



dr.jsmlm

Dr JS Moroka Local Municipality

DRAFT ANNUAL

REPORT

2022-2023

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CHAPTER 1 – MAYOR’S FOREWORD AND EXECUTIVE SUMMARY

The 2022/22 Annual Report of Dr JS Moroka Local Municipality is presented as per Section 46 of Local Government Municipal Systems Act No. 32 of 2000 and Section 121 and 127 (2) of Local Government: Municipal Finance Management Act No. 56 of 2003 as well as National Treasury Regulations.

Our vision aims to project the ideal situation that the municipality would like to be in the foreseeable future. Municipal vision: - **"An effective, efficient public institution delivering quality sustainable services to better the lives of the people"**.

○ **THE FOLLOWING ARE SOME OF THE KEY SERVICE DELIVERY ACHIEVEMENTS:**

- Operationalizing the Vehicle Testing Station at Libangeni Traffic;
- The projects implemented for the CWB Toilets for 2021/22 financial year are:
 - GA_Morwe 70 Households benefited (complete)
 - 70 Mabusabesala Households benefited (complete)
- The project implemented under 202/23 from gravel to surfacing amongst others:
 - Upgrading of Digwale Bus and taxi Route 0.5 km Completed
 - Upgrading of Siyabuswa A Bus Route 0.5 km Completed
 - Upgrading of Ga-Maria Bus and Taxi Route 1.45 km completed

○ **KEY DEVELOPMENT POLICIES:**

The Municipality's progress would be measured through satisfying its key developmental objectives. The key policy development objectives would be used as a basis for service delivery in the municipality:

- Implementation of the revenue enhancement strategy
- Shorten turnaround time for responses to complaints forwarded to the municipality, through the Presidential Hotline and the Public Protector
- Provision of bulk water services

- Phasing in of water borne sewerage to all other wards
- Ensure community access to secure tenure
- Improve the local economy through revised LED strategy
- Introduce the Dr JS Moroka Local Municipality Economic Development Agency
- Broaden Executive Mayor's Bursary Scheme to include scarcely skilled disciplines e.g. water services
- Employee's Assistance Program
- Implement the Record Management System
- Intensify community participation and accountability by councillors through monthly community meeting
- Facilitate and empower Co-operatives by establishment of brick making in Mdutjana, Mbibane and Mathanjana targeting Youth .
- Sustained improvement of the audit opinion regarding financial statements
- Facilitate and regularly update the Indigent Register so as to be accurate
- Adherence to the Performance Management System
- Continue to participate in HIV/AIDS, TB and Cancer-programmes
- Partner with other educational stakeholders to improve the education level in the municipality and grade 12 pass rate
- Continue hosting the Mayoral Cup but also include other sporting codes into the Mayoral Cup
- Implementation 15% of MIG that will be used for sporting facility upgrades.

○ **METHODS USED / IMPLEMENTED TO IMPROVE PUBLIC PARTICIPATION AND ACCOUNTABILITY.**

Public Participation is the barometer whereby performance of the municipality is gauged in relation to good governance and the enhancement of democracy. The following activities would ensure good governance:

- Continued and regular meetings with traditional leadership;
- Conduct preparation meetings before all municipal events, especially before Integrated Development Plan-and Budget Izimbizo;

- Announcements of meetings and events through loud hailing;
- Notices in print media and Billboards;
- Regular updating of the municipal website relating to public participation
- Engaging in different forums such as the Local Economic Development -and Youth Forum
- Our communication in general to be improved so as to communicate our achievements adequately
- - **CHALLENGES**

There were a number of community protests that emanated from perceived inadequate service delivery while others proved to be driven by the local political dynamics within Dr JS Moroka Local Municipality. The unhappiness that led to demonstrations were about irregular supply of water and inaccessible roads which are not adequately maintained. Other challenges include:

- In Siyabuswa the residents marched to the offices of the municipality and their main issue was lack of title deeds and also about the new property rates.
- Slow progress in building the Mkhombo mall
- Old Municipal fleet that need to be replaced
- Appointment of the Municipal Manager
- Construction of speed humps at Maphotla
- Municipality liquidity ratio
- Incomplete projects with exhausted budget
- Overcommitted budget
- Grade 3 status of the municipality with 31 wards and a population of 249 000

The water supply was improved and the roads maintenance programme was implemented. It was also explained to the community that the municipality has been engaging the province and the district municipality with regards to title deeds.

- **CORRECTIVE ACTIONS TAKEN TO ENSURE THAT STRATEGIC OBJECTIVES AS STIPULATED IN THE IDP ARE ACHIEVED.**

- Channel the greater part of the capital budget to bulk water and road infrastructure projects
- Implement and extend the bulk sewer system to areas without sewer connections
- Improve and sustain the flow of water in the reticulation system
- Fill key managerial positions
- Increase the staff compliment in the Project Management Unit

○ **THE FOLLOWING POLITICAL INTERVENTIONS WERE INITIATED TO IMPROVE THE AUDIT OPINION**

- Ensure accountability for all expenses incurred
- Minimal deviation from policies
- The Audit Steering Committee, attended by the Executive Mayor, MMC(Member of Mayoral Committee) for Finance and the MMC for Technical Services should deal with issues raised by the Auditor General and other audit related matters
- Implemented the approved audit action plan.
- Ensured there is compliance with the all legislative requirements
- Established the Audit Steering Committee to deal with issues raised by the Auditor General
- Held meetings with management and established the support from Provincial Treasury and provincial COGTA.

○ **STRATEGIC ALIGNMENT TO PROVINCIAL GROWTH AND DEVELOPMENT STRATEGY.**

Strategic alignment was initiated as follows:

“Building Local Economies to create more employment, decent work and sustainable livelihoods”;

- In implementing the manifesto we have granted 08 students bursaries to learn in the field of Engineering as a scarce skill;

- The municipality has been able to establish the LED forum to assist with facilitation of local economic development;
- The Municipality is in the process of reviewing the LED strategy to assist local economic development

“Improve and make services accessible to the public”;

- Our service delivery backlogs are huge on sanitation (51%), we have resolved to deliver VIP toilets through co-operatives;
- We still need to improve on how we deliver water to the communities especially in the 14 villages in Mathanjana Magisterial Area

“Building a more united, non-racial, integrated and safer communities”;

- We need to review the SDF as it was seen not to be credible;
- We need to finalize the town planning for Moripe Gardens

“Promoting more active community participation in local government”;

- As a Municipality we have achieved the public participation targets and time-frames, however we are still lacking with regard to internal and external communication. Improvement in that department is required;
- We have established the IDP Forum but we still need to establish the business forum

“Ensuring more effective, accountable and clean Local Government that works together with National and Provincial Government”

- We are still lacking on the turnaround time for problems raised by the community even though the municipality communicate with the community regarding the water disruptions as they occur.

○ **FUTURE ACTIONS**

The following actions must be put in place to ensure that in future, the municipality perform and meet all its obligations and service delivery challenges:

- Develop and adopt departmental procedure manuals.

- Ensure full implementation of the Revenue Enhancement Strategy.
- Ring fencing of water services revenue.
- Focus on local economic development so as to grow the economy and create jobs within the municipality.
- Fast-track skills development programme with other stakeholders.
- Invent innovative, alternative service delivery methods to eradicate service delivery backlogs.
- Finalize the Record Management System.

- **CONCLUSION**

The achievement of the goals as set out in the 2022/23 Municipal Integrated Development Plan required and took efforts from all. We are committed to the improvement of the physical, socio-economic and institutional environment of our municipality with the cardinal aim of service delivery in all our wards.

EXECUTIVE MAYOR
COUNCILLOR N.S MTSWENI

MUNICIPAL MANAGER'S OVERVIEW

Section 121(3) of the Municipal Finance Management Act 2003, read together with section 46 of the Municipal Systems Act 2000, prescribes the minimum contents of an Annual Report of a municipality. I have also considered the importance of credibility, reliability, usefulness and relevance of the annual financial statements and performance information as contained herein.

Annual Report therefore provides an authoritative record of the activities of Dr. JS Moroka Local Municipality which we embarked on during the period of 2022/2023 financial year under the leadership of the administrator. The report presents us with an opportunity to reflect on our achievements since the last reporting period, and also to provide a detailed account of our performance as a municipality against our strategic plans and resources that were at our disposal for the period of 2022/2023.

The Integrated Development Plan (IDP), Budgets, Service Delivery and Budget Implementation Plans (SDBIP's), Performance Plans and Agreements of section 56 managers, still remains the key service delivery planning tools which we have to utilize in an effort to deliver sustainable services to our communities. In order to achieve the vision of "*An effective, efficient public institution delivering quality, sustainable services to better the lives of people*" the municipality endeavours to align our planning with policy priorities adopted by the National and Provincial Governments, as well as ensuring that there is alignment of programs between ourselves, the District, Provincial and National Government. The alignment with five (6) National Key Performance Areas was adhered and incorporated during the planning period.

In the previous reporting period, we identified a number of initiatives for implementation in this reporting period. Key to these initiatives is the programs related to sustainable water provision, creating a conducive environment for economic activities to uplift the economy of the Dr. JS Moroka Local Municipality and infrastructure investment.

○ **LOCAL GOVERNMENT: OUTCOME**

A responsive, accountable, effective and efficient local government system:

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

○ **LOCAL GOVERNMENT: KEY PERFORMANCE AREAS**

- Basic service delivery and infrastructure development
- Municipal institutional development and transformation
- Local Economic Development (LED)
- Municipal financial viability and management
- Good governance and public participation
- Spatial rationale

- **FUNCTIONS AND POWERS OF THE MUNICIPALITY IN RELATION TO SECTION 155/156 OF THE CONSTITUTION AND CHAPTER 3 OF THE MSA**

Dr J.S. Moroka Local Municipality has a policy on Delegation of Powers in terms of Section 59 of the Municipal Systems Act, 32 of 2000. These Delegations of Powers have been reviewed and adopted by the council and also powers and functions conferred in terms of the Constitution and exercise them subject to Chapter 5 of the Municipal Structures Act. The powers and functions of local government are reflected in the list below include the allocation of powers and functions authorized/adjusted by the MEC following the recommendations of the Municipal Demarcations Board.

- **POWERS AND FUNCTIONS OF LOCAL GOVERNMENT**

- Air pollution.
- Building regulations.
- Potable, bulk, water reticulation.
- Municipal roads & storm water management system.
- Trading regulation.
- Billboards and the display of advertisements in public places.
- Cleansing.
- Municipal airport.
- Municipal public transport.
- Markets.
- Municipal abattoirs.
- Refuse removal, dumping and solid waste.
- All municipal recreational facilities.
- Noise pollution.
- Street trading and street lighting.
- Traffic and parking.

- **AUTHORIZED /ADJUSTED IN TERMS OF SECTION 84 OF THE MSA.**

- Municipal roads which form an integral part of road transport system.
- Municipal public works relating to any of the above functions.
- Solid waste disposal sites.

- The establishments conduct and control of cemeteries and crematoria.
- Water Service Authority (in terms of water services.
 - **POWERS AND FUNCTIONS ALLOCATED TO NKANGALA DISTRICT MUNICIPALITY**
- Municipal planning.
- Disaster management and firefighting.
 - **ENTITIES RELATED TO THE MUNICIPALITY AND THE SHARING OF POWER WITH THESE ENTITY/IES:**

Dr JS Moroka Local Municipality does not have an entity.

- **SECTOR DEPARTMENTS AND THE SHARING OF FUNCTIONS BETWEEN THE MUNICIPALITY AND SECTOR DEPARTMENTS:**

The working relationship with other Provincial Sector Departments has been adequate. The following are some of the support provided to the municipality over the years:

- CoGTA PMS training; MPAC Workshop; Induction and Training of Ward Committees
- Provincial Treasury: mSCOA and GRAP updates; Annual Audit Support.
- SALGA : Councilors' Development Programme; New GRAP standards; Strike Management; Management Induction Course.

- **RISK MANAGEMENT**

Risk Management forms part of management core responsibilities and is an integral part of the internal processes of the Municipality. It is a systematic process to identify, evaluate and address risks on a continuous basis before such risks can impact negatively on Municipal service delivery capacity.

The following were the top 09 risks in the 2022/2023 financial year and measures to mitigate

the risks:

RISK	MEASURES TO MITIGATE THE RISK
1. Ineffective governance	<ol style="list-style-type: none">1. Appointment of RMC external chairperson (POE: Appointment letter)2. Ensure development and monitor implementation of the recommendation register from oversight structures (POE: Recommendation register)3. Integrate the cascading of performance into the agreements of Senior Managers (POE: Signed performance contracts)
2. Inadequate sound financial management	<ol style="list-style-type: none">1.1 Development and implementation of SCM procedure manuals (Regular bulletin) POE SCM Procedure Manual & SCM Reports1.2 Conduct awareness workshops to improve the adherence to the SCM policy (POE: Attendance registers and bulletin)2. Adherence to procurement plans (POE: Updated Procurement plans)

RISK	MEASURES TO MITIGATE THE RISK
	<p>3. Establishment of Revenue Management committee to monitor the implementation of Revenue Enhancement Strategy (POE: Appointment letter and reports)</p> <p>4. Appointment of Service Provider to conduct a data cleansing exercise and quarterly reporting (POE: Appointment letter and reports)</p> <p>5. Correct the implementation of the tariff policy and recommend to Council to rescind the flat rate resolution (POE: Council resolution and reports)</p> <p>6. Conduct a strategic planning, budget and management workshop (POE: Strategic plan resolutions).</p> <p>7.1 Compile a database of the existing financial management policies and ensure implementation (POE: Policy dashboard & reports)</p> <p>7.2 Development and implementation of the new policies and procedure manuals (POE: Policies & procedure manuals and reporting)</p> <p>8. Engage Provincial Treasury to assist with the GRAP compliant asset register. (POE: Engagement letter)</p> <p>9. Implementation of war on leaks programme (POE: Reports)</p> <p>10. Conduct awareness workshop on the investment policy (POE: regular bulletin)</p> <p>11. Establishment of the disciplinary board (POE: Appointment letters)</p> <p>12. Procurement of the verification system for indigent (POE: Systems)</p> <p>13. Establishment of mSCOA Committee (POE: Appointment letters)</p>
<p>3.Inability to improve organizational cohesion and development</p>	<p>1. Implementation of electronic document management system (POE: Monthly reports)</p> <p>2. Finalization and implementation of the BCP/DRP (POE: DRP and reports)</p> <p>3. Enhance monitoring of the compliance checklist (POE: Internal audit monitoring report)</p> <p>4&5. Settlement of stale legal matters (POE: Settlement order)</p> <p>6. Fast-track the approval and ensure implementation of the Human Resource Strategy and Implementation Plan (POE: Approved HR Strategy and Implementation Plan And Council Resolution)</p> <p>7. Enforce adherence to Council Schedule of meetings (POE: Agenda and Attendance register)</p>

RISK	MEASURES TO MITIGATE THE RISK
	<p>8. Ensure commitment and support by Senior Managers and middle managers towards employee capacity building (POE: Council Resolution on Training development reports)</p> <p>9.1 Review of the existing and implementation of institutional policies (POE: Approved policies and Council resolution)</p> <p>9.2 Development of dashboard for Municipal policies (POE: Dashboard)</p> <p>10. Compliance with the Government Gazette on appointment of Senior Managers and conditions of services (POE: Appointment letters)</p>
4.Inadequate municipal infrastructure to provide basic services	<p>1. Replacement and refurbishment of aging infrastructure (POE: Reports)</p> <p>2.1 Augmenting supply of water (POE: Monthly report for the project)</p> <p>2.2 Implementation of water restrictions (POE: Reports on bulk water balancing)</p> <p>3. Implementation of the Revenue Enhancement Strategy (POE: Monthly reports)</p> <p>4&7. Development and implementation of By-laws (POE: By-laws & Progress Reports)</p> <p>5. Revise and implement Master plans (POE: Reviewed Master plan and Council resolution)</p> <p>6. Appointed Service Provider to re-evaluate the functionality of the workshop (POE: Evaluation report)</p>
5.Uncontrolled land invasions	<p>1. Rendering Awareness campaigns</p> <p>2. Workshop on traditional leaders regarding land invasions</p> <p>3. Surveying of land and hand out layouts for allocation</p> <p>1.1 Review of the Spatial Development Framework</p> <p>1.2 Engage Rural Development on the requisition of state land</p> <p>2.1 Motivate for budget provision for the procurement for panel of conveyancers</p> <p>3. Hosting of land summit and procedure manual workshop</p> <p>4. Conduct workshop to Council on the IDP processes</p>
6.High unemployment	<p>1. Strengthen the relationship between the, sector departments, private sector, CBO's, NGO's and govt agencies</p> <p>1.(b) Investigate possible incentives to attract investors. Investigate the possibility of adjusting tariffs and property rates in order to address concerns of the investors</p>

RISK	MEASURES TO MITIGATE THE RISK
	<ol style="list-style-type: none"> 1.(c) Advertise available business sites to municipal website(Town planning) 2. Review LED strategy and Development of longterm investment plan to be incorporated to the LED strategy 3.Develop investment guide to business prospects for Dr JS MLM 4.Appointment of LED forum members and Resuscitation of LED forum meetings 5. Conduct workshops/ seminars to provide information on pricing/quoting. 6. Co-ordinate workshops /seminars in conjunction with government agencies to provide information on registration of businesses. 7.Request land for agricultural purposes and support local farmers.
7. Poor telecommunication and IT infrastructure	<ol style="list-style-type: none"> 1.Rescuscitation of municipal website and Upload of compliance documents on the municipal website (POE: Screen shot) 2. Reviewal of communications strategy. (POE: council resolution) 3. Reviewal of Information security policy. (POE: Draft information security policy) 4. Regular maintenance of ICT infrastructure. (POE: Monthly Reports) 5. Conducting IT Audit. (POE: Report) 6.Motivate for budget provision for the development of Disaster Recover site. (POE: Annual Budget)
8.Inadequate facilitation and provision of community social development service	<ol style="list-style-type: none"> 1. Make budget provision for the procurement of a generator (POE: Budget) 2. Engage DSCR to assist with improving the network coverage (POE: Engagement letter) 3. Make additional funding for disaster management (POE: Budget) 4. Make additional funding for cultural diversity (POE: Budget) 5. Expedite the state land release (POE: Minutes and confirmation letter) 6. Procurement of waste management equipment (POE: Proof of delivery) 7. Additional budget provision for maintenance (POE: Budget) 8. Additional budget provision for youth development and special programmes (POE: Budget) 9. Motivate for the appointment of by-law enforcers (POE: Staff requisition form)

RISK	MEASURES TO MITIGATE THE RISK
	10. Development and implementation of policies for cemetery and waste management (POE: Approved policies and Council resolutions)
9. Continuous disruptions for the municipality to operate	1. Drawing up Service Level Agreements with security service providers and the municipality. 2. Strengthening working relation between the municipality and SAPS. 3. Establishment of a system of monitoring visitors who access the municipality

ANTI-CORRUPTION AND FRAUD

Fraud and corruption prevention plan and whistle blowing policy has been adopted by Council. The fraud risk register was developed following key risk areas have been identified in accordance with the institution, i.e. Finance, SCM, Fleet Management and Technical Services. Councillors are excluded from the procurement processes as prescribed by schedule 1 of the MSA of 2000. Fraud hotline establishment procured by Nkangala District Municipality.

○ SERVICE DELIVERY IMPROVEMENTS

The IDP in aligned to the Budget and implemented through the Service Delivery and Budget Implementation Plan (SDBIP). By 2021/2022 Financial Year end, the overall performance level achieved was 71 %, a 17% improvement from the 2020/2021 54 % achievement. Out of 133 targets set, 94 were achieved and a total of 39 was not achieved. This translate into 29 % of targets not achieved for 2021/2022 Financial Year. **(Refer to the detailed attached annual performance report)**. An action plan and remedial actions are initiated and continuously monitored to improve on the targets not achieved and the overall efficiency and effectiveness of municipal activities. Some of the administrative policies made during the year include initiating restrictions on the attendances of conferences and other events outside the municipality and the minimisation of the use of meeting accommodation other than our municipality's own venues.

The Weltevreden Water Treatment Works also supplies Sekhukhune District Municipality and Thembisile Hani Local Municipality and this put water supply constraints on the system. In addition, the demand within the Municipality has also increased massively and this can be

associated with the increasing population within the water supply areas. The Municipality is currently in the process of developing operation and maintenance plans for the Weltevreden Water Treatment Works. These will assist to proactively maintain municipal water infrastructure thus ensure its sustainability. The Municipality endeavour to render basic water level of services to all households within its jurisdiction. Basic level of service is defined as having access to water supplies within 200m walking distance from any household.

On behalf of the administration team of Dr JS Moroka Local Municipality, we would like to profoundly express our gratitude to the political leadership provided for by the Executive Mayor, his Mayoral Committee and the council at large. We further give appreciation to the staff members from the executives down to the cleaners for their unwavering support and commitment to the institution. There is without a doubt, great potential and opportunities in this municipality. With both council, administration team and the public working together, indeed this municipality can achieve more and realise improved service delivery.

MUNICIPAL MANAGER
Ms MATHEBELA M.M

○ **MUNICIPAL FUNCTIONS, POPULATION AND ENVIRONMENTAL OVERVIEW**

MUNICIPAL BACKGROUND

The Dr J.S Moroka Local Municipality is located in the north-western corner of the Nkangala District and Mpumalanga Province. It is 1416, 49 km² in extent, representing 8.45% of the District land mass. The Municipality is approximately 1,416 square kilometres in extent and is bounded by the following entities;

- City of Johannesburg and Tshwane Metropolitan Council on the South and West;
- Thembisile-Hani LM on the South;
- Modimolle, Mookgopong and Bela- Bela LMs on the North; and
- Ephraim Mogale and Elias Motsoaledi LMs on the North East.
- Steve Tshwete and Emalahleni LM's on the East.

Functionally, the Municipality forms part of a larger economic sub-region of the City of Tshwane and City of Johannesburg Metropolitan Municipalities. The Thembisile-Hani and Dr J.S Moroka Local Municipalities represent the highest concentrations of informal dwellings, and are characterised by high poverty levels in the Nkangala District context.

The DRJSMLM was established in 2000 as a result of an amalgamation of the former Mdutjana TLC, Mathanjana TLC and Mbibane TLC is category B municipality as determined in terms Municipal Structures Act 1998 and is a municipality with a Collective Executive System and with 62 Councilors. The municipality has 61 villages, 31 wards with total population of 246 016 and 64 027 household. The Municipality is predominantly rural with no much economic activities which result to high unemployment rate at 46.6% and high poverty levels. The Tshwane and Johannesburg Metropolitan areas are the most important employment centers and large numbers of people commute daily to these areas. The Community of Dr J.S. Moroka Municipality and Thembisile Municipality compete in Gauteng Province for employment opportunities. The municipality is one of the six municipalities forming the Nkangala District Municipality and is situated in the western part of Mpumalanga Province border. It borders Gauteng Province to the south-west and Limpopo Province to the north.

OPPORTUNITIES IN THE MUNICIPAL AREA

The Dr J.S Moroka Local Municipality is located close to Gauteng and within easy reach of Emalahleni, Groblersdal, Bela Bela and Marble hall. This serve as an opportunity for investors to invest in the municipal area especially at 35000m2 fully services Siyabuswa Industrial Park. Other opportunities are: Agriculture, Tourism, Manufacturing, Retail and construction.

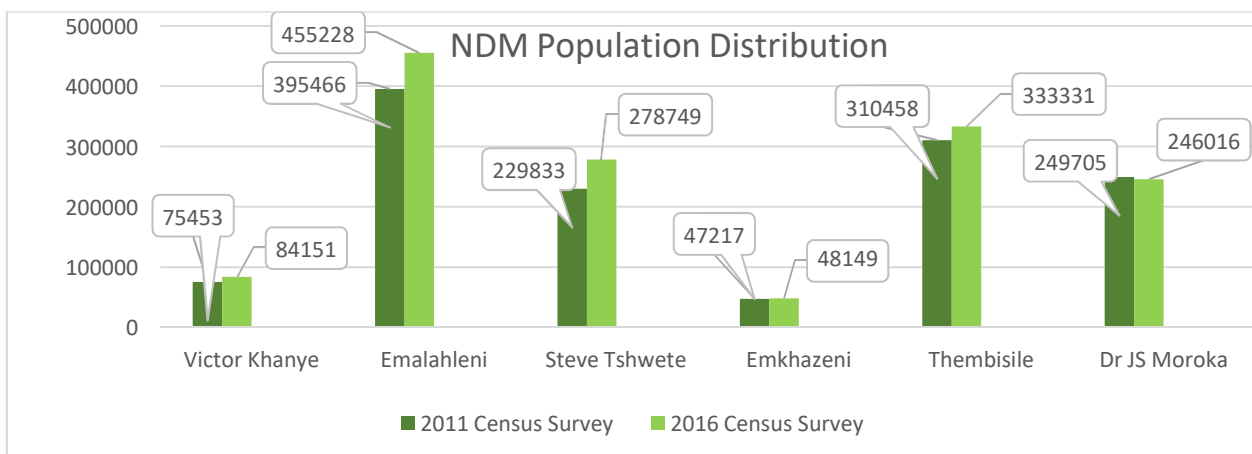
DRJSMLM GROWTH RATE (SOURCE CENSUS 2016 STATISTICS)

The figure above indicates Dr J.S Moroka Municipality average population change from year to year. The population average growth had experience decrease and increases rate. For instance, between 1996 to 2001, the rate was -1.2% and between year 2001 to 2007 it is estimated that average growth was 0.3%, that shows slightly increase, and from 2007 to 2016 the municipality experience the average decreases of -0.5% in population growth.

DRJSMLM proportional distribution of population groups (Source Census 2016)

Figure shows how the population structure has changed between 2011 and 2016 for Dr JS Moroka Local Municipality. The structure shows that Dr JS Moroka Local Municipality has a youth population bulge which is similar to that of Mpumalanga province and that of the country. The figure indicates that a major proportion of the municipal population are people of working age.

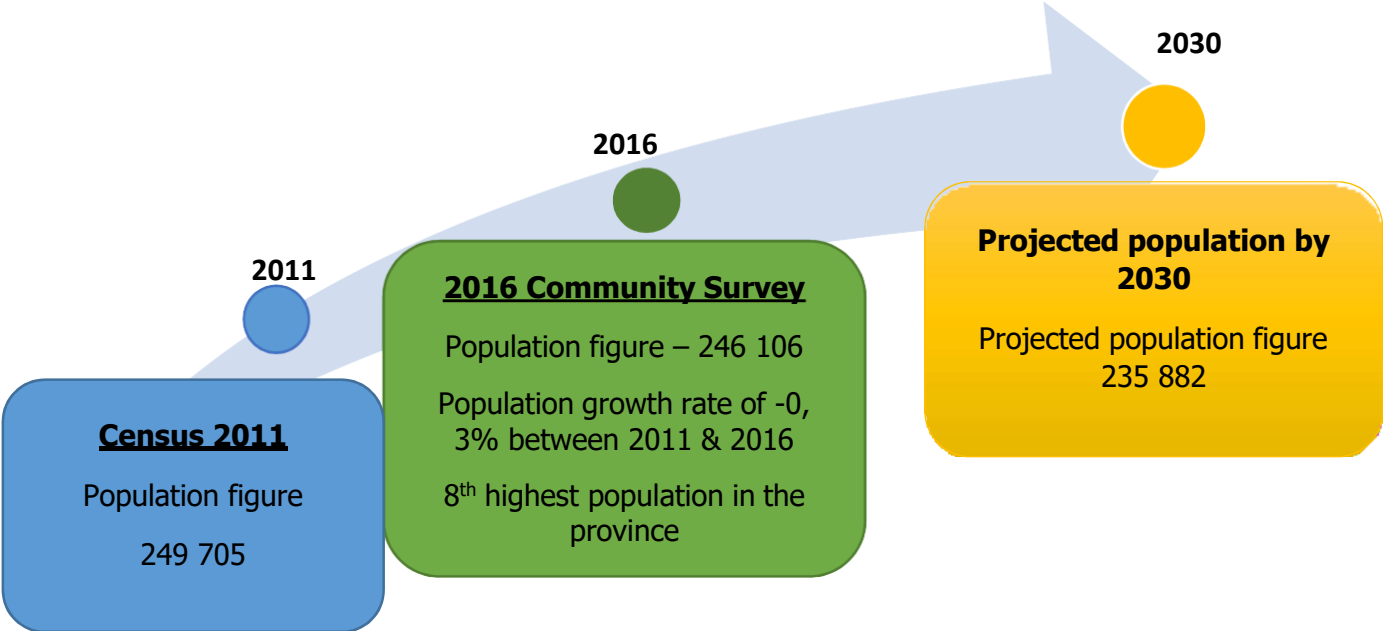
Population Distribution



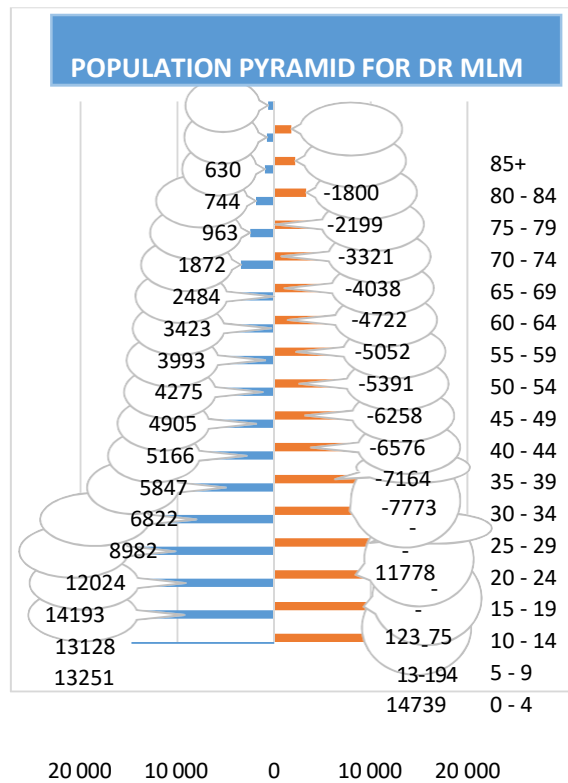
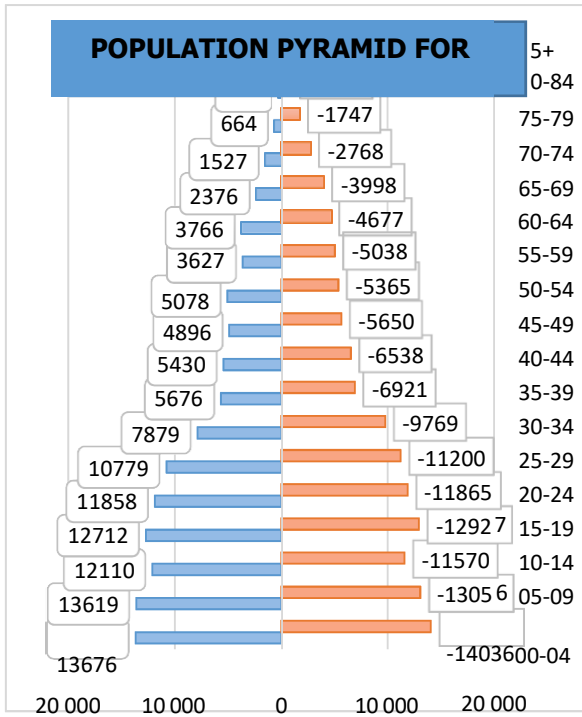
Source: Stats SA – Community Survey

Figure shows Nkangala District Municipalities population distribution from 2011 to 2016. There has been a growth of 137 492 persons in the past 5 years, from 1 308 132 persons in 2011 to 1 445 624 persons in 2016. This indicates that Emalahleni Local Municipality is the most populated municipality of all NDM local municipalities. Only Dr. JS Moroka Local Municipality experience the decline from period 2011-to-2016, with the population dropping from 249 705 to 246 016. The picture indicates that people are from Dr. JS Moroka Local Municipality to neighboring municipalities, district and provinces, mainly in search of employment since the economy of Dr. JS Moroka Local Municipality is small and not growing at a pace expected.

Population Data and Projections



Population Pyramid, DRJSMLM 2011 & 2016



Source: community survey 2016



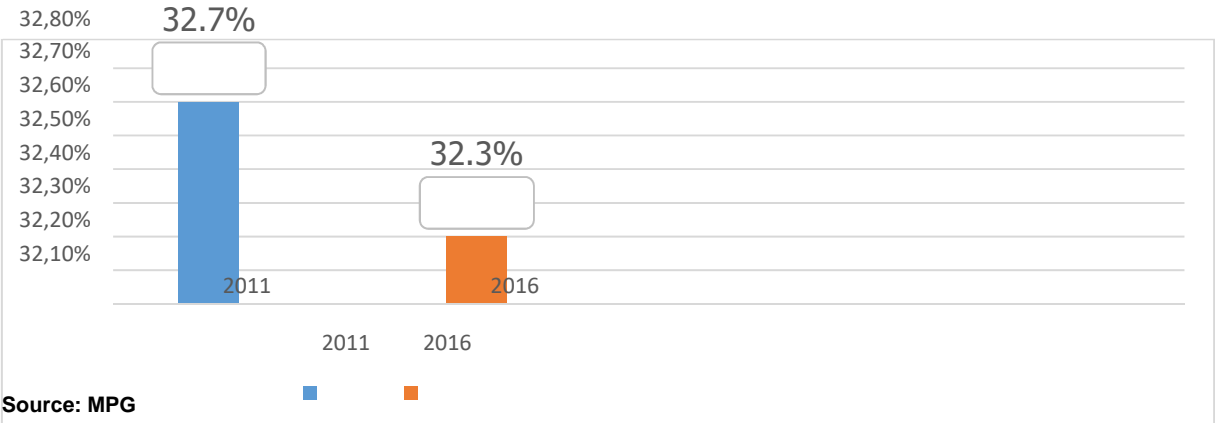
It should be noted from the figure above, the youth age population is a bulge, and on both pyramids this shows a population group decline between the ages of 20-24 as well as age group 30-34 when comparing 2011 and 2016. On average the margins on both youth population 20-24 and 30-34 on both male and females are slightly differed. These age groups are transition to adulthood which consist mainly of child bearing people and newly established families.

Dr JS Moroka Local Municipality population indicates a decline from age group 30-34 years until age group +80 years when comparing 2011 to 2016. There are less people in 2016 than 2011 in these age groups. These ages are the essential economically active population for the municipality. Thus, population decline of this age group does not assist in the economic prospects of the municipality and the province.

Population Dependency

Population dependency refers to the percentage of a population that depends on others for their well-being and survival. It is expressed by means of a dependency ratio. In the case of the dependency ratios of children/youth or of older people, these ratios are calculated based on the number of children (0-14 years old) and older persons (65 years or over) who depend on the working-age population (15-64 years old). They also indicate the implications for social and economic development of changes in a population’s age structure, and point to broad trends in social support needs.

Youth Dependency Ratio, 2011 – 2016



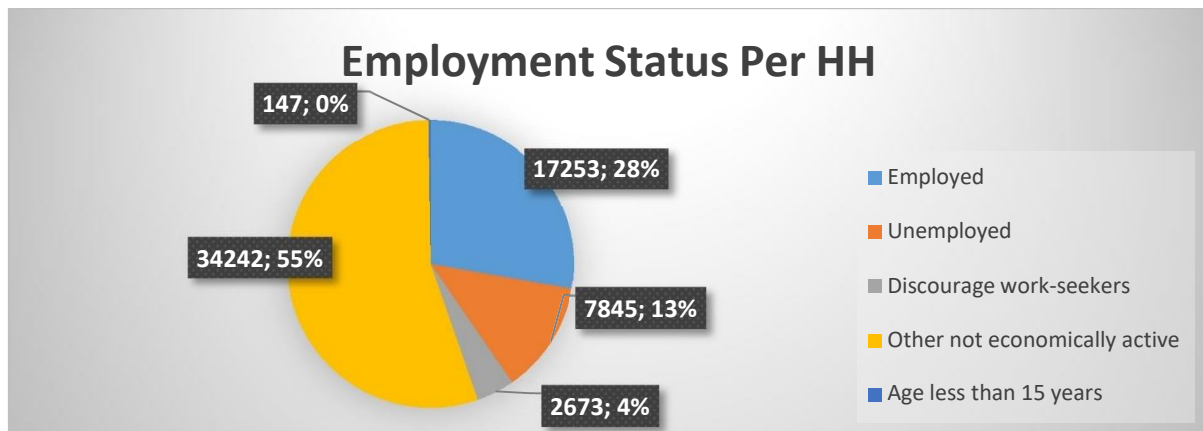
Basic Education Data

Local Municipal Area	Grade 12 Pass Rate			Trend 2016-2017	Admission to B degree 2016
	2011	2016	2017		
Dr JS Moroka Mun	57.5%	73.5%	67.1%	☹️	18.9%
Emakhazeni Mun	74.8%	84.5%	81.6%	☹️	32.0%
Emalahleni Mun	75.8%	88.0%	80.9%	☹️	22.9%
Steve Tshwete Mun	74.4%	81.0%	77.9%	☹️	28.9%
Thembisile Hani Mun	67.2%	77.3%	67.5	☹️	14.%
Victor Khanye Mun	70.3%	82.1%	82.5%	😊	27.1%

Source: MPG

According to the 2016 CS of Stats SA, the population in Dr JS Moroka aged 20+ and completed grade 12, increased from 44 354 in 2011 to 52 480 (increase of 8 126) in 2016 – an increase of 18.3% in the relevant period. Dr J.S Moroka’s grade 12 pass rate deteriorated from 73.5% in 2016 to 67.1% in 2017, ranked 2nd lowest among municipal areas of the Province. The area achieved an admission rate to university/degree studies of 18.9%, a decline from 20.4% in 2016. The challenge is to accommodate the educated young people in the area inadequate economic opportunities. The municipality require provision of adequate educational, recreational infrastructure and skills development activities to meet the needs of the community.

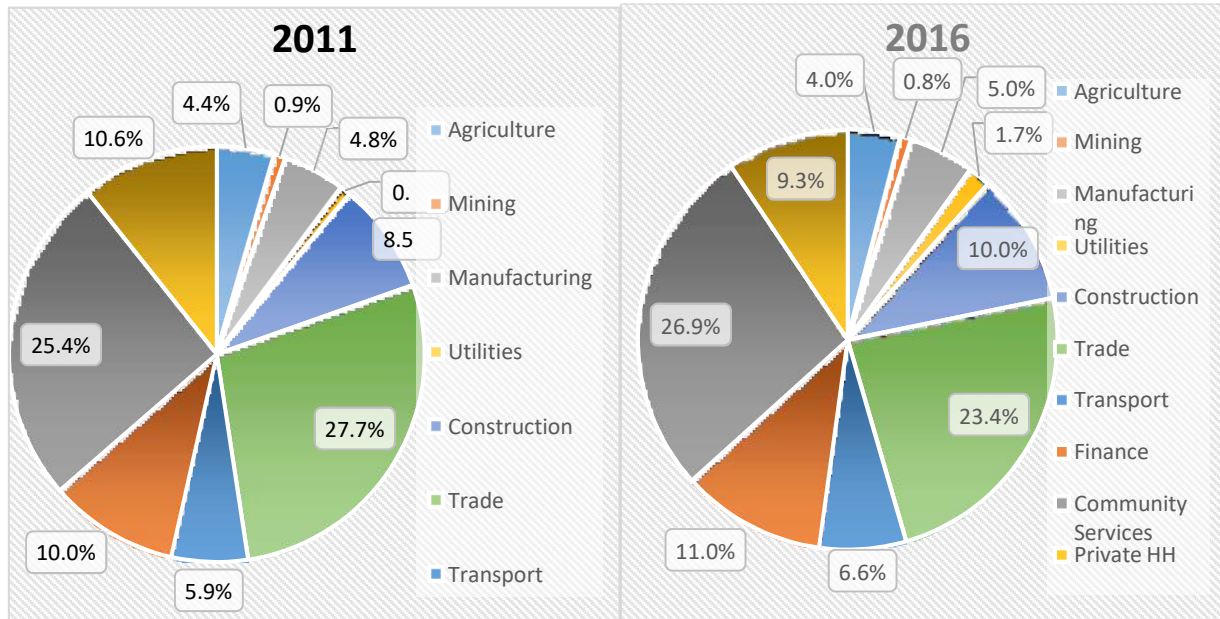
Total Employment and Growth, 2011-2016



Source: Census Community Survey 2016

The figure above indicates different segments that indicates the number of people employed against the unemployed, discourage workers seekers, economically not active and age less than 15 years not eligible to work in terms of South African laws and regulations.

Employment by Sectors, 2016





Source: PMG

Figures above shows the number of employment by sector in Dr J.S Moroka Local Municipality in 2011 and 2016. During the review period, there was a decline in employment levels in five sectors, except in manufacturing, Utilities, Construction, Transport, Finance and Community Services. Nevertheless, the figure confirms that Community Services sectors are the largest employers in Dr J.S Moroka Local Municipality followed by Finance and Construction sectors.

Unemployment Rates, 2011-2016

Local Municipal Area	Un-employment Rate Census 2011	Un-employment Rate 2016 HIS Global Insight Figures	Trend
Dr JS Moroka Mun	46.6%	47.7%	🔴
Emakhazeni Mun	25.9%	22.8%	🟢
Emalahleni Mun	27.3%	26.6%	🟢

Local Area	Municipal Area	Un-employment Rate Census 2011	Un-employment Rate 2016 HIS Global Insight Figures	Trend
Steve Tshwete	Mun	19.7%	17.3%	
Thembisile Hani	Mun	37.0%	38.5%	

Source: MPG

The unemployment rate of Dr J.S Moroka increased slightly from 46.6% in 2011 to 47.7% in 2016.

Dr J.S Moroka's unemployment rate was the second highest among all the municipal areas of Mpumalanga. Unemployment rate for females 44.8% and that of males 44.9%. Youth unemployment rate according to the Census figures 61.4% - challenge with especially very high youth unemployment rate of females. The largest employing industries in Dr J.S Moroka are trade (including industries such as tourism), community/government services, finance and construction. High labour intensity in industries such as agriculture and construction. Within the Nkangala District Municipality, Dr J.S Moroka Municipality and Thembisile Hani Local Municipality both experience high level of unemployment, especially among young people. Communities in both municipalities traverse between Gauteng and Mpumalanga provinces in search of employment opportunities.

Powers and Functions

Object of Local Government

Section 152 of the Constitution of the Republic Mandates local government to perform the following functions –

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

The table below provides a list of allocated powers and functions of the municipality in accordance with Schedule 4 B and 5 B of the Constitution and Sections 83, 84, 85 and 86 of the Municipal Structures Act. The table below gives an indication of how the municipality has fared in the performance of the allocated functions

Function		Authorization	Performance Analysis
1	<i>Air Pollution</i>	Yes	<i>Not performed</i>
2	<i>Building Regulation</i>	Yes	<i>Performed</i>
3	<i>Child Care Facilities</i>	Yes	<i>Not performed</i>
4	<i>Electricity</i>	Not	<i>DME, NASA & Eskom</i>
5	<i>Fire Fighting</i>	Not	<i>Performed by the district</i>
6	<i>Local Tourism</i>	Yes	<i>Not adequately performed</i>
7	<i>Municipal Airport</i>	Yes	<i>Not performed</i>
8	<i>Municipal Planning</i>	Yes	<i>Performed</i>
9	<i>Municipal Health Services</i>	Not	<i>District and dept. of Health</i>
10	<i>Municipal Public Transport</i>	Yes	<i>Performed</i>
11	<i>Pontoons and Ferries</i>	Yes	
12	<i>Storm Water</i>	Yes	<i>Performed</i>
13	<i>Trading Regulations</i>	Yes	<i>Performed</i>
14	<i>Water (potable)</i>	Yes	<i>Performed</i>
15	<i>Sanitation</i>	Yes	<i>Performed</i>
16	<i>Beaches and Amusement Facilities</i>	Yes	<i>Performed</i>
17	<i>Billboards and the Display of Advertisement in Public Places</i>	Yes	<i>Performed</i>
18	<i>Cemeteries, Funeral Parlors and Crematoria</i>	Yes	<i>Not adequately performed</i>
19	<i>Cleansing</i>	Yes	<i>Performed</i>
20	<i>Control of Public Nuisance</i>	Yes	<i>Not adequately performed</i>
21	<i>Control of Undertaking that Sell Liquor to the public</i>	Yes	<i>Not adequately performed</i>
22	<i>Facilities for the accommodation, care and burial of animals</i>	Yes	<i>Not adequately performed</i>
23	<i>Fencing and Fences</i>	Yes	<i>Performed</i>
24	<i>Licensing of dogs</i>	Yes	<i>Not adequately performed</i>
25	<i>Licensing of undertakings that sell food to the Public</i>	Yes	<i>Not adequately performed</i>
26	<i>Local Amenities</i>	Yes	<i>Performed</i>
27	<i>Local Sports Facilities</i>	Yes	<i>Performed</i>
28	<i>Markets</i>	Yes	<i>Not adequately performed</i>

Function		Authorization	Performance Analysis
29	Municipal Abattoirs	Yes	Not adequately performed
30	Municipal Parks and Recreation	Yes	Not adequately performed
31	Municipal Roads	Yes	Performed
32	Noise Pollution	Yes	Not adequately performed
33	Pounds	Yes	
34	Public Places	Yes	Not adequately performed
35	Refuse Removal, refuse Dumps and solid waste disposal	Yes	Not adequately performed
36	Street Trading	Yes	Not adequately performed
37	Street Lighting	Yes	Performed
38	Traffic and Parking	Yes	Performed

○ **A SHORT STATEMENT ON THE CURRENT FINANCIAL HEALTH OF THE MUNICIPALITY**

The financial stability of the municipality is currently anchored in National Grants, which accounts for 75% of the municipality's overall revenue. Actual revenue production contributes fairly 25% to the budget. Due to the municipality's heavy reliance on grants, this ratio is not a fair indicator of the municipality's financial stability. Also, taking into account that, when the national fiscal system is pressurized, the equitable share provided to municipalities does not increase sufficiently.

There are four crucial issues that trigger low revenue collection for Dr. J.S. Moroka Local Municipality, which are as follows:

2. Limited revenue base for the billing process.
3. Insufficient supply of water.
4. Consumers' reluctance to pay for services.
5. Shortage of water meters.

The following table shows the municipality's revenue collection for the preceding financial years:

Description	2021/2022	2020/2021
Service Charges	80 563 778	75 466 451
Other Income	75 714 649	61 900 559
Property Rates	35 351 611	35 770 418
Grants	555 955 265	586 183 244
Total Revenue	747 585 303	759 320 672

Revenue Challenges:

6. Inaccurate data on the financial system due to lack of title deeds.
7. Departments and Municipalities making late payments
8. Resident's unwillingness to pay for household utilities.
9. A limited sales base that needs to be expanded.
10. Water meters not efficiently operating.
11. Flate rate instead of consumption billing being used..

Remedial actions to be implemented in 2022/2023 financial year:

12. Revenue Enhancement Committee formed.
13. Development, Analysis and execution of the Revenue Enhancement Strategy;
14. Installation of prepaid water meters as a technique to maximize the collection of revenues and conserve water.
15. Develop and implement an Improved and efficient method of monitoring water meters.
16. Increase in tax base by selling stands and making public land accessible to developers.
17. Introduction of PPP contracts that will produce more cash inflows to the municipality and also create jobs for locals.
18. Review and implementation of regulations.

In conclusion, for the 2022/23 financial year, the municipality needs improve its revenue collection efforts to ensure that the municipality is financially viable and stable. This can be accomplished by:

45. Implementing the Revenue Enhancement Strategy.

46. Developing and implementing a meticulous credit management and debt collection program.

47. Introducing prepaid water meters.

Dr. J.S Moroka Local Municipality is a developing and growing municipality that strives for excellence in service delivery. As a result of the complex setting of local government, many problems confront financial planning of the municipality and are constantly evolving. From a financial standpoint, the municipality's stability and survival are priorities. In order to achieve this goal, a financial plan and associated plans are in place to address a number of major issues that arise.

When it comes to revenue collection, the municipality's state as exponentially improved, as the collection rate is at above 80%, beyond that, the municipality is still reliant on grants.

The unemployment rate is higher than 50%, which contributes to the municipality's current financial situation. It should be noted that the municipality will participate in the debt collection process by ensuring that all service users who have the ability but are unwilling to pay for municipal services face legal action in the municipality.

REVENUE AND EXPENDITURE SUMMARY

DESCRIPTION	2021/2022	2020/2021
Revenue	747 585 303	759 320 672
Operating Expenditure	(660 427 061)	(700 514 480)
Surplus/Deficit	87 158 242	58 806 192

REVENUE FROM GRANTS AND SUBSIDIES

GRANT SOURCE	2021/2022	2020/2021
Municipal Infrastructure Grant (MIG)	132 482 000	104 137 086
Finance Management Grant (FMG)	2 450 000	1 871 300
Expanded Public Works Programme (EPWP)	1 451 000	2 778 699
Equitable Share (ES)	419 133 000	477 158 317
LG SETA Grant	439 265	-
WSIG	-	237 842

Total	555 955 265	586 183 244
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OPERATING EXPENDITURE BY TYPE

DESCRIPTION	2021/2022	2020/2021
Employee related costs (ERC)	205 945 378	203 204 845
Operational Costs	107 053 735	107 138 320
Contracted Services	162 828 312	173 649 962
Councillors remuneration (CR)	23 731 620	23 913 808
Depreciation and Amortisation	66 213 650	64 468 185
Total	565 772 695	572 375 120

CAPITAL EXPENDITURE BY VOTE

CAPITAL EXPENDITURE BY TYPE	2021/2022	2020/2021
Water	38 622 641	78 270 776
Sanitation	65 760 735	32 866 550
Roads	23 054 812	8 113 061
Total	127 476 810	119 250 387

The Municipal Infrastructure Grant covered capital expenditure for the fiscal year 2022/2023, with the key projects being water and sanitation. The covid19 pandemic has demonstrated that DR JS Moroka should invest in water and sanitation infrastructure.

- **ORGANISATIONAL DEVELOPMENT OVERVIEW**

The Administration and Corporate Services Department have a wide variety of tasks that are related to the human resources support function of the municipality. These include municipal department and divisions to develop policies, by-laws, organizational

structure, capacity building, recruitment, selection and appointment, legal, ICT services ,communications, Secretariat/Council support and sound labour relations. The department ensures that, at all times, through execution of its functions adheres to the municipal vision and mission.

The Municipality encountered few litigations ranging from service providers, even though the task seemed demanding most of them were finalized. Municipal By-laws and policies were developed and reviewed through consultative meetings with relevant stakeholders.

The department helped in capacitating municipal personnel, councillors and unemployed community members through training interventions, learnerships and internship programmes. External bursaries addressing scarce skills shortages were awarded to deserving learners and their study progress were monitored through the submission of academic results. Employment equity was reviewed and submitted to the Department of Labour. External Mayoral bursaries was stopped but there was intentions to reinstate from January 2022, and was also allocated budget of R1.5m

The department provides for the development and management of organisation wide records management programme, which is designed to ensure that record keeping and establishment of a local ,central ,divisional , effective and efficient registry services within the municipality meet the organization’s objectives and ensure compliance to National Archives Act (43 of 1996)

AUDITOR GENERAL OPINION

FINANCIAL YEAR	2018/19	2019/20	2020/21	2021/22
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AUDIT OPINION	Disclaimer	Disclaimer	Disclaimer	Qualified Audit Opinion
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STATUTORY ANNUAL REPORT PROCESS

No.	Activity	Timeframe
1	Consideration of next financial year's Budget and IDP process plan. Except for the legislative content, the process plan should confirm in-year reporting formats to ensure that reporting and monitoring feeds seamlessly into the Draft Annual Report process at the end of the Budget/IDP implementation period.	July
2	Implementation and monitoring of approved Budget and IDP commences (In-year financial reporting).	
3	Finalise 4 th quarter Report for previous financial year	
4	Submit Draft Draft Annual Report to Internal Audit and Auditor-General	
5	Municipal entities submit Draft Annual Reports to MM	
6	Audit/Performance committee considers Draft Annual Report of municipality and entities (where relevant)	August
8	Mayor tables the unaudited Draft Annual Report	
9	Municipality submits Draft Draft Annual Report including consolidated annual financial statements and performance report to Auditor General.	
10	Annual Performance Report as submitted to Auditor General to be provided as input to the IDP Analysis Phase	
11	Auditor General assesses Draft Annual Report including consolidated Annual Financial Statements and Performance data	September – November
12	Municipalities receive and start to address the Auditor General's comments	November - January

13	Mayor tables Annual Report and audited Financial Statements to Council complete with the Auditor-General's Report	
14	Audited Annual Report is made public and representation is invited	
15	Oversight Committee assesses Annual Report	
16	Council adopts Oversight report	
17	Oversight report is made public	December – March
18	Oversight report is submitted to relevant provincial departments	

CHAPTER 2 – GOVERNANCE

a. COMPONENT A: POLITICAL AND ADMINISTRATIVE GOVERNANCE

The purpose of an Annual Report is to promote accountability to communities for decisions taken by the Council and matters relating to administrative structures, throughout a financial year.

Nine major characteristics should be applied within the political and administrative structures of a municipality / municipal entity to ensure good governance:

- *Participation:* Participation could be either direct or through legitimate intermediate institution or representatives.
- *Rule of law:* Good governance requires legal frameworks that are enforced impartially.
- *Transparency:* Transparency means that stakeholders are provided with information on why decisions were made that directly affect them.
- *Responsiveness:* Good governance requires that institutions and processes try to serve all stakeholders with a responsible timeframe.
- *Consensus oriented:* Good governance requires mediation of the different interests in society to reach a broad consensus in society on what is in the best interest of the whole community and how this can be achieved.
- *Equity and inclusiveness:* Society's wellbeing depends on ensuring that all its members feel that they have a stake in it and do not feel excluded from the mainstream of society. This requires all groups to have opportunities to improve or maintain their well-being.
- *Effectiveness and efficiency:* Good governance means that processes and institutions produce results that meet the needs of society while making the best use of resources at their disposal.

- *Accountability:* Accountability is a key requirement of good governance. Accountability cannot be enforced without transparency and the rule of law.
- *Sustainability:* Sustainability is the capacity to endure, how systems remain diverse and productive over time. It is the potential for long-term improvements, which in turn also depends on the responsible use of natural resources

COMPONENT A: POLITICAL AND ADMINISTRATIVE GOVERNANCE

a. POLITICAL GOVERNANCE

The system of governance in the municipality is an Executive Mayoral System. The Executive Mayor is the political head with a complement of 5 Members of the Mayoral Committee. The Members of the mayoral committee are the chairpersons of the Section 80 Committees.

The speaker is the chairperson of the Municipal Council therefore acts as a custodian of the rules of Council. Other section 79 committees of council were established in terms of Section 79 of the Municipal Structures Act to execute an oversight role over the Executive on behalf of Council.

The Municipal Public Accounts Committee performs an oversight over the Annual Report, financial reports and comments on such report before it is adopted by council.



CLLR N.S MTSWENI
EXECUTIVE MAYOR



CLLR M.R NKOANE
SPEAKER



CLLR J.S NKGODI
COUNCIL WHIP

MAYORAL COMMITTEE



CLLR M.S LEGONG
MMC: ADMIN & CORPORATE SERVICES



CLLR. S MTSWENI
MMC: PUBLIC SAFETY & TRANSPORT



CLLR. C MADYIBI
MMC: WATER & INFRASTRUCTURE



CLLR. P.P MNGUNI
MMC: SOCIAL DEVELOPMENT



CLLR. M.J MAKOLA
MMC: FINANCE, LED & PLANNING

NB: The above status is as at Financial Year end 30 June 2023

CHAIRPERSONS OF SECTION 79 COMMITTEES

CLLR DLOWU M.B
CHAIRPERSON:
PUBLIC SAFETY &
TRANSPORT

CLLR MALEKA E
CHAIRPERSON:
SOCIAL
DEVELOPMENT

CLLR. MOIMANA A
T CHAIRPERSON:
LOCAL
GEOGRAPHIC

CLLR. NKOANE M.R
CHAIRPERSON:
RULES & ETHICS
COMMITTEE

b. POLITICAL GOVERNANCE STRUCTURE

The council performs both legislative and executive functions. They focus on legislative, oversight and participatory roles, and have delegated its executive function to the Executive Mayor.. Councillors are also actively involved in community work and the various social programmes in the municipal area.

Below is a table that categorized both the ward and proportional councillors within their specific political parties.

No:	Name & Surname	Political party	Ward or proportional
1.	Mtsweni Nomsa Sanny	ANC	Proportional
2.	Nkgodi John Swanyane	ANC	Ward 23
3.	Legong Sophy	ANC	Proportional
4.	Madyibi Charles	ANC	Proportional
5.	Mnguni Phindile Phumzile	ANC	Proportional
6.	Mtsweni Sabina	ANC	Ward 9
7.	Makola Manini Joyce	ANC	Proportional

8.	Skosana Alfred Xolani	ANC	Ward 5
9.	Makuwa Isaac Sindi	ANC	Ward 6
10.	Mahlangu Solomon Khulbona	ANC	Ward 7
11.	Dlowu Brilliant Mncedisi	ANC	Ward 8
12.	Mtsweni Themba Linda	ANC	Ward 3
13.	Mahlangu Mphureni Lucas	ANC	Ward 11
14.	Mhlanga Kagiso Phillip	ANC	Ward 13
15.	Ntuli Petrus Andile	ANC	Ward 14
16.	Manganye Samuel Magesi	ANC	Ward 15
17.	Nkwana Mishack Molefe Tukiso	ANC	Ward 16
18.	Simango Ben Adalberdo	ANC	Ward 17
19.	Matlaila Bafu Joel	ANC	Ward 18
20.	Kekae Mokgaetsi Dessia	ANC	War 19
21.	Maleka Annah Letebele	ANC	Ward 20
22.	Mashishi Dingaen Andries	ANC	Ward 21
23.	Masumbuka Mmathabo Pauline	ANC	Ward 22
24.	Mgidi May Amos	AIPO	proportional
25.	Mothibi Modimo Francina	ANC	Ward 24
26.	Moabi Julia Mmapitso	ANC	Ward 25
27.	Moimana Anthon Tshepo	ANC	Ward 26
28.	Ngubeni Pamela Nomsa	ANC	Ward 27

29.	Mashilo Jeremia Patrick	ANC	Ward 28
30.	Maubane Obed Nkubane	ANC	Ward 29
31.	Manganye Johannes	ANC	Ward 30
32.	Rankapole Solomon	ANC	Ward 31
33.	Mashiane Charles Michael	AIPO	proportional
34.	Lekgoathi Mirriam Raisibe	ANC	Ward 2
35.	Msiza David Lucas	ANC	Ward 1
36.	Mashishi Mokgadi Welheminah	ANC	proportional
37.	Nkoane Mantwa Rosina	ANC	proportional
38.	Mahlangu Jeremiah Siphoh	AIC	proportional
39.	Lebelo Lizzy Kentinah	ANC	proportional
40.	Mthimunye Mnyazwa Sibusiso Sydney	ANC	Ward 4
41.	Maleka Mamelale Elizabeth	ANC	proportional
42.	Majombosi Thandeka Rose	APC	proportional
43.	Mahlangu Piet	AVPP	proportional
44.	Lamola Bethuel Rankapole	DA	proportional
45.	Ngoatle Maureen Motshetshe	DA	proportional
46.	Mahlangu Koos	DA	proportional
47.	Matabane Malerotho	EFF	proportional
48.	Mabogoane Kate Mmmasole	EFF	proportional

49.	Mnguni Vincent	EFF	proportional
50.	Ditshego Kgaogelo	EFF	proportional
51.	Ntuli Joseph Mandla	EFF	proportional
52.	Machava Sarah Seipati	EFF	proportional
53.	Maphalla Johannes Kgashane	EFF	proportional
54.	Mabena Josephine Sponono	EFF	proportional
55.	Mphela Lucas Kgongwase	EFF	proportional
56.	Mashamaite Jane	EFF	proportional
57.	Rankapole Motswaledi Martin	F4SD	proportional
58.	Mahlangu Priscilla Lebo	F4SD	proportional
59.	Skhosana Lucas Makafuri	Independent	Independent
60.	Nkgau Jan Sello	MICO	proportional
61.	Kutu Puna Frans	MPP	proportional
62.	Mashabela Nteteleng Joseph	ANC	Ward 10

a. **COUNCIL COMPOSITION**

The table below reflects the composition of Dr JS Moroka Local Municipality by political party and seats. The majority party in council is the African National Congress.

Party	Total Seats	Ward Seats	PR Seats
ANC	39	30	9
DA	3	0	3

Independent	1	1	0
AIPO	2	0	2
EFF	10	0	10
F4SD	2	0	2
MICO	1	0	1
AIC	1	0	1
MPP	1	0	1
AVPP	1	0	1
APC	1	0	1

c. COUNCIL COMPOSITION

The table below reflects the composition of Dr JS Moroka Local Municipality by political party and seats. The majority party in council is the African National Congress.

Party	Total Seats	Ward Seats	PR Seats
ANC	39	30	9
DA	3	0	3
Independent	1	1	0
AIPO	2	0	2
EFF	10	0	10
F4SD	2	0	2
MICO	1	0	1

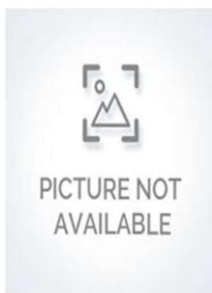
AIC	1	0	1
MPP	1	0	1
AVPP	1	0	1

d. ADMINISTRATIVE GOVERNANCE

The role of the Municipal Manager is as prescribed in Section 55 of the Local Government: Municipal System Act, 2000 (Act no. 32 of 2000) read with section 60, 61 and 62 of the Local Government: Municipal Finance Management Act, 2003 (Act no. 56 of 2003) which provides *inter alia* that as head of administration the Municipal

Manager of a municipality is, subject to the policy directions of the municipal Council, responsible and accountable for –

- The management of the municipality’s administration in accordance with this Act and other legislations applicable to the municipality;
- The implementation of the municipality’s integrated development plan, and the monitoring of progress within implementation of the plan; and
- Managing the financial administration of the municipality and must for this purpose take all reasonable steps to ensure
 - That the resources of the municipality are used effectively and economically.
 - That full and proper records of the financial affairs of the municipality are kept in accordance with any prescribed norms and standards;
 - That the municipality has and maintains effective, efficient and transparent systems;
- Financial and risk management and internal control; and
- Internal audit operating in accordance with any prescribed norms and standards.
- The following Senior Managers constitute the Administration Leadership:



<p>MS MATHEBELA MM</p> <p>MUNICIPAL MANAGER</p>

MR ZULU L

EXECUTIVE MANAGER: ADMINISTRATION
& CORPORATE SERVICES

MS KLAAS B

CFO

MR MASOMBUKA L

ACTING EXECUTIVE MANAGER: TECHNICAL
SERVICES

MS MATHABE R

EXECUTIVE MANAGER: COMMUNITY
DEVELOPMENT SERVICES

e. INTERGOVERNMENTAL RELATIONS

The relationship with other municipalities all over the district is coordinated through the District Municipality. The interaction with other municipalities is achieved through the District Forums. Such participation enriches the capacity of the municipality as we share and network on ideas that are instrumental towards the development of our municipality.

The municipality also participated in the following:

- Municipal Manager's Forum;
- Mayor's Forum;
- EXCO Lekgotla;
- Premier Co-ordinated Forum; and
- Technical Premier Co-ordinated Forum

COMPONENT C: PUBLIC ACCOUNTABILITY AND PARTICIPATION 22/23

f. PUBLIC MEETINGS

Nature and Purpose of the meeting	Date of events	Number of participating Municipal Councillors	Number of participating Municipal Administrators	Number of community members attending	Dates and manner of feedback given to community
IDP IMBIZO	18/09/2022	40	22	494	Feedback are given through ward committee meeting and community meetings Through ward committee and community consultation meetings
	25/09/2022	36	24	272	
	26/09/2022	27	13	416	
	29/09/2022	50	16	689	
	17/10/2022	41	19	455	
	19/10/2022	23	15	442	
IDP OPEN DAY	25/04/2023	48	21	247	Through ward committee and community consultation meetings Through ward committee and community consultation meetings
	28/04/2023	32	19	572	
	03/05/2023	27	15	494	

The purpose of these meetings is not only to help and involve the communities in decision-making processes of the municipality but also obtaining feedback on service

delivery and challenges they face day-to-day. These public meetings bridge the gap between the municipal council and its communities.

g. IDP PARTICIPATION AND ALIGNMENT

IDP Participation and Alignment Criteria	Yes/No
Does the municipality have impact, outcome, input, output indicator?	YES
Does the IDP have priorities, objectives, KPIs, development strategies?	YES
Does the IDP have multi-year targets?	YES
Are the above aligned and can they calculate into a score?	N/A
Does the budget align directly to the KPIs in the strategic plan?	YES
Do the IDP KPIs align directly to the Section 57 Managers?	YES
Do the IDP KPIs lead to functional area KPIs as per the SDBIP?	YES
Do the IDP KPIs align with the provincial KPIs on the 12 Outcomes?	YES
Were the indicators communicated to the public?	YES
Were the four quarter aligned reports submitted within stipulated time frame	YES

COMPONENT D: CORPORATE GOVERNANCE

h. RISK MANAGEMENT

Risk Management forms part of management core responsibilities and is an integral part of the internal processes of the Municipality. It is a systematic process to identify, evaluate and address risks on a continuous basis before such risks can impact negatively on Municipal service delivery capacity.

The following were the top 09 risks in the 2022/2023 financial year and measures to mitigate the risks:

RISK	MEASURES TO MITIGATE THE RISK
1. Ineffective governance	1. Appointment of RMC external chairperson (POE: Appointment letter) 2. Ensure development and monitor implementation of the recommendation register from oversight structures (POE: Recommendation register) 3. Integrate the cascading of performance into the agreements of Senior Managers (POE: Signed performance contracts)
2. Inadequate sound financial management	1.1 Development and implementation of SCM procedure manuals (Regular bulletin) POE SCM Procedure Manual & SCM Reports 1.2 Conduct awareness workshops to improve the adherence to the SCM policy (POE: Attendance registers and bulletin) 2. Adherence to procurement plans (POE: Updated Procurement plans) 3. Establishment of Revenue Management committee to monitor the implementation of Revenue Enhancement Strategy (POE: Appointment letter and reports) 4. Appointment of Service Provider to conduct a data cleansing exercise and quarterly reporting (POE: Appointment letter and reports) 5. Correct the implementation of the tariff policy and recommend to Council to rescind the flat rate resolution (POE: Council resolution and reports) 6. Conduct a strategic planning, budget and management workshop (POE: Strategic plan resolutions).

	<p>7.1 Compile a database of the existing financial management policies and ensure implementation (POE: Policy dashboard & reports)</p> <p>7.2 Development and implementation of the new policies and procedure manuals (POE: Policies & procedure manuals and reporting)</p> <p>8. Engage Provincial Treasury to assist with the GRAP compliant asset register. (POE: Engagement letter)</p> <p>9. Implementation of war on leaks programme (POE: Reports)</p> <p>10. Conduct awareness workshop on the investment policy (POE: regular bulletin)</p> <p>11. Establishment of the disciplinary board (POE: Appointment letters)</p> <p>12. Procurement of the verification system for indigent (POE: Systems)</p> <p>13. Establishment of mSCOA Committee (POE: Appointment letters)</p>
<p>3.Inability to improve organizational cohesion and development</p>	<p>1. Implementation of electronic document management system (POE: Monthly reports)</p> <p>2. Finalization and implementation of the BCP/DRP (POE: DRP and reports)</p> <p>3. Enhance monitoring of the compliance checklist (POE: Internal audit monitoring report)</p> <p>4&5. Settlement of stale legal matters (POE: Settlement order)</p> <p>6. Fast-track the approval and ensure implementation of the Human Resource Strategy and Implementation Plan (POE: Approved HR Strategy and Implementation Plan And Council Resolution)</p>

	<p>7. Enforce adherence to Council Schedule of meetings (POE: Agenda and Attendance register)</p> <p>8. Ensure commitment and support by Senior Managers and middle managers towards employee capacity building (POE: Council Resolution on Training development reports)</p> <p>9.1 Review of the existing and implementation of institutional policies (POE: Approved policies and Council resolution)</p> <p>9.2 Development of dashboard for Municipal policies (POE: Dashboard)</p> <p>10. Compliance with the Government Gazette on appointment of Senior Managers and conditions of services (POE: Appointment letters)</p>
<p>4. Inadequate municipal infrastructure to provide basic services</p>	<p>1. Replacement and refurbishment of aging infrastructure (POE: Reports)</p> <p>2.1 Augmenting supply of water (POE: Monthly report for the project)</p> <p>2.2 Implementation of water restrictions (POE: Reports on bulk water balancing)</p> <p>3. Implementation of the Revenue Enhancement Strategy (POE: Monthly reports)</p> <p>4&7. Development and implementation of By-laws (POE: By-laws & Progress Reports)</p> <p>5. Revise and implement Master plans (POE: Reviewed Master plan and Council resolution)</p> <p>6. Appointed Service Provider to re-evaluate the functionality of the workshop (POE: Evaluation report)</p>
<p>5. Uncontrolled land invasions</p>	<p>1. Rendering Awareness campaigns</p> <p>2. Workshop on traditional leaders regarding land invasions</p> <p>3. Surveying of land and hand out layouts for allocation</p> <p>1.1 Review of the Spatial Development Framework</p>

	<p>1.2 Engage Rural Development on the requisition of state land</p> <p>2.1 Motivate for budget provision for the procurement for panel of conveyancers</p> <p>3. Hosting of land summit and procedure manual workshop</p> <p>4. Conduct workshop to Council on the IDP processes</p>
6.High unemployment	<p>1.Strengthen the relationship between the, sector departments, private sector, CBO's, NGO's and govt agencies</p> <p>1.(b) Investigate possible incentives to attract investors. Investigate the possibility of adjusting tariffs and property rates in order to address concerns of the investors</p> <p>1.(c) Advertise available business sites to municipal website(Town planning)</p> <p>2. Review LED strategy and Development of longterm investment plan to be incorporated to the LED strategy</p> <p>3.Develop investment guide to business prospects for Dr JS MLM</p> <p>4.Appointment of LED forum members and Resuscitation of LED forum meetings</p> <p>5. Conduct workshops/ seminars to provide information on pricing/quoting.</p> <p>6. Co-ordinate workshops /seminars in conjunction with government agencies to provide information on registration of businesses.</p> <p>7.Request land for agricultural purposes and support local farmers.</p>
7. Poor telecommunication and IT infrastructure	<p>1.Resuscitation of municipal website and Upload of compliance documents on the municipal website (POE: Screen shot)</p>

	<ol style="list-style-type: none"> 2. Reviewal of communications strategy. (POE: council resolution) 3. Reviewal of Information security policy. (POE: Draft information security policy) 4. Regular maintenance of ICT infrastructure. (POE: Monthly Reports) 5. Conducting IT Audit. (POE: Report) 6. Motivate for budget provision for the development of Disaster Recover site. (POE: Annual Budget)
<p>8. Inadequate facilitation and provision of community social development service</p>	<ol style="list-style-type: none"> 1. Make budget provision for the procurement of a generator (POE: Budget) 2. Engage DSCR to assist with improving the network coverage (POE: Engagement letter) 3. Make additional funding for disaster management (POE: Budget) 4. Make additional funding for cultural diversity (POE: Budget) 5. Expedite the state land release (POE: Minutes and confirmation letter) 6. Procurement of waste management equipment (POE: Proof of delivery) 7. Additional budget provision for maintenance (POE: Budget) 8. Additional budget provision for youth development and special programmes (POE: Budget) 9. Motivate for the appointment of by-law enforcers (POE: Staff requisition form) 10. Development and implementation of policies for cemetery and waste management (POE: Approved policies and Council resolutions)

9. Continuous disruptions for the municipality to operate	<ol style="list-style-type: none"> 1. Drawing up Service Level Agreements with security service providers and the municipality. 2. Strengthening working relation between the municipality and SAPS. 3. Establishment of a system of monitoring visitors who access the municipality
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i. ANTI-CORRUPTION AND FRAUD

Fraud and corruption prevention plan and whistle blowing policy has been adopted by Council. The fraud risk register was developed following key risk areas have been identified in accordance with the institution, i.e. Finance, SCM, Fleet Management and Technical Services. Councillors are excluded from the procurement processes as prescribed by schedule 1 of the MSA of 2000. Fraud hotline establishment procured by Nkangala District Municipality.

j. SUPPLY CHAIN MANAGEMENT

Currently, the Supply Chain Management Unit (SCM) comprises of six staff members, and the positions includes Demand, Acquisition, Logistic, Disposal, Risk, Performance, Senior Procurement, intern and Assistant Manager. The main objectives of the SCM unit are to ensure effective and efficient procurement of goods and services, to support the strategic objectives of the municipality through procuring at the right place, right time, right quantity, right quality and at a right price; to ensure that goods and services are procured in line with section 217 of the constitution and the all applicable legislation; to assist the municipality in achieving a clean audit opinion, through ensuring compliance with the SCM policy and all applicable pieces of legislation when procuring goods and services.

During the SWOT analysis of the Supply Chain Management Unit the following were realized:

Strengths:

- 1 Communicating and managing the sitting of Bid Committees
- 2 Attending to procurement requests received
- 3 Ability to procure goods and services in line with the SCM policy
- 4 Ability to enforce compliance to legislative requirements in procuring goods and services
- 5 Dedication of SCM role players towards service delivery

Weaknesses:

- Poor record keeping
- Poor control of tender documents sales
- Poor procurement planning i.e. unavailability of procurement plans

Opportunities:

- Capacity building through training of all SCM role players
- Filling all vacant posts within the SCM unit
- Review of the SCM policy to increase efficiency
- Preparation of council approved procurement plans
- Conducting workshops for local business people on tendering processes and encourage participation and advancing LED objectives of council.

k. WEBSITES

For the period under review the municipality had a functional website, managed by an external consultant. The website was fully functional and was updated frequently with information as reflected by the table below. Information listed on the website depends upon departments submitting data for publication on the website. The Communication and ICT unit are responsible for this function.

Municipal Website: Content and Currency of Material	
Documents published on the Municipality's Website	Yes / No
Current annual and adjustments budgets and all budget-related documents	Yes
All current budget-related policies	Yes
The previous Annual Report (2020/2021)	Yes
The Annual Report 2021/2022 published/to be published	Yes
All current performance agreements required in terms of section 57(1)(b) of the Municipal Systems Act 2022/2023 and resulting scorecards	Yes
All service delivery agreements 2022/2023	No
All long-term borrowing contracts 2022/2023	No
All supply chain management contracts above a prescribed value (give value) for Year 2022/2023	No
An information statement containing a list of assets over a prescribed value that have been disposed of in terms of section 14 (2) or (4) during 2022/2023	No
Public-private partnership agreements referred to in section 120 made in Year 2022/2023	No
All quarterly reports tabled in the council in terms of section 52 (d) during Year 2022/2023	Yes

I. PUBLIC SATISFACTION ON MUNICIPAL SERVICES

No public satisfaction survey was done in 2022/23.

m. MUNICIPAL COMMITTEES

COMMITTEES (OTHER THAN MAYORAL COMMITTEE) AND PURPOSES OF COMMITTEES	
MUNICIPAL COMMITTEES	PURPOSE OF COMMITTEE
Risk Management Committee	To ensure that risks identified and their controls are managed effectively
Audit Committee	Advisory role to Council in terms of Section 166 of MFMA
Specification committee	To ensure that the specification is drafted in an unbiased manner
Evaluation Committee	To ensure that SCM policy and regulation together with procurement processes are adhered to
Adjudication Committee	To ensure that SCM policy and regulation together with procurement processes are adhered to
Budget Steering committee	Alignment of budget with MTREF
Local Labour Forum	To ensure good relationship between employer/employee and consult on all matters of mutual interest
Administration, Corporate Services & Human Resource	Oversight role
Water & Infrastructure	Oversight role
Social Development Services	Oversight role
Public Safety and Transport	Oversight role
Finance, Town Planning and LED	Oversight role
Municipal Public Accounts Committee	Oversight role

Local Geographic Names Committee	Oversight role
Rules & Ethics Committee	Oversight role
IDP Rep Forum	Identify and consult with all relevant stakeholders in drafting of the IDP plan
ICT Steering committee	ICT Governance compliance



CHAPTER 3 – SERVICE DELIVERY PERFORMANCE

COMPONENT A: BASIC SERVICES

○ **WATER AND SANITATION**

Dr JS Moroka local municipality was designated as a Water Services Authority (WSA) with effect from July 2003 with the constitutional responsibility of ensuring efficient and effective water and Sanitation services to consumers in its area of jurisdiction. The water infrastructure within its jurisdiction was originally installed during the Erstwhile and was transferred to Dr JSM LM by the Department of Water Affairs and Forestry as per an agreement signed in December 2004. In accordance with its obligation as a WSA the Municipality entered into agreements with its Neighbouring Municipalities (Sekhukhune District Municipality and Thembisile Local Municipality). As from 2003 the Department of Water Affairs provided grants to the municipality for refurbishment purposes.

▪ **Present Water Demand**

A total theoretical demand of 64. MI/d has been assigned to the system, however we are able to supply 35 MI/d, because of severe drought experienced. Currently the Mkhombo dam is at 0.9% of its capacity. The drought condition has also affected our ground water level.

The municipality has engaged the department of water and sanitation for assistance through the involvement of DWS, we were able to be provided with.

- R 18 Million for drought relief (PRACTICAL COMPLETE: WITH SNAGLIST)
- Periodic water supply from Rust de winter (WATER DIVISION)

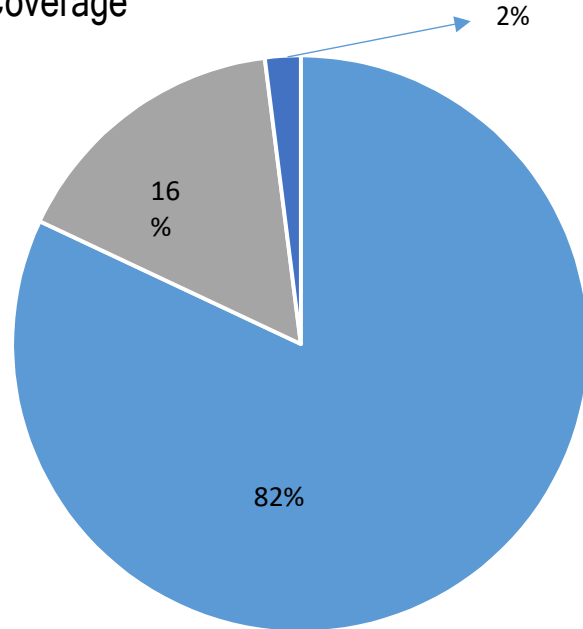
The efforts are appreciated; however they are not enough hence the municipality has established a schedule of water supply (see attached water supply) in all its villages to effectively manage the limited water resource. The municipality is intending to resuscitate the emergency Mkhombo bulk line to supplement the dwindling Mkhombo dam at the cost of +- R 4 Million that the municipality is trying to raise.(PROCUMENT STAGE: AWAITING FOR APPOINTMENT OF THE CONCRACTOR)

This includes an 5 MI/d allocation to the Thembisile Hani Local Municipality and an 8.5 MI/d allocation to the Sekhukhune District Municipality, However the municipality has not been able to meet the above obligation due to the current drought. It also includes

a 1 MI/d allocation to be drawn off the WTP to Kameelrivier reservoir pump line to fill tankers which supplies communities outside of the bulk system boundaries. This volume has been determined by taking the difference of flow measurements between the WTP to Kameelrivier PS and the inlet to the Kameelrivier reservoir . The existing Bulk water infrastructure only provides supply to approximately 82% of the municipal population, with 16% of household being dependent on the boreholes, these are primarily found in the western region and form part of the Mathanjana Magisterial District, Most boreholes in Mathanjana are connected to reticulation directly in different villages because yield is inadequate. Seabe, Greenside, Phake and Masobe boreholes pump directly to reservoirs/ steel tank before water is reticulated to villages. Some of the borehole supply is intermittent and problematic due to the depletion of water sources. Due to the scarcity of both infrastructure and reliable water source in Mathanjana magisterial District areas, the underground water source is the only mode to augment of shortages of potable water in the Area.

Bulk Supply	Boreholes	other
82%	97%(DRUOGHT RELIEF PROJECT)	2%

Water Service Coverage



▪ **Operational Responsibilities/Output**

The municipal core responsibility is to provide basic services in the form water, sanitation, waste removal, roads maintenance etc. However this depends largely on the institutional capacity. currently the actual and potential levels of institutional capacity and support for operation and maintenance are weak. This is evident in our O&M the lack thereof results in:

- Infrastructure deterioration
- Huge water losses
- Unnecessary down-time in our plant and machinery
- Lack of training and understanding of water services provisioning as a whole and ability to identify key factors that attribute to sustainable water services delivery.

The completion and implementation of asset register will help this department to develop a maintenance plan to meet the operation and maintenance requirements and to optimize the day to day provision of water service.

○ **SANITATION**

Sanitation services within the Municipality is provided with various types of facilities, i.e. pit latrines, VIP, CWB and conventional sewer system. Siyabuswa and Toitskraal are provided with water borne system flush toilets. Some areas are experiencing high water table are then provided with VIP(ventilated improved toilets) The current lack of consistent supply and unreliable availability of water limits the chances of having water borne system. The large part of the municipality which is highly dependent on ground water source is provided with of Ventilated Improved Pit toilets.

▪ **Siyabuswa Sewage Treatment Plant**

The Municipality water waste water is discharged into the nearly Elands River water resource without a general authorization or license to discharge water as specified in the general authorization stand as specified in the authorization no 339 (f)march 2004 which contravenes section 21 of the National Water Act. The treatment plant design capacity is 10ML/d and currently we are treating 6.4 ML/d. The plant is an- activated sludge process.

It has been reconfigured to an anoxic and aerobic zone system for regulation 2834 compliance of the national water Act and regulation 17 of Water and Sanitation Department. The sewerage system is collecting domestic waste water and industrial waste. Operational challenges are blockages causing spillages due to old infrastructure, theft of manhole covers and unauthorized disposal of solids and objects into manholes. Underground and surface water is channelled into sewerage system that increases the inflow capacity.

The plant receives waste water which is drained from septic tanks of households. There is a lack of disposal site for septic sludge. Based on the current situation of developing areas such as Extension D2 and Moripe gardens which will be difficult to determine whether we will handle the situation.



The refurbishment of the plant was done to improve the performance and operation of the plant. Since then the parameters have improved significantly and complies with the required standard. The treated sewage is discharged to Elands River which is expected not to be contaminated.

- **Libangeni Waste Stabilization Ponds.**

The Libangeni ponds are only serving the police station. It has a capacity of 0,07ML/d. The residents are provided with VIP and CWB toilets. The plant is not yet electrified, and therefore the incoming and the out coming cannot be measured. The installation of meters of meters need to be considered. The security fence is continuously vandalised and palisade will be the solution. No personnel is on site instead process controllers from Siyabuswa do a visual inspection once a week. The Municipality will develop the operation and maintenance plans.

- **Current Backlogs: 2022/23**

Municipality	Services	Total No of HH	No of HH with access	%	No of HH without access	%
2011 Statistics						
Dr JS Moroka(Based on 2011 census)	Water	62 162	40 455	65%	21 707	35%
Dr JS Moroka (Based on 2011 census)	Sanitation	62 162	9 908	16%	52 254	84%
2014 Municipal Baseline (New Additional Households that emanated after 2011 statistics and from General House Hold Survey)						
Current statistic(3%population increase)	Water	64 377	49 770	77.3%	14 607	22.6%
Current statistics(3% population increase)	Sanitation	64 377	33 795	52%	30 582	48%
Additional Households were determined by the Municipality using a random sampling method of 3% population increase. The additional households are 2 215.						

- **Challenges And Remedial Action For Technical Services- Water & Sanitation**

CHALLENGES	REMEDIAL ACTIONS
Leakages	Employment of additional staff for maintance team,procument of fittings and refurbishment of ageing infrastructure
Water quality	Cleaning of reservoirs,replacement of old network system from asbestos to PVC, Post Disinfection of resevoirs and Still tanks
Drying of Boreholes	Geo-hydrological studies must be done and identify new spot for drilling of new boreholes, increase the depth of current's existing boreholes
Supplying of water through storage Tanks	Increase the water source capacity,upgrading of water treatment plant, water network capacity and reticulation.
Blocking of sewer lines	Upgrading of sewer network lines and perfecting the gradient/slope of the network.
Collection of sewer waste by honey suckers	Sewer Reticulation and introduction of water borne system

○ **ROADS**

Roads Infrastructure is the main transportation system and all roads are classified and owned by different spheres of government. Provincial roads are maintained under Mpumalanga Public Works, Roads and Transport (PWRT), District Roads are under the Nkangala District Municipality and Municipal roads (Local bus and taxi routes) are maintained by Dr JS Moroka Local Municipality. A number of provincial and district roads are found within the jurisdiction of Dr J.S Moroka Local Municipality; with the Moloto Road (Route R573) and Kwa-Mhlanga - Mkhombo Dam Road (Route R568) crossing within our Municipal boundaries.

The municipality considers the ITP (Integrated Transport Plan) which was prepared in terms of the provisions of the National Land Transport Act (NLTA) Act5 of 2009, for a period of five years 2014/15 to 2019/20. The ITP serves to provide overall guidance on transport service delivery in the municipality through identifying gaps in the transport systems and formulating systematic interventions to address the gaps. The ITP will also provide the transport-related inputs into the municipality's Integrated Development Plan (IDP) which is the primary planning and budgeting tool to realize the municipality's vision.

There is currently no road network asset management system in the municipality, which is essential for guiding the municipality on the prioritization of road network development and maintenance. The road network asset management system would also help to ensure efficient use of resources, especially in the case of the Dr JS Moroka municipality where resource limitations are one of the primary concerns. In the absence of a road network asset management system, therefore, the municipality does not have a systematic method to help to develop and maintain its road network.

The Municipality has a total length of approximately 2720Km of internal gravel roads. 125 km is bus and taxi roads which belong to the municipality and 85km belongs to the Department of Public Works Roads & Transport (DPWRT). Approximately 500Km is

maintained annually (Includes Graveling and Blading). The municipality is however unable to maintain all of its gravel roads due to insufficient resources.

102.4 km of the total 211 km of bus and taxi road is paved which leaves 51.2% backlog. The Municipality has thus far been able to increase number of paved bus and taxi routes from 36% to 48.8% since 2011 which is 12.8% backlog reduction to-date. Total surfaced road inclusive of bus routes and other internal roads stands at 190 Km. Contributing factors in terms of backlog include inter alia projects implemented till 2022/23 financial year.

The project implemented under 2021/22 from gravel to surfacing amongst others:

- 1,2km Mmamethlake Bus and Taxi route Completed
- 1,2km Radijoko Bus and Taxi route Completed
- 1,5km Siyabuswa C Bus and Taxi route (Next to Velulwazi high school) Completed

▪ **Status With Regard To Maintenance:**

The Municipality has a network of roads which mostly is gravel roads. These roads are used by buses and taxis to ferry commuters to and from work, shopping stores and other their desired destinations. Gravel roads are to a low pavement standard and as such their design life is shorter than that of a surfaced road.

Even though the Division uses SANRAL guidelines, SANS code of standards and other related governing legislatures to construct these roads, but due to a high number of unskilled operators we are unable to reach optimum allowance standards.

Even though surfaced roads are frequently maintained through potholes patching programmes there still a high backlog of uncompleted surface roads as well as proper storm water channels to assist in control of run-off water on the ground and on our roads, furthermore the Division extends its responsibility to assist with maintenance of provincial and district roads.

- **Status of the integrated Transport plan:**

The Municipality has not yet implemented the integrated transport plan and as such the municipality relies on the District Municipality for such matter.

- **Status Of Roads With Regard To Public Transport, Major Economic Belts Etc:**

The municipality works jointly with PWRT to maintain all the above mentioned roads, this assists in that roads remain in a suitable driving condition at all times.

To date the Municipality has upgraded 1851, 35km of gravel roads (both local and provincial) using internal human and non-human resources of the Municipality as a capacity building exercise – this is in conjunction with the Mpumalanga Department of Public Works, Roads and Transport.

- **Status Of Arterial Or Internal Roads:**

With three of the magisterial units to maintain, there are different types of roads found within the villages. Mathanjana unit is mostly sandy as such minimal number of gravel roads are found in this unit while Mdutjana and Mbibane have most of the gravel roads in the municipality. Most of the paved roads are also found in Mdutjana followed by Mbibane unit.

Our roads need frequent maintenance as there are inadequate storm water control drainages thus they are eroded timely. Although they are mostly in good conditions but they are prone to be badly damaged during rainy seasons. There is a vast need of upgrading some of the gravel roads to asphalt pavement as a solution for poor materials found within the area of concern which make poor road wearing course.

- **STORMWATER DRAINAGE**

- **Areas Without The Roads & Stormwater Service:**

All wards within the municipality have services though some have very limited services in terms of storm water channels and paved roads. The maintenance team responsible

for this activity, periodically conducts investigations to better address challenges resulting from lack of storm water infrastructure.

A network of stone pitched, concrete and earth channels are mostly situated in Mbibane and Mdutjana unit area since the areas are sloppy while Mathanjana unit area is mostly flat; soil types within each magisterial unit take precedence.

Earth drains are constructed as a temporary means to convey storm water away from human inhabitants. This is done until a permanent solution is sourced.

- **Availability Of Storm Water Management Plan Or System:**

The Municipality has roads and storm water master plan in place which is revised on an annual basis.

- **ELECTRICITY**

Dr JS Moroka Municipality solely depends on the Department of Energy for funding electricity projects and Eskom for implementation thereafter. The Municipality further depends solely on Eskom in terms of electricity matters including electricity provision in its entire Municipal area of jurisdiction. The Millennium Development Goals target for electricity is 2016. The Municipality does not have any significant electricity backlogs due to the fact that all Villages in the Municipality are fully electrically reticulated and energized with the exception of the newly and recently created Village extensions.

It can therefore be noted that in terms of the basic provision for electricity, Dr JS Moroka has made significant achievements in such a way that it can be considered that millennium development goals targets will either be achieved by 2017 or have already been achieved depending on the analysing of the situation by an individual. The only challenge the Municipality faces from time to time relates to the informal allocation of land by Traditional Authority resulting in the land occupant's thereafter immediately expecting or demanding electricity from the Municipality. Where electricity reticulation

projects are implemented, challenges are that the implementation process is not expeditiously done and sometimes leads to Community members crying foul in terms of the Municipality's commitment to meeting their needs.

Electrical technology is a subject which is closely related to the technologies as we are looking towards 2021 to make better life to the households living in our areas of jurisdiction to benefit from electricity. Dr JS Moroka Municipality has approximately 64 377 (As per national verification) total number of households with 63 838 total number of households receiving Electricity from Eskom program. This leaves the balance being those needing posts connections as well as those needing minor reticulation.

- **Bulk Supply**

The electrification network is available for all villages except for the new village extensions that are mostly perpetuated by the unauthorized site allocations.

- **Demarcation of New Extension**

The demarcation of new extensions is currently the challenge that the Municipality faced with. Most Tribal Authorities within the Municipality are still allocating stands (households) without any prior consultation with the Municipality so that advance plans can be initiated on electricity matters that will immediately affect households. It is however important to make known to household owners settling on private lands that they are expected to incur the full cost for electricity supply and connections to their households. Proclamation of the landowner is another challenge as the Municipality through Eskom is unable to electrify those areas whose ownership remains unresolved such as Phake.



▪ **Community Lighting**

Community lighting is a serious challenge as most of our areas do not have street lighting and are living in darkness. This promotes high rate of crime to our community such as housebreaking, robbery, high jacking etc. **The municipality has thus far electrified 270 high-mast lights.**

With	Without
64 037	539

Priorities:

- To ensure that Eskom as the bulk provider meets the municipality's present and future needs in terms of the capacity
- To ensure provision by Eskom reliable and affordable electricity access to all residents of Dr. J.S. Moroka Municipality in accordance with National Energy Regulation South Africa (NERSA).
- To ensure that Eskom electrification plans: Development plans are informed by the Municipality's IDP and also approved by the Municipality.
- To provide community lighting to the Community.
- Ensure electricity backlog is corresponding to what is on the ground level.
- To have a routine maintenance of all Municipal Infrastructure in accordance with the municipality's programme
- To ensure that all the Large Power Users (LPU's) and Small Power Users (SPU's) are functioning correctly.
- To have recorded Municipal Electricity data.
- To identify all electricity infrastructure.

Activities:

- To provide power backup systems to all key municipal facilities.

- To ensure all electrical projects are to be fully discussed with electrical division prior implementation of projects.
- To ensure that Eskom strengthens the capacity on areas of concern.
- To ensure that DoE allocate budget for electrification of households Extensions.
- To have funds available to procure and install alternative energy sources (solar system)

- **HOUSING**

Dr JS Moroka Local Municipality subscribes to the notion of integrated and sustainable human settlements. Therefore, the identification and acquisition of well-located land, adequate access to municipal services, social and economic annuities including transport services continues to be the key determinant to achieve high levels of integration and sustainable human settlements.

The Municipality is assisting on the project of providing human shelter that is run by the department of human settlement. The role of the Municipality in this regard is to identify beneficiaries and monitor the allocation of households to only approved beneficiaries. It is important to highlight that the number of housing opportunities per financial year is directly dependent on the number of housing subsidies received from Mpumalanga Department of Human Settlements.

CHALLENGES FOR HOUSING PROJECTS

- Late appointment of service providers by Department of Human Settlements.
- Delays in claim payment by Department of Human Settlements to service

providers.

- Re-allocation of wards by DRJSMLM as it has usually scattered the allocation
- Lack of services land for integrated Human Settlements projects.
- Inadequate execution of joint site visits and inspections by all stakeholders.

POSSIBLE SOLUTIONS/ IMPROVEMENT MEASURES

- Early appointments of service providers by Department of Human Settlements.
- Appointment of capacitated service providers.
- Improvement in quality assurance on site.

- **PLANNING AND DEVELOPMENT**

Regulation of land uses and building activities through enforcement of the Municipal Spatial Development Framework and the Dr JS Moroka Land Use Management Scheme 2010, as well as the National Building Regulations and Building Standards Act No. 103 of 1977. Spatial Planning and Land Use Management Act No 16 of 2013 and Dr JS Moroka By-law on Spatial Planning and By-law, 2016.

The planning function for Dr J.S Moroka Local Municipality was entrusted to Nkangala District Municipality as published in the Mpumalanga Provincial Gazette Volume 10 No. 959 date 26 May 2003. This basically means that all town planning functions of the municipality still had to be performed through Nkangala District Municipality. This process was gazetted due to the fact that the Municipality did not have capacity at the time and it can be reviewed provided that the Municipality's Town Planning section is fully capacitated with relevant and required resources.

Since all issues of rezoning, consolidations and final approvals of the Spatial Development Framework and the schemes, have to be approved at district level. The process of submitting all applications for land use rights to the district delays service delivery or response time of the municipality. It is important to note that Dr JS Moroka has thirteen (13) formalized townships which have a lot of unused public open spaces to this date and as result feasibility studies are required on those public open spaces for the purpose of developing schools, churches, recreational areas, businesses and many more. The thirteen (13) proclaimed townships in the municipality are referred to as R293 areas.

The critical issue of concern is that Town Planning Section is not consulted in most of the developments that are taking place within the municipality. This implies that Town Planning department is not taken as a first point of call when developments takes place within the municipality. However, the implementation of the new Act (SPLUMA) in municipalities will address most of the town planning related issues and challenges.

Priorities:

Our primary goal is to ensure that the following priorities are been realized:

- Implementation of the Finalised SPLUMA By-law and regulation as approved by the legislature (Parliament).
- Establishment of the Tribunals within the District to consider land development applications.
- Establishment of Sustainable Human Settlements by following proper procedures in most areas of the municipality.

Activities:

Our activities include the following:

- Township establishment of areas like Moripe Gardens, Toitskraal, Kameelrivier D, Libangeni, Wolwekraal, Portion 48 of Valschfontein 33-JS and Mmametlhake.
- Reviewable of Scheme Maps
- Formulation of Land Use Management Scheme in terms of SPLUMA.
- Development of Precinct Plans for areas earmarked for spatial development.

In respond to developmental needs within the municipality and also guided by the Municipal Spatial Development Framework, the following were achieved:

- Precinct Plans for Moripe Gardens (Portion 7 of the farm Kameelrevier 160 JR) area were developed, mainly to restructure the space, revitalise and regenerate the economies to ensure that the urban areas vibrant and transformed into spaces wherein people can live, work and play in an environmental friendly and sustainable manner.
- Land Audit on vacant land within the municipality was conducted mainly to identify and quantify land parcels that may be acquired and release to address the demand for proclaimed land owing to the rapid urbanization taking place.
- The municipality acquired additional 210 hectares of land through donations for the establishment of integrated human settlements to address the demand for proclaimed land owing to the rapid urbanization taking place.

○ **WASTE MANAGEMENT (THIS SECTION TO INCLUDE: REFUSE COLLECTIONS, WASTE DISPOSAL, STREET CLEANING AND RECYCLING)**

Waste Management is a core function of local government and a basic service delivered by Dr J.S Moroka Local Municipality. It is also a generator of revenue for the municipality and therefore Dr JS Local Municipality must put mechanisms in place to deliver this service on a sustainable manner using the most cost-effective way. The percentage of dwellings accessing the service is 31561 Households 13.6% of the total number of household 62 162. The basic provision of refuse removal to indigent household is to ensure that at least poor people have access to basic refuse removal services from municipality.

According to Section 11.4 of the Waste Act (59 of 2008) requires local municipalities to develop Integrated Waste Management Plans. The Draft IWMP of Dr J.S Local Municipality was submitted to council for adoption on the second quarter of the current financial year, and it will serves as an effective institutional framework for the following purpose:

- Pollution and waste minimization;
- Impact management and remediation;
- Holistic and integrated planning with the intention to develop mechanisms to ensure that integrated pollution and waste management considerations are integrated into the development of government policies, strategies and programmes; and
- Alignment of waste management with all spatial and economic development planning processes within the municipal space.

The Waste Management Plan will focus on a system that will ensure the least possible volumes of waste at licensed landfill site. In order to achieve this, the emphasis would be on the following:

- Waste education;
- Effective law enforcement; and
- Material recovery and treatment plants.
- The key elements of the Integrated Waste Management Plan are:
- Waste Avoidance;
- Waste Reduction;
- Re- use & Re-cycle;
- Treatment of waste; and
- Disposal at landfill.

This can only be achieved if effective awareness campaigns can be identified amongst the community and business to establish a culture of recycling at source and participate enthusiastically in waste minimization efforts. The rate of participation and an intervention is to improve the rate of the waste collection by ensuring that each household is supplied with a pack of recycling bags every three months. This program may start in July 2015 and we foresee a significant participation rate. The municipality is going to embark on a comprehensive Hlwekisha on Waste education programme at schools which will focus on educating learners regarding the handling of certain types of waste and appropriate disposal thereof. The proposed programme at certain primary schools will also assist in enhancing the re-cycling programme. One of the challenges to implement this awareness and education campaign for recycling is adequate human resources to champion this programme.

The municipality has insufficient capacity to collect refuse regularly on a weekly basis. This service is currently rendered to Siyabuswa and Libangeni residential areas. The current EPWP employees are targeting the illegal dumping sites, parks and open spaces. The status of waste disposal in terms of landfill sites, with regard to licensing, compliance with license condition and transportation mechanism. One landfill site at Libangeni is authorized and waiting to be licensed by the Department of Environmental Affairs. The service providers for infrastructure development have been appointed.

Infrastructure implementation plans has been submitted and the construction commenced in January 2015.

Dr J.S Moroka local municipalities face a number of challenges with respect to delivering, an effective and sustainable waste service to all households, including insufficient budget, skilled capacity, lack of appropriate equipments and poor access to areas to be serviced. These challenges are exacerbated by growing semi-urban populations who need access to municipal services and migration from rural to semi urban area within our municipality. The rapidly growing economy within the municipality is also expected to see increasing volumes of waste being collected from household, industrial area, businesses and institutions. Presently twenty five (25) wards are without solid waste removal whiles seven (7) have access to refuse removal this is due to lack of resources. Areas with solid waste removal are Wards 3,4,5,6,16 and 17 and the frequency of removal and the reliability of the service is once a week and skip containers are used for businesses and government institution.

○ **FREE BASIC SERVICES AND INDIGENT SUPPORT**

Section 97 of the Municipal Systems Act, Act 32 of 2000 among others stipulates that a credit control and debt collection policy must provide for (c) provision for indigent debtors that is consistent with its rates and tariff policies.

In view of the above, Council has approved an indigent policy to provide for the following Consumer Services:

- Water
- Electricity
- Refuse removal
- Sewer where applicable

Indigent Programme summary

In terms of clause 7.5 of Free Basic and Indigent Support policy indigent registration are considered throughout the year and if an application is favourably considered, a subsidy will be granted during that municipal financial year and be subjected for verification annually. For 2022/23 financial year the municipality has 4 394 registered indigent which receive 100% subsidies on rates and service charges levied by the municipalities. The below table depicts number of household per area that are currently beneficiaries of the policy:

AREA	TOTAL
ALLEMANSDRIFT B	40
ALLEMANSDRIFT C	309
ALLEMANSDRIFT D	96
DIGWALE	349
DIGWALE RDP	89
DR JS MOROKA	550
GAMARIA	42
GA-PHAAHLA	282
KAMEELRIVIER-D	5
LEEUFONTEIN C	3
LEFISWANE	89
LODING	93
MABUSABESALA	122
MADLAYEDWA	56
MADUBADUBA	39
MAKOMETSANE	41
MAPHOTLA	208
METSIMADIBA	96
MMAKOLA	72

AREA	TOTAL
MOLAPOAMOGALE	94
MORHONONONG	8
RAMANTSHO	9
RAMOKGELETSANE	99
SEHOKO	24
SEMOTLHASE	7
SIYABUSWA A	537
SIYABUSWA B	6
SIYABUSWA C	178
SIYABUSWA D	7
SIYABUSWA E	111
THABANA	19
TROYA	165
VAALBANK A	344
VAALBANK B	153
Waterfall-B	52
GRAND TOTAL	4 394

○ **TRANSPORT (INCLUDING VEHICLE LICENSING & PUBLIC BUS OPERATION)**

DR J.S Moroka Municipality is an agent of the province in the administration of driver's licenses, vehicle licenses and a Vehicle Testing station as part of Libangeni Registering Authority. However the Vehicle Testing Station is not yet operational and community members are send to other municipality for other services like testing of motor vehicles.

Previously the municipality had a backlog in the booking of driver's license and learner's licenses, applicants would have to wait up to a months before securing an appointment. People had to queue a night before at the entrance of the Licensing Offices to secure an appointment. To alleviate this problem an internal control measures has been taken by introducing appointment list to control or reduce long queue, licensing staff were trained as examiners of learner's licenses and two examiners of drivers licenses were appointed. This means that the applicants can secure booking for driver's and learner's license within (seven) 7 days.

This led to applicant from neighbouring municipalities flocking in large number to Libangeni DLTC for the improved system of getting an appointment within 7 days and the office is experiencing a problem of servicing applicant with limited resources which led to services move slowly. Mathanjana Registering Authority performs only registration and licensing of motor vehicles and these lead to the community of Moretele to suffer because not all services are rendered by the Registering Authority. Its grading need to be reviewed so as far as to cover renewal of driver's licenses' applications, testing of learners licenses and processing of professional driving permit.

Priorities:

To provide effective and efficient Licensing Services and to ensure that all driver's using the road are competent.

Activity:

To provide responsive, accountable, effective and sustainable public services.

3.11 LOCAL ECONOMIC DEVELOPMENT (INCLUDING TOURISM AND MARKET PLACES)

LOCAL ECONOMIC DEVELOPMENT

Local Economic Development is the process of building strong, responsive, inclusive and adaptive economies. The strategy is driven by local assets and realities, a diverse industry base and commitment to equality of opportunities and sustainable practices have emerged as those that will ensure a strong foundation for long-term stability and growth. Even within this parameters what constitutes success in local economic development and the strategies to accomplish it will look different from place to place. Despite this differences, leadership is consistently identified as critical factor in effective economic development.

Co-operatives have been regarded as sector to expand economic activity and address the needs of the unemployed. Hundreds of co-operatives have been set up in the area, many under the jobs for growth programme, other linked to either the department of agriculture or department of social services and finally some have been set up by producers, workers and business people themselves. Majority of these co-operatives still lack business management skills, understanding on co-operatives values, ethics and principles.

TOURISM DEVELOPMENT

With the completion of Dr J.S Moroka Local Municipality Tourism Centre and the SMME centre by Nkangala District Municipality and subsequent commitment and support by Open Africa Tourism Route developers, to re-develop Kamoka Tourism Route, the development of Mkhombo & Mdala Nature Reserves, the facilitation on Tourism ambassadors, tourism monitors and tourism buddies, this demonstrates the commitment that the municipality has in-terms of tourism development.

Priorities:

- Development and marketing of tourism product that the municipality got to offer;
- Training and capacity building co-operatives ;
- Strengthening development of co-operatives as primary sector to develop and sustain local economy;
- Review of the Local Economic Development Strategy;
- To encourage and promote the use of Co-operatives as vehicle to poverty eradication and job creation;
- To make Local Economic Development everyone's business;
- Work on re-launching and strengthening the Local Economic Development Forum.

Activities:

- Establishment of incubator programme for the development and training of co-operatives;
- Improve communication between the municipality and sector department at various levels of government;
- Work closely with government parastatals such as SEDA, MEGA, MTPA, IDC, MRTT, NYDA and last but not least NDA;
- Continue marketing DR J.S Moroka Local Municipality as favorable place for doing business (investments);
- Position Co-operatives at the centre.

COMPONENT D: COMMUNITY & SOCIAL SERVICES

3.12 LIBRARIES: ARCHIVES: MUSEUMS: GALLERIES: COMMUNITY FACILITIES: OTHER (THEATRES, ZOOS, ETC)

Out of the 61 villages that are within the Municipality, there are only five (5) Public Libraries, one being a container stationed at Masobye. The other four (4) libraries are at Maphotla, Siyabuswa, Libangeni and Marapyane. Mdutjana and Mathanjana has 2 Libraries each Leaving Mbibane with one (1) Library. The Municipality has signed the protocol agreement with the Department of Culture, Sports and Recreation with regards to Library Service within the Municipality. The Libraries are currently staffed by both provincial and municipal staff. Currently the monthly statistics of library users is at around 16000 for all the five Libraries combined.

As a section the Library has so far conducted outreach programs in three magisterial districts of our Municipality targeting primary and high schools. The response received from the principals regarding the impact that our programs have are remarkable. To extend public participation to include the illiterate, semi-literate, emerging authors within our Municipality a vigorous marketing in a form of our Annual Event Book Indaba.

Partnership with the Institutions like the American Embassy, UNISA and University of Pretoria were entered to for the exchange of program. A mobile library is also available to the Municipality upon request to service areas that are far from libraries.

Priorities:

- Ensure that we encourage a culture of reading to create a nation of readers;
- To provide books for children in their home language;
- Forge and strengthen community partnership and outreach;
- Ensure that there is an effective co-ordination and consultation on matters regarding community libraries and information services between us and provincial department.

Activities:

- Staff to participate in LIASA, other professional library conference, seminars and workshops, and serve on committees, provincially and nationally;
- Increase outreach programmes to all 55 villages by acquiring a mobile library that will visit all areas that are far from the existing libraries;
- Introduce and develop systems which support resource sharing, including interlibrary loan among our libraries;
- To promote and ensure access by people with disabilities and other categories of persons disadvantaged by unfair discrimination;
- Celebrate National Library calendar Mandela Month, readerthon and literacy day.

3.13 CEMETORIES AND CREMATORIUMS

The Municipality has 1 cluster cemetery and 102 village cemeteries throughout the municipal area. The Cluster cemetery and village cemeteries are maintained by EPWP contract employees. 78 Villages cemeteries are fenced and 24 village cemeteries still need to be fenced. The municipality is currently not rendering crematoria services within its jurisdictional area.(impossible)

The Municipality experiences quite a sizeable number of grave digging requests on weekly basis. This exerts pressure on the 2 municipal officials that have to ensure that the whole Dr J.S Moroka is serviced. Often officials in this section are required to perform beyond the call of duty as communities only want their graves to be dug on Fridays and Weekends. Currently, it is only the Head Office that is responsible for the coordination of grave excavation with the assistance of three operators. The cemeteries section is also responsible for burial, exhumation, pauper and reburial of deceased people. Numbering of individual graves especially at Mogononong cluster cemetery is in progress. There is unauthorized access of people who bury their beloved ones without permit.

This has an effect on proper recording of individual graves vandalism at Siyabuswa cluster cemetery due to no security personnel. Most village cemeteries are without water. It must also be noted that there are a quite a number of village based cemeteries which are not on the Municipal records especially family graves and traditional graves. Ideally, these village based cemeteries need to be properly fenced and closed on being full to address the current problems. With the concept of the cluster cemeteries being in place, provision needs to be made in demarcating the cemeteries to make provision for a crematorium as currently it is not catered.

Priorities:

- To encourage communities to utilize the cluster cemeteries to minimize the travelling between villages;
- To have security personnel at cluster cemeteries;
- Establishment of 2 more cluster cemeteries in Mathanjana and Mbibane Unit offices;
- Closing up of individual village cemeteries when they are full.

Activities:

- Establish additional cluster cemeteries in our area of jurisdiction.
- Ensure numbering of graves where there are cluster cemeteries.
- Development of community awareness programme on usage and registration of graves contained in the by-laws
- Ensure proper control and management of graves.
- Establishment of a crematorium within cluster cemeteries.

3.14 CHILD CARE: AGED CARE: SOCIAL PROGRAMMES

Transversal section focuses on issues such as mobilizing advocacy, Children's Education, Women, People with Disability, Elderly, HIV/Aids, and Moral Regeneration. The municipality has managed to implement programmes as planned, however there are still some challenges internally and externally which need to be addressed, mostly on none functionality of forums.

Local Program of Action for Children:

Children between the age of **0-6 years** falls under the programme of Early Childhood Development. Children from **2-6** years must all be registered in the Early Childhood Development centers. Department of Education responsible for registration of ECD centers and its curriculum and Social Development Department is responsible for funding.

The municipality is responsible for MONITORING of centers and allocation of land when there is a need. Dr J.S Moroka Local Municipality is working closely with the departments of Social Development, Department of Education, SASSA, Home Affairs & Health in ensuring that children's need are taken care off.

Dr J.S Moroka local Municipality we have **28** fully registered ECD's with **1517** children and **106** conditionally registered ECD's with **3543** children, the total number of children that are registered with ECDs are **5060** in **134** ECDs in 2018. Isibindi programs for orphans and vulnerable children wherein the care workers assist this children with their school work and other after school programs.

Orphans and Vulnerable Children:

The program that is targeting orphans and vulnerable children do not have parental guidance and support as well as child headed families. Dr. JS Moroka Local Municipality utilizes data from the Department of Education, Department of Social Development and individual information from ward councilors, Community

Development Workers and children's forum. The children are linked to programs that will assist them with school uniform and register in indigent database.

Dr J.S Moroka have a place of safety in Mmamethlake where children are taken to from their homes due to abuse and they are kept in the place of safety until their cases are handled accordingly by Social Workers and South African Police Services. These Kids attend schools from place of safety until their cases are solved and they are taken back home. All these programs are funded and monitored by Department of Social Development. The other program is HIV for children whereby these children are taken care of in dropping centers, within the municipality there are 6 dropping centers.

In terms of the African Union a child is defined as "every human being under the age of 18 years". Children between the ages of 2 to 6 years of age are expected to be in Early Childhood Development Centers (ECDs). Children between the ages of 7 to 18 years are expected to be in school; with the inclusion of all those children from the age of 15 to 18 years attending FET colleges. The municipality assists children on Services such as water, safe parks and provides school uniforms where possible, including sanitary towels for destitute learners. There are still challenges in the provision of water and sanitation some schools within the municipality. These are matters which can be addressed by the municipality and Department of Education.

Women Based Programme:

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

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

awarded women in the following categories Business cooperatives, Health (HIV/Aids), Disability, Art & Culture.

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

Programme for Elderly

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

Dr J.S Moroka Local Municipality is giving away food parcels to **155 families** during Mandela month as a Mandela Day programme, and **74 families** were given vouchers parcels as a donation from Nkangala District Municipality via ESKOM, and **16** from Libangeni PICK and PAY for Christmas.

Programme for Person with Disabilities

The people with disability have representatives from 31 wards and it addresses socio-economic issues for person with disability, such as education, employment, sports. In Dr J.S Moroka have three Stimulation Centers for Disabled Persons where children are kept and taken care of, have protective workshops especially for those above 18 years of age. Again there are three Disability Centers for educational purposes. The municipality is giving away wheelchairs to persons with disability during Moral Regeneration event every year.

Dr JS Moroka has 09 centers for person with disability that includes; protective workshop, stimulation center and residential facility.

Uniliver Company appointed 43 persons with disability for learnership of contact center and administration work, and they are based in the municipality offices.

Hiv/Aids and Moral Regeneration

Dr JS Moroka Local Municipality has a Local Aids Council that is chaired by the Executive Mayor. Its composition is members of civil society, sector departments and Municipal departments to address socio economic issues that will be able to address HIV/Aids drivers. The LAC sits once every quarter wherein all stakeholders presents their reports on their quarterly programmes. The consolidated report is then presented to District Aids Council by the Executive Mayor.

There are **11 NGO** registered and funded by Social Development Department for 2022/2023.

Dr J.S Moroka Local Municipality is commemorating World Aids Day every year in December since 2009. The Municipality is engaging in the following programmes for the community:

- TB screening
- HIV testing & counselling
- Diabetic testing
- HIV & AIDS awareness
- Drug Abuse
- Pap Smear

The following is the record received from the Department of Health:

The total number of patients on ART = **95023**

Children under age of 15 = 3801

Current Back-locks

Ward	Location	Identified Project	Priority
1	Kwa-Phaahla	Facility for elderly and awareness campaigns.	1
3	Siyabuswa	Awareness programme and renovation of empilweni old age centre, Supply wheelchairs	3
4	Siyabuswa	Awareness campaign of HIV	1
6	Siyabuswa C	Old age home	2
	Mogononong	NGO awareness programme	3
	Mabuyeni	Construction of place of safety for kids	4
7	Thabana	Old age home, Community park for children	2
8	Mthambothini	mini clinic, home base care	1
	Mrhetjha, Mabhadu ,Mgababa Mthambothini, Mrhawini	Provide wheelchairs, drop centres, skills development, job creation and training programmes and office	1
10	Meetsemadiba, Part of Ga-Morwe	Need programm and safety place where will utilize themselves	3
	Ga-Makola, Part of Meetsemadiba Mabusabesala	Mobile clinic and social workers, Remuneration of HIV/AIDS council ,Mobile clinic and social workers	2
		Workshop for the community on HIV/AIDS	2
		Disability centre and awareness campaign Old age centre Construction of parks for children	
12	Marothobolong, Matshiding	Dropping centre, Extension of HC & staffing	2
13	Kwa Dithabaneng	Need for a mini clinic	2
	Borolo ,Madlayedwa	Extension clinic building and extension of working hours	
14	Maphotla	Construction of Disability centre facility and programmes	4
15	Molapoamogale	Clinic, Support groups	1
	Digwale	Extension of 24hour service staff	
16	Part of Libangeni	Upliftment of women programmes	1
		Employment opportunities	1
		Old age home	5
		HIV aids awareness	4
		Child support groups	1
17	Part of Libangeni, Mbhongo	Primary health care and social services	1
		Woman, Elderly people and disability programs	
		HIV / AIDS ,Children's Programme	
18	Maphanga	Upgrading Home base care centre and centre labour wards	3
		Women forum	3
		Centre for the disabled	2
		Old age centre	2
		Indoor and outdoor games	2

		HIV/AIDS centre	2
		Children's forum and support centre	1
19	Ukukhanya, Madubaduba and Moripe	Upgrading Home base careers	4
20	Senotlelo	24 hrs, construction of clinic awareness campaigns	1
		Food security, Art and Awareness culture	
		Aid facilities	
		food security Sports, dance, art & culture	
		Awareness campaign	
		Awareness campaign	
		Food security ,Art and Awareness culture	
	Kabete, Ramonanabela, Part of Lefisoane	24 hour health care centre	2
		24 hour health care centre	
		New Clinic	
	Kabete	Day Care Centre	4
	Ramonanabela	Day Care Centre	4
	Part of Lefisoane	Day Care Centre	4
	Kabete	NGO for Social Work Service	5
	Ramonanabela		5
	Part of Lefisoane		5
	Ramonanabela	Old Age Centre	3
	Kabete	Children Literature Programme	3
	Part of Lefisoane		3
	Ramonanabela	NGO for HIV/AIDS Care	1
22	Part of Lefisoane	Upgrading of Lefisoane Clinic	1
	Lefiso	Improve the condition of maternity room	3
	Ditlhokwe	Address the issue of staff shortage	2
		Programmes still to be established	2
	Lefiso	Some to be provided with sewing machines	1
	Part of Lefisoane	Buildings to be upgraded and provided with facilities	1
	Lefiso ,Ditlhokwe ,Ditlhagane		
	Part of Lefisoane Lefiso ,Ditlhokwe ,Ditlhagane	Building and environmental programmes be extended	2
23	Part of Marapyane	Fencing of vegetable ploughing fields	3
		Wheelchairs supply	5
		Building of pavements	
		Support for special schools	
		Accommodate them at community hall for pension grants	
		Make clinic more accessible by tarring the road	
		Monitoring of school transport	
24	Part of Marapyane, Part of Seabe ,Mmaduma	Co-operative for woman and people with disability	2
		Skills development co-operative	
		Old age home and activities	
		Awareness campaigns	
		Early child cares and drop centre	

		Co-operative for woman and people with disability	
		Skills development co-operative	
		Old age home and activities	
		Awareness campaigns	
		Early child cares and drop centre	
		Co-operative for woman and people with disability	
25	Part of Seabe	Care centre	3
		Empowering woman in business	2
		Old age home	4
		Contribution of care centre	2
		Improvement of parks	2
		Contribution of care centre	2
		Improvement of parks	3
26	Loding	Support system	1
	Loding	Bead work centre and resuscitation of Loding flea market to be benefit local woman	3
	Loding	Initiation of sign language & Braille school to be linked with Masinakane school for disability	2
	Loding ,Sehoko, Moletji ,Ramantsho Part of Nokaneng	Day care for elderly people	2
	Sehoko	Increase care givers	2
	Sehoko	Crèches upgraded to 24 hour day centre	1
27	Katjibane	Expansion of the local clinic	1
	Leseleseleng , Phomolong	Mobile clinic needed	2
	Katjibane	Centre for people with disability	1
		Old aged home	1
		HIV/AIDS Advisory centre	2
		Child support centre	1
		Centre for people with disability	1
29	Part of Mmamethlake	Drop in centre	1
		Project for women	1
		Employment opportunities by municipality and contractors and centre	1
		Old age home	1
		HIV/AIDS awareness	1
		Child support group	1
30	Part of Phake ,Ratlhagane	Social service gym facility	1
	Khutsong	24 hour clinic	1
31	Masobye	awareness campaigns and support for activist youth groups needed	2
		learnerships for disabled and internships at municipality , hospitals, clinics and local schools	2
		availability of drugs for chronic ailments, provision of id and birth certificates	2

Thusong Service Centres

In collaboration with the Office of the Premier, the year 1999 saw the unicity launching Thusong Service Centres in marapyane, to enable the communities' easy access to

government services. The following government services are catered for at Marapyane Thusong Service Centre;

Service Provider	People Serviced on Monthly Basis
➤ Department of Cooperative Government and Traditional Affairs (COGTA)	Coordination Department
➤ Department of Home Affairs (DHA)	350 people serviced on average
➤ South African Social Security Agency (SASSA)	1 500 people serviced on average
➤ Department of Social Development (DSD)	200 people serviced on average
➤ Library	1 600 people serviced on average
➤ Telecentre	1 200 people serviced on average
➤ Department of Labour (DoL)	600 people serviced on average
➤ Legal Aid SA	30 people serviced on average
TOTAL	5 480 people serviced on average on Monthly Basis

COMPONENT E: ENVIRONMENTAL PROTECTION

3.15 POLLUTION CONTROL

Not applicable for Dr JS Moroka Local Municipality

COMPONENT F: HEALTH

3.17 CLINICS

Not applicable for Dr JS Moroka Local Municipality. Provincial Government's function.

3.18 AMBULANCE SERVICES

Not applicable for Dr JS Moroka Local Municipality. District Municipality's function.

3.19 HEALTH INSPECTION: FOOD AND ABBATOIR LICENSING AND INSPECTION: ETC

Not applicable for Dr JS Moroka Local Municipality.

COMPONENT G: SECURITY AND SAFETY

3.20 POLICE

Not applicable for Dr JS Moroka Local Municipality. Provincial Government's function.

3.21. – 3.22. FIRE AND OTHER (DISASTER MANAGEMENT, ANIMAL LICENCING AND CONTROL, CONTROL OF PUBLIC NUISANCES AND OTHER)

Disaster Management has now become an important concept in the contemporary South Africa. So this requires adequate attention and support by all sectors of society including government as demanded by the Disaster Management Act 57 of 2002. Nkangala District Municipality is providing Disaster Management services on a large scale within Dr JS Moroka Local Municipality. Dr JS Moroka Local Municipality provides immediate Disaster relief, coordinates, support and other initiatives throughout the local municipal area. The unit is housed in the municipal head offices in Siyabuswa and currently occupied by one official dealing on matters of disaster management and fire services. The Municipality gets assistance from fire and rescue services in Nkangala District Municipality operating from Thembisile Hani Municipal area. This is a challenge due to the distance between Thembisile Hani and Dr JS Moroka Municipality due to the vastness of the municipal area.

In most cases, fires that brake out in municipal residential areas could not be contained on time and properties are lost due to the turnaround time. The Nkangala District Municipality has intervned by constructing a fire station to service the Dr JS Moroka

Local Municipality. A Fire Protection Association for the municipality has been launched to assist farmers and neighboring communities when disaster strikes, especially veld fires.

Priorities:

- Formulate a comprehensive disaster management plan to co-ordinate with all roll players;
- To establish an effective, safe, prompt and responsive team that will assist in the prevention, mitigation and proper management during disaster and fire.

Activities:

- Review the Disaster management plan;
- Rolling out stake holders and community awareness programs;
- Purchasing of a proper equipment;
- Training of ward committees on disaster functions.

COMPONENT H: SPORT AND RECREATION

3.23 SPORT AND RECREATION

The municipality has fifteen community halls, five stadiums. Four stadiums are under upgrading which include rehabilitation of the soccer fields, volley ball and net ball courts to comply with sporting code/ laws of the game. The municipality has made some strides to address water shortage and theft through installation of water tanks and provision of security officers to completed facilities. Although there are security officers in completed facilities, vandalism is occurring during community events. Some facilities

have been constructed without the inclusion of a guard house and proper paved parking bays.

Credit should be given to the Nkangala District Municipality for a continual support by constructing an additional community hall in the Mbibane jurisdictional area. The municipality has no in-house maintenance team to deal with day to day maintenance which lead to a high cost of minor repairs.

Priorities:

1. To improve compliance to OHS and Batho Pele Principles;
2. To ensure that vandalism is reduced in sports, recreational and social facilities;
3. Ensure that more sporting codes are accommodated in Sports and Recreational Facilities;
4. To ensure that the office challenge is temporarily addressed;
5. To ensure that guard houses are provided in all facilities;
6. To ensure that security is provided in all completed Municipal Facilities;
7. To improve parking space;
8. To provide additional sporting codes in sports and recreational facilities;
9. To ensure that community halls are provided;
10. To ensure that additional personnel is provided in Facilities division.

Activities:

3. Provision of sign/direction boards, fire extinguishers and ramps for people with disabilities in unit Municipal Offices;
4. Construction of parameter walls in facilities;
5. Construction of guard houses;
6. Provision of additional mobile offices;
7. Provision of security personnel all completed Municipal Facilities;
8. Construction and upgrading with inclusion of other sporting codes to some facilities;
9. Rehabilitation of soccer fields in stadiums;
10. Construction of parking bays;
11. Construction of additional community halls;
12. Appointment of relevant disciplines in Facilities Division.

COMPONENT I: CORPORATE POLICY OFFICES AND OTHER SERVICES

3.24 EXECUTIVE AND COUNCIL

Section 53 of the Municipal Systems Act (Act 32 of 2000) stipulates inter alia that the respective roles and areas of responsibility of each political structure and political office bearer of the Municipality and of the municipal manager must be defined.

Municipal Council:

- Governs by making and administrating laws, raising taxes and taking decisions that affect people's rights;
- Is a tax authority that may raise property taxes and service levies;
- Is the primary decision maker and takes all the decisions of the Municipality except those that are delegated to political structures, political office bearers, individual councilors or officials;
- Can delegate responsibilities and duties for the purposes of fast and effective decision making;
- Must strive towards the constitutional objects of local government;
- Must consult the community with respect to local government matters; and
- Is the only decision maker on non-delegated matters such as the approval of the IDP and budget.

Executive Mayor:

- Is the executive and political leader of the Municipality and is in this capacity supported by the mayoral committee;
- Is the social and ceremonial head of the Municipality;
- Must identify the needs of the Municipality and must evaluate progress against key performance indicators;
- Is the defender of the public's right to be heard;
- Has many responsibilities with respect to the annual budget, the budget process, budget control and various other financial matters; and

- Performs the duties and exercise the responsibilities that were delegated to him by the council.

Mayoral Committee:

- Its members are elected by the Executive Mayor from the ranks of councillors, with the exception of the Deputy Executive Mayor who is elected by the council and is an ex officio member of the mayoral committee;
- Its functional responsibility area is linked to that of the Executive Mayor to the extent that he must operate together with the members of the mayoral committee;
- Its primary task is to assist the Executive Mayor in the execution of his/her powers - it is in fact an “extension of the office of Executive Mayor”; and
- The committee has no powers of its own – decision making remains that of the Executive Mayor.

3.25 FINANCIAL SERVICES

Dr. JS Moroka Local Municipality is a growing and expanding municipality that aims for excellence in service delivery. As a result, there are many barriers to financial planning that are continually evolving due to the complex environment of local government.

The survival and stability of the municipality is a priority from the financial perspective. The financial plan and associated strategies are in place to resolve a variety of challenges, in order to accomplish financial viability the following plans are set out in depth below:

Revenue Enhancement Strategy:

Improving revenues and preserving current sources of revenue are important for the sustainable delivery of services. Municipal budgets must be sufficiently financed to ensure that there is a financial concern that is capable of delivering and expanding service delivery. The following actions shall be considered;

- To seek alternative sources of own revenue to increase funding for capital projects;
- Expand revenue base through implementation of new supplementary valuation roll;
- Identification and pursuance of government grants;
- Tightening credit control measures and increase debt collection targets;
- Improve customer relations and promote a culture of payment;
- Realistic revenue estimates. Going back to basics to ensure MTREF are appropriately funded;
- Create an environment which enhances growth, development and service delivery.
- To collaborate with Local Economic Development department in order to develop local economic development strategies.
- Visiting all government departments to revive their commitments to repayments and amnesties

Operational Financing Strategies:

Financial planning and effective management of municipal cash resources will ensure that the municipality meets their service delivery mandate.

The strategies are:

- Maintain the credibility of the accounting processes and the consistency of the accounts;
- Eliminating expenditure on non-priority items;
- Ensure that 100% of government conditional grants and subsidies are spent to avoid the retention of equitable share;
- Standardize the accounts chart;
- Efficient cash flow control to ensure an appropriate and sustainable cash position on an ongoing basis;
- Improve fiscal oversight and financial reporting;
- Direct financial resources available for the implementation of projects as defined in the IDP;
- To improve supply chain management processes in line with regulations.

Capital Financing Strategies:

One of the major problems facing municipalities is the deterioration of public confidence in the delivery of services. Investment in municipal infrastructure is vital to maintaining development, rehabilitating aging infrastructure and eradicating backlogs for service delivery.

The strategies are:

- Ensure that the capital budget is focused on IDP goals, initiatives and projects;
- Enhancing creditworthiness;
- Ensure that the capital replacement reserve is backed by cash;
- Accelerate expenditure on the capital budget, in particular on projects financed by conditional grants and covid 19 funding;
- Optimizing the growth of infrastructure through the use of all available capital.

Financial Management Policies:

The purpose of financial policies is to provide a sound environment to manage the financial affairs of the municipality.

The following are key budget relating policies:

- ✓ Budget policy;
- ✓ Tariff policy;
- ✓ Credit Control and debt Collection Policy;
- ✓ Property Rates Policy;
- ✓ Cash Management and Investment Policy;
- ✓ Assets Management Policy;
- ✓ Debt Impairment and Write off Policy;
- ✓ Supply chain Management Policy.

Revenue and Medium Term Expenditure Framework Forecast:

The medium term expenditure and revenue framework (MTREF) is based on the priorities, programmes and projects of the IDP and implemented according to the service delivery and budget implementation plan (SDBIP) to ensure delivery on the IDP key performance indicators.

Budget Assumptions:

The selected key assumptions relating to this budget are as follows:

- Government grants for years 2019/2020 to 2020/2021 are as per the Division of Revenue Act;
- The CPI has been estimated at 4.9% per annum.

- Growth in the salary wage bill has been provided for in the budget at 6.2 %
- Provision has been made for tariffs increases relating to services as follows: 7.5% Household, 8,5% Government, 9.5% Business.

3.26 HUMAN RESOURCE MANAGEMENT

It is upon the institution to attract suitable and competent candidates for all positions. In its operation, the municipality ensures the implementation of its recruitment and selection policy and other policies that governs the human resource management. Employees are informed of the policies and Collective Agreements (central and divisional) that are applicable within the context of local government. This implies that the human resource division shall develop and review all policies within its powers and functions.

In addition, there's a need to fill the vacant positions that will be beneficial for service delivery purposes. It is the municipality's responsibility to identify vacant positions in the organizational structure which must be aligned to the objectives and goals found in the Integrated Development Plan of the municipality. One of the major tasks of the human resource division is to develop and review the job descriptions and evaluate jobs within the entire workforce. Every employee shall be able to operate and execute his/her tasks and duties competently.

One of the main area of concern in the workplace is to develop and reinforce the need for competitive compensation to attract and retain top talent. This strategy shall be drawn from the exit Interview comments and recommendations. This initiative shall reduce the level of resignations and increase job satisfaction and serves as a retention strategy among employees.

Priorities:

- The HRM unit is to prioritize the recruitment and selection of competent candidates.
- The reviewable and adoption of the Organizational Structure.

- Conduct Job evaluation.
- Development and reviewable of Job descriptions.
- Development of the employee retention strategy.
- Development, reviewable and monitoring of the Employment Equity Plan and submission of the report.
- Administration of conditions of services.
- Payroll management.
- Time management.
- Policy development and reviewal.
- Assurance of occupational health and safety of employees and councillors.
- Train and develop employees, councillors, and unemployed youth.

Activities:

- To develop the Human Resource Strategy;
- Placement of staff as per the organogram;
- Management of Unit: HR budget;
- To develop and adopt human resource policies.

3.27 INFORMATION AND COMMUNICATION TECHNOLOGY (ICT) SERVICES

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

The Municipal Satellite Offices have been connected via the Multiprotocol Label Switching (**MPLS**) Network Technology to ensure that users have access to ICT

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

There are few challenges that the Information and Communication Technology Unit is currently facing which it intends to address, and these include amongst others, unreliable Multiprotocol Label Switching (**MPLS**) Network, mechanical failures on the UPS & a Generator and the unreliable electrical power supply from the Eskom Grid which has a direct impact to the ICT Infrastructure. The non-existence of the external disaster recovery site and or hot site for other critical systems for redundancy and business continuity purposes.

OBJECTIVES

- To improve the current Multiprotocol Label Switching (**MPLS**) Network to ensure accessibility, reliability, and redundancy across the Municipal ICT Infrastructure.
- To improve and standardized the existing telecommunication system for all municipal satellite offices through rolling out of VoIP telephone system across.
- To investigate other means of alternative and reliable energy to ensure uninterrupted power supply to the Municipal ICT infrastructure across all Offices.
- To provide routine maintenance and support provision for the current & existing ICT Infrastructure to keep abreast with the ever-changing technology this includes hardware, software and network.
- To improve the ICT usage within the Municipality for the purpose of successful interaction and reliable communication.

STRATEGIES

- Installing additional Multiprotocol Label Switching (**MPLS**) Network devices to ensure that Municipal ICT Infrastructure is reliable, secured and that there's redundancy across the MPLS Network.
- Extend the installation of the VoIP telephone system to other Municipal Satellite Offices in order to standardize tele-communication system and also to reduce the municipal telephone bill.
- Continuous Maintenance on the electrical standby generator and uninterrupted power supply (UPS) which will secure and reduce the effects due to fluctuations in the power cuts and interruptions across municipal satellite offices.
- Establishment of the External Data Recovery Site or Hot site for critical systems to ensure redundancy and business continuity.
- Continuous maintenance and support provision to the entire ICT Infrastructure to meet the current and future IT Technological trends growth and needs.

3.28. RECORDS MANAGEMENT AND ARCHIVAL UNIT

The unit falls under the auspices of National Archives and Records Services Act. The act requires all governmental bodies to establish and put in place systems for proper records management and records keeping systems. The unit provides for the development and management of organisation wide records management programme, which is designed to ensure that record keeping and establishment of a centralized, effective and efficient registry services within the municipality meet the organization's objectives and ensure compliance to National Archives Act 43 of 1996.

Priorities:

- Review of the subject file plan and submission to Provincial Archives for approval.
- Installation of the Electronic Document Management System.
- Update and Develop records procedure manuals or registers.
- Implementation of Protection Of Personal Information Act (POPIA)
- Continuous conversion of manual records into electronic records.

- Filing of Municipal Council Document
- Policy and procedure manual record as well register for endorsement provincial archives.

Activities:

- Referencing of official documents received by Registry Office; for filling purpose.
- Installation of Electronic Document Management System.
- Maintain access control of official records in line with POPIA.
- Scanning and Indexing of official correspondence and records.

3.29 PROPERTY: LEGAL. UNIT OFFICES: RISK MANAGEMENT AND PROCUREMENT SERVICES

PROPERTY:

Dr J.S Moroka local municipality is approximately 1 416, 4240 square kilometres in area composed of 61 villages and only two proclaimed townships namely Siyabuswa and Libangeni. Most villages in the Municipality fall under the jurisdiction of traditional leadership which is a system inherited from the previous administration. In terms of land administration all pieces of land falling within the municipality is supposed to be owned and administered by the municipality, in Dr J.S Moroka most of the pieces of land still fall under the state as in the Department of Agriculture, Rural Development and Land Affairs (DARDLA), Department of Public Works, Province of Mpumalanga and those that are privately owned. Supposedly during the transition from the previous government to the new one, proper transfers of land were not accordingly done.

For proper land administration by the municipality, land transfers have to be effected accordingly. The vast amount of land in Dr J.S Moroka Municipality is registered with

the National government, tribal or communal land and is administered by traditional authorities through gazetting done by the Mpumalanga government. It is critical that the municipality through Department of Agriculture, Rural Development and Land Affairs continue with the implementation of the Land Tenure Upgrading to enable individuals to have formal ownership. Land reform in terms of land claims affects land ownership, only 3 land claims that were successful within the jurisdiction of the Municipality till to date. The municipality is currently busy with the process of transferring farm portions registered with the State and Province to the Municipality. Portions of land that are purchased by the municipality bordering with other municipalities are often demarcated to be out of the municipality by the board, and this creates problems too.

The Municipality has purchased Farm Kameelrivier 160 JR portion 1 a portion of portion 7 in 2009, the farm is already registered under Dr J.S Moroka Municipality the farm, and in terms of the Spatial Development Frame work it is earmarked for residential, commercials, professional services and tourism prospects. The municipality has already adopted a precinct plan on one part of the portion which was developed by the Nkangala District Municipality on its behalf. The purchase of this farm was an attempt by the Municipality to reclaim some of the privately owned land that lies idle for development purposes as well as to develop the Libangeni/ Siyabuswa economic node.

Priorities:

- Land ownership by individuals in the municipality is a priority for land development and property rates payment;
- Acquisition of land by the municipality is imperative for land development and for proper spatial planning;
- Unoccupied sites or stands and open spaces lying fallow in Siyabuswa and Libangeni are to be acquired back by council to discourage illegal dumping on them;

- Encroachment of the servitude and sites has to be attended to by land-use inspectors and the municipal legal services.

Activities:

- Land Tenure Upgrading has to be done to provide individuals with title deeds;
- Purchasing land by the municipality should be considered in areas where municipal development is required;
- Repossession of unoccupied stands and empty spaces lying fallow by the municipality should be done through the legal services;
- Surveying of land and issuing beacon certificates will be done to sort out encroachment.

LEGAL:

The municipality as established through the Local Government Municipal Systems Act, Act 32 of 2000, is a legal person or juristic person as defined by law. The municipality as a juristic person can be sued, may face litigations and can also apply for litigation against individuals or other juristic persons like individual institutions. As a juristic person and employer, the Municipality is governed by the prescripts regulating the local Government amongst others to wit, Local Government Municipal Systems Act, Local Government Municipal Structures Act, Local Government Municipal Finance Management Act, Labour Relations Act, Basic Conditions of Employment and the Employment Equity Act which are legislations governing and providing the framework for compliance and proper interaction between the management and the employees.

The municipality as the employer has to act within the parameters of the law in its relations to its employees.

Priorities:

25. Deal with the provision of legal services;
26. Responsible for the development of compliance register for the Municipality.
27. Development of all Service Level Agreements and Contracts between the municipality and service Providers and also including other organizations.
28. Review of municipal By-Laws not to be in contrast with the Constitution of RSA;
29. Ensure proper reporting on service level agreement for the Municipality.

Activities:

1. Deal with attendance of legal cases;
2. Review of compliance register for the Municipality;
3. Development of Service Level Agreements, Contracts, Leases and Memorandums of Understandings between individuals, organizations and the municipality;

4. Review of By-Laws for Gazetting
5. Advice on disputes emanating from the contracts procured with the Municipality.
6. Implementing of Protection of personal

MATHANJANA & MBIBANE UNIT OFFICES

Mathanjana & Mbibane Unit Offices are satellite offices that administer and manage service delivery at regional level. The functions that are bestowed upon these Units involve almost all the entire operations of the municipality. Notable among others, the unit offices, at their regional level, provide services, among others, such as Human Resource Management, Water Provision, Finance, Roads and Storm Water Management and Sanitation. In essence, the unit offices administer service delivery on behalf of the other departments, their divisions and sections. It should be acknowledged that the unit offices are not independent entities but coordinate service delivery operations on behalf of other departments at the regional level. The following priorities, activities and challenges, denote the operation of Mbibane and Mathanjana unit offices.

Priorities:

- Coordinate the operation of Roads and Storm water maintenance at wards within the Mbibane and Mathanjana regions.
 - Coordinate in the Human Resource Management
1. Coordinate water provision to all wards through Water tankers and Pump operators.
 2. Assist in collection of municipal rates fees for water, cemetery, halls bookings and rentals
 3. Manage and maintain municipal facilities
 4. Liaise with service providers such as electricity supply.
 5. Coordinating community participation events, IDP, Budget and outreach programmes.

Activities:

- Ensure that adequate water supply is provided.
- Provide Human Resource Management.
- Ensure adequate rates collection fees are adhered to.
- Secure transport for personnel to various wards facilities.
- Ensure that Waste Collection programme is in place.
- Ensure that roads maintenance programme is followed.
- Liaise with various stakeholders on municipal management matters.
- Ensure that there's accessibility of municipal facilities by community members.
- Ensure that there's sharing of information with community members and sector department.

LABOUR RELATIONS

The municipality is the employer in terms of the labour laws, relevant Local Government legislation and Collective Agreements. The employer and employee relationship is governed and regulated in terms of the Labour Relations Act. Other Collective Agreements in addition to the Basic Conditions of Employment ACT, are applicable to conditions of service. Workers' rights as entrenched in the Section 23 of RSA Constitution and further effected by the Labour Relations Act are central to the peaceful and stable workplace in the municipality. Both the employer and the employee are required to act within the parameters of the law with its engagements against each other and in exercising the right in terms of any law.

All recognised unions are to be treated fairly, equally and irrespective of the number of employees it represents in the municipality. It remains the choice of every employee to

join any recognised Union, and the municipality does not promote or encourage employees to join a particular trade union.

Priorities:

- To maintain discipline and labour peace in the Municipality, and a harmonious relationship between the employer and the employee;
 - To ensure that all employees who feel aggrieved about any issue related to the workplace are encouraged to lodge a grievance in accordance with the grievance procedure and further to ensure substantive and procedural fairness to resolve a problem as quickly and as close to their source as possible when those grievances are lodge as per main collective agreement
1. To facilitate meetings of a well constituted and functional Local Labour Forum in terms of the Main Collective Agreement;
 2. To ensure that the Policies are in compliance with the Labour Laws and Collective Agreements, in as far as the conditions of service are concerned;
 3. Ensure that the Local Labour Forum negotiates and concludes the Minimum Service Agreements.

Activities

- Co-ordinate all disciplinary processes and procedures for and on behalf of the Municipality;
- Ensure that grievances are resolved within the prescribed time frame to avoid them turning into a dispute and ensure that no employee shall suffer victimisation or occupational prejudice directly or indirectly as a result of lodging a grievance;
- Provide or co-ordinate a continuous skills training for managers, shop stewards and members of the Local Labour Forum on application and implementation of conditions of service and discipline;

- Serve as a resource office and provide a secretarial support for the Local Labour Forum. Facilitates and co-ordinates the meetings of the of the Local Labour Forum;
- Advise on compliance/non-compliance with the Collective Agreements.



CHAPTER 4 – ORGANISATIONAL DEVELOPMENT PERFORMANCE
(PERFORMANCE REPORT PART II:

The objective of service delivery to the community is anchored on the skills that employees are possessing. The municipality is successfully providing bursaries to the needy community members through the Executive Mayor’s Bursary Scheme. Note that some bursary holders who completed their training have been absorbed into the workforce of the municipality. Employees and councillors and unemployed community members of the municipality are undergoing training as per the skills WSP.

Although the training and development initiatives are undertaken, there’s a need to identify the skills gaps and backlogs in strategic divisions and departments. It is the municipality’s responsibility to train its employees in order to reach its Integrated Development Plan’s objectives and goals.

COMPONENT A: INTRODUCTION TO THE MUNICIPAL PERSONNEL

4.1 EMPLOYEE TOTALS, TURNOVER AND VACANCIES

The municipality’ primary focus is to ensure that departments are neither over- nor understaffed, and that employees with appropriate talents and skills are available to carry out tasks in the right jobs at the right time to support the municipality to achieve its strategic objectives.

As part of the Human Resource Management Plan, the municipality’s human resource focuses on filling of critical vacancies, skills audit, and capacity building intervention for Councillors and officials, performance recognition and develop employees’ equity plan.

Vacancy Rate: Year 2022/2023				
Designations	Total Posts	Approved	Filled Posts	Vacant Posts
Municipal Manager	1	<input type="text"/>	1	0
Section 56	5	<input type="text"/>	3	2

All other posts	846	496	350
Total	852	500	352
Turn-over Rate			
Details	Total Appointments No.	Terminations (Resignations/Deaths) during the Financial Year No.	
	12	19	

DEPARTMENT	FILLED POSTS	VACANT POSTS	TOTAL POSTS
Senior Management (MM & Sec 56)	4	2	6
Administration & Corporate Services	32	21	53
Office of the Municipal Manager	27	29	56
Community Development Services	151	120	271
Finance	61	30	91
Technical Services	208	140	348
Planning & Economic Development	17	10	21
Total	500	352	852



COMPONENT B: MANAGING THE MUNICIPAL WORKFORCE

4.1 POLICIES

HR Policies and Plans		
Name of Policy	Completed	Reviewed
	%	%
1. Budget Policy	100	100
2. Tariff Policy and Tariff Structure	100	100
3. Credit Control and Debt Collection Policy	100	100
4. Property Rates Policy	100	100
5. Free Basic Services and Indigent Support	100	100
6. Impairment of Debt and Write-off Policy	100	100
7. Cash Management and Invest Policy	100	100

8. Supply Chain Management Policy	100	100
9. Asset Management Policy	100	100
10. Loss Control Policy	100	100

4.2 INJURIES, SICKNESS AND SUSPENSIONS

In the 2022/2023 financial year, the municipality had one injury on duty case.

LEAVE

The table below provides reflective figures of all the approved and recorded leave taken for 2022/2023 financial year:

Leave Type	Total leave days taken	No of Employees
Sick	1759	90
Maternity	240	04
Family Responsibility	420	19
Annual Leave	540	260
Study	64	16

4.3 PERFORMANCE REWARDS

The municipality did not pay any performance related rewards or bonuses in the 2022/2023 financial year.

COMPONENT C: CAPACITATING THE MUNICIPAL WORKFORCE

4.4 SKILLS DEVELOPMENT AND TRAINING

The Workplace Skills Development Plan (WSP) is in place and submitted to Local Government SETA as per the skills Development Act, 97 of 1998. Training is provided to staff, councilors and members of the community in line with the plan and reported monthly, quarterly and yearly to the council and LGSETA.

C CHAPTER 5 – FINANCIAL PERFORMANCE

5.1 INTRODUCTION

The aim of this chapter is to provide an overview of the municipality's financial performance as well as a thorough assessment of the results. This section will focus on municipal finance improvement to ensure that the institution's financial performance is compatible with all financial management plans and expenditure products.

The municipality is one of the developing rural communities in the Nkangala District and Mpumalanga province. The municipality is still heavily reliant on government grants to provide services to its residents.

The municipality is not only central to the delivery of essential services, but it is also becoming increasingly important in the improvement of infrastructure.

Revenue management is governed by laws pertaining to revenue management and debt recovery, such as payment schemes and indigent laws.

Highlights have been achieved in terms of updating and managing indigent policies on a regular basis. However, it should be remembered that continuous improvement is the key to achieving the desired outcome over time.

According to the Auditor General's report, there is also concern that the municipality's liquidity may be jeopardized by an increase in debtors. To reduce debt accumulation and implement debt collection and credit management policies, the Municipality has developed a revenue growth plan.

Furthermore, this section will allow for planning to ensure that potential budgetary allocations are consistent with IDP and functional area activities and outputs. Strong financial management practices are critical to municipalities' long-term survival. They serve as the foundation for democratic accountability. Poor or obfuscated financial accounting and reporting practices result in capital being misdirected and underutilized.

The main goal of the Municipal Finance Management Act (2003) (MFMA) is to modernize municipal financial management. Successful municipal financial management shall have the following interrelated elements:

1. Planning and Budgeting
2. Asset and Liability Management
3. Revenue and Expenditure Management
4. Supply Chain Management
5. Other Financial Management
6. Accounting and Reporting
7. Oversight & Operational Continuity

5.2 FINANCIAL PERFORMANCE STATUS

The matrix below highlights financial performance measures achieved in terms of their compliance dates within the Finance Section.

Objectives	Performance Measure/service delivery indicator	Performance	
		Target	Actual
<i>To develop a medium term financial framework (budget)</i>	<i>Three-year capital and operational budget approved by council</i>	<i>R 827,096,000</i>	<i>R 712,603,372</i>
	<i>Approval of the adjustment budget by council</i>	<i>Feb 2023</i>	<i>Feb 2023</i>
	<i>Approved Service Delivery and Budget</i>	<i>June 2023</i>	<i>June 2023</i>

<i>To provide a framework for financial accountability</i>	<i>Implementation Plan (SDBIP)</i>		
	<i>Adoption of Tariff Structure</i>	<i>May 2023</i>	<i>May 2023</i>
<i>To manage and control revenue</i>	<i>Monthly billing</i>	<i>Monthly</i>	<i>Monthly</i>
	<i>Credit control policy enforcement</i>	<i>2022/23 FY</i>	<i>Partially Achieved</i>
<i>To manage the cash-flow of the council to ensure timely payment of creditors and servicing of long-term liabilities.</i>	<i>Creditors paid within 30 days</i>	<i>Monthly</i>	<i>Partially Achieved</i>
<i>To prepare and submit Annual Financial Statement (AFS) to AG for 2020/2021 FY</i>	<i>AFS submitted to AG</i>	<i>31 August 2023</i>	<i>31 August 2023</i>
<i>To monitor and control the budget & expenditure</i>	<i>Submission of monthly financial report to Provincial & National Treasury</i>	<i>Monthly</i>	<i>Monthly</i>

5.3 STATEMENTS OF FINANCIAL PERFORMANCE

5.3.1 REVENUE

The Municipality's main revenue sources are best revealed in the table below, which provides a bird's-eye view of the Municipality's total income and reveals the

Municipality's reliance on State grants and subsidies, as grant revenue accounts for 77% of the Municipality's total income. The municipality's own revenue from the sale of water, the increase in the assessment rate, and other sources account for 23% of the municipality's total income. This figure represents a 15% increase over the previous year's figure. Service charge disparities Water, in terms of household vs. actual collection, is a major concern for the municipality, whereas companies and the government have seen a significant increase in actual cash collected.

The generation of own income streams would become increasingly important if the current increase in infrastructure spending is to be maintained through cross-linking and water meter installations in areas where there is a source, in exchange for revenue collection by the municipality.

The table below displays the description of revenue

Revenue

Service Charges	15	79 315 109	80 563 779
Rental of Facilities	16	244 424	166 257
Interest on Receivables	23	54 496 201	45 132 529
Licence & permits	17	10 681 964	9 467 188
Operational Revenue	18	871 096	2 092 812
Interest Received	19	5 898 764	1 387 519
Gain on Landfill site	33	4 078 177	6 797 872
Actuarial Gains/Losses recognized	14	1 522 080	278 005
Revenue from Exchange Transactions		157 107 815	145 885 961

Property Rates	20	41 698 388	36 781 243
Transfers & Subsidies	21	614 639 742	555 955 265
Donations	22	53 191 370	9 538 218
Traffic Fines		1 535 999	854 250
Revenue from Non-Exchange Transactions		711 065 499	749 014 937
Total Revenue		868 173 314	749 014 937

NOTE:

28. The increase in property rates and services charges are because of increase of tariffs.
29. Interest on outstanding debtors is primarily due to non-payment of consumer services;
30. The decrease in Interest received is due to the municipality not investing funds.

All grants received from the National and Provincial governments are included in the amounts disclosed for grant revenue.

While receiving grants from the government is both good and fair, it can also have a negative impact because the municipality is becoming increasingly reliant on the government to finance operating and capital expenditures as a result of debt accumulation.

It is evident that the municipality continues to rely on government grants to provide services to the communities under its jurisdiction.

5.3.2 EXPENDITURE

TOTAL OPERATING EXPENDITURE

Expenditure			
Employee related costs		-255 896 440	-205 945 378
Remuneration of Councillors		-25 399 861	-23 731 620
Depreciation & Amortisation		-99 245 430	-59 583 948
Impairment loss		-86 282 866	-5 068 950
Finance Costs		-4 958 762	
Operations Lease		-4 630 998	-4 730 889
Bad Debts provision		-6 204 960	-75 804 664
Contracted Services		-148 929 270	-162 828 312
Loss on disposal of assets and liabilities		--3 250 499	-5 015 878
General Expenses		-107 804 499	-133 404 026
Total Expenditure		-712 603 372	-680 137 135
Surplus for the year		155 569 942	68 877 802



NOTE:

- Employee Related Costs – shows a significant rise, mostly due to salary increases relating to SALBGC .
- Contract services display a huge amount, mostly due to reclassifications as mandated by mSCOA.

5.4 ANNUAL FINANCIAL STATEMENTS – 2022/2023

On August 31, 2023, the annual financial statements for the fiscal year ended June 2023 were compiled and submitted to the Office of the Auditor General.

The annual financial statements were prepared in accordance with GRAP guidelines.

The notes to the annual financial statements contain additional details, where appropriate, as needed by Municipal Financial Management Act No. 56 of 2003.

The notes to the annual financial statements reveal the details requested under section 123 of the Municipal Finance Management Act. Please refer to Annexure as part of the 2022/2023 annexures.

5.6 SOURCES OF FINANCE

To continue to improve the quality of services provided to its residents, the municipality needs to generate the necessary revenue. In these difficult economic times, good tax management is critical to each municipality's financial survival.

In reality, the municipality is dealing with a backlog of growth and poverty. The expenditure required to address these issues will undoubtedly always exceed the available funding; thus, difficult decisions regarding tariff increases and the balance of expenditure against realistically expected revenues must be made.

5.7 BASIC SERVICE AND INFRASTRUCTURE BACKLOGS – OVERVIEW

The Municipality has evolved tremendously in terms of maintaining, storing, controlling, and providing clean drinking water to the residents of Dr. J.S Moroka Local Municipality, as well as in the collection and disposal of wastewater. The range of responsibility extends from bulk water sources such as the Weltevreden water purification plant and

boreholes to drinking water supplies.

The Municipality generates approximately 40ML / pd of the Weltevreden treatment works on average.

A large proportion of the population in Dr. J.S Moroka Local Municipality complains about intermittent water sources on a regular basis. The problem is exacerbated during the hot summer months, from late September to the first heavy summer rains. The main reason for intermittent water supply is:

18. Inequitable water distribution;
19. Reduced revenue collection / low cost recovery rate;
20. Illegal link due to lack of infrastructure availability;
21. Infrastructure aging;
22. Reactive service and maintenance infrastructure;
23. High volume of leakage

Significant challenges face the municipality in providing reliable and efficient water services, ranging from; the goal of achieving 100 percent water supply system coverage for all those who do not have access to water based on a minimum walking distance of 200 m to the nearest tap and was the basis for determining the degree of backlog eradication.

The requirement for making water sources available to all communities in the Municipality has been thought to be a minimum walking distance of 200 m.

Wards or villages where drinking water is constantly interrupted, as well as areas where water is cut off due to overuse, unauthorized connections, or a lack of infrastructure in some areas.

The above-mentioned authorities are confronted with the problem of insufficient infrastructure capable of providing enough drinking water to all residents. As a result, communities banded together, obtained cheap materials, and illegally connected water from the majority of the city, resulting in severe friction losses, water losses, and no payment of services.

COMPONENT C: CASH FLOW MANAGEMENT AND INVESTMENTS

5.8 CASH FLOW

The importance of cash flow management within the municipality is that it allows the municipality to forecast its expected revenues and expenditures for a month, quarter, or half-year period. Cash flow control is intended to track and measure the income and expenses accumulated over time.

5.9 BORROWINGS AND INVESTMENTS

5.9.1 BORROWINGS:

The municipality had no borrowings in the fiscal year 2022/2023.

5.9.2 INVESTMENTS:

The municipality made investments in the fiscal year 2022/2023.

5.10 PUBLIC PRIVATE PARTNERSHIPS

The municipality did not have any Public Private Partnerships in the fiscal year 2022/2023.

COMPONENT D: OTHER FINANCIAL MATTERS

5.11 SUPPLY CHAIN MANAGEMENT

The Municipality has an established Supply Chain Management Unit that enforces the Supply Chain Management Program, which centralizes all goods and services

procurement. The Supply Chain Management Unit shall report directly to the Chief Financial Officer or an official to whom this responsibility has been delegated in accordance with Section 82 of the Act. The following are all obvious impediments to the implementation of the supply chain management policy.

DEMAND MANAGEMENT:

Section 10(1) of the Supply Chain Management Policy requires the accounting officer to develop and implement an effective demand management system to ensure that the municipality's resources meet its organizational commitments and the strategic objectives outlined in the Integrated Development Plan.

The Administration team has mandated adherence to Circular 62, which is supported by procurement plan implementation. The institution had the procurement plans during the 2022/2023 fiscal year.

ACQUISITION MANAGEMENT:

Procurement of goods and services:

During the 2022/2023 fiscal year, the Municipality centralized procurement of goods and services for operational obligations (goods and services under R30,000) in accordance with legislation, which means that the Supply Chain Management Unit purchased goods and services for the Municipality upon request from individual departments.

Goods worth R 30 000 but less than R 200 000 are advertised on the municipal website and notice board, with a 7-day window between the advertising date and the closing date.

Goods worth R 200 000 or more will be procured in accordance with standard procurement practices, via the national newspaper, in accordance with the SCM Regulations regarding the number of days to be marketed, whether the value exceeds R 10 000 000, or whether the project is long-term / long-term in nature.

LOGISTICS MANAGEMENT

The supply chain management policy was being updated in terms of sub-delegations, so managers are now able to approve transactions up to R 30,000.00, and thus, once the quotations have been issued, the appropriate manager will be given the opportunity to review and approve the procurement, resulting in the cost-effectiveness of the goods and services procured.

The Municipality will implement its SDBIP, along with its procurement plans, to ensure that the procurement criteria are made in advance.

When the capital project procurement contract is signed and approved by the accounting officer, a schedule of bid committee meetings will be created and tracked by the Supply Chain Management Team, with each bid committee member providing a timeline to avoid delays.

Along with the procurement plans, the Municipality will adhere to its service delivery and budget implementation strategy. This will help the company purchase products and services of the right quality, quantity, location, and time, and at the right price.

5.13 GRAP COMPLIANCE

The 2022/2023 Annual Financial Statements have been prepared in accordance with the Accounting Standards Board's requirements for Generally Recognized Accounting Principles (GRAP) in accordance with Section 122(3) of the Municipal Finance Management Act (Act 56 of 2003).

These annual financial statements have been compiled on an accrual basis of accounting and, unless otherwise stated, are in compliance with the historical expense convention as the basis of calculation. They are presented in the South African Rand.



A description of the important accounting practices that have been systematically implemented in the preparation of these annual financial statements is given below. These accounting policies are consistent with the previous era.

5.14 FINANCIAL POLICIES

<i>Policy</i>	<i>Approved by council</i>	<i>Implemented</i>	<i>Promulgated in By- Law</i>
<i>Tariff policy</i>	√	√	√
<i>Credit control & Debt Collection policy</i>	√	√	√
<i>Indigent policy</i>	√	√	√
<i>SCM policy</i>	√	√	√
<i>Property rate policy</i>	√	√	√
<i>Cash Management and Investment policy</i>	√	√	√
<i>Asset management policy</i>	√	√	√
<i>Debt Impairment and Write-off policy</i>	√	√	√
<i>Loss Control Policy</i>	√	√	√

5.15 DEBTORS ASSESSMENT

The figures below show the comparative incremental pattern of outstanding consumer debtors for the fiscal years 2021/22 and 2022/23. The increase in the receivable balance is attributed to the MFMA-mandated reduction in outstanding accounts. The total outstanding debt as of 30 June 2023 was R 287 313 313, up from R 216 214 818 as of 30 June 2022.

5.16 CREDITORS ASSESSMENT

At the end of the fiscal year, an amount of R 113 761 288 remained owed to creditors, compared to R 91 450 574 the previous year.

CHAPTER 6 – AUDITOR GENERAL AUDIT FINDINGS

ANNEXURE A-AUDIT REPORT

