the use of agricultural land to:</p> <ul style="list-style-type: none"> <li>o promote and encourage viable farming units from a long-term economic,</li> <li>o environmental and social perspective.</li> <li>o discourage land use changes from agricultural to non-agricultural uses to prevent the fragmentation of the agro ecosystems; and facilitate concurrent land uses on agricultural land without jeopardising long term food security;</li> <li>o Provide for mitigating measures to counteract the loss of agricultural land and the impact of non-agricultural developments on agricultural production capacity; and</li> </ul> <ul style="list-style-type: none"> <li>• Establish a national agro-eco information system with geo-referenced information to support the objects of this Act.</li> </ul> <p><b><u>Significance to the Joe Morolong LM:</u></b></p> <p>Although limited high potential agricultural land within the LM area, the SDF proposals and development guidelines still need to align to the objectives of this act by protecting the higher grazing potential areas.</p>
Climate Change Bill, 2022	<p>The purpose of the Bill is to provide for the effective management of inevitable climate change impacts by enhancing adaptive capacity, strengthening resilience and reducing vulnerability to climate change, with a view to building social, economic and environmental resilience and an adequate national adaptation response in the context of the global climate change response.</p> <p><b><u>Significance to the Joe Morolong LM:</u></b></p> <p>The Municipality to make provision for climate change response actions.</p>
National Environmental Management: Air Quality Act, 2004 (39 of 2004)	<p><b><u>Significance to the Joe Morolong LM:</u></b></p> <p>Existing Mining and Industrial developments to adhere quality and emission standards.</p>
National Environmental Management: Waste Management Act, 2008 (59 of 2008)	<p><b><u>Significance to the Joe Morolong LM:</u></b></p> <p>The LM municipality must exercise its executive authority to deliver waste management services, including waste removal, waste storage and waste disposal.</p>
National Environmental	Provides for the compilation of information and the preparation of maps that specify the attributes of the

POLICY/LEGISLATION	RELEVANT PRINCIPLES/ DIRECTIVES
<b>Management Act (NEMA), 1998 (Act 107 of 1998)</b>	<p>environment in specified geographical areas, including the sensitivity, extent, interrelationship, and significance of such attributes which must be considered by every relevant government entity. These can be used as environmental management frameworks in the consideration of the environmental implications of authorisations in the areas to which they apply.</p> <p><b><u>Significance to the Joe Morolong LM:</u></b></p> <p>The Strategic Environmental Assessments, Biodiversity Plans, and Environmental Impact assessments for mining, intensive agriculture, energy, and housing developments need to be considered and adhered to.</p> <p>The municipality submits comments on all EIAs conducted as Affected and Interested Parties</p>
<b>National Environmental Management: Biodiversity Act, 2004 (Act 10 of 2004)</b>	<p>The Act provides for the management, conservation, and sustainable utilisation of biodiversity throughout the Republic.</p> <p><b><u>Significance to the Joe Morolong LM:</u></b></p> <p>Areas of environmental significance require further protection and expansion to promote eco-tourism as well as ensure that enough resources are available to ensure the healthy functioning of ecosystems.</p>
<b>Traditional Leadership and Governance Framework Amendment Act, 2003.</b>	<p><b><u>Significance to the Joe Morolong LM:</u></b></p> <ul style="list-style-type: none"> <li>• The national government and all provincial governments must promote partnerships between municipalities and traditional councils through legislative or other measures.</li> <li>• Any partnership between a municipality and a traditional council must: <ul style="list-style-type: none"> <li>o Be based on the principles of mutual respect (and recognition of the status and</li> <li>o Be guided by and based on the principles of co-operative governance roles of the respective parties;</li> </ul> </li> </ul>
<b>Provincial Growth and Development Plan (PGDP,2019).</b>	<p>The PGDP of the Northern Cape is based on four drivers, aimed at creating an enabling environment, which aims to create a developmental-orientated state. The drivers are identified as:</p> <ul style="list-style-type: none"> <li>• Economic Growth, Development, and Prosperity.</li> <li>• Social Equity &amp; Human Welfare.</li> <li>• Environmental Sustainability and Resilience.</li> <li>• Accountable &amp; Effective Governance.</li> </ul> <p><b><u>Significance to the Joe Morolong LM:</u></b></p>

POLICY/LEGISLATION	RELEVANT PRINCIPLES/ DIRECTIVES
	<p>Universal Services and Access Agency of South Africa (USAASA) has implemented rural connectivity for citizens in Joe Morolong in JTG providing 50MB free Wi-Fi access to all citizens within 500 meters of the schools, clinics and the 28 primary towers. Hotazel manganese mines takes areas of greater than 100ha and possibility for expansion.</p>
<p><b>Provincial Spatial Development Framework (PSDF,2020)</b></p>	<p>The PSDF is divided into four broad strategies, namely:</p> <ul style="list-style-type: none"> <li>• Enhancement of Regional Connectivity.</li> <li>• Protect and manage biodiversity, water, and agricultural resources.</li> <li>• Infrastructure Investment.</li> <li>• Urban and rural development.</li> </ul> <p>The PSDF also guides Spatial Planning in the Province through the introduction of key Spatial Planning Categories (SPC's).</p> <p>Alignment to the SPC's is critical to allow for vertical and horizontal alignment. The SPC's provide a framework to guide decision-making regarding land-use at all levels of planning, and they have been articulated in a spirit of creating and fostering an organised process that enables people to work together to achieve sustainable development in a coherent manner. SPC's merely help to clarify and facilitate coherent decision-making that can lead to better zoning, laws, and regulations. The SPC, furthermore, provide a framework in terms of which land-use decisions can be standardised throughout the province.</p> <p><b><u>Significance to the Joe Morolong LM:</u></b></p> <ul style="list-style-type: none"> <li>• Hotazel has been identified as a mining town.</li> <li>• Vanzylsrus has been identified as a Tourism Development Node and service centre.</li> <li>• Mining belt of John Taolo Gaetsewe and ZFM Districts that runs from Lime Acres and Daniëlskuil to the north of Hotazel.</li> <li>• R31 is identified as future development corridor that will facilitate expansion of Hotazel towards Sol Plaatje Local Municipality.</li> </ul>
<p><b>John Taolo Gaetsewe DSDF, 2023</b></p>	<p>The John Taolo Gaetsewe SDF is intended to guide the orderly and desirable spatial development of the district municipality by inter alia developing strategies/guidelines for future growth. The SDF should provide direction to guide decision-making on an ongoing basis, aiming at the creation of integrated, sustainable, and habitable regions, cities, and towns.</p> <p><b><u>Significance to the Joe Morolong LM:</u></b></p> <ul style="list-style-type: none"> <li>• The major agricultural areas are found within Joe Morolong (subsistence and survivalist farming)</li> <li>• The secondary road R31 that links with Rietfontein has been identified as an eco-tourism corridor.</li> <li>• The majority of JTGDM's mines are concentrated within and around the of Joe Morolong Municipality</li> </ul>



POLICY/LEGISLATION	RELEVANT PRINCIPLES/ DIRECTIVES
<p>John Taolo Gaetsewe District IDP, 2023.</p>	<ul style="list-style-type: none"> <li>• Hotazel and Churchill are proposed regional nodes</li> <li>• Joe Morolong Local Municipality is the Water Services Authority in its area of authority.</li> <li>• Proposed local nodes in JTG are Blackrock, Bothithong, Churchill, Vanzylsrus, Heuningvlei, and Mamathwane.</li> <li>• Heuningvlei and Vanzylsrus falls within the 6 Farmer Production Support Units (FPSU) in the District</li> <li>• Solar system substation is found in Hotazel.</li> <li>• Hotazel, Churchill and Santoy are identified as Eco-tourism, agriculture mining and community service areas</li> </ul> <p>The IDP has identified five (5) district performance areas which include:</p> <ul style="list-style-type: none"> <li>• Basic Service Delivery and Infrastructure Investment</li> <li>• Local Economic Development</li> <li>• Financial Viability and Financial Management</li> <li>• Good Governance and Community Participation and</li> <li>• Municipal Transformation and Institutional Development.</li> </ul> <p><b><u>Significance to the Joe Morolong LM:</u></b></p> <ul style="list-style-type: none"> <li>• Sustainable and viable infrastructure development.</li> <li>• To promote participation in the development of the SDF.</li> <li>• To promote spatial governance, skills development, and capacity building.</li> <li>• Alignment to Municipal/District Sector Plans.</li> <li>• Development of Economic Infrastructure.</li> <li>• To intensify and commercialize agricultural practices.</li> <li>• Facilitate and promote development within the Tourism and Agriculture Sectors.</li> <li>• Improved Municipal Services Management.</li> <li>• To address Disaster and Environmental Management.</li> </ul>
<p>John Taolo Gaetsewe, RDSP 2023</p>	<p>The RDP is a comprehensive plan of action for areas labelled as “Rural Development Plan”. The strategic intent was that these Rural Development Plans would enhance the impact of intensified government investments through a review of current developmental realities and potential in these areas and coming up with interventions that would bring change in the livelihoods of people in rural communities in line with the directives in this regard as noted in the National Development Plan. The key programmes for RSDP include:</p> <ul style="list-style-type: none"> <li>• Food Security, Land Reform, and Restitution- Acquires and redistributes land, and promotes food security and agrarian reform programmes</li> <li>• Agricultural Production, Biosecurity, and Resources Management - Oversees livestock production, game farming, animal and plant health, natural resources, and disaster management</li> <li>• Rural Development - Facilitates rural development strategies for socioeconomic growth</li> </ul>

POLICY/LEGISLATION	RELEVANT PRINCIPLES/ DIRECTIVES
	<ul style="list-style-type: none"> <li>• Economic Development, Trade, and Marketing - Promotes economic development, trade, and market access for agricultural products and fosters international relations for the sector</li> <li>• Land Administration - Provides and maintains an inclusive, effective, and comprehensive system of planning, geospatial information, cadastral surveys, legally secure tenure, and conducts land administration that promotes social, economic, and environmental sustainability.</li> </ul> <p><b><u>Significance to the Joe Morolong LM:</u></b></p> <ul style="list-style-type: none"> <li>• The areas surrounding a farmer production supporting unit (FPSU) prioritised at Heuningvlei and Vanzylsrus</li> <li>• Heuningvlei and Vanzylsrus are earmarked for Agricultural Development and Agrarian Transformation</li> <li>• R31 provincial road providing a tourism link to Vanzylsrus and Namibia</li> <li>• Heuningvlei wetlands, are classified as “National Priority Wetland Areas” and need to be protected especially involving the rehabilitation and conservation of all ecological support areas.</li> </ul> <p>The Municipality targets the following:</p> <ul style="list-style-type: none"> <li>• Land Reform Projects.</li> <li>• Development of FPSU projects.</li> <li>• Numerous mining activities</li> </ul> <p>Proposed projects include:</p> <ul style="list-style-type: none"> <li>• Crop farming and related activities processing</li> <li>• Cattle, Goat farming and related activities</li> <li>• Medical planting, harvesting, and processing.</li> <li>• Poultry farming and related activities.</li> <li>• Engagement with the traditional authorities on formalized livestock auctions.</li> </ul>
<p><b>Local Economic Development Strategy (John Taolo Gaetsewe LED, 2009)</b></p>	<p>Key Strategic Objectives include:</p> <ul style="list-style-type: none"> <li>• Poverty alleviation through effective basic service delivery.</li> <li>• Upgrading &amp; maintaining existing infrastructure.</li> <li>• Assist with economic interventions in small-scale agriculture, fishing, mariculture, tourism &amp; renewable energy.</li> <li>• Promote business &amp; investment attraction &amp; retention.</li> <li>• Create an enabling environment to stimulate job creation &amp; the capacity of the local economy.</li> </ul>
<p><b>John Taolo Gaetsewe District (EMF) and (SEMP), 2011</b></p>	<p>The Environmental Management Zones identified for the Joe Morolong Municipal area should be accommodated as far as possible in the Joe Morolong SDF, to support the principle of sustainable development and the protection of the natural environment as a resource. Noteworthy amongst the strategic action plans is the once-in-a-generation opportunity to remake the coastal strip and to secure its use for the greater good. This opportunity presents itself as coastal diamond mining activities decline and access to the coastal strip becomes available.</p>

POLICY/LEGISLATION	RELEVANT PRINCIPLES/ DIRECTIVES
District Development Model, “ONE PLAN”, 2022	<p>The JTG One Plan is visionary and transformative and aims to address the triple-threat of poverty, unemployment, and inequality within the district through the DDM key transformation focus areas namely People Development, Economic positioning, Spatial Restructuring and Environmental Sustainability, Infrastructure Engineering, Integrated Service Provisioning and Governance.</p> <p>The main focus of the One Plan is to address service delivery backlogs and pursue alternative local economic development, which prioritises employment creation and localisation in product markets. Municipalities will be assisted to create an enabling environment for economic development and provide regulatory certainty in line with Back-to-Basics pillar of LED within the JTG district.</p> <p>Development Model (DDM) key transformation focus areas include:</p> <ul style="list-style-type: none"> <li>• Demographic change and people development-</li> <li>• Economic positioning</li> <li>• Spatial restructuring and environmental</li> <li>• Infrastructure engineering</li> <li>• Integrated service provision and</li> <li>• Governance</li> </ul>
JTG Environmental Management Framework 2020	<p>Environmental management has seen significant in development and progressively diversified in an attempt to adequately deal with emerging fields of practice such as climate change, sustainable design, integrated environmental management, and strategic environmental planning. The most pressing current environmental concerns are captured in the Government Delivery Outcomes process (Outcome 10), as four critical problems:</p> <ul style="list-style-type: none"> <li>• Water is used unsustainably, and the quality and quantity of water resources is in decline.</li> <li>• Imperative to reduce greenhouse gas emissions, prepare strategies to cope with projected climate change impacts and reverse the rising trend in relation to the release of pollutants into the atmosphere.</li> <li>• Need for proper and better management of our environment; and</li> <li>• Improved protection of the country's biodiversity.</li> </ul> <p><b><u>Significance to the Joe Morolong LM:</u></b></p> <ul style="list-style-type: none"> <li>• Protection of water sources.</li> <li>• There is a worst case of water services provision in Joe Morolong LM</li> <li>• The LM does have pristine natural environments that needs to be protected.</li> </ul>

# Section F

## **6. Performance Management System**

### **6.1. Introduction**

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

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

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

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

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

### **6.2. Definition of Performance Management**

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

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

### **6.3. Organizational Performance Management**

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

### **6.4. Legislative Framework for SDBIP AND PMS**

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

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

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

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

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

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

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

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

#### **6.4.2. Municipal Finance Management Act (2003)**

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

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

#### **6.4.3. Municipal Score Card**

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

#### **6.4.4. Batho Pele principles**

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

### **6.5. The Performance Management Cycle**

#### **6.5.1. Performance Planning**

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

#### **6.5.2. Performance Measurement, Review and Analyses**

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

#### **The performance reviews will take place as follows:**

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

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

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



### **6.5.3. Performance Evaluation for Section 56 employees**

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

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

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

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

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

### **6.5.4. Cascading Performance Management**

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

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

# Section G

## 7. Programmes and projects of other spheres

### 7.1. Department of Health

No	Project Name	Delivery Mechanism	Project Details / Scope	Milestone Reached (IRM)	Nature of Investment	Nature of Investment Sub-status	Status	Budget (2025/26)
1.	Completion of Final Accounts	Individual Project	Final Accounts: Heuningsvlei Clinic & Bankahara Clinic	Final Account	Upgrading and Additions	Replaced Asset	Active	R5 200 000
2.	Installation of new Standby Generators	Packaged Program	Installation of new Standby Generators at various facilities in the province	Planning	Upgrading and Additions	Additions	Proposed	R5 000 000
3.	Psychiatric Wards (72 hours) in all Districts	Packaged Program	Construction of Psychiatric Wards (72hrs) in all Districts	Planning	Upgrading and Additions	New Assets	Active	R10 000 000
4.	Tshwaragano Hospital	Individual Project	Maintenance of Tshwaragano Hospital	Planning	Maintenance and Repairs	Maintenance - Comprehensive	Proposed	R2 000 000
5.	Tshwaragano Gateway Clinic and Walkways	Individual Project	Upgrading of Tshwaragano Gateway Clinic and Walkways	Construction	Rehabilitation, Renovations & Refurbishment	Upgrading	Active	R20 000 000
6.	Tshwaragano Hospital gateway clinic and walkways: Health Technology	Individual Project	Procurement of HT for Tshwaragano Gateway clinic & walkways	HT Planning	Non- Infrastructure	Health Technology - New Assets	Active	R0
7.	Kuruman Hospital Accidents and Emergencies	Individual Project	Upgrading of Kuruman Hospital Accidents and Emergencies	Planning	Upgrading and Additions	Upgrading	Proposed	R5 000 000
8.	Medical Gas Plant Phase 2	Packaged Program	Upgrading of Medical Gas systems (Kuruman Hospital)	Planning	Upgrading and Additions	Upgrading	Active	R5 000 000
9.	Kuruman Hospital	Individual Project	Maintenance of Kuruman Hospital	Planning	Maintenance and Repairs	Maintenance - Comprehensive	Proposed	R2 000 000
10.	Glenred Clinic	Individual Project	Upgrading of the Glenred Clinic	Planning	Upgrading and Additions	Upgrading	Active	R20 000 000
11.	Glenred Clinic Health Technology	Individual Project	Glenred Clinic Health Technology to be procured by the DoH	HT Planning	Non- Infrastructure	Health Technology - New Assets	Active	R0
12.	Logobate CHC	Individual Project	Upgrading of Logobate CHC	Construction	Upgrading and Additions	Upgrading	Active	R8 000 000

No	Project Name	Delivery Mechanism	Project Details / Scope	Milestone Reached (IRM)	Nature of Investment	Nature of Investment Sub-status	Status	Budget (2025/26)
13.	Dithakong Clinic Health Technology	Individual Project	Procurement of Health Technology for Dithakong Clinic	HT Planning	Non- Infrastructure	Health Technology - New Assets	Active	R1 000 000
14.	Olifantshoek CHC: Health Technology	Individual Project	Procurement of HT at Olifantshoek CHC.	HT Planning	Non- Infrastructure	Health Technology - New Assets	Active	R0
15.	Maintenance of HVAC in Districts	Packaged Program	Maintenance of HVAC in Kuruman Hospital, Tshwaragano Hospital, Kagisho CHC & Loopeng CHC	Planning	Maintenance and Repairs	Maintenance - Comprehensive	Active	R25 000 000
16.	Maintenance of Medical Gas in the Districts	Packaged Program	Maintenance of Medical Gas: Tshwaragano Hospital & Olifantshoek CHC	Planning	Maintenance and Repairs	Maintenance - Routine/Preventative	Active	R5 000 000
17.	Standby Generators	Packaged Program	Maintenance of Standby Generators	Planning	Maintenance and Repairs	Maintenance - Routine/Preventative	Active	R10 000 000

## ADDITIONAL PROJECTS

No.	Project Name	Comment
1.	Construction of new EMS station at Kuruman	Commitment from Kumba Iron Ore
2.	Conversion of Siyathemba Clinic to CHC	Commitment from Kumba Iron Ore
3.	Revitalize Kagiso CHC to operate 24/7 and offer full CHC package	Commitment from Sebilo Resources to refurbish Kagiso CHC
4.	Construction of new CHC at Dithakong and staff accommodation	Commitment from South 32
5.	Satellite clinics e.g. Magojaneng and Magobing	Commitment from KMR
6.	Maphiniki satellite clinic	Commitment by UMK
7.	Improved water and sanitation for all our health care facilities	Commitment from SIOC-CDT for 5 facilities, identified for piloting an eco friendly water sanitation system

## 7.2. Department of Education

EMIS NUMBER	PROJECT NAME	PROJECT NO.	IA	PROJECT STATUS	IDMS PROJECT STATUS	NATURE OF INVESTMENT	SUB-PROGRAMME	PROGRAMME	PROGRAMME DESCRIPTION (TYPE, SIZE, QUANTITY)	DURATION APPOINTMENT LETTER (MONTHS)	DATE: TARGET START	TARGET COMPLETION	TOTAL PROJECT COST	MTEF 2025/26	MTEF 2026/27	MTEF 2027/28
300100102	BATSWELEETSE PRIMARY SCHOOL	TBD	NCDOE	TENDER	STAGE 4 - DESIGN DOCUMENTATION	UPGRADING AND ADDITIONS	PUBLIC ORDINARY SCHOOL	FENCING	SUPPLY, DELIVERY AND INSTALLATION OF A WELDED MESH FENCE	3	2025/05/27	2025/08/25	R 417 432	R 417 432		
300100557	BOTHITHONG SECONDARY SCHOOL	TBD	NCDOE	PROJECT INITIATION	STAGE 1 - PRE-FEASIBILITY	UPGRADING AND ADDITIONS	PUBLIC ORDINARY SCHOOL	FENCING	SUPPLY AND ERRECTION OF WELDED MESH FENCE	3	2026/05/13	2026/08/11	R 728 129		R 728 129	
300100271	DIBOTSWA SECONDARY SCHOOL	ST052/2022-23	NCDOE	CONSTRUCTION 51%-75%	STAGE 5 - WORKS	MAINTENANCE AND REPAIRS	PUBLIC ORDINARY SCHOOL	MAINTENANCE - CORRECTIVE	MAJOR MAINTENANCE AT THE SCHOOL	6	2023/05/26	2023/11/22	R 3 606 024	R 1 460 736		
300100395	GAKGATSANA PRIMARY SCHOOL	DOE03NCAR036	NCDOE	TERMINATED	STAGE 5 - WORKS	UPGRADING AND ADDITIONS	EARLY CHILDHOOD DEVELOPMENT	CLASSROOM BLOCK	CONSTRUCTION OF A 5 CLASSROOM BLOCK, 2 HOD, 2 STORES; LARGE ABLUTION ; MEDIUM ADMINISTRATION BLOCK, A DOUBLE GRADE R CLASSROOM ; CONVERSION OF ABLUTION TO WATERBORNE	12	2017/03/29	2018/03/24	R 6 680 187	R 1 000 506	R 4 002 024	
300100426	GATA-LWA-TLOU INTERMEDIATE SCHOOL	ST238/2020	NCDOE	PRACTICAL COMPLETION (100%)	STAGE 6 - HANDOVER	MAINTENANCE AND REPAIRS	PUBLIC ORDINARY SCHOOL	MAINTENANCE - CORRECTIVE	REPAIRS AND RENOVATIONS TO ABLUTIONS	6	2020/09/04	2021/03/03	R 971 476	R 620 666		
300100532	IKEMELENG PRIMARY SCHOOL	ST078/2022-23	NCDOE	PRACTICAL COMPLETION (100%)	STAGE 6 - HANDOVER	MAINTENANCE AND REPAIRS	PUBLIC ORDINARY SCHOOL	MAINTENANCE - CORRECTIVE	REPAIRS TO COLLAPSED SPETIC TANK	6	2023/05/17	2023/11/13	R 3 457 401	R 345 740		

EMIS NUMBER	PROJECT NAME	PROJECT NO.	IA	PROJECT STATUS	IDMS PROJECT STATUS	NATURE OF INVESTMENT	SUB-PROGRAMME	PROGRAMME	PROGRAMME DESCRIPTION (TYPE, SIZE, QUANTITY)	DURATION APPOINTMENT LETTER (MONTHS)	DATE: TARGET START	TARGET COMPLETION	TOTAL PROJECT COST	MTEF 2025/26	MTEF 2026/27	MTEF 2027/28
300000028	JTG DITHAKONG NEW SCHOOL AND HOSTEL	TBD	NCDOE	TENDER	STAGE 4 - DESIGN DOCUMENTATION	NEW OR REPLACED INFRASTRUCTURE	PUBLIC ORDINARY SCHOOL	HOSTEL	CONSTRUCTION OF NEW HOSTEL 3B	24	2026/01/20	2028/01/10	R 80 952 696	R 11 333 377	R 24 285 809	R 24 285 809
300000028	JTG DITHAKONG NEW SCHOOL AND HOSTEL	TBD	NCDOE	TENDER	STAGE 4 - DESIGN DOCUMENTATION	NEW OR REPLACED INFRASTRUCTURE	PUBLIC ORDINARY SCHOOL	HOSTEL	CONSTRUCTION OF NEW HOSTEL 3A	24	2026/01/20	2028/01/10	R 74 860 990	R 10 480 539	R 22 458 297	R 22 458 297
300000028	JTG DITHAKONG NEW SCHOOL AND HOSTEL	TBD	NCDOE	TENDER	STAGE 4 - DESIGN DOCUMENTATION	NEW OR REPLACED INFRASTRUCTURE	PUBLIC ORDINARY SCHOOL	NEW SCHOOL	CONSTRUCTION OF NEW SCHOOL PHASE 2A	24	2026/01/20	2028/01/10	R 78 169 740	R 15 633 948	R 23 450 922	R 23 450 922
300000028	JTG DITHAKONG NEW SCHOOL AND HOSTEL	TBD	NCDOE	TENDER	STAGE 4 - DESIGN DOCUMENTATION	NEW OR REPLACED INFRASTRUCTURE	PUBLIC ORDINARY SCHOOL	NEW SCHOOL	CONSTRUCTION OF NEW SCHOOL PHASE 2B	24	2026/01/20	2028/01/10	R 48 948 174	R 9 789 635	R 14 684 452	R 14 684 452
300045207	KITLANYANG PRIMARY SCHOOL	MCV00714	NCDOE	CONSTRUCTION 26%-50%	STAGE 5 - WORKS	NON-INFRASTRUCTURE	PUBLIC ORDINARY SCHOOL	WATER	SUPPLY AND DELIVERY OF WATER MONTHLY	6	2023/07/05	2024/01/01	R 700 000	R 458 500		
300100840	LEHIKENG PRIMARY SCHOOL	OR-035044	NCDOE	FINAL COMPLETION	STAGE 7 - CLOSE-OUT	UPGRADING AND ADDITIONS	PUBLIC ORDINARY SCHOOL	FENCING	SUPPLY, DELIVERY AND INSTALLATION OF A WELDED MESH FENCE	4	2023/09/08	2024/01/06	R 805 022	R 147 167		

EMIS NUMBER	PROJECT NAME	PROJECT NO.	IA	PROJECT STATUS	IDMS PROJECT STATUS	NATURE OF INVESTMENT	SUB-PROGRAMME	PROGRAMME	PROGRAMME DESCRIPTION (TYPE, SIZE, QUANTITY)	DURATION APPOINTMENT LETTER (MONTHS)	DATE: TARGET START	TARGET COMPLETION	TOTAL PROJECT COST	MTEF 2025/26	MTEF 2026/27	MTEF 2027/28
300100890	LETLHAKAJANENG PRIMARY SCHOOL	OR-037074	NCDOE	CONTRACTOR APPOINTED	STAGE 5 - WORKS	MAINTENANCE AND REPAIRS	PUBLIC ORDINARY SCHOOL	SANITATION	DEMOLITION OF UNSAFE LATRINES	3	2024/12/03	2025/03/03	R 321 720	R 321 720		
300100917	LOGOBATE PRIMARY SCHOOL	ST050/2023-24	NCDOE	PRACTICAL COMPLETION (100%)	STAGE 6 - HANDOVER	MAINTENANCE AND REPAIRS	PUBLIC ORDINARY SCHOOL	MAINTENANCE - CORRECTIVE	REPAIR STORM DAMAGE TO ROOF	3	2023/09/07	2023/12/06	R 1 165 916	R 278 450		
300100980	MADUO INTERMEDIATE SCHOOL	ST051/2023-24	NCDOE	CONSTRUCTION 51%-75%	STAGE 5 - WORKS	MAINTENANCE AND REPAIRS	PUBLIC ORDINARY SCHOOL	MAINTENANCE - CORRECTIVE	REPAIR STORM DAMAGE TO ROOF	3	2024/01/26	2024/04/25	R 1 743 949	R 455 537		
300101004	MAIKAELELO INTERMEDIATE SCHOOL	ST015/2022-23	NCDOE	PRACTICAL COMPLETION (100%)	STAGE 6 - HANDOVER	MAINTENANCE AND REPAIRS	PUBLIC ORDINARY SCHOOL	MAINTENANCE - PREVENTATIVE	REPAIRS AND RENOVATIONS TO SCHOOL INFRASTRUCTURE	6	2022/07/25	2023/01/21	R 1 577 784	R 346 219		
300101056	MAMASILO INTERMEDIATE SCHOOL	INVOICE 07/43	NCDOE	CONSTRUCTION 51%-75%	STAGE 5 - WORKS	NON-INFRASTRUCTURE	PUBLIC ORDINARY SCHOOL	WATER	SUPPLY AND DELIVERY OF WATER MONTHLY	12	2025/04/01	2026/03/27	R 2 000 000	R 390 000		
300101360	MONOKETSI INTERMEDIATE SCHOOL	OR-036002	NCDOE	PRACTICAL COMPLETION (100%)	STAGE 6 - HANDOVER	MAINTENANCE AND REPAIRS	PUBLIC ORDINARY SCHOOL	MAINTENANCE - CORRECTIVE	REPAIRS AND RENOVATIONS TO COLLAPSED CEILINGS, ELECTRICITY UPGRADE; CONVERSION OF VIPS	3	2024/03/26	2024/06/24	R 935 520	R 93 552		



EMIS NUMBER	PROJECT NAME	PROJECT NO.	IA	PROJECT STATUS	IDMS PROJECT STATUS	NATURE OF INVESTMENT	SUB-PROGRAMME	PROGRAMME	PROGRAMME DESCRIPTION (TYPE, SIZE, QUANTITY)	DURATION APPOINTMENT LETTER (MONTHS)	DATE: TARGET START	TARGET COMPLETION	TOTAL PROJECT COST	MTEF 2025/26	MTEF 2026/27	MTEF 2027/28
300101568	OMANG PRIMARY SCHOOL	ST048/2022-23	NCDOE	CONSTRUCTION 51%-75%	STAGE 5 - WORKS	MAINTENANCE AND REPAIRS	PUBLIC ORDINARY SCHOOL	MAINTENANCE - CORRECTIVE	MAJOR MAINTENANCE AT THE SCHOOL	6	2023/05/05	2023/11/01	R 6 162 956	R 1 902 006		
300101862	RUSFONTEIN PRIMARY SCHOOL	OR-037149	NCDOE	CONTRACTOR APPOINTED	STAGE 5 - WORKS	UPGRADING AND ADDITIONS	PUBLIC ORDINARY SCHOOL	SANITATION	SANITATION, SEWER RETICULATION AND SEPTIC TANK CONSTRUCTION	3	2024/12/17	2025/03/17	R 608 553	R 608 553		
Total	20												R 314 813 671	R 56 084 283	R 89 609 633	R 84 879 480

### 7.3. Department of Agriculture, Environment Affairs, Rural Development & Land Reform

PROGRAMME: COMPREHENSIVE AGRICULTURE SUPPORT PROGRAMME (CASP)						
No.	Project Name	Project Description	Outputs	Project Start Date	Project Completion Date	Total Estimated Cost'000
1	JTG Livestock Water	Equipping of existing boreholes with line shaft and stock water system	Equipped boreholes, stock water system	2025/01/04	31/03/2026	R 3 170
2	JTG Livestock Infrastructure	Construction of 60km border fence (1.4m Stock proof fence, 9 strands)	Border fence	2025/01/04	31/03/2026	R 3 420
3	Livestock handling facility	Construction of 11 x Large Stock Handling Facilities	Stock handling facilities	2025/01/04	31/03/2026	R 3 000
4	JTG Livestock Infrastructure Development	Fencing	Fence	2025/01/04	31/03/2026	R3 140
<b>TOTAL</b>						<b>R 12 730</b>

PROGRAMME: LANDCARE							
No.	Project Name	Location	Project Description	Output	Start Date	Completion Date	Total Estimated Cost'000
1	Joe Morolong Mini weather station	Danoon Village	To provide farmers with early warning information (climate)	Weather station	July 2025	31 March 2026	R350 000.00
2	Magobing Veldcare	Magobing	10km Fencing for veld management	Area fenced	October 2025	31 March 2026	R1 500 000.00
<b>TOTAL</b>							<b>R1 850 000.00</b>

**\*\*IMPORTANT TO NOTE:** CASP, Ilima/Letsema and LandCare Infrastructure projects are preliminary, still awaiting National Assessment Panel (NAP's) final decision on 2025/26 projects

ENVIRONMENTAL PROGRAMMES/SUPPORT							
No.	Project Name	Project Description	Outputs	Project Start Date	Project Completion Date	Total Estimated Cost'000	
1.	Climate change response intervention	Erection of climate smart tunnels at schools: Segwaneng Primary school, John Taolo Gaetsewe District	Climate smart tunnels	01-Apr-25	31-Mar-26	R 160	

**\*\*The budget of R160 000 is to implement 4 projects in total including in other districts**

#### 7.4. Department of Cooperative Governance, Human Settlements, and Traditional Affairs

Project	Location	No of units	Budget
Construction of Breaking New Ground (BNG) Houses	Perth	75	R42 825 581.25
	Madibeng	52	
	Heuningvlei	74	R33 630 000.00
	Makhubung	50	
	Lotlhakajaneng	93	R34 749 999.90
	Segwaneng	32	
	Deurham	43 (**might increase with 50)	R59 604 514.20
	Gasehunelo Wyk 5	28	
	Padstow	43	
	Loopeng (**The project is on hold due to inconclusive Geotechnical Report)	50	

#### 7.5. ESKOM

2025/26 JOE MOROLONG LM INEP GRANT ALLOCATION			
Project Name	DoE TOTAL Planned CAPEX Excl. VAT 2025/2026	DoE TOTAL Planned CAPEX Incl. VAT 2025/2026	TOTAL Planned Connections 2025/2026
Joe Morolong LM	R 1 750 000.00	R 2 113 125.40	0