

Integrated Development Plan - Draft 2025/2026

TSOGA O ITIRELE

Revision Contro
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Mayor Foreword

The Service Delivery and Budget Implementation Plan (SDBIP) shall be based on the municipality's approved 2025/2026 Integrated Development Plan (IDP) review as approved by Council. The Integrated Development Plan (IDP) is the principal strategic instrument of a municipality that gives effect to its developmental mandate as enshrined in the Constitution of South Africa.

The concept of integrated planning has cemented itself as the strategic process within modern day local government as an effective way of ensuring that limited resources of a municipality.

- Put systems in place to improve effectiveness and efficiency in all service delivery processes.
- Ensure long term financial sustainability in the municipality.
- Gradually invest in replacement of dated infrastructure and acquisition of new infrastructure to improve service delivery.
- Create an enabling environment for investment in the
- leading economic sectors and promote local economic development initiatives that would grow the economy and facilitate much needed sustainable job opportunities.
- Create a caring environment that will foster the social well-being and improved living conditions of our communities!

The 5th Generation IDP outlines the strategic objectives, focus areas and development priorities of the municipality. During its strategic planning process, the Council designed a set of strategic objectives, which are aligned to the national strategic focus areas, as well as

the Provincial Strategic Goals of the Northwest Provincial Government. The SDBIP utilizes the strategies and priorities to align the performance indicators to the IDP. Its development, implementation, and ultimate reporting by means of the Annual Performance Report is a key governance mechanism in the municipality's ability to secure a clean audit outcome.

Mayor

Overview by the Municipal Manager

During the year 2024 the Municipality conducted the analysis phase of the IDP on public consultations successfully. It is from this process that the Municipality derived its developmental objectives. These were translated to measurable outputs and performance indicators were established. The Service Delivery and Budget Implementation Plan (SDBIP) commit Administration to perform and Report on these identified performance indicators.

A risk-based audit plan has been developed and systems of internal control were tested to effectively monitor the vulnerability of operations within the municipality. The Municipality exploited the services of the Audit committee and our internal Risk Management staff to fast-track the effectiveness of audit sampling, and this will also help internal audit to identify areas with high risk to be able to advise management of areas that need urgent and immediate attention.

Circular 13 of MFMA provides guidance and assistance to municipalities in the preparation of the Service Delivery and Budget Implementation Plan (SDBIP) as required by the Municipal Finance Management Act (MFMA). The SDBIP gives effect to the Integrated Development Plan (IDP) and budget of the municipality and it will be possible if the IDP and budget are fully aligned with each other, as required by the MFMA. The budget gives effect to the strategic priorities of the municipality and is not a management or implementation plan. The SDBIP therefore serves as a "contract" between the administration, council and community expressing the goals and objectives set by the council as quantifiable outcomes that can be implemented by the administration over the next twelve months. This provides the basis for measuring performance in service delivery against end-of-year targets and implementing the budget.

In terms of s69 (3) a) of Municipal Finance Management Act 53 of 2003 the accounting officer must no later than 14 days after the approval of an annual budget submit to the mayor a draft service delivery and budget implementation plan for the budget year. Section 53(1)(c)(ii) of the Local Government: Municipal Finance Management Act, 2003 states that the SDBIP must be approved 28 days after the approval of an annual budget.

S. Ngwenya Municipal Manager

1. Introduction

The 2025/2026 Integrated Development Plan (IDP) provides an opportunity to the municipal council, constituent community and other interested stakeholders to journey together towards a developmental path aimed at ensuring access to basic services and infrastructure and to harness growth and development for all the local community.

The review process further provides an opportunity to the municipal council to consider and review its institutional systems and capacity to deliver on its mandate consistent with section 152 of the Constitutional (Constitution of the Republic of South Africa, 1996) and other related legislations and policies.

2. IDP Process Rationale

The current local government system has to a large extent placed a great deal of responsibility on municipalities who constitute the local sphere of governance. A responsibility of being key anchors of development and transformation at local level. Section 152 of the Constitution of the Republic of South Africa (1996) illuminates the critical objects for local government, which are to:

- i. Provide democratic and accountable government for local communities.
- ii. Ensure the provision of services to communities in a sustainable manner.
- iii. To promote social and economic development
- iv. Promote safe and healthy environment.
- v. Encourage the involvement of communities and community organizations on matters of local government.

Municipalities are required and empowered by various legislations enacted to give effect to the realisation of these objects. The Local Government White Paper (1998) advanced that the IDP, Performance Management and the Budget are the tools available to municipalities in discharging their development mandate. Section 23 of the Municipal Systems Act (2000) as amended requires that a municipality must undertake developmentally oriented planning to ensure that it.

- (a) strives to achieve the objective of local government set out in section 152 of the Constitution.
- (b) gives effect to its developmental duties as required by section 153 of the Constitution; and 10
- (c) together with other organs of state contribute to the progressive realization of the fundamental rights contained in sections 4, 25,
- 26, 27 and 29 of the Constitution.

Section 24. (1) of the Constitution provides that the planning undertaken by a municipality must be aligned with, and complement, the development plans and strategies of other affected municipalities and other organs of state so as to give effect to the principles of co-operative government contained in section 41 of the Constitution.

Importantly section 25(1) of the Municipal Systems Act requires that each municipal council must, within a prescribed period after the start of its elected term, adopt a single, inclusive, and strategic plan for the development of the municipality which—

- (a) links, integrates and co-ordinates plans and considers proposals for the development of the municipality:
- (b) aligns the resources and capacity of the municipality with the implementation of the plan:
- (c) forms the policy framework and general basis on which annual budgets must be based.

Annual review and amendment of integrated development plan

Section 34 oOf the Municipal Systems Act provides that a municipal council.

- (a) must review its integrated development plan—
 - (i) annually in accordance with an assessment of its performance measurements in terms of section 4 i; and
 - (ii) to the extent that changing circumstances so demand; and
- (b) may amend its integrated development plan in accordance with a prescribed process.

Further the section 3 of the Municipal Planning and Performance Regulations (2001) provides for the following in relation to process of amending municipal integrated development plans, that:

- (1) Only a member or committee of a municipal council may introduce a proposal for amending the municipality's integrated development plan in the council.
- (2) Any proposal for amending a municipality's integrated development plan must be-
 - (a) accompanied by a memorandum setting out the reasons for the proposal; and
 - (b) aligned with the framework adopted in terms of section 27 of the Act.
- (3) An amendment to a municipality's integrated development plan is adopted by a decision taken by a municipal council in accordance with the rules and orders of the council.
- (4) No amendment to a municipality's integrated development plan may be adopted by the municipal council unless-
 - (a) all the members of the council have been given reasonable notice.
 - (b) the proposed amendment has been published for public comment for a period of *at* least 21 days in a manner that allows the public an opportunity to make representations with regard to the proposed amendment.
 - (c) the municipality, if it is a district municipality, has complied with sub-regulation; and
 - (d) the municipality, if it is a local municipality, has complied with sub-regulation
- (5) A district municipality that considers an amendment to its integrated development plan must-
 - (a) consult all the local municipalities in the district municipality on the proposed amendment; and

- (b) take all comments submitted to it by the local municipalities in that area into account before it takes a final decision on the proposed amendment.
- (6) A local municipality that considers an amendment to its integrated development plan must-
 - (a) consult the district municipality in whose area it falls on the proposed amendment; and
 - (b) take all comments submitted to it by the district municipality into account before it takes a final decision on the proposed amendment.

3. Municipal Vision, Mission and Values

Vision

A Developing Moretele for Growth and Prosperity for All

Mission

To provide and enhance equitable, cost effective, efficient and quality service delivery and exploit resources for sustainable development, growth and prosperity for all

Values

Service to stakeholders
Excellence
Transparency
Responsiveness
Value for diversity
Value for partnerships
Ethical standards

4. Legislative Framework for the drafting and Approval of the Integrated Development Plan

4.1 IDP Development Process

Legislative Framework

The following key legislation provides a broad framework for the requirement and development of the integrated development plan

Legislation / Policy	Key Directive	
The Constitution of the Republic of South Africa (1996)	Provide democratic and accountable government for local communities Ensure the provision of services to communities in a sustainable manner To promote social and economic development Promote safe and healthy environment Encourage the involvement of communities and community organizations on matters of local government	Further section 153 requires that municipalities must - Structure and managing its administration, and budgeting, and planning processes to give priority to basic needs of the community and to promote social and economic development of the community, and Participate in national and provincial development programmes
Municipal Systems Act (2000)	Section 25(1) stipulates that municipal council's must within a prescribed period after the start of its elected term, adopt a single, inclusive and strategic plan for the development of the municipality.	 The council's development strategies which must be aligned with any national or provincial sectoral plans and planning requirements binding on the municipality in terms of legislation
	Section 30 of the Municipal Systems Act empowers the Executive Committee and or a Committee of councillors appointed by Council to - o Manage the drafting of the municipality's integrated Development Plan	 A spatial development framework which must include the provision of basic guidelines for a land use management system for the municipality
	 Assign responsibilities in this regard to the municipal Manager, and 	o The council's operational strategies

Legislation / Policy	Key Directive	
	 Submit the draft plan to municipal council for adoption by council requires the management of the drafting process 	Applicable disaster management plans
	Section 26 articulates what should constitute the core components of the municipal IDP which are as follows - O The municipal council's vision for the long-term development of the municipality with special emphasis on the municipality's most critical development and internal transformation needs. O An assessment of the existing level of development in the municipality, which must include an identification of communities which do not have access to basic municipal services. O The council's development priorities and objectives for its elected term, including its local economic development aims and its internal transformation needs.	 A financial plan, which must include a budget projection for at least the next three years, and The key performance indicators and performance targets Section 29 requires that the process followed to draft the IDP must be in accordance with a predetermined programme specifying time frames for the different steps and through appropriate steps allow community consultation and participation including organs of state. Section 34 requires that municipalities review their Integrated Development Plans Annually in accordance with the assessment of its performance measurements, and To the extent that changing circumstances so demand.
Local Government Municipal Planning and Performance Regulations (2001)	stipulates that at least the Integrated Development Plan of a municipality must identify - • The institutional framework, which must include the organogram required for - • The implementation of the integrated development plan • Addressing the municipality's internal transformation needs • Any investment initiatives in the municipality	The regulations further requires that the financial plan reflected in the IDP must - • Include the budget projects • Indicate financial resources that are available for capital projects development and operational expenditure • Include the financial strategy that defines sound financial management and expenditure control, as well as ways and means of increasing revenues and the external funding for the municipality and its

Legislation / Policy	Key Directive			
	 Any development initiatives in the municipality, including infrastructure, physical, social, economic, and institutional development. All known projects, plans and programmes to be implemented within the municipality by any organ of state Key performance indicators set by the municipality 	development priorities and the objectives, which strategy may address the following - O Revenue raising strategies O Asset management strategies Financial management strategies Capital financing strategies Operational financing strategies Strategies that will enhance costeffectiveness		
Municipal Finance Management Act	Section 21(1) requires that the mayor of a municipality must -	the preparation and tabling of the annual budget		
(2003)	 Coordinate the process for the preparation of the annual budget and for the reviewing of the municipality's integrated development plan and the budget related policies to ensure that the tabled budget and any revision of the integrated development plan and the related policies are mutually consistent and credible. 	 the annual review of - the integrated development plan in terms of section 34 of the Municipal Systems Act 		
	 At least ten months before the start of the budget year, table in the municipal council a time schedule outlining key deadlines for- 	the budget and related policies		
		the tabling and adoption of amendments to the integrated development plan and the budget related policies, and any consultative process forming part of the process		

4.2 Allocated Powers and Functions

4.2.1 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 organisations 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

4.2.2 Powers and Functions

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 (1996) and Sections 83, 84, 85 and 86 of the Municipal Structures Act.

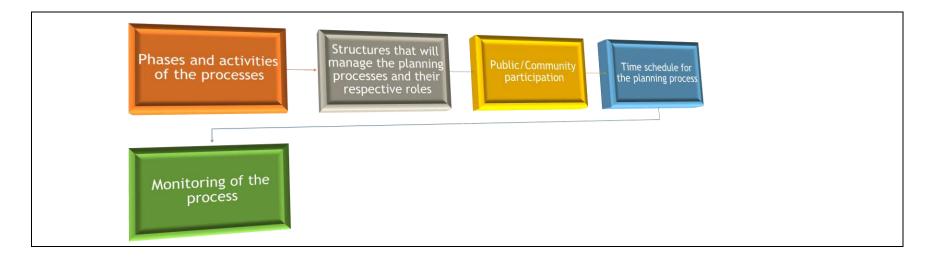
Authorized Functions			Non-Authorized
 Air Pollution Local tourism Municipal Airport Storm Water Sanitation Billboards and the Display of Advertisement in Public Places Control of Public Nuisance Fencing and Fences Local Amenities Local Sports Facilities 	 Building Regulation Municipal airport Municipal Public Transport Trading Regulations Beaches and Amusement Facilities Cemeteries, Funeral Parlours and Crematoria Control of Undertaking that Sell Liquor to the public Licensing of dogs Markets Noise Pollution 	 Child Care Facilities Municipal planning Pontoons and Ferries Water (potable) Billboards and the Display of Advertisement in Public Places Cleansing Facilities for the accommodation, care and burial of animals 	 Electricity Fire fighting Municipal Health Services

Authorized Functions		Non-Authorized
 Municipal Parks and Recreation Public Places Street Lighting 	 Refuse Removal, refuse Dumps and solid waste disposal Traffic and Parking Dumps and solid waste disposal Traffic and Parking Municipal Abattoirs Pounds Street Trading 	

5. IDP Review Process undertaken

The review process is informed and guided by the 2025/2026 IDP/Budget Process Plan approved by the Council in August 2024 which heralded a journey consistent with section 34 of the Municipal Systems Act (2000) compelling the municipality to review annually the approved 5-year IDP. The process plan is summarized by the following figures.

5.1 Key Structures and processes



5.2 Key phases/stages of the IDP Process and Activities

Preparatory Phase > Identification and

- > Identification and establishment of stakeholders and/ or structures and sources of information.
- > Development of the IDP Framework and Process Plan.

Analysis Phase

- > Analysis of the existing levels of development, backlogs and other challenges
- > Suggest areas of intervention.

Strategy Phase

> Review of the Vision, Mission, Strategies and Objectives

Projects Phase

> Identification of possible projects and their funding sources.

Integration Phase

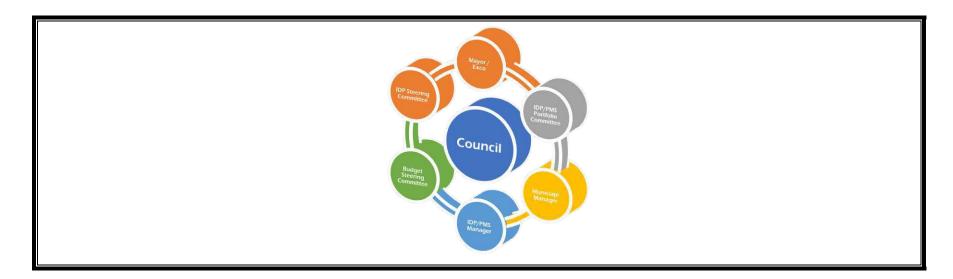
> Integration of programmes / projects emanating from various sector plans.

Approval Phase

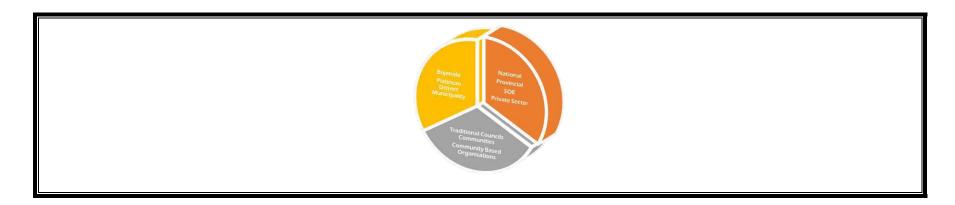
- Submission of Draft IDP to Council
- Roadshow on Public Participation and publication
- Amendments of the Draft IDP according to comments;
- Submission of final IDP to council for approval and adoption.

5.3 Institutional Arrangements

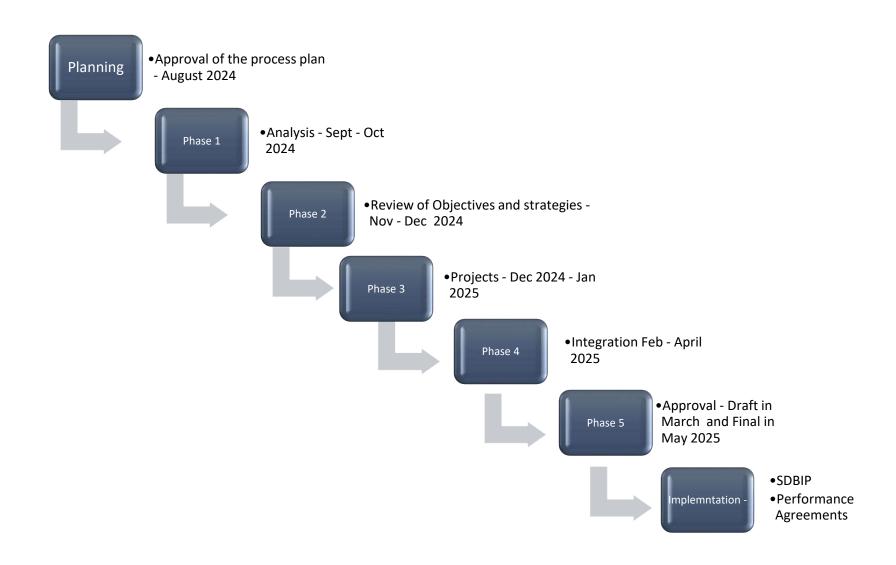
5.3.1 Internal Structures



5.3.2 External Structures



5.4 Schedule of Key Activities



5.5 Ward-based Identified Needs 2025/2026

Pursuant to the approval of the 2025/2026 Process Plan, an intensive community consultation programme was ensued which culminated in the development or review of community needs as indicated in the table below:

IDP Needs Consolidation November 2024

Ward	2022-2023 Identified Needs	2023-2024 Identified Needs	2024-2025 Identified Needs	2025-2026 (3 rd REVIEW)
1	1. Water and sanitation 2. Land formalization 3. RDP houses 4. High school with facilities 5. Bridge and culverts 6. High mast lights 7. Provincial roads and internal roads 8. Clinic and Hospital 9. Electrification 10. Disaster (Working on fire) 11. Police station (satellite) 12. Shopping complex 13. Cemetery fencing 14. Tele communication 15. Purification plant Sports facility	1. Land formalisation 2. Water and sanitation 3. RDP houses 4. High school with facilities 5. Bridge and culverts 6. High mast lights 7. Provincial roads and internal roads 8. Cemetery fencing 9. Electrification 10. Tele communication 11. Sports facilities 12. Clinic and Hospitals 13. Disaster Management 14. Police station 15. Shopping complex	1. Land formalisation 2. Water and sanitation 3. RDP houses 4. High school with facilities 5. Bridge and culverts 6. High mast lights 7. Provincial roads and internal roads 8. Telecommunications 9. Clinic and Hospital 10. Fire Disaster Management 11. Sports and recreational facilities 12. Cemetery fencing 13. Electrification 14. Paving and Stormwater	1. Water, Sanitation, Purification of water and Yard Connection in Tlholoe 2. Internal Roads in all Villages 3. RDP Houses in all Villages 4. Electrification 5. Highmastlight 6. Formalisation 7. Telecommunication 8. Waste Management in new Establishment 9. Clinic 10.Cemetery Fencing in all Villages

Ward	2022-2023 Identified Needs	2023-2024 Identified Needs	2024-2025 Identified Needs	2025-2026 (3 rd REVIEW)
	(Year IDP)	(1st Review)	(2 nd Review)	
2	 High mast lights Internal routes RDP Houses Development of SMME's Library Electricity Agriculture Community hall Tittle deeds Sports facilities Tarred road Cemetery 	 High mast lights Internal roads RDP Houses Water Sanitation Library Electrification Formalisation Cemetery fencing 	1.High mast lights 2.Internal roads 3.RDP Houses 4.Development of SMME'S 5.Library 6.Electrification 7.Agriculture 8.Community Hall 9.Title Deeds 10.Sports facility 11.Tarred Road 12.Cemetery	 High mast light Internal Roads and Stormwater RDP Houses Water Sanitation Electrification Formalisation Cemetery Fencing Library Tarred Road D628 and D612
3	1. High mast light 2. Internal routes 3. RDP houses 4. Storm water control 5. Community library 6. Fire station 7. Recreational Park 8. Fencing of old cemetery 9. Sanitation 10. Security for all schools 11. Electricity @ Zuma Park village	trification @ Walman ension n mast Lights Station houses itation @ Walman Extension nmunity Library cing of Old Cemetery rnal roads urity for all Schools	1.Electrification Walman extension 2.High mast Lights 3.Fire Station 4.RDP houses. 5.Sanitation@Walman Extension 6.Community Library 7.Fencing of Old Cemetery 8.Internal roads 9.Security for all Schools	 Highmastlight RDP Houses Sanitation in Walman Community Library Cemetery Fencing Internal Roads and Stormwater Security In all Schools Formalisation of Land.
4	 Water and sanitation Internal routes Electricity High mast lights Health Centre (Mobile clinic) Bridge Sports facilities Tarred road RDP Houses 	 Information hub Water and Sanitation Electrification Internal road High mast lights Sanitation RDP Houses 	1. Water and Sanitation 2.Internal roads 3.High mast lights 4.Health mobile clinic 5.Bridge (thulwe) 6.Information hub 7.RDP Houses 8. Sports facilities 9.Electrification 10.Local Economic Development	 Internal Roads/Provincial Roads RDP Houses (Slaagboom & Mmukubyane) Electricity (Slaagboom & Mmukubyane) Water & Sanitation High mast light (Slaagboom & Mmukubyane) Health Centre Mobile Clinic (Mmukubyane & Slaagboom) Bridge (Thulare Bridge)

Ward	2022-2023 Identified Needs	2023-2024 Identified Needs	2024-2025 Identified Needs	2025-2026 (3 rd REVIEW)
	(Year IDP)	(1st Review)	(2 nd Review)	
5		1. Water reticulation and Yard connection @ Ga habedi, Sutelong, Blackrock, Jonathan and Flinksendrift 2. Internal Road @ Ga habedi, Sutelong, Blackrock, Jonathan, Dikgopaneng and Flinksendrift 3. Tarred Road D639, D634 and D632. 4. RDP Houses @ Ga habedi, Sutelong, Blackrock, Jonathan, Dikgopaneng and Flinksendrift 5. High mast lights @ Ga habedi, Sutelong, Blackrock, Jonathan, Dikgopaneng and Flinksendrift 6. Graveyards fencing @ Lekgolo, Sutelong, Blackrock, Jonathan, Dikgopaneng	1. Water reticulation and Yard connection @ Ga habedi, Sutelong, Blackrock, Jonathan and Flinksendrift 2. Internal Road @ Ga habedi, Sutelong, Blackrock, Jonathan, Dikgopaneng and Flinksendrift 3. Tarred Road D639, D634 and D632. 4. RDP Houses @ Ga habedi, Sutelong, Blackrock, Jonathan, Dikgopaneng and Flinksendrift 5. High mast lights @ Ga habedi, Sutelong, Blackrock, Jonathan, Dikgopaneng and Flinksendrift 6. Graveyards fencing @ Lekgolo, Sutelong, Blackrock, Jonathan, Dikgopaneng 7. Street Naming @ Ga habedi, Blackrock new stands and Jonathan 8. Renovation of community hall @ Gahabedi, Sutelong and Flinksendrift 9. Internal access roads between villages including bridges on both roads @ Ga habedi to Dikgopaneng and Dikgopaneng to Dikebu 10. Mobile clinic @ Dikgopaneng, Jonathan and Lekgolo 11. V-Drain @ Sutelong, Jonathan and Black rock 12. Sanitation @ Whole wards 13. Satellite police station @ Sutelong 14. Library @ Sutelong	8. Information (Mmukubyane) 9. Sports Facilities (Mmukubyane & Slaagboom) 1. Water reticulation and Yard connection @ Ga habedi, Sutelong, Blackrock, Jonathan and Flynksendrift 2. Internal Road @ Ga habedi, Sutelong, Blackrock, Jonathan, Dikgopaneng and Flynksendrift 3. Tarred Road D639, D634 and D632. 4. RDP Houses @ Ga habedi, Sutelong, Blackrock, Jonathan, Dikgopaneng and Flynksendrift 5. High mast lights @ Ga habedi, Sutelong, Blackrock, Jonathan, Dikgopaneng and Flynksendrift 6. Graveyards fencing @ Lekgolo, Sutelong, Blackrock, Jonathan, Dikgopaneng 7. Street Naming @ Ga habedi, Blackrock new stands and Jonathan 8. Renovation of community hall @ Ga-habedi, Sutelong and Flynksendrift
		@ Lekgolo, Sutelong,Blackrock,Jonathan,	Black rock 12. Sanitation @ Whole wards 13. Satellite police station @ Sutelong	8. Renovation of communit hall @ Ga-habedi, Sutelo

Ward	2022-2023 Identified Needs	2023-2024 Identified Needs	2024-2025 Identified Needs	2025-2026 (3 rd REVIEW)
	(Year IDP)	(1st Review)	(2 nd Review)	
		8. Renovation of community hall @ Gahabedi, Sutelong and Flinksendrift 9. Internal access roads between villages including bridges on both roads @ Ga habedi to Dikgopaneng and Dikgopaneng to Dikebu 10. Mobile clinic @ Dikgopaneng, Jonathan and Lekgolo 11. V-Drain @ Sutelong, Jonathan and Black rock 12. Sanitation @ Whole wards 13. Satellite police station @ Sutelong 14. Library @ Sutelong 15. Agricultural Boreholes for livestock @ Dikgopaneng 16. Road signs on Provincial roads		10. Mobile clinic @ Dikgopaneng, Jonathan and Lekgolo 11. V-Drain @ Sutelong, Jonathan and Black rock 12. Sanitation @ Whole wards 13. Satellite police station @ Sutelong 14. Library @ Sutelong 15. Agricultural Boreholes for livestock @ Dikgopaneng 16. Road signs on Provincial roads. 17. Community hall at Dikgopaneng & Lekgolo. 18. Community hall Renovations at Seutelong, Ga-habedi & Flynksendrift. 19. Sanitations ii all Villages. 20. Graveyard Fencing in Lekgolo. 21. RDP Houses in all Villages. 22. Farming in All Villages Ga- habedi, Jonathan, Flynksendrift ,Lekgolo & Sutelong. 23. Bridge access to farming land.
6	 Water Internal roads/Provincial roads RDP Houses Sport Centre Electricity/High mast light Community hall Emergency services 	 Water Sanitation Internal Roads and Storm Water RDP Houses Fencing of cemetery Emergency services and satellite police station Community library 	1. Internal Roads and Storm Water 2.RDP Houses 3. Water and Sanitation 4.Cemetery 5. Electrification 6.High mast light 7.Hall 8.Sports 9.Library	 Roads and Stormwater Water and Sanitation Electricity in Dipetlelwane Highmastlight RDP Houses cemetery Fencing Sports Facilities Community Hall

Ward	2022-2023 Identified Needs	2023-2024 Identified Needs	2024-2025 Identified Needs	2025-2026 (3 rd REVIEW)
7	8. Street naming 9. Fencing of cemetery 10. Community library 1. High mast light and electricity 2. Water and sanitation 3. Internal roads 4. D63512 & D634 roads 5. Resurfacing of R16571 road 6. Community hall 7. RDP 8. Funding of SMME'S and cooperatives and agriculture 9. Sports complex and community park Schools	8. Sports centre 9. Community hall 10. Network tower 1. High mast lights 2. Electrification 3. Water 4. Sanitation 5. Internal roads 6. D635 and D634 Roads 7. Resurfacing of Roads R16571 8. Community hall @ Mmotong 9. RDP Houses 10. SMME and Agriculture Development 11. Sports complex 12. Community Park 13. Renovation of schools (Maruatona Primary, Nyorwe Primary, Makgabetloane Primary, Makgabetloane Primary, Molotlegi Primary. 14. Fire Brigade and Dams 15. Maintenance of Graveyards	1. Water 2. High mast lights 3. Electrification 4. Sanitation 5. Internal roads 6. D634 and D635 Roads 7. Resurfacing of road P65-1 8. Community hall 9. RDP Houses 10. SMME, Agriculture Development 11. Sports complex 12. Community Park 13 Renovation of schools (Maruatona,Nyorwe,Makgabetloane and Molotlegi) 14 Fire Brigade and Dams 15 Maintenance of Graveyards 16 Maintenance of Boreholes	9. Library 10. Emergency Services Station 1. Highmastlight 2. Water and Sanitation 3. Internal and Provincial Roads 4. Electricity 5. RDP Houses in all Villages 6. Renovation of all Schools 7. Community hall 8. Job Creation and Development of SMME'S
8	 Community Centre Access Roads and Storm Water Drainage High Mast Lights 2nd Phase RDP Houses Water and Sanitation 	16. Boreholes 1. Community Centre 2. Access Roads and Storm Water Drainage 3. High Mast Lights 4. 2 nd Phase RDP Houses	1.Community Centre 2.Access Roads and Storm Water Drainage 3.High Mast Lights 4.Water and Sanitation 5. Electrification 6.Khubamelo road 7.2nd phase RDP 8. Skills development centre	 Community Centre Police Station Highmastlight 2ND Phase RDP Houses Water and Sanitation 2ND Phase of Khubamelo road Park and Recreation

Ward	2022-2023 Identified Needs (Year IDP)	2023-2024 Identified Needs (1st Review)	2024-2025 Identified Needs (2 nd Review)	2025-2026 (3 rd REVIEW)
	6. 2 nd Phase of Khubomelo Road 7. Park and Recreational 8. Library 9. Satellite Police Station	5. Water and Sanitation 6. 2 nd Phase of Khubamelo Road 7. Skills Development centre 8. Library 9. Satellite police station 10. Electrification	9.Library 10.Satelite police station	8. Library 9. Access Roads and Storm Water Drainage
9	 Water Roads and Storm water Upgrading of TK Mokonyane classes Community hall Upgrading of graveyard Upgrading of clinic Tittle deeds and land formalization Phase two stadium Post office Shopping mall 	1. Water 2. Roads and Stormwater 3. Phase 2 High Mast lights 4. Community hall 5. Upgrading of graveyard 6. Land formalisation 7. Phase 2 stadium 8. Upgrading of TK Mokonyane school 9. Upgrading of clinic 10. Shopping mall 11. Post Office 12. RDP Houses	1.Water yard connections and sanitation 2.Roads and Stormwater 3.Phase 2 High Mast lights 4.Community Hall 5.Upgrading of graveyard 6.Land formalization 7.Phase 2 sports facility 8.Upgrading of TK Mokonyane school 9.Upgrading of clinic 34 hours 10.shopping mall 11.RDP Houses	1. Water and Sanitation 2. Road and Stormwater with Platforms 3. Highmastlight 4. Community Hall 5. Build New Side for Graveyard 6. Land Formalisation (Tittle Deeds) 7. Upgrading/Refurbishment of Motla Stadium 8. RDP Houses 9. Upgrading of TK. Mokonyane Primary School 10. Upgrading of Clinic and 24 Hour 11. Shopping Mall 12. Home Affairs Satellite
10	 Water Internal Roads Sports High Mast Lights RDP Houses Community Hall and Parks 	 Water Internal Roads Sports High Mast Lights RDP Houses Community Hall and Parks Street naming 	1.Water 2.Internal Roads with street naming 3.High Mast light 4. Sports facilities 5.RDP Houses 6.Community Hall Parks 7.Recreational Park	 Water Internal roads & Storm Water High mast lights Unfinished RDP & New RDP cemetery Fencing Sports facilities

Ward	2022-2023 Identified Needs (Year IDP)	2023-2024 Identified Needs (1st Review)	2024-2025 Identified Needs (2 nd Review)	2025-2026 (3 rd REVIEW)
	(13.11.1)	8. Internal roads between villages including bridges on both roads. 9. Mobile clinic	8.Fencing and upgrading of cemetery in Dikebu, Mochiko, Moema, Mmatlhwaele, Tladistad 9.Local Economic development projects 10.Police station	7. Agriculture8. Bridge9. Dam Cleaning
11	 Internal Routes, roads and storm water phase 3 Water and sanitation High mass light Cemetery School transport Mobile police station Library Rehab Centre 	 Internal roads and storm water phase 3 Water and sanitation High mass light Cemetery School transport Mobile police station Library RDP Houses 	1.Internal roads and storm water phase 3 2.Water and sanitation 3.High mass light 4.Cemetery 5.School transport 6.Mobile police station 7.Library 8.Rehabilitation centre	 Internal Roads and Stormwater Phase 3 Water and Sanitation High mast light Cemetery School Transport Mobile Police Station Library RDP Houses
12	 Internal roads, storm water drainage/tared D608 Provincial Road Ward office Sports facility Library Clinic Internal roads RDP House Community hall 	 Water Internal Roads Community Hall Sports Facility Ward Office Library RDP Houses Clinic 	 Water Internal roads and Provincial roads Ward office Upgrading of 2 cemeteries Sports facilities Library Clinic Community hall Wheelchair friendly sanitation RDP Houses 	 Water Internal Roads and Storm Water Community Hall Clinic High mast light Sanitation In New Stands Fencing Of RDP Dam Fencing of cemetery Ward Office Sports Facility
13	 24-hour clinic Water & sanitation Internal roads Sports facility Police station Community Hall School Skills Centre Library 	 24-hour clinic Water & sanitation Internal roads Sports facility Police station Community Hall School Skills Centre Library 	 Internal Roads and stormwater Water and sanitation Community hall Sports facility Cemetery Library 	 Internal roads and Stormwater Water and Sanitation High mast light Community Hall Skills Centre Sports Facilities 24 Hour Clinic

Ward	2022-2023 Identified Needs	2023-2024 Identified Needs	2024-2025 Identified Needs	2025-2026 (3 rd REVIEW)
	(Year IDP)	(1 st Review)	(2 nd Review)	0.51
				8. Stormwater 9. cemetery 10.Economic 11.Development/Agriculture
14	 Internal roads Formalization Multipurpose Centre Storm water drainage High mast lights Upgrading of cemetery VIP toilets Clinic School LED projects Library Parks Police station RDP houses 	 Internal roads RDP Houses Multipurpose centre High mast lights Storm water drainage Upgrading of cemetery Formalisation VIP Toilets 24 Hour operation of ambulance at Bosplaas Clinic LED Projects Library Parks Satellite Police station Clinic School Sports facilities 	 Internal Roads Formalisation of land Multipurpose centre Storm water drainage High mast lights Upgrading of cemetery VIP Toilets Clinic School LED Projects Library Parks Police station RDP Houses 	 Internal Roads and Storm Water Land Formalisation Multipurpose Centre RDP Houses High mast light Upgrading of cemetery VIP Toilets 24 Hour Clinic & Mobile (Bosplaas & Ramaphosa)
15	1. Internal routes & Storm water 2. Sanitation 3. Hall/Multipurpose/Skills Centre 4. Electricity 5. Water 6. High mast light 7. Library 8. Graveyard 9. Clinic 24/7 10. Tanks in the whole ward	1. Internal roads and Storm water 2. Water and Sanitation 3. Community hall 4. Electrification 5. High mast lights 6. Library 7. Graveyards	 Internal roads and stormwater Community hall Water and Sanitation Sports complex Maubane cultural village High mast lights Graveyards 24-hour clinic Old age home Agricultural projects 	 Community Hall Internal Roads and Stormwater High mast light RDP Houses 24-hour Clinic High School

Ward	2022-2023 Identified Needs (Year IDP)	2023-2024 Identified Needs (1st Review)	2024-2025 Identified Needs (2 nd Review)	2025-2026 (3 rd REVIEW)
16	11. Old age home 12. Agriculture projects 1. Internal roads and storm water 2. High mass lights 3. Community hall/Multipurpose Centre 4. Sanitation 5. Clinic 6. High school	1. Internal roads 2. High Mast Lights 3. Community hall/Multipurpose Centre 4. Sanitation 5. Clinic 6. High school 7. Cemetery	1. Internal roads 2. High mast lights 3. Community hall/multipurpose centre 4. Sanitation 5. Clinic 6. High school 7. Cemetery	1. Internal Roads 2. Highmastlight 3. Community Hall/Multipurpose 4. sanitation 5. clinic 6. high School 7. cemetery 8. RDP Houses Satellite Police Station
17	 Roads and Stormwater Water yard connections High Mast lights Housing 	 Roads and Stormwater Water yard connections RDP Houses High Mast Lights and Maintenance Potoane Bridge Sports facilities/Stadium Electrification of households Solar Panels/Geysers Communication tower & fibre Ward 17 community library 	 Road and stormwater drainage and bridges at Seaparankwe Yard connection at Potoane, Priska and Opperman RDP Houses at One and ten, Opperman and Thulwe High mast lights at Makapanstad, Opperman, Thulwe, Potoane, Prieska and one and ten Potoane bridge and graveyard fencing plus upgrading. Sports facilities/recreational (cleaning of sports grounds) Electrification of households at Opperman new stands Solar panels/Geysers Community library at Makapanstad Communication tower and fibre 	 Roads and Stormwater Water Yard Connection RDP Houses High mast light Maintenance Potoane Bridge
18	 Water: Yard connection High mast light Housing - RDP Houses at extension at section 4 Health- Upgrading of Mathibestad Clinic 	 High Mast Lights Roads and storm water RDP Houses 24HR Clinic Cemetery fencing Sports ground Agriculture projects Yards connections 	1.High Mast Lights 2.Roads and storm water 3.RDP Houses 4.24HR Clinic 5.Cemetery fencing 6.Sports ground 7.Agriculture projects 8.Yards connections 9.Skills development centre	 High Mast Lights Roads and storm water RDP Houses 24 HR Clinic Cemetery fencing Sports ground Agriculture projects Yard connections

Ward	2022-2023 Identified Needs (Year IDP)	2023-2024 Identified Needs (1st Review)	2024-2025 Identified Needs (2 nd Review)	2025-2026 (3 rd REVIEW)
	5. Paving of internal roads and storm water drainage	9. Skills development centre 10. Library	10.Library	9. Skills development centre 10. Library
19	 Internal road High mast light Sanitation Skills development centre Library 	 High Mast Lights Community Hall RDP Houses Yard connections Electrification Sanitation 	 High Mast lights Internal roads Sanitation Skills development centre and community hall Library RDP Houses Graveyard fencing Crash Pan 	 Highmastlight Yard Connection Sanitation Internal Roads cemetery Fencing RDP Crash Pan Debussing
20	1. Water & yard connection 2. Internal Routes 3. Housing (RDP) 4. Library 5. MPCC/Community Hall 6. Upgrading of cemetery 7. High mast light 8. Upgrading of stadium 9. Agricultural projects 10. Parks & Recreational Centre	1. Water & yard connection 2. Internal Routes 3. Community hall and MPCC 4. Housing (RDP) 5. Library 6. High mast light 7. Upgrading of Stadium 8. Agricultural projects 9. Parks & Recreational Centre	 Water and yard connection Internal roads, storm water and drainage and regraveling High mast lights Multipurpose centre/skills development centre Library Police station Housing and sanitation Agricultural projects 	1. Agricultural Projects 2. Skills Development Centre 3. Library 4. Art and Recreational Centre 5. RDP Houses 6. Water and Yard Connection 7. Internal Roads and Storm Water 8. Upgrading of cemetery 9. High mast lights 10. Upgrading of Makapanstad Stadium

Ward	2022-2023 Identified Needs	2023-2024 Identified Needs	2024-2025 Identified Needs	2025-2026 (3 rd REVIEW)
21	(Year IDP) 1. Internal Routes 2. 24hour clinic 3. Multi-purpose centre 4. Sanitation 5. Upgrading of cemetery 6. RDP Houses	(1st Review) 1. High Mast lights 2. Internal Roads 3. Multipurpose Centre 4. Upgrading of cemetery 5. Sanitation 6. Fire belt	(2 nd Review) 1. Internal roads and storm water 2. High mast lights 3. RDP Houses Parks	 Water and Sanitation Internal Roads and Stormwater High mast lights cemetery Upgrade Library RDP Houses
22	1. High mass light 2. RDP 3. Internal roads/storm water drainage 4. Water 5. Sport facilities/stadium 6. Clinic 7. Satellite police station 8. Skill development center 9. Sanitation 10. Electricity	 High Mast Lights Internal roads RDP Houses Clinic Water Sports facility Sanitation Cemetery fencing Mobile Police Station Skills Development Centre 	1.High Mast Lights 2.Internal roads 3.RDP Houses 4.Extension of Clinic 5.Water 6.Sports facility 7.Sanitation 8.Cemetery fencing 9.Mobile Police Station 10.Skills Development Centre	1. High mast lights 2. Internal Roads and Stormwater 3. RDP Houses 4. Water 5. Sanitation 6. cemetery Fencing 7. Mobile Police Station 8. Skills Development Centre
23	1. Water 2. High mast light 3. RDP houses 4. Sanitation 5. Land formation 6. Upgrading of internal routes 7. Yard connections 8. Health Centre 24hours services 9. Primary and High schools 10. Fencing & renovations of the graveyard	 Water Yard connections High Mast Lights Upgrading of Storm Water and Roads Land Formalisation Electrification Sanitation Construction of High school Solar and Solar Geysers Upgrading of Graveyard 	 Water Yard connections Sanitation High Mast Lights Community hall Land formalisation Upgrading of Storm Water and Roads at Ga monama Upgrading of D615 Road and bridge in Kromkuil Upgrading of Primary school in Skierlik 1000 RDP Houses Fencing of Graveyard Clinic in Skierlik 	 Water (Motla, Tshwene's Farm & Mmakaunyane) Land Formalisation (Kromkuil & Tshwene's Farm) Stormwater whole ward RDP Houses in whole ward High mast light in whole ward Primary & High schools

Ward	2022-2023 Identified Needs (Year IDP)	2023-2024 Identified Needs (1st Review)	2024-2025 Identified Needs (2 nd Review)	2025-2026 (3 rd REVIEW)
24	1. High mast light 2. Internal routes 3. RDP Houses 4. Cemetery upgrading 5. Agricultural projects	 High mast light Internal roads RDP Houses Cemetery upgrading Agricultural projects 	1.High mast light 2.Internal roads 3.RDP Houses 4.Cemetery upgrading 5.Agricultural projects	7. Health Centre In Kromkuil & Tshwene's Farm 8. Community Hall 9. Police Station 1. Highmastlight 2. Internal roads 3. RDP Houses in the Whole Ward 4. Cemetery upgrading 5. Agricultural projects
25	1. Water reticulation 2. Kosea Moeka Primary School Implementation 3. Community hall 4. High mast light and maintenance 5. 2000 RDP Houses 6. Internal road and stormwater drainage 7. Graveyard fencing 8. Land formalization 9. Speed humps for internal roads 10. Recreational Park 11. Electrification	1. Water 2. Internal roads and Storm water 3. High mast lights and maintenance 4. Land formalisation 5. Recreational Park 6. Graveyard fencing 7. Electrification 8. Speed humps and internal roads 9. RDP Houses 10. Community hall	 Water Internal roads and Storm water High mast lights and maintenance Land formalisation Recreational Park Graveyard fencing Electrification Speed humps and internal roads RDP Houses Community hall Retravelling of internal road Speedhumps on internal roads Speedhumps on national road Clinic Scholar transport (Savannah and Prutchard) Savanah primary school 	 Water Internal Roads, Speed humps and Storm water Youth Development Centres Highmastlight Land Formalisation RDP Houses Recreational Park Graveyard Fencing
26	1. Water reticulation 2. Internal roads and storm water 3. RDP Houses 4. High mast light 5. Community centre 6. Cemetery upgrading	1. Water reticulation 2. Internal roads and storm water 3. RDP Houses 4. High mast lights	1. Internal road 2. Water reticulation 3. High mast lights 4. Community hall 5. Sanitation 6. Renovation of school 7. Cemetery upgrading	1. Water Reticulation 2. Internal Roads And Stormwater 3. RDP Houses 4. Highmastlight 5. Sanitation

Ward	2022-2023 Identified Needs (Year IDP)	2023-2024 Identified Needs (1st Review)	2024-2025 Identified Needs (2 nd Review)	2025-2026 (3 rd REVIEW)
	7. Renovation of school 8. Provincial road 9. Sanitation	5. Community centre 6. Cemetery upgrading 7. Renovation of school 8. Provincial road	8. Scholar transport 9. Provincial road 10. Storm water drainage 11. 24-hour clinic 12. RDP Houses 13. Maintenance of sports ground Yard connection	6. Community Centre7. cemetery Upgrading8. Renovation of Schools9. Provincial Roads10. Electrification

21 Days' Notice

A notice inviting comments from communities and stakeholders regarding the Draft IDP and Budget for 2025/2026

Priority/Focus area Ward	Comments/Inputs	Recommendations	Reference
Priority/Focus area Ward	Comments/Inputs	Recommendations	Reference
Priority/Focus area Ward	Comments/Inputs	Recommendations	Reference

NEEDS ANALYSIS 2025/2026

WARDS	WATER	SANITATION	YARD	HOUSING	COMMUNITY	WARD OFFICE	HIGH MAST	STORM WATER	INTERNAL	SPORTS FACII ITIES	COMMUNITY	CEMETERY	ELECTRICITY	LAND	PROVINCIAL ROAD	POST OFFICE	STREET LIGHTS	POVERTY	LED PROJECTS	MALL/SHOPPING	FARMING		ZARY	TAXI RANK
1.	✓	✓		✓							✓		✓	✓						✓		✓	*	
2.	✓	✓		✓	✓		✓		✓	✓		✓									✓	1 ✓	*	
3.				✓			✓	✓	✓													✓		
4.	✓	✓		✓			✓		✓	✓	✓	✓	✓									✓		✓
5.	✓			✓			✓		✓				✓		✓									
6.																								
7.	✓	✓					✓		√	✓			✓		✓						~	1		

WARDS	WATER	SANITATION	YARD	HOUSING	COMMUNITY	WARD OFFICE	HIGH MAST	STORM WATER	INTERNAL	SPORTS FACII ITIES	COMMUNITY	CEMETERY	ELECTRICITY	LAND FORMALIZATION	PROVINCIAL ROAD	POST OFFICE	STREET LIGHTS	POVERTY	LED PROJECTS	MALL/SHOPPING	FARMING /AGRICIII THRE	HEALTH FACII ITIFS	LIBRARY	TAXI RANK
8.																								
9.		√		✓ ✓	· ·		✓		√	√	√	✓	✓			✓				✓		✓		
10	✓ ✓	∨		∨			∨	√	•	∨	•		•		✓				✓ ✓					
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12 13	v	V			√	V	√	√	V			·												
14	√	√		✓	✓		√		✓	✓	√			✓					✓			√		
15	✓	√		✓	~		√	√	✓		√										✓	✓	~	✓
16		√		√			√	✓	✓		✓													
17	√	✓	✓	✓			√	✓	✓	√														
18	✓						√		,	✓	√													
19		✓		✓	✓		✓	✓	✓		✓													
20	✓			✓	✓			✓	✓			✓									✓			
21		✓	✓	✓	✓		✓		✓												✓	✓	✓	
22	✓	✓		✓			✓		✓	✓		✓							✓					
23	✓	✓	✓	✓	✓				✓			✓	✓	✓							✓	✓	~	
24				✓	✓				✓							✓					✓			
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Development Priorities 2025/2026



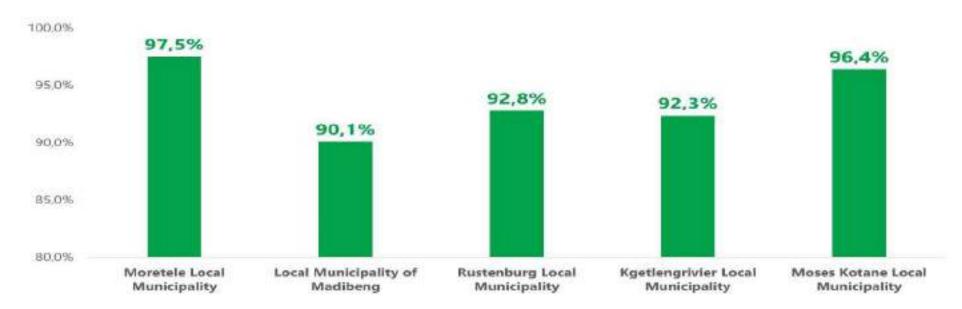
New Municipal Development Priorities

- Internal roads and Stormwater Drainage systems
- High mast lights
- Water
- Sports facilities
- Community halls / Facilities
- Housing

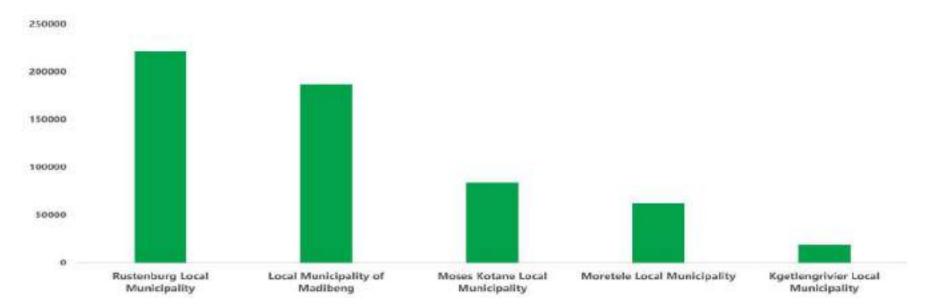
6. Demographic profile

6.1 Population

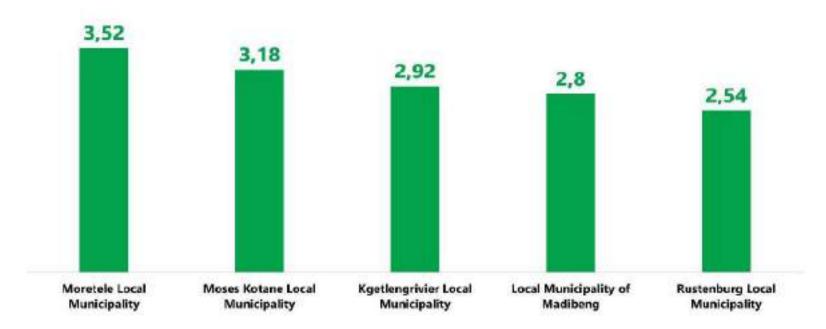
South African Population as at census 2022 is at 62,027,503 and Northwest population is at 3,804,548 and Bojanala is at 1,624,428. Access to electricity lighting



Number of households



Average household size in the district



Source :2022 CENSUS

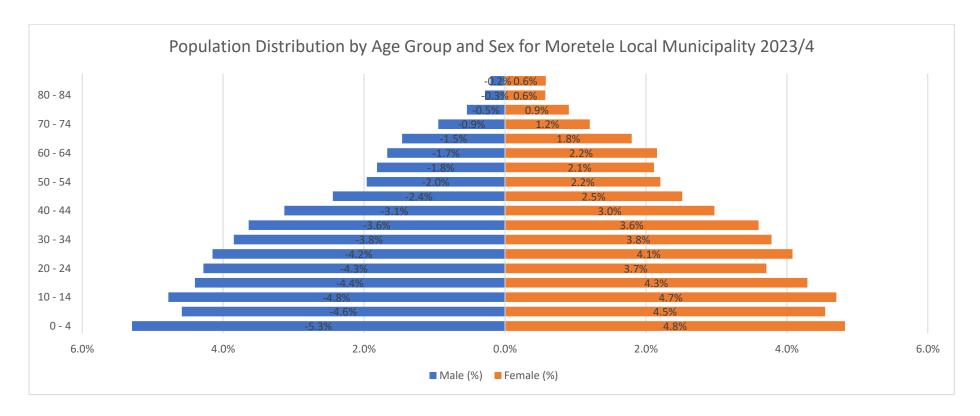
According to Census survey (2022) the Moretele Local Municipality's population (as depicted in the figure below) has increased from 191 306 in 2016 to 219 120 by 2022, which represents a growth of 0,33% which is highly rural with 88% of the population residing in traditional areas, about 7,4% residing in urban areas and about 3% residing on smallholdings. Black Africans constitute 99, 5% of the Moretele Local Municipality's population. The most spoken or dominating language is Setswana.

Population distribution by Group

	Male	Female	Total
Black African	107590	110335	217925
Coloured	297	259	556
Indian or Asian	69	23	91
White	202	127	330
Other	169	39	208
Unspecified	6	3	9

Census 2022

Population distribution by Age Group and Sex



Census 2022

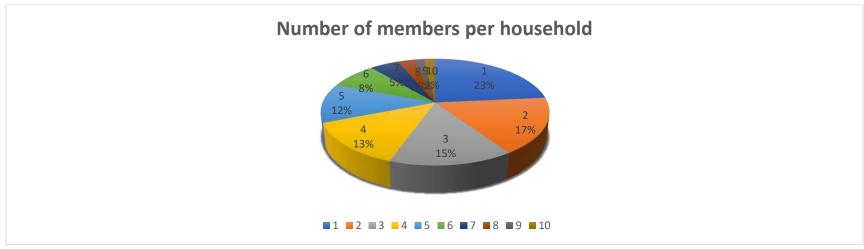
The figure indicates that person between the ages of 4 and 14 constitutes the larger percentage of population structure. The demand for services will be higher in this age group.

The pyramid shows that rom age 0 - 4 males are more than females, till the age of 40 - 44 years. Then it changes females become more than males. Therefore, this shows that male die or migrate in high numbers than females.

Population by functional age groups

	Male	Female	Total
0 - 14 (children)	32117	30836	62953
15 - 34 (youth)	36556	34765	71321
35 - 64(Adults)	32129	34104	66233
65 - 130 (elderly)	7531	11082	18613

Census 2022
Distribution of households by number of household members



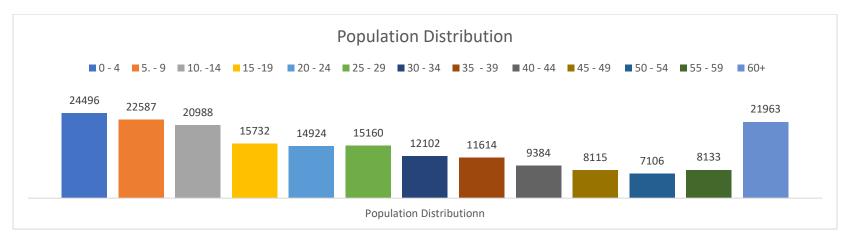
Community Survey 2016

The figure indicates that there are 13098 households that has 1 member only in the household with less members in households with 5 members and above.

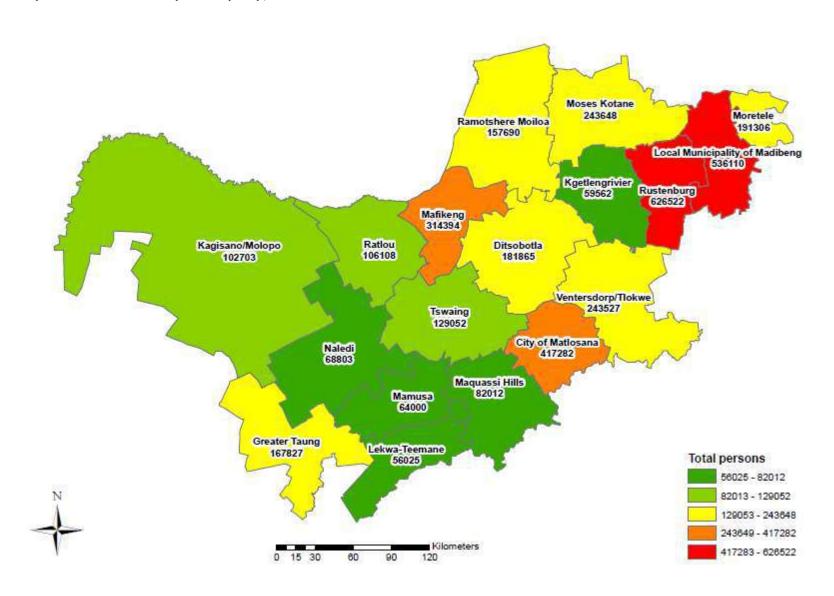
Number of Persons, Households and Average Household Size



Population Distribution



The figure indicates that Moretele has a higher proportion of persons between the age of 0 - 29. 21963 older persons were recorded which has a number of implications in relation to service provision and payment of services.



A Map show that in both Census 2011 and CS 2016, the majority of the population was in Bojanala, followed by Ngaka Modiri Molema district. In 2011 the population in Bojanala was 1,5 million (42,9%) and increased in 2016 to 1,7 million (44,2%), whilst in Ngaka Modiri Molema the population was 24,0% in 2011 and decreased to 23,7% in 2016. Dr Ruth Segomotsi Mompati was the district with the lowest population in both Census 2011 and CS 2016, with 13,2% in Census 2011 and 12,3% in CS 2016. Rustenburg Municipality had the highest number of people (549 575 in Census 2011 and 626 522 in CS 2016), followed by the Local Municipality of Madibeng.

Development implication

- The figure suggests that the municipality has to plan and develop infrastructure that caters for the needs of this sector of the population. These includes:
 - Sports and Recreation
 - o Education and Library services
 - o Economic Development

Languages

Language spoken at Home.	Census 2011		CS 2016	CS 2016		
	Number	%	Number	%		
Afrikaans	305 197	9,0	263 028	7,2		
English	42 822	1,3	14 385	0,4		
IsiNdebele	185 735 5,1	5,5	188 445	5,1		
IsiXhosa IsiZulu Sepedi Sesotho Setswana Sign language 14 455 0,4 1 850 0,1 Siswati Tshivenda Xitsonga Khoi, Nama and San languages Other Northwest 3 373 542 100 3 669 204	185 735 82 761 81 933 196 647 2 137 071 11 766 15 801 123 797 0 58 211	5,5 2,5 2,4 5,8 63,3 0,3 0,5 3,7 0,0 1,7	188 445 58 517 72 429 212 485 2 622 334 9 725 15 155 108 578 876 49 748	5,1 1,6 2,0 5,8 71,5 0,3 0,4 3,0 0,0 1,4		
Northwest	3 373 542 100		3 669 204 100			

Note: Excludes 'Not applicable' (52 949) for 2011 and 'Not specified' (658) for CS 2016.

Table 2.9 shows the distribution of the population by home language (language most spoken at

home). Setswana was the language most frequently spoken at home by the majority of inhabitants residing in Northwest, both for Census 2011 and CS 2016. It was used by 2 137 071 or 63,3% of people in Census 2011, and 2 622 334 or 71,5% in CS 2016 as the language most spoken at home. The next most frequently spoken home language was Afrikaans in Census 2011 (305 197 or 9,0%) and 263 028 or 7,2% in CS 2016. Among the least frequently spoken home languages were Siswati with 11 766 or 0,3% people in Census 2011, and Sign language with 1 850 or 0,1% in CS 2016.

Source: Stats SA Consumer Survey 2016

Marital Status

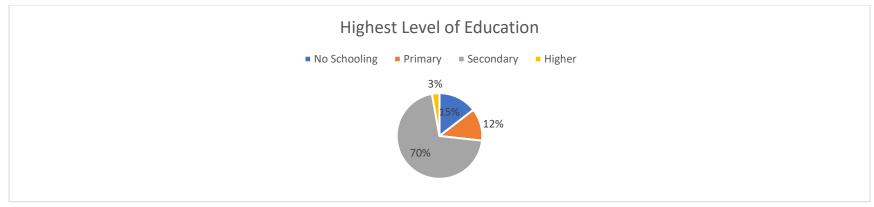
Distribution of population aged 12 years and older by marital status and sex, CS 2016

Marital status	Male		female		Total	
	Number	%	Number	%	Number	%
Never married Legally married Living together like husband and wife/partners Divorced Separated; but still legally married Widowed	899 235 349 492 147 337 15 464 5 780 27 241	62,3 24,2 10,2 1,1 0,4 1,9	813 343 309 636 133 198 23 333 7 273 90 656	59,0 22,5 9,7 1,7 0,5 6,6	1 712 578 659 128 280 535 38 797 13 052 117 897	60,7 23,4 9,9 1,4 0,5 4,2
Total	1 444 549	100	1 377 439	100	2 821 988	100

The results presented in Table 2.7 show that six in ten persons (60,7%) aged 12 years and older have never married while 23,4% were legally married. Looking at sex variations in marital status, a large proportion of both the male (62,3%) and female (59,0%) population in Northwest were never married, while 24,2% of males and 22,5% of females were legally married. It is also observed that proportions divorced and widowed were relatively smaller for males.

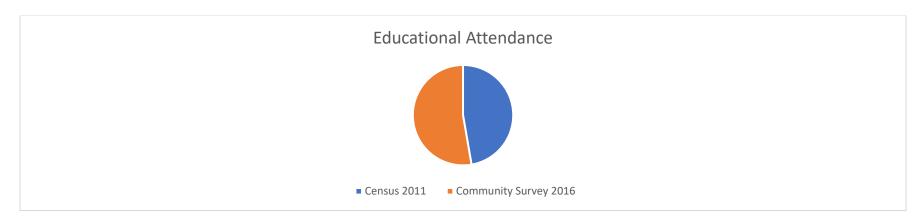
Education Levels

Only 3% persons had access to higher education. 12% had attended some primary education with about 70% who had attended/ completed secondary education. The level of education as indicated in the figure points to lower levels of skills and economic opportunities which in the main points to high levels of unemployment and indigency.



Community Survey 2016

Educational Attendance (Ages 5 - 24)



The figure indicates that attendance to educational facilities has moved from 73.0% in 2011 to 78.5% by 2016.

Development Implications

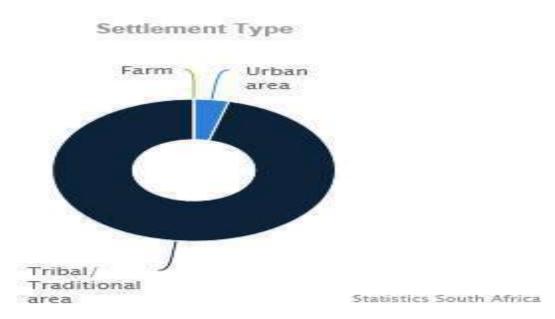
- The figure suggests that the municipality has to plan and develop measures that have to mitigate on the situation depicted above. These includes:
 - o Collaboratively work with other sectors in ensuring that education opportunities are accessible to all.
 - o Implementation of sustainable skills development programmes
 - o Facilitation of investment into the municipal area for improved access to job opportunities

Living Conditions

The Moretele Local Municipality has a relatively rural population, with more than 88% of the population located in traditional areas. There are about 52 063 households in Moretele with an average household size of 3,6. More than 80% of the population lives in formal dwellings and about 15% of households occupy informal dwellings.

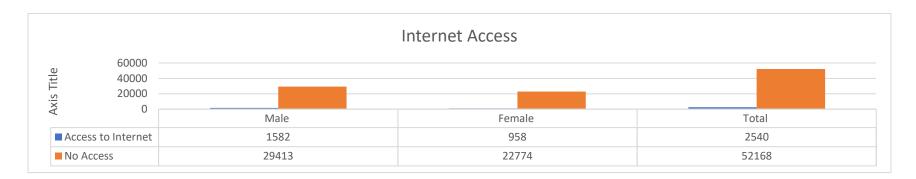
Settlement Type

The figure below indicates that 96% of the local population are located in a tribal/traditional settlement with 4% found in urban areas.



Internet Services

The figure below indicates 95% have no access to internet services.

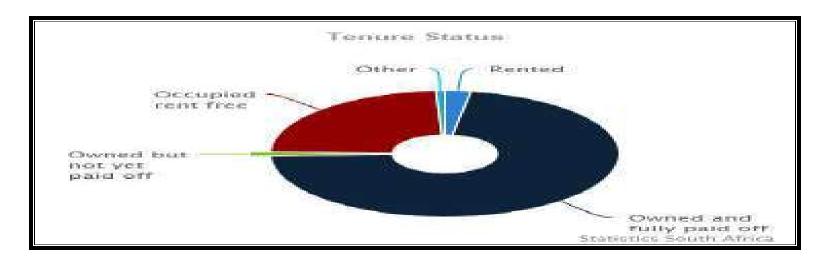


Development Implications

The figure clearly points to the fact that there is a strong need for action to maximize internet access throughout the municipal area. The municipality should in partnership with other sectors explore available means of improving internet and cell phone network access.

Tenure Status

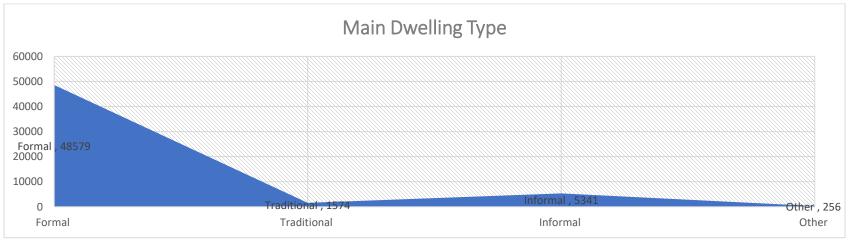
The figure below indicates that 72% of the households are owned and fully paid off and with about 23, 7% households occupied rent free. It should be noted that very few areas have been proclaimed and there is a larger percentage of households found in traditional councils areas, which means that security of tenure is not guaranteed for 72% as indicated.



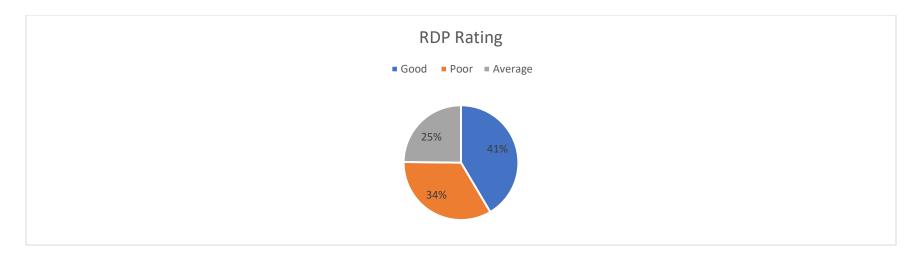
Development Implications

The municipality must initiate a consultative process which must lead to community resolutions towards guarantee of tenure rights including traditional council areas.

Distribution of households by Main Dwelling Type



RDP (Government subsidized Dwellings) Quality Rating



The Community Survey (2016) indicates that 11 594 RDP houses were constructed and 3907 (34%) were in poor condition.

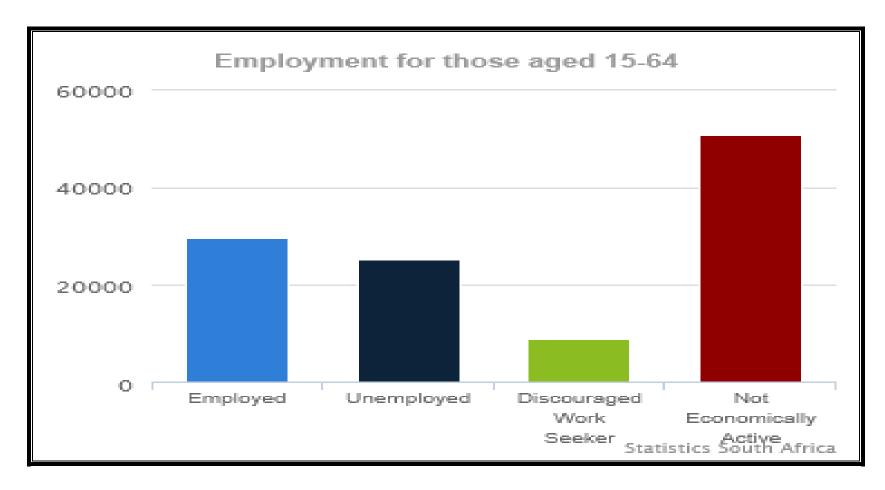
6.2 Economic Analysis

The spatial development framework of the municipality is shaped by the rich agricultural history characterizing large pieces of land in the area. It is against this backdrop that agriculture has become a focal point in all economic development prospects for the municipality constituency.

The municipality has vast tracts of land which can be used to harness economic development opportunities. It is believed that livestock farming is the main type of farming activity that is carried out in the local municipality. The tourism sector in the Moretele Local Municipality is not well established.

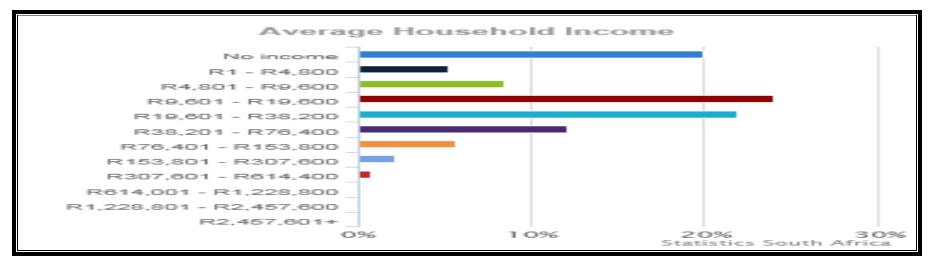
Trading Services are key economic drivers of the local economy. The district economy is largely driven by mining primarily around Rustenburg and Brits. The weakness for the local economy is that there are no industries to boost the economy and create jobs to cushion poverty for the more than 25 000 people who are unemployed.

The real economic growth rate for the Northwest province in 2007 was 2.7% with the poverty gap standing at 8.8%. the contribution of Gauteng province into the South African Economy in 2011 was 34.5% whereas that of the Northwest Province at the same period was 6.5%, this implies that chances of finding employment in the province and the municipality in particular are very slim.



Average Household Income

The figure indicates that 19,9% economically active persons have no income, with about 23,9% earning in the category of R9,601 to R19,600, followed by 21,8% of those earning in the R19,601 to R38,200 category.



Development Implications

The figure suggests that the majority have the capacity to pay for services provided by the municipality. This challenges the municipality to improve on the revenue generation programmes implemented to take advantage of this emerging trend.

6.3 Spatial development rationale

6.3.1 Location of the Municipality

Moretele local Municipality is a constituent municipality of the Bojanala Platinum District Municipality in the Bokone Bophirima Province. Moretele Local Municipality is found 60 Km to the north of Tshwane, the capital of the South Africa. It comprises 26 wards, constituting 65 villages spread over 1369 km² of land area. The municipality is boarded to the Northeast by Thabazimbi Local Municipality, to the North by Bele-Bela Local Municipality, to the South by City of Tshwane and to the West by Madibeng Local Municipality.

6.3.2 Municipal Areas per Wards

The number of wards has decreased from 28 (2011 - 2016 administration) to 26 for the current administration. The municipality continues to realise growth in key constituencies.

WARD NO	VILLAGES	WARD CLLR
01	Ruigtesloot, De Grens, Phedile, Little Trust, Tlholoe & Bollantlokwe	Cllr A.Zimba
02	Olverton, Voyenteen, Swaartboom, Tlounane & Utsane	Cllr C. Moatshe
03	Cyferskuil,RDP & Walman	Cllr C.Lekalakala
04	Lebotlwane, Slaagboom & Mmukubyane	Cllr D.Sono
05	Sutelong, Jonathan, Dikgopaneng, Flynkzydrift, Lekgolo & Ga-habedi	Cllr J.Molefe
06	Ngobi, Dipetlelwane, Transactie, Selepe & Jumbo	Cllr P. Letlhabi
07	Lebalangwe, Mmakgabetlwane, Rabosula, Kalkbank Trust, Noroki, Swaartdam & Mmotong	Cllr L.Mosane
08	Mmakaunyane	Cllr M.Baloi

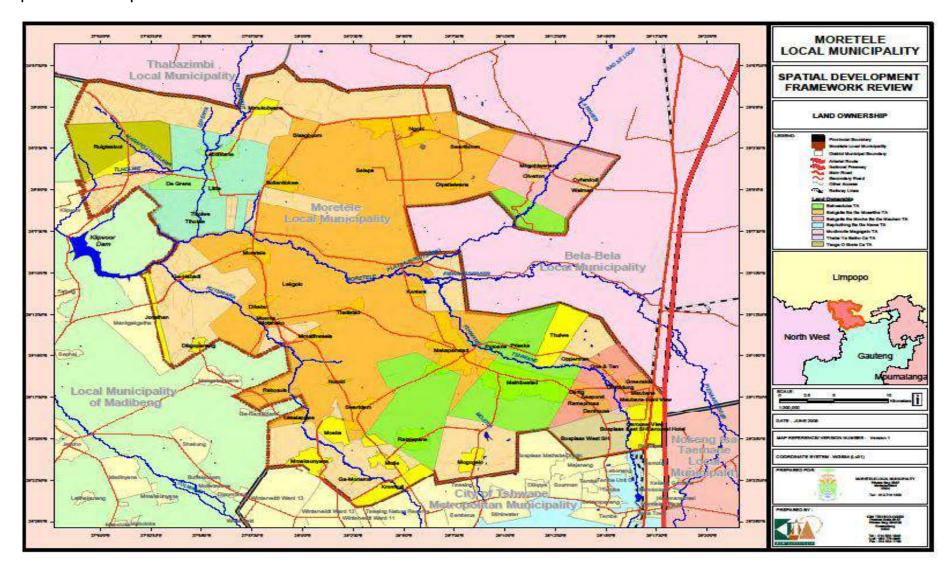
WARD NO	VILLAGES	WARD CLLR
09	Motla	Cllr S.Motshegoa
10	Dikebu.Moema, Mocheko, Tladistad & Matlhwaela	Cllr D.Mathimbi
11	Mogogelo	Cllr L.Tlhabane
12	Mathibestad & Marcus View	Cllr V.Mashaba
13	Bosplaas East, Papatso View & Carousel View	Cllr B.Sithole
14	Ramaphosa & Bosplaas West	Cllr S.Ndlovu
15	Greenside & Dihibidung	Cllr S.Skhosana
16	Hani View, Dihibidung & Bosplaas East	Cllr S.Nkwana
17	One & Ten,Opperman,Thulwe,Potoane,Prieska & Makapanstad	Cllr L.Mashele
18	Lefatlheng	Cllr V.Motaung
19	Mathibestad	Cllr L.Modise
20	Makapanstad	Cllr P.Letlape
21	Kgomo Kgomo,Kontant,Moratele & Makapanstad	Cllr Motlhasedi
22	Lefatlheng, Dertig, Danhouse & Sespond	Cllr D.Sethole
23	Mmakaunyane, Skierlik, Kromkuil, Tshwene's Farm & Motla	Cllr M.Segona
24	Mathibestad & Makapanstad	Cllr D.Nkutshweu
25	Moeka, Motla & Ratjiepane	Cllr V.Mphaphudi
26	Ratjiepane & Mogogelo	Cllr A Mokone

6.3.4 Traditional Leadership

There are four Traditional Councils recognised in the municipal jurisdiction in terms of section 2 of the Traditional Leadership and Governance Framework Act (Act 41 of 2003). That is:

Traditional Council	Traditional Leader	Seat of Council
Bahwaduba Traditional Council	Vacant	Mathibestad
Bakgatla Ba Mosetlha Traditional Council	Hon kgosi Makapan N	Makapanstad
Bakgatla Ba Mocha Traditional Council	Hon Kgosi Maubane M B	Maubane
Baphuthing Ba Ga Nawa Traditional Council	Hon Kgosi Nawa	Lebotloane

Map: Land Ownership



6.3.5 Topography and Hydrology

The topography characterizing the municipal area is generally flat, the highest point in the A23 catchment in which the municipality falls id=s the ridge at Centurion (Tshwane Municipal Area) which reaches a height of 1500amsl. Further in general the southern rim of the catchment varies between 1500 and 1350 amsl. The A23 tertiary catchment slopes to the north-west with the confluence of the Pienaar's River and the Crocodile at 800 amsl, a difference of about 700m between the highest and the lowest points.

Vegetation

The vegetation in the catchment is mainly tropical bush and savannas. Riparian vegetation occurs in some reaches of the rivers and may consist of tall standing trees. The Moretele River flood plain supports large wetlands, riparian and aquatic communities. The vegetation in the wetlands as well as the wetlands as well as the riparian vegetation consists of both indigenous and exotic species.

Geology and Soils

Geology influences both current and future land uses in the municipal area since the geological properties and the agricultural potential of soils vary according to existing bedrock. Geology of the Municipal area is composed of mainly arenaceous and argillaceous sedimentary strata with volcanic lavas and intrusive. Some of the rocks are mechanically weathered and moderate to deep soil overlay them. The sedimentary and volcanic rocks that occur in these sub-catchments are not particularly susceptible to chemical weathering and as a consequence the natural background concentrates of dissolved solids in the surface water are relatively low. And further that the geology of the catchment is fairly uniform with and therefore does not play a major role in the development of drainage patterns.

Climate and Rainfall

The Municipal catchment area experiences warm summers and cool winters. The climate is very low humidity in winter. Most clouds occur in summer, during the rainy season. Although high winds do occur during rainstorms, the winds in the region are generally gentle.

The municipal area falls in the summer rainfall area and receives almost 50% of its rainfall from November to January periods. The high rainfall occurs in the southern region than in the central and northern region. The disparity in terms of rainfall may be ascribed to topography. Rainfall over the catchment in the form of thundershowers, and the higher areas in the south form natural focal points where advection occurs and the greatest instability in the air column can be found. The municipal areas experience thunderstorm activity is the highest during November to January with some activity during October, February and March. And hail occurs on average 2 or 3 per year while it hardly ever snows.

Evaporation

The distribution is quite uniform, ranging from 1750 to 1800 mm/a. Evaporation in the catchment is much higher than the rainfall, as is the case in most places in South Africa. As with the rainfall, most of the evaporation occurs in summer.

Air Quality

Provincial State of the Environment Report identifies the following as the main air pollution issues in the Northwest Province-

- Traffic, vehicle emissions from fuel combustion and dust (particulate matter; volatile organic compounds; lead; noise; nitrogen oxides, and carbon oxides)
- Domestic fuel (coal, charcoal, wood) burning by households. (Release of sulphur dioxide; smoke; carbon oxides). Households with no access to electricity are the main contributor.
- Mining operations (particulate matter; asbestos fibres; heavy metals (e.g. vanadium, Chrome, odours and noise)
- Forest, bush and veld fires are a substantial contributor during periods of the year.
- Industrial activities, e.g. smelting, energy production, transport, waste dumps (release of sulphur dioxide; nitrogen dioxide; carbon monoxide; volatile organic compounds; heavy metals; total suspended particulates and odours and noise)
- Environmental emissions distributed by air movements. (Sulphur dioxide; nitrogen dioxide; carbon dioxide; methane; volatile organic compounds, and fungal spores and pollen)
- Other sources not categorized by the above, such as dust smoke from landfills, informal business burning tyres, copper cables, etc.

Runoff

The runoff in the A23 tertiary catchment consists of three different types, namely natural runoff (i.e. discounting man's influence on the runoff), urban runoff and effluent. The effluence from the various urban areas which are discharged to the rivers constitutes an inter-basin transfer of relatively large proportion. The catchment MLM alone is not very urbanized, just over 7% (96.11 km2) of the total MLM land area (1370.25 km2). This means that about 0.88% of MLM land area is impervious if it is accepted that 81 of the urban area is paved or roofed. The impervious surfaces created by roads, pavements and roofs means that less rainfall infiltrates the ground and that more runoff is generated.

Land Use

The overall broad land cover of Moretele Local Municipality is depicted in the Table below. The majority of the area is broadly described as "degraded forest and woodland" which constitutes 41.1% (563 km2) of the total area of the municipal area. Other important land cover categories include areas described as "forest and woodland" (29.8%), "subsistence farming activities" (14.6%) and "urban build-up areas" (representing just over 7% of the total municipal land area).

The Roads and Storm Water Master Plan further indicates the areas utilized for temporary subsistence dry land activities as mainly located in the south-eastern parts of Moretele around Bosplaas, Mathibestad and Thulwe areas, as well as the central and western parts of the Municipality. Commercially cultivated dry land farming activities mainly occur within the extreme northern parts of the study area. More than 200 km2 of the entire area of Moretele is taken up by this type of farming activity.

Disasters

The important hazards are in:

- Droughts
- Tornadoes/ strong winds
- Mining accidents
- Hazardous material spills
- Wildfires/Floods
- Civil strife/ xenophobia
- HIV-AIDS

Like elsewhere in the country, a certain level of preparedness needs to be developed related to the following hazards:

- Explosions
- Structural fire
- Fires in informal settlements
- Road accidents
- Mine related seismic activity
- Biological incidents

7. STATE OF THE NATION, PROVINCIAL ADDRESS AND BUDGET SPEECH 7.1 STATE OF THE NATION ADDRESS (06 February 2025)

In his state of the Nations Address the President raised the following regarding Local Government,

In many cities and towns across the country, roads are not maintained, water and electricity supply are often disrupted, refuse is not collected and sewage runs in the streets. In part this has happened because many municipalities lack the technical skills and resources required to meet people's needs. Many municipalities have not reinvested the revenue they earn from these services into the upkeep of infrastructure. Starting this year the government will work with our municipalities to establish professionally managed, ring-fenced utilities for water and electricity services to ensure that there is adequate investment and maintenance.

Many of the challenges in municipalities arise from the design of our local government system. Ther government will therefore undertake extensive consultation to develop an updated White Paper on Local Government to outline a modern and fit-for-purpose local government system. The government review the funding model for municipalities as many of them do not have a viable and sustainable revenue base. The government continues to work with traditional leaders in the implementation of local development programmes.

7.2 2024 BUDGET SPEECH (12 March 2025)

In his budget speech the Minister of finance raised the following concerning local government,

The decline in municipal services is evident across cities, towns and rural villages highlighting the systemic challenges faced by this varying group of municipalities. As outlined by the President in his State of the Nation Address, phase 2 of Operation Vulindlela, the institutional structure of local government will be reviewed through the updating of the white paper of local government.

In line with the constitutional principle of funds follow function, the review of the local government fiscal framework will examine how to appropriately finance local government, relative to their functions and their form. Reforms to the revenue generating services of local government, namely water and sanitation, electricity and refuse removal are underway. Six of the eight metropolitan municipalities have met the minimum requirements to participate in the financial performance incentive grant, the Urban Development Financing Grant.

Further allocations in the programme are dependent on municipalities meeting specific targets related set out in their performance improvement action plans. For 2025/26, this includes critical institutional, governance and management changes to create an enabling environment for long term investment in infrastructure. By ring-fencing the revenues from these services, and running operating surpluses, these business units can generate funds for infrastructure improvements to deliver quality and reliable services

7.3 2023 State of the Provincial Address (27 February 2025)

In his state of the provincial address the Premier raised the following concerning local government,

The implementation of the Local Government Turnaround Strategy and Financial Recovery Plan is gaining traction and there has been relative improvement in the audit outcomes of some of the municipalities. These includes provision of services through the roll-out of the Accelerated Service Delivery Programme, called Thuntsha Lerole Reloaded. The collaboration with the National Treasury through mandatory interventions has enabled the province to implement financial recovery plans as well as skills audit, resulting in improved audit outcomes in some municipalities, and in particular, Dr Kenneth Kaunda and Bojanala Platinum District Municipalities as well as the Moretele Local Municipality.

The equitable distribution of fiscal resources is essential in bridging the gap between our rural and urban areas and ensuring that all regions can grow and thrive. Currently, the Equitable Share formula that guides the allocation of fiscal resources is under review. A Technical Committee on Finance (TCF) has established a dedicated task team to investigate this formula and ensure that it accurately reflects the developmental needs of rural Provinces such as the Northwest.

8. STATUS QUO ANALYSIS

8.1 Service Delivery and Infrastructure Development

8.1.1 Water and sanitation

Policy Framework

The Water Services Act of 1997 provides that every water services authority has a duty to all consumers or potential consumers in its area of jurisdiction to progressively ensure efficient, affordable, economical and sustainable access to water services. The Act continues to say that the duty is subject to the following-

- Availability of resources
- The need for equitable allocation of resources to all consumers and potential consumers within the area of jurisdiction
- The need to regulate access to water services in an equitable way
- The duty of consumers to pay reasonable charges

- The duty to conserve water resources
- The right by the water authority to limit or discontinue the provision of water services if there is a failure to comply with reasonable conditions set for the provision of such services

Challenges

- Dry taps.
- Lack of infrastructure
- Water supplied through tankering which has a cost implication
- Huge backlogs on sanitation
- Current VIP sanitation facilities erected in various villages has spillage effect

Existing Systems

System Layouts and Operation - Southern Part of Municipality

Temba Water Treatment Works

The Temba WTW is located in Temba adjacent to the P66-1 Provincial Road and is owned by the City of Tshwane but is operated and maintained by Magalies Water(MW). The treatment works extracts raw water from the Leeukraal Dam, which is situated along the Apies River and is pumped up to the Temba WTW. Potable water is then supplied to various areas in and around the Hammanskraal area in addition to water being sold onto the Moretele Local Municipality. The municipality is supplied with potable water via 3 pipelines from the Temba WTW . These three pipelines supply the following zones in the southern parts of the municipal area:

East Bank

It is supplied by a 500mmØ pipeline which is reduced to a 200mmØ and supplies the following areas and reservoirs:

Carousel View, Carousel Hotel, Bosplaas East, Hani View, Greenside, Dihibidung and One & Ten with the following reservoirs:

Babelegi Reservoir - 9.8Ml Babelegi Tower Reservoir - 0.25Ml Moretele South Reservoir - 25Ml

(It must be noted that these reservoirs above are located in the City of Tshwane area of jurisdiction.)

West Bank

It is supplied by a 500mmØ pipeline from the Temba WTW which reduces to a 400mmØ before supplying the following area and reservoirs: Mathibestad from the 400mmØ pipeline a 200mmØ pipe branches off into a north easterly direction towards the following community.

Opperman

Opperman Reservoir - 0.42Ml

A 350mmØ pipe connection continues Northwest from Mathibestad towards:

Makapanstad - A 500mmØ connection supplies the:

Makapanstad Reservoir - 2.0Ml

Makapanstad Tower Reservoir - 0.42Ml

The 350mmØ splits up into two 250mmØ water pipes. One branch in a westerly direction towards:

Tladistad and Kwa-Matlhwaela

The other branch continues north to:

Mobatile, Modiane and Kgomokgomo

Western Area

It is supplied by a 500mmØ pipeline from Temba WTW and serves the following areas

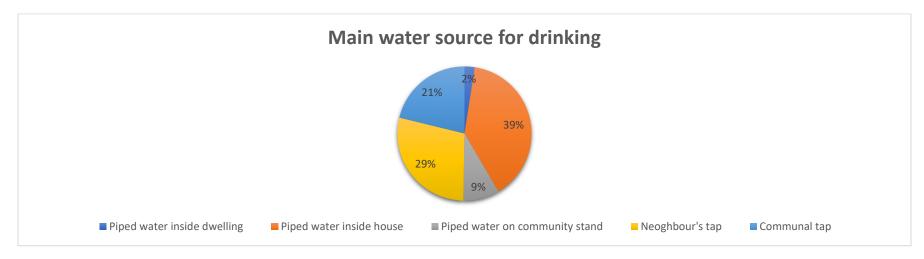
Mogogelo, Kromkuil, Kwa-Ratjiepane, Ga-Motla, Ga-Moeka, Mmakaunyane, Botshabelo, Swartdamstad and Legkraal with the following: New Eersterus Reservoir - 5Ml

Systems Layouts and Operation - Northern Part of Municipality Northern Part

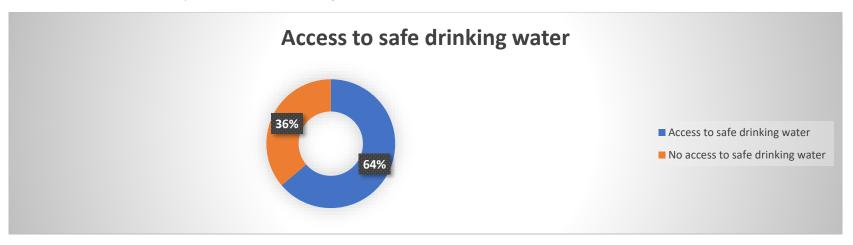
Bulk water supply to the northern parts of the municipality is from boreholes located in the Transactie Well Field's and supplies ±12 communities with water. Whilst the ownership of the well fields is the MLM, they are however operated and maintained by Magalies Water (MW). The boreholes pumps the water from the well fields, untreated into storage tanks and supplies the following communities.

Jumbo, Ngobi, Transactie, Slagboom, Mmukubyane, Bollantlokwe, Lebotlwane, De Grens, Little, Tlholwe and Flinksyndrift.

Distribution of households by main source of water for drinking

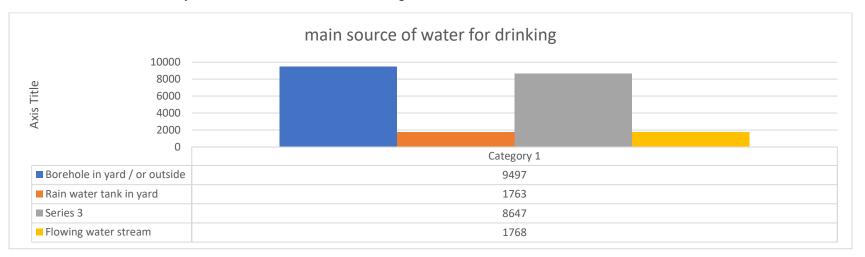


Distribution of households by access to safe drinking water

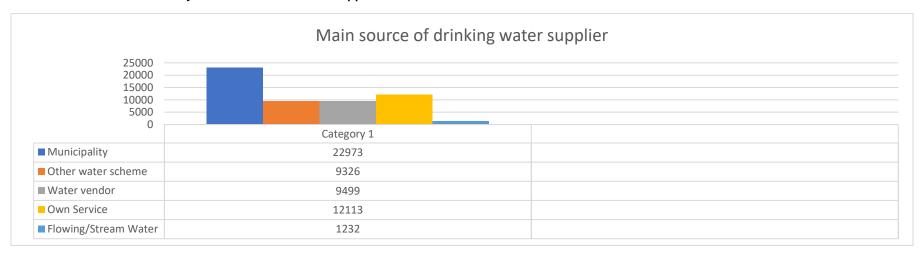


The figure indicates that 63.8% of households have access to safe drinking water. Of concern though is the fact the number of those without access remains too high at 36.2%, requiring urgent response.

Distribution of households by main source of water for drinking



Distribution of households by main source of water supplier



A number of reservoirs have been constructed to give capacity to water distribution and storing systems in anticipation of the completion of Klipdrift and Temba water Treatment Plants which are still under construction.

CAPITAL BUDGET 2024/2025							
Description	MIG 2024/25	WSIG 2024/25	Internal Funding	Total Budget 2024/25	Invalore extension / Drowner Boront	Implementation / Progress Report	
WATER					Implementation / Progress Report as at 30 September 2024	as at 31 December 2024	
Water Supply to Moeka (Ga-Motle, Ratsiepane, Kromkuil, Mmakaunyane, Norokie) with Reticulation and Yard Connections Schedule						Construction	
В	5 000 000			5 000 000	Construction Stage	stage	
Water Supply to Moeka (Ga-Motle, Ratsiepane, Kromkuil, Mmakaunyane, Norokie) with Reticulation and Yard							
Connections Schedule						Construction	
С	21 235 200			21 235 200	Construction Stage	Stage	
Ruigtesloot village water reticulation and yard connections	8 000 000			R 8 000 000	Feasibility Studies	Feasibility Studies	
Water Reticulation & Yard Connections in Ward 15		20 000 000		R20 000 000	Construction stage	Construction stage	
Water Reticulation & Yard Connections in Ward 16 Phase 2		20 000 000		20 000 000	Construction Stage	Construction Stage	
			R	OADS			
Implementation of Internal Roads & Stormwater in ward 1	8 000 000			8 000 000	Evaluation Stage	Construction Stage	
Implementation of Internal Roads &	10 000 000			10 000 000	Construction Stage	Construction Stage	

CAPITAL BUDGET 2024/2025								
Description WATER			MIG 2024/25 WSIG 2024/25 Funding 2024/25		Implementation / Progress Report as at 30 September 2024	Implementation / Progress Report as at 31 December 2024		
Stormwater in ward								
Implementation of Internal Roads & Stormwater in ward 19 (Mathibestad)	10 000 000			10 000 000	Construction Stage	Construction Stage		
Construction of Internal Roads & Stormwater Management in ward 21	8 000 000			8 000 000	Construction Stage	Construction Stage		
Rehabilitation of internal roads and stormwater at ward 25 access road (Seaparankwe)	8 000 000			8 000 000	Evaluation Stage	Contractor Appointed		
Carousel View Internal Roads	10 700 000			10 700 000	Evaluation Stage	Contractor Appointed		
Construction of Paved Road & Stormwater in Ward 26			10 000 000	10 000 000	Construction Stage	Construction Stage		

HIGH MAST LIGHTS					
Ward 14 High Mast				Construction	
Lights	7 400 000		7 400 000	Stage	Awaiting Eskom Connections
Ward 18 High Mast	7 000 000		7 000 000	Construction Stage	Awaiting Eskom Connections
Lights					_
Ward 20 High Mast				Construction	
Lights	8 000 000		8 000 000	Stage	Awaiting Eskom Connections

COMMUNITY					
FACILITIES					
Ward 18 Recreational					
Park	6 600 000		6 600 000	Evaluation Stage	Evaluation Stage

2024/2025 Final Water Capital List

Project name (list of projects which will be implemented for the 2023/24 FY including the PMU admin fees)	Project Category (e.g. water/sanitation/road etc.)	Construction end date	Total 2024/25 (WSIG)	Total 2024/25	Total 2024/25 (MIG)	2023/24(INTERNAL)	2024/25 (STATUS)
				Total expenditure	Total amount projected		
WATER							
Water Supply to Moeka (Ga- Motle, Ratsiepane, Kromkuil, Mmakaunyane, Norokie) with Reticulation and Yard Connections Schedule B	Water	30 June 2025		5 000 000	5000 000		Construction Stage
Water Supply to Moeka (Ga- Motle, Ratsiepane, Kromkuil, Mmakaunyane, Norokie) with Reticulation and Yard Connections Schedule C	Water	19 September 2025		21 235 200	21 235 200		Construction Stage
Ruigtesloot village water reticulation and yard connections	Water	30 March 2025		8 000 000	8 000 000		Feasibility Studies
Water Reticulation & Yard Connections in Ward 15	Water	16 May 2025	20 000 000	20 000 000			Construction Stage
Water Reticulation & Yard connections in Ward 16 Phase 2	Water	14 May 2025	R 20 000 000	R 20 000 000			Construction Stage

Sanitation

2024/2025 Capital Implementation Progress Reporting (As at 30 December 2024)

SANITATION	MIG 2023/24	WSIG 2024/25	INTERNAL FUNDING	TOTAL BUDGET 2024/25	IMPLEMENTATION/ PROGRESS REPORT AS AT 30TH SEPTEMEBER 2024	IMPLEMENTATION/ PROGRESS REPORT AS AT 31ST DECEMBER 2024
Ward 13 & 14 Basic Sanitation	9 000 000			9 000 000	Construction Stage	Construction Stage
Ward 6 basic sanitation		16 500 000		16 500 000	Construction Stage	Project Complete
Ward 7 basic sanitation		18 500 000		18 500 000	Construction Stage	Project Complete

2024/2025 Final Sanitation Capital List

DESCRIPTION	MIG 2024/25	WSIG 2024/25	INTERNAL FUNDING 2024/25	TOTAL BUDGET	STATUS
Ward 13 &14 Basic Sanitation	9 000 000			9 000 000	Construction Stage
Ward 6 basic sanitation		R 16 500 000		R 16 500 000	Construction Stage
Ward 7 basic sanitation		R 18 500 000		R 18 500 000	Construction Stage

2024/2025 Capital Implementation Progress Reporting (As at 30 December 2024)

ROADS	MIG 2024/2025	WSIG 2024/25	INTERNAL FUNDING 2024/25	TOTAL BUDGET 2024/25	IMPLEMENTATION PROGRESS AS AT 30 TH SEPTEMBER 2024	IMPLEMENTATION PROGRESS AS AT 31 ST DECEMBER 2024
Implementation of					Evaluation Stage	
Internal Roads &						
Stormwater in ward 1	8 000 000			8 000 000		Construction Stage

Implementation of Internal Roads & Stormwater in ward 12	10 000 000		10 000 000	Construction Stage	Construction Stage
	10 000 000		10 000 000	Construction Stage	Construction Stage
Implementation of Internal Roads &				Construction Stage	Construction Stage
Stormwater in ward 19					
(Mathibestad)	10 000 000		10 000 000		
Construction of	10 000 000		10 000 000	Construction Store	Construction Store
Internal Roads &				Construction Stage	Construction Stage
Stormwater					
Management in ward					
_	8 000 000		8 000 000		
_ = -	0 000 000		0 000 000	Evaluation Stage	Contractor
				Evaluation Stage	
					Appointed
	8 000 000		8 000 000		
` '				Evaluation Stage	Contractor
	10 700 000		10 700 000		
	10 700 000		10 700 000	Construction Stage	
		10,000,000	10 000 000	Construction Stage	Construction stage
		10 000 000	10 000 000		
21 Rehabilitation of internal roads and stormwater at ward 25 access road (Seaparankwe) Carousel View Internal Roads Construction of Paved Road & Stormwater in Ward 26	8 000 000 8 000 000 10 700 000	10 000 000	8 000 000 8 000 000 10 700 000 10 000 000	Evaluation Stage Evaluation Stage Construction Stage	Contractor Appointed Contractor Appointed Construction Sta

Sanitation Systems

Existing Systems

The Moretele Local Municipality has one Wastewater Treatment Works (WWTW) that treats waste water in the area. The WWTW is owned and maintained by the Bojanala Platinum District Municipality (BPDM) and was transferred from the Department Water Affairs and Forestry (DWAF) in July 2003.

Swartdam Wastewater Treatment Works (WWTW)

The Swartdam WWTW is located adjacent to Soutpan Road, on the northern outskirts of the Swartdam Community and consists of an activated sludge plant.

Ventilated Improved Pit Toilets (VIP Toilets) & Septic Tanks

The remainder of the MLM area of jurisdiction is served by VIP Toilets and no individual septic tanks are known to be installed in the municipality's area of jurisdiction. The vast number of communities using VIP Toilets are scattered across the municipality's area where the provision of water borne sanitation to each community, would be costly. It is suggested that as a result of the number of VIP Toilets located in the area and in neighbouring municipalities, an in-depth study of the ground water resources, and water conditions be undertaken on a regular basis.

Private Systems

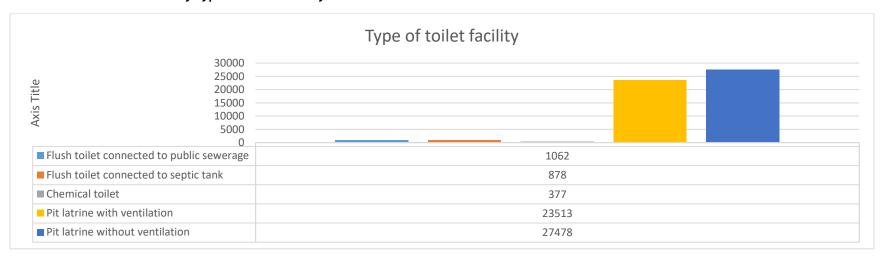
Numerous private systems exist within the municipal area.

Backlogs

Water and Sanitation Services

More than 75% of the households have access to water. However, of serious concern is the fact that currently there are challenges with supply issues which will be addressed once the Klipdrift and Temba Treatment Plants are completed. And further that close to 22% of households are still outside of access water. The provision of sanitation facilities across the municipal communities remains one of the key challenges for the municipality, however there has been a steady climb in addressing the backlogs. Close to 27478 households have no access to adequate sanitation facilities.

Distribution of households by type of toilet facility



The figure indicates that there are 27 478 sanitation facilities without proper ventilation requiring greater push in the delivery of adequate sanitation facilities.

Development Implications (Water and sanitation)

Water is the elixir of life, which makes it a very important commodity whereas sanitation is about human dignity. Great strides have been made towards ensuring access to water and sanitation by the majority of the local community. Access to water services has improved, the biggest challenge is the with

regard to the consistency of supply. The two new reservoirs that are under construction will provide the much needed relief. However the following needs to be considered by the municipality:

Water

- Ensuring water access to all municipal households.
- Provision of high level of service which will enhance payment levels.
- Improved operation and maintenance.

Curbing illegal water connections.

Cooperate Government and Traditional Affairs 2025-26 Plan

Project / Programme Name	Local Municipality	Source of Funding	IDMS Gate	Nature of investment	Total Project Cost	Total Expenditure to date from previous years	Main appropriatio n (22/23)	Main appropriation (23/24)	Main appro priatio n (24/25
MATHIBESTAD RDP WATER RETICULATION &YARD CONNECTION PHASE1SE 1	Moretele	Equitable Share	Stage 5: Works	Infrastructure Transfers - Current	R33 000 000	R 10 808 365	R -	R -	R -

8.1.2 Roads and Strom water Legislative Framework

Constitution Competency Schedule 4B	Definition	The division of powers and functions in terms of section 84(1) and 85 of the Municipal Structures Act, 117 of 1998						
		Bojanala District Municipality	Moretele Local Municipality	Allocated, adjusted or 84(2)				
Municipal airports	Establishment, regulation, operation, management and control of an airport facility	Municipal airports serving the area of the municipality as a whole	Airports that serve only the local municipality	84(1) and 84(2)				
Municipal public transport	Establishment, regulation, operation, management and control of municipal public transport service over or underground. Includes municipal bus, taxi, railway and subway services, ranks and stands, stopping places, traffic policy and collection	Regulation of passenger transport services	Establishment, regulation, operation, management and control of municipal public transport for the area of the local municipality	84(1) and 84(2)				

			subject to district	
			regulations.	
Municipal public works	Provision of all infrastructure required for			
	the effective carrying out of all municipal	district municipality's	the local municipality's	
	powers and functions	powers and functions	powers and functions	
Storm water management system	Provision, planning, control, regulation and	No powers	Full powers in the area of	84(2)
in built-up areas	maintenance of storm water systems in built-		jurisdiction	
	up areas.			

Current Backlogs: Local Roads

The municipality has backlogs on local roads that exceed over 690 km.

The municipality has implemented a paved roads construction programme which has brought so much relief to many households and roads users. However the design of such roads in some instances has not taken into account issues around possible flooding or natural water streaming in villages resulting in communities taking out bricks in some of the roads to allow for water or floods to flow.

Current backlogs: Provincial Roads

Below is the list of provincial roads in the municipal area that require immediate attention:

- Kgomokgomo -Moretele road (refurbishment in progress)
- Lebotloane Ngobi road
- Ruigtesloot Lebotloane road
- Seutelong Ga-Habedi road
- Mmakaunyane / Winterveldt road
- Mmatlhwaele / Dikebu Road is gradually deteriorating.
- Ngobi/Swartboom to Cyferskuil road
- Makapanstad / Temba Road edges require attention (the road has become very risky for taxi transport services and commuters)
- Bedwang to Bollantlokwe (P65/1)
- Little to Ruigtesloot (D614/3)
- Mogogelo to Mathibestad road

The condition of many of the provincial roads remains dire requiring urgent attention. Critically key economic roads that links Moretele and Tshwane are in the bad shape:

- Makapanstad Bosplaas to Temba Road
- Dikebu- Swartdam Motla to Soshanguve road
- Mmakaunyane to Mabopane road

Many of the district roads constructed by the province some years back are in a dilapidated state. The situation is severe in areas such as:

- Maubane
- Bosplaas

Great strides have been made in the construction of local roads, however greater care and focus should be placed in insuring that the designs take into account local conditions like water flow during heavy rain. Some paved roads have been interfered with to allow for free water flowing owing to lack of proper storm water channels.

List of Provincial roads for 2025-26 financial year

Project / Programme Name	Local Municipality	Source of Funding	IDMS Gate	Nature of investment	Total Project Cost	Total Expenditure to date from previous years	Main appropriatio n (22/23)	Main appropriation (23/24)	Main appropriatio n (24/25)
Pothole patching and reseal of road D604 and Z607 Mokonyane. approximately 7km	Moretele	Provincial Roads Maintenance Grant	Stage 1: Initiation/ Pre- feasibility	Maintenance and Repairs	R 15 750 000	R -	R 3 480 000	R 870 000	R -
Patch and reseal (sectional of road P65/1 from tswaing (Soshanguve to Sutelong) of approximately 20km	Moretele	Provincial Roads Maintenance Grant	Stage 1: Initiation/ Pre- feasibility	Maintenance and Repairs	R 27 000 000	R -	R -	R -	R -

Patch and reseal (sectional of road P66/1 from Themba to Makapanstad, approximately 10km	Moretele	Provincial Roads Maintenance Grant	Stage 1: Initiation/ Pre- feasibility	Maintenance and Repairs	R 26 000 000	R -	R -	R 30 000 000	R 7 500
Special maintenance of road D625 and D626 in Maubane for approximately 10km	Moretele	Provincial Roads Maintenance Grant	Stage 1: Initiation/ Pre- feasibility	Maintenance and Repairs	R 15 000 000	R -	R15 000 000	R 3 750 000	R -
Upgrading of road D634 from Swartdam to Jonathan.	Moretele	Equitable Share	Stage 5: Works	Upgrading and Additions	######### #	R 97 193 995	R -	R -	R 15 000 000
Upgrading of road D608 between Mogogelo to Mathibestad.	Moretele	Equitable Share	Stage 4: Design Documentatio n	Upgrading and Additions	R 60 000 000	R 978 000	R -	R 10 000 000	R 16 500 000

Traffic Services

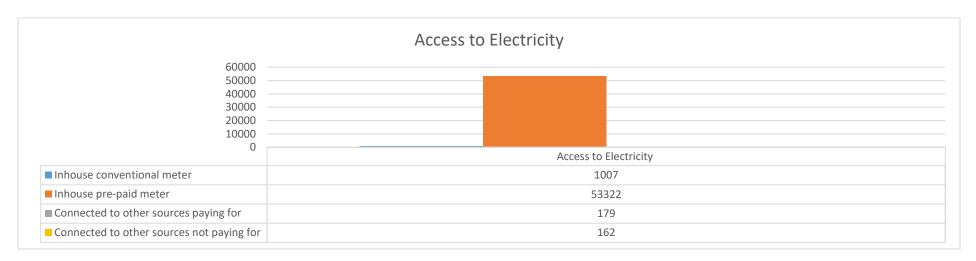
Traffic services housed in the then Mampadi High School which is situated next to the municipal buildings continues to provide the much needed relief to vehicle owners. The municipality will continue to consider other options available in ensuring that a full spectrum of services are offered in the centre. These include licensing renewals towards establishing a fully-fledged testing centre over a period of time.

8.1.3 Electricity

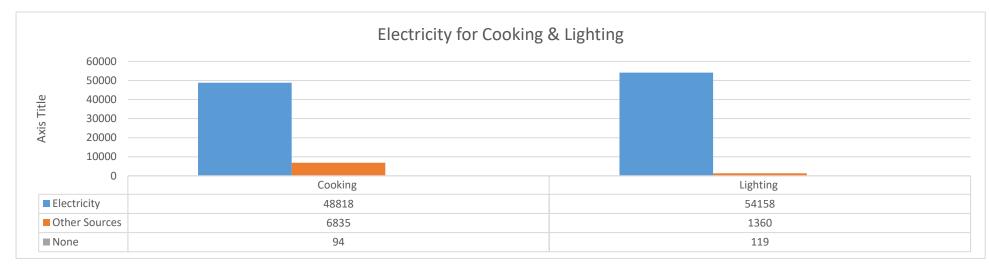
Household Connections

The Integrated Energy Pan (2013) provides that energy is one of the key elements in production processes. A lack or shortage of energy has a serious effect on the economy and gross domestic growth. Equally households rely on electricity for cooking, heating and other use which indicates the importance of electricity towards improving the quality of life of the citizens. It should be noted however that the municipality is not authorized to performing on the function. This does not absolve the municipality the responsibility of determining needs and backlogs and planning for electrification of households in the municipal area of jurisdiction.

Distribution of households with or without access to electricity



The figure above indicates that 54329 households have access to electricity. **Energy Sources**



The figure above indicates that 48818 households uses electricity for cooking whereas 54158 households uses electricity for lighting.

Development implications

The figure suggests that the municipality has to plan and develop measures that will ensure that the 4% without access to electricity have access. These includes:

- Undertaking a detailed audit that will verify and quantify the backlogs that still exist.
- Develop plan in collaboration with the competent authorities to address the backlogs.
- Promotion of the efficient use of electricity.

Eskom's Electrification Programme

The municipality is not authorized to perform the electricity function and the function is wholly performed by Eskom. The role of the municipality becomes to identify needs which are communicated to Eskom hence the plan presented below:

2024/25 Electrification Programme

Project Name	Capex R'000	Planned Connections	Actual Connections	Remarks
Skotiphola	1 415 247.50	50	50	In progress
Maubane Block A (Greenside)	3 085 128.00	120	120	In progress
Mmotong	10 474 200.00	506	506	Complete
Bosplaas Phase 2	1 469 263.23	60	60	In progress
Moretele LM DoE Infills	3 214 250.00	430	250	In progress
TOTAL	35 606 729.21	1873	986	

Future Planning

2025/2026 Eskom Identified Projects (Approved)

Project Name	Project Type	Planned Capex	Planned Connections
Mogogelo	Household	To be confirmed by Eskom	120
Phedile Trust, Ruigtersloot	Household	To be confirmed by Eskom	210
Norokie Phase 3	Household	To be confirmed by Eskom	150
Sutelong	Household	To be confirmed by Eskom	110
Ratjiepane Angola& Mashabela Phase 2	Household	To be confirmed by Eskom	30
Tshwene Farm Phase 2 Ptn 2,3,4	Household	To be confirmed by Eskom	485
Moeka	Household	To be confirmed by Eskom	80
Lebotloane, Slaagboom	Household	To be confirmed by Eskom	90
Kgomo-Kgomo, Lefatlheng, Maseding, Mmatlhwaela	Household	To be confirmed by Eskom	42
Total			1 371

2025/2026 Identified Projects (Not yet funded / Approved)

Project Name	Planned Connections
Norokie	40
Rabusula, Kalkbank	30
Motla	75
Ngobi,Slagboom,Transactie	70
Carousel View	50
Makapan, Kgomo Kgomo	120
Mogogelo	60
Lebalangwe	10
Voyenteen	50
Dipetlelwane	89
Bosplaas West	80
Moretele LM Infills	250
	924

High Mast lighting (Public Lighting)

In terms of the allocated powers and functions the municipality is competent to perform the Street lighting function as defined below:

Street	Lighting	(Local	"Street lighting" means the provision and maintenance of lighting for the illuminating of streets
Function)			

The municipality has over the years erected 207 high mast lights in various wards and will appoint a contractor to service and maintain all the lights. Energy saving measures will also be considered

8.1.4 Environmental Management (Waste management)

The desired future

The 2012 Integrated Waste management Plan provides that a desired future state for the municipality in terms of waste management is a municipality that is aware and actively involved in waste avoidance initiatives, that runs well coordinated and efficient recycling and waste treatment facilities and provides all residents with a basic collection service and further that the waste division should be financially stable providing a good quality service to the consumer at a reasonable cost, and should be managed with an adequate number of staff that is well trained. The municipality should have waste management by-laws in place that are monitored regularly for compliance. There should be adequate disposal sites for future requirements for all waste types. The municipality should further provide campaigns and education drives to ensure that the public is aware of the impact of waste on people's health and the environment.

Legislative Framework National Environmental Waste Act, 2008

Chapter 1, Section 2 of the Act describes the objectives of the act:

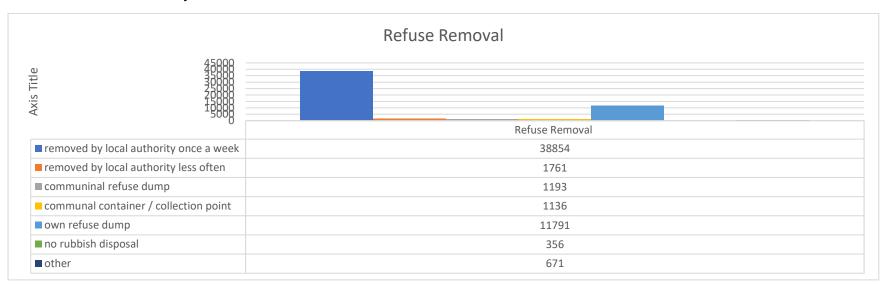
- a) to protect health, well-being and the environment by providing reasonable measures for minimising the consumption of natural resources avoiding and minimising the generation of waste reducing, re-using, recycling and recovering waste treating and safely disposing of waste as a last resort preventing pollution and ecological degradation securing ecologically sustainable development while promoting justifiable economic and social development promoting and ensuring the effective delivery of waste services remediating land where contamination presents, or may present, a significant risk of harm to health or the environment; and achieving integrated waste management reporting and planning.
- b) to ensure that people are aware of the impact of waste on their health, well-being and the environment.
- c) to provide for compliance with the measures set out in paragraph (a); and
- d) generally, to give effect to section 24 of the Constitution in order to secure an environment that is not harmful to health and well-being.

The Act requires the drafting of a National Waste Management Strategy (NWMS) for achieving the objectives of the Act. The Act sets waste service standards, covering areas such as tariffs, quality of service and financial reporting. The Act requires that each municipality designate a waste management officer.

Refuse Removal Services

The figure below indicates that 46 593 households depend on their own refuse dump. The picture has changed completely. The municipality has revitalized the municipal wide waste collection project where all households have access to the project in terms of weekly collection in all households.

Distribution of households by refuse removal



The figure indicates that 69.6% of households have access to refuse removal by the municipality once a week. Of concern is the 21% of households that manage own refuse which should be addressed.

Development Implications

The municipality has to develop and implement measures that will enhance the sustainability of the project. These include the following:

- Mobilization of customers to pay for services rendered.
- Implementation of credible cost recovery programmes

Waste Collection status

The municipality has appointed three service providers to manage waste in the whole of the municipality, where one is responsible for household and business collections and the other two are responsible for cleaning of illegal dumps. There is a reviewed focus in ensuring that the municipality operates a fully compliant landfill site at Motla village.

Mathibestad Buy Back Centre

The project funded by the Department of Environmental Affairs at a cost of R2m is at the construction phase.

8.1.5 Air quality

The municipality is, in terms of the allocated powers and functions, authorized to perform the air quality function. However the municipality has not developed the institutional systems necessary to deal with the function. The fact that there are no industries that may voluminously pollute the air does not suggest that there should not be any plans to deal cogently with air quality management issues.

8.1.6 Climate change

According to the Northwest Environmental Outlook (2013) 'Climate change' refers to any change in the average long-term climatic trend and is a natural part of the earth system. Human activities, since the Industrial Revolution, have succeeded in altering the composition of the atmosphere to such an extent that it will absorb and store increasing amounts of energy in the troposphere within the coming century. This will result in the atmosphere heating up, thereby altering weather and climate patterns. In particular, it is expected that the average temperature of the atmosphere will increase by between 1.5 and 4.5 degrees in the next 90 years (IPCC, 2013). This will lead to a cascade of effects, including changes to precipitation, seasons, micro-climates and habitat suitability. It is also reported that "there will be more frequent hot and fewer cold temperature extremes over most land areas on daily and seasonal timescales as global mean temperatures increase. It is very likely that heat waves will occur with a higher frequency and duration" (IPCC, 2013:18).

According to the Long-term Adaptation Scenarios programme (DEA, 2013), observed changes in the climate over South Africa include:

- Mean annual temperatures have increased by about 1 degree Celsius during the past 50 years
- High temperature extremes have increased significantly in frequency, and low temperatures have decreased significantly in frequency, both annually and in most seasons
- Annual rainfall trends are weak, but there is a tendency towards a significant decrease in the number of rain days which implies an increase in the rainfall intensity and increased dry spell duration
- A marginal reduction in rainfall for the autumn months

The Northwest Province is one exception to the observed trend of increasing minimum and maximum temperatures across the country, with these increases not being evident (DEA, 2013).

The municipality is committed in working within the frameworks developed by others spheres of government in mitigating the effects of climate change. The effects of climate change manifest themselves in various ways. Many parts of the country have experienced the worst possible drought in over two to three decades. Local farmers were supported in conjunction with other sectors with regard to relief measures to safeguard livestock in the local area.

8.1.7. Social Services

Type of Infrastructu re	Project Name	IDMS Gate	District Municipali ty	Local Municipali ty	Project Duration		Total Projec t Cost	Total Expenditur e to date	MTEF F Estimat		
					Date: start	Date: finish		from previous years	24/25	25/26	26/27
Office Accomodatio n	Moretele Service Point	Stage 4: Design Documentati on	Bojanala Platinum	Moretele	01 Apr 2020	31 Mar 2029	1,300	1,367	500	500	500
Upgrading and additions	Moretele Service Point (New)	Stage 4: Design Documentati on	Bojanala Platinum	Moretele	01 Apr 2020	31 Mar 2029	6,200	2,898	11,78 0	4,000	4,000

8.1.7.1 Sports, Arts, Culture and Recreation

Powers and Functions

Constitution Competency	Definition	The division of powers and functions in terms of section 84(1) and 85 of the Municipal Structures Act, 117 of 1998					
Schedule 4B		Bojanala District Municipality		Allocated, adjusted or 84(2)			
Local sports facilities	The provision, management and/or control of any sport facility within the municipal area		Yes	01 01(2)			
Municipal parks and recreation	The provision, management, control and maintenance of any land, gardens or facility set aside for recreation, sightseeing and/or tourism and includes playgrounds but excludes sport facilities		Yes				

Sports, Arts and Recreation

The municipality has over the years focused more on, in terms of MIG allocation, water and sanitation at the expense of other critical community needs like sports. This will create a situation with other unintended consequences due the fact that there will be a scarcity of facilities for recreation. Sports allocation within the MIG funding will henceforth receive its fair share in ensuring that facilities are created in the municipal area. Sports and Recreation projects have been registered with MIG as indicated in the capital plan herein which will ensure that the 15% allocated for Sports and Recreation is fully utilised.

The distribution of community halls is another challenge. Where they exist they are under-utilised, whereas in other areas they are not there. These facilities can be used to host indoor sporting codes.

8.1.7.2 Library services

The Tladistad Library and the Dertig library are indications of a firm commitment and partnership between the Department of Sports, Arts and Culture towards ensuring access by the local community library services. This will go a long in ensuring that literacy levels are improved and that students and all people are generally assisted with their studies and knowledge improvement.

The Papi Ntjana Community Library constructed in Ga-Motla (Ward 9) funded at a tune of R4.7m has been by DSAC has been launched and is now fully operational.

The municipality needs to implement programmes to:

- Market libraries
- Increase daily visits
- Implement awareness campaigns focusing on the role and responsibilities of users.

8.1.7.3 Education

According to the National Development Plan (NDP) the South African education system needs urgent action and that building national capabilities requires quality early childhood development, basic education, further and higher education. The NDP further says that the education system will play a greater role in building an inclusive society, providing equal opportunities and helping all South Africans to realise their full potential, in particular those previously disadvantaged by apartheid policies, namely black people, women and people with disabilities.

For these outcomes to be realised all spheres of government must work in concert. Moretele Local Municipality, through the Community Development Services Directorate, aims to harness better relations with all education stakeholders. In the last few years a number of schools have been merged resulting

in facilities left unused. A better and improved coordination will result in the development of a plan that will provide alternative productive use of the unused schools.

The unused schools can be turned into:

- ICT Centres
- Life Skills Centres
- Vocational Training Centres

However in other areas the demand for additional classes or new schools remains the challenge that has to be addressed as indicated by the community needs below which requires further investigation.

List of projects by the department of Education for the 2025-26 financial year

Type of Infrastructur e	Project Name	lame Municipalit Municip of program Proj		Total Project Cost	Project I Cost	Project Expenditur Cost e to date	MTEF Forward Estimates						
					Date: start	Date: finish			20.454	from previous years	24/25	25/26	26/27
Secondary	Gaseitsiw e High	Stage 5: Works	Bojanala Platinum	Moretele	06 Jan 2020	31 Mar 2027	Educatio n Infrastru cture Grant	Programme 6 - Infrastruct ure Developme nt	29,454	28,117	2,800	-	-
Secondary	Mamodib o High	Stage 5: Works	Bojanala Platinum	Moretele	01 Apr 2018	24 Feb 2027	Educatio n Infrastru cture Grant	Programme 6 - Infrastruct ure Developme nt	118,924	38,659	9,500	2,000	-
Secondary	Moratwe Secondar y School	Stage 1: Initiation/	Bojanala Platinum	Moretele	07 Feb 2024	31 Mar 2027	Educatio n Infrastru	Programme 6 - Infrastruct	2,000	-	1,618	13,000	9,000

		Pre- feasibility					cture Grant	ure Developme nt					
Primary	Relebogil e Primary	Stage 4: Design Documentati on	Bojanala Platinum	Moretele	01 Apr 2019	31 Mar 2027	Educatio n Infrastru cture Grant	Programme 6 - Infrastruct ure Developme nt	60,000	22,651	33,000	-	-
Secondary	Thulare High	Stage 5: Works	Bojanala Platinum	Moretele	10 Nov 2020	01 Mar 2027	Educatio n Infrastru cture Grant	Programme 6 - Infrastruct ure Developme nt	90,825	71,581	12,500	-	-
Primary	Batlhaler wa Primary School	Stage 3: Design Developmen t	Bojanala Platinum	Moses Kotane	01 Nov 2019	31 Mar 2027	Educatio n Infrastru cture Grant	Programme 6 - Infrastruct ure Developme nt	60,000	26,268	21,000	31,737	

8.1.7.4 Health Services

Background and Policy Framework

The Policy on Quality Health Care in South Africa (2007) released by the National Department of Health says achieving the goal of a quality health care system requires a national commitment to measure, improve and maintain high-quality health care for all its citizens. The policy further says that this involves measuring the gap between standards and actual practice and working out ways to close the gap.

National aims for health care improvement

- Addressing access to health care
- Increasing patients' participation and the dignity afforded to them
- Reducing underlying causes of illness, injury, and disability through preventive and health promotion activities

- Expanding research on evidence of effectiveness.
- Ensuring the appropriate use of health care services; and
- Reducing health care errors (adverse events)

Health Facilities

- The Moretele Sub-district has 21 clinics with 6 of those converted to operate 24 hours a day
- Of the 21 clinics 9% have extended hours of operations
- One youth centre with satellite service points
- Two health mobile clinics with 20 mobile points
- One dental mobile clinic with 10 mobile points including clinics

Health Services Provided

Services provided by the local clinics includes the following - Comprehensive PHC services.

Ante natal and post-natal care
Maternity services
Child Health
Reproductive Health
PMTCT and VCT

ARV site at Mathibestad Youth services at two points only CTOP Services at Makapanstad only Mental Health services

Improving Access to Health Services

The Mathibesatad Community Health Centre and Mmakaunyane Clinic have been completed with official launch still pending.

- The facilities once operational will bring access and relief to many of the municipal areas who for a long time had to travel long distances to receive the kind of services offered in these facilities.
- The municipality needs to work more closely with the Department of Health and related in the promotion of healthy living and use of local facilities

Municipal Health Services

The Bojanala Platinum District Municipality has seconded Environmental Practitioners to capacitate the municipality in as far as the function is concerned. However the municipality is required to develop institutional capacity to perform other allocated functions like cleansing which currently are not performed.

Department of Health projects for 2025-26 financial year

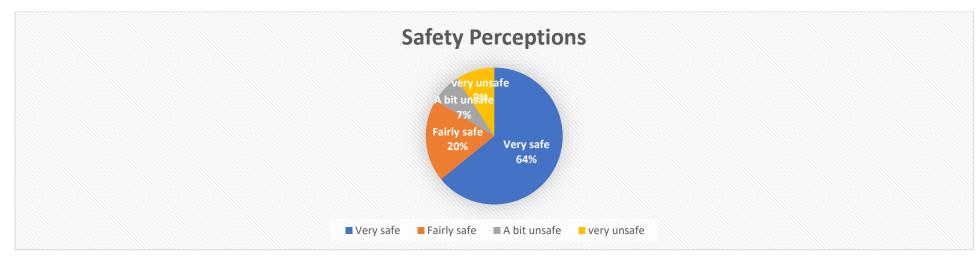
Project Name	IDMS Gate	Local Municipality	Project Duration		Total Project Cost	Total Expenditure to date from	MTEF Forward Estimates		
			Date: start	Date: finish		previous years	24/25	25/26	26/27
Bojanala Standby Generator Term Contract Phase 2	Stage 5: Works	Moretele	15 Jun 2021	30 Jun 2027	10,800	5,916	2,100	1,666	3,600
Bojanala District HVAC Term Contract Phase 2	Stage 5: Works	Moretele	01 Jun 2023	31 May 2027	-	-	17,952	7,840	7,000
Lebotloane CHC	Stage 4: Design Documentatio n	Moretele	22 Jul 2019	30 Apr 2027	9,000	19,570	-	4,900	10,000
Mathibestadt CHC Completion of Project	Stage 5: Works	Moretele	25 Sep 2018	30 Nov 2027	61,254	48,804	3,500	12,250	15,000
Mathibestadt CHC-HT	Stage 3: Design Development	Moretele	01 Jun 2016	01 Dec 2027	8,404	8,433	-	1,960	4,000
Makapanstad CHC Replacement - HT	Stage 5: Works	Moretele	01 Feb 2023	31 Mar 2026	20	20	-	-	-

8.1.7.5 Community Safety

Public Safety

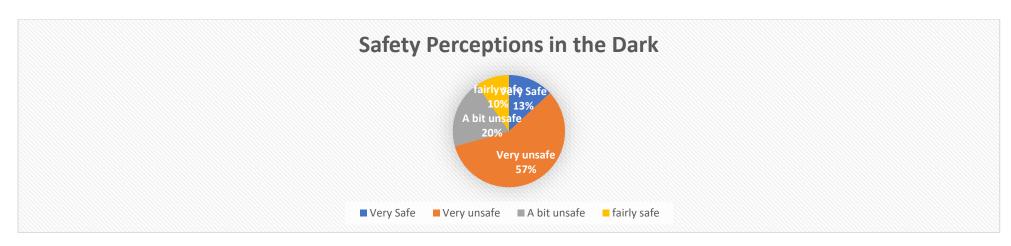
Effective stakeholder involvement in the fight against crime and other related social ills has become a pivotal instrument for effective policing. The municipality has identified the need to revitalize and capacitate local Community Policing Forums in all 26 wards. Fighting crime through environmental design requires that the municipality invest more in public lighting which can serve to reduce crime. The 2016 Community Survey points to a positive picture in terms of safety perceptions by local communities.

Safety Perceptions

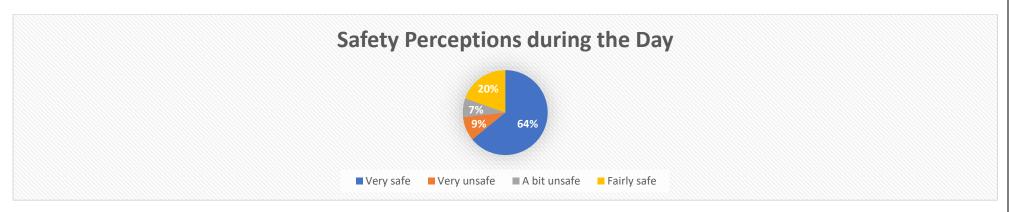


The figure indicates that generally close to 64% of community members feel safe in Moretele.

Safety Perceptions When Walking alone in the Dark



However 57% feel very unsafe when it is dark. This could be attributed to the fact large parts of the municipality have no access to public lighting. Safety perceptions during the day



64% feel very safe during the day. There is a need for effective and visible policing in many parts of the municipality, mostly during the night.

Police Services

Crime in whatever form has become a very serious menace for the country as whole. Crime undermines the commitment and effort of government at all levels to focus on core service delivery mandate of government. There are 3 police stations in the municipal area, of which the infrastructure thereof is not favourable to effective provision of police services.

The construction of Ga-Moeka /Vuma Police Station is completed, and a police station is functional. Some of the villages have functional Community Policing Forums and some do not. Fighting crime requires a joint effort, therefore the Police and the Municipality must continue the partnership to establish and capacitate the forums as critical vehicles to fight crime.

8.1.7.6 Disaster Services

Powers and functions

Constitution Competency	Definition	The division of powers and functions Act, 117 of 1998	in terms of section 84(1) a	nd 85 of the Municipal Structures
Schedule 4B		Bojanala District Municipality	Moretele Local Municipality	Allocated, adjusted or 84(2)
Firefighting services	Establishment, operation, control and regulation of firefighting services Includes safety regulations, safety of premises and dangerous substances Exclude disaster management	Full powers in area of jurisdiction	No powers	
Cleansing	Provision of service to clean and maintain public streets and public places and regulation and control thereof	No powers	Full powers in the area of jurisdiction	
Municipal health services	Establishment, regulation, operation, management and control of municipal health	Municipal health services	No powers	84(1)

Constitution Competency		The division of powers and functions in terms of section 84(1) and 85 of the Municipal Structures Act, 117 of 1998					
Schedule 4B		Bojanala District Municipality	Moretele Local Municipality	Allocated, adjusted or 84(2)			
	services Includes environmental health care, preventative and promotive health care and may include curative primary health care						

Disaster Management

The District Municipality has in accordance with powers and functions allocated ensured that the Fire and Emergency Centre which is housed in Makapanstad is fully operational and has the capacity to respond and is able to deal or mitigate any disaster or emergency that might arose. Further the local Disaster management Plan has been developed and approved.

Heavy Water inflow from Tshwane

The municipality has experienced during rainy seasons heavy water inflow which has resulted in damage and serious flooding in the western part (Motla, Moeka, Swartdam areas) of the municipality. A number of initiatives were implemented to channel the water flow which has not been successful. The water flow will affect the Kromkuil road that is currently under construction (1st phase completed). The only lasting solution will be to engage with the City of Tshwane towards a common approach which will relieve the affected areas. This might include the following proposals:

- Construction of the catchment area / dam which will enhance recycling of the water.
- Constructing of proper water channels.
- More improved communication among affected stakeholders.

The municipality has established a local disaster management unit mandated to coordinate all disaster related functions in partnership with the District Municipality. These plans are in place to review/ finalize the Disaster Management Plan to be reflective of the local challenge and to offer better and relevant alternatives in relation to disaster response or mitigation.

The recent floods in January and May in the areas of Maubane, Makapanstad, Kromkuil, Carousel view, Moeka and Swartdam have highlighted the need to develop measures that will bring ultimate relief to the communities of the affected areas. The following are some of the plans:

- Engaging the City of Tshwane in collaborative measures towards shared approach
- Road and storm water unit will develop trenches to direct water.

• Installation of stormwater control system

The Multi hazards disaster management plan was approved by council and Draft Disaster Management Plan was developed and will be approved in December 2023. The Municipality will engage and partner with the Bojanala Platinum District Municipality towards the review or development of the Disaster Management Plan considering other alternatives.

8.1.7.7 Social and Welfare Services

Early Childhood Development

The NDP provides that the benefits of intervening early in the lives of children include:

- Better school enrolment rates, Retention and academic performance
- Higher rates of high school completion Lower levels of antisocial behaviour
- The municipality appreciates the importance of developing programmes that will ensure that outcomes highlighted by the NDP are realized. Community Development Services has developed the institutional capacity to perform in collaboration with stakeholders the function better. However, the funding constraints remain the biggest challenge which limits the full extent in terms of performing the function.

Social Welfare

VALIDATED BUSINESS PLANS

Programme	Moses Kotane	Madibeng	Moretele	Kgetleng	Rustenburg	Total Compliant Business Plans at District
HIV/AIDS Programme	04	03	02	01	01	11
Child Care and Protection	0	01	01	0	01	03
Social Crime Prevention	0	01	01	0	0	02
Older Persons	01	08	06	04	02	21
Substance Abuse	01	0	01	0	0	02
Services to Persons with Disabilities	02	01	01	0	0	04

VEP	01	02	02	0	01	06
Partial Care Services	0	01	0	0	01	02
Family Care Services	0	01	0	0	0	01
Total Compliant Business plans per Service Point	09	18	14	05	06	52

List of Social Development projects for 2025-26 financial year

PROJECT NAME	2023/24 ALLOCATION	2024/25 ALLOCATION	2025/26 ALLOCATION
MORETELE SERVICE POINT	R2 600 000	R2 600 000	R2 000 000

Cemeteries Development

Power and Function

Constitution Schedule 4B	Competency	Definition	The division of powers and functions in terms of section 84(1) and 85 of the Municipal Structures Act, 117 of 1998						
			Bojanala District Municipality	Moretele Local Municipality	Allocated, adjusted or 84(2)				
Cemeteries, fur and crematoria	•	The establishment conducts and control of facilities for the purpose of disposing of human and animal remains.		Yes					

There are over 80 cemeteries in the whole of the municipality. Some villages have more than one cemetery. This therefore places a challenge on the municipality to plan around the development of the cemeteries, both in terms of maintenance and upgrades. Only Seven cemeteries were improved since the establishment of the municipality.

There are more than 70 local cemeteries which clearly indicates the point that it close to being impossible to upgrade all these cemeteries. The only feasible way is to develop regional cemeteries which will serve to ease the pressure and the need to revamp all these existing cemeteries.

8.1.7.8 Department of Cooperative Governance and Traditional Affairs (GOGTA)

List of GOGTA PROJECTS FOR 2025/26 financial year

Project / Programme Name	Local Municipality	Source of Funding	IDMS Gate	Nature of investment	Total Project Cost	Total Expenditure to date from previous years	Main appropriatio n (22/23)	Main appropriation (23/24)	Main appropr iation (24/25)
MATHIBESTAD RDP WATER RETICULATION &YARD CONNECTION PHASE1SE 1	Moretele	Equitable Share	Stage 5: Works	Infrastructure Transfers - Current	R33 000 000	R 10 808 365	R -	R -	R -

8.1.7.9 Thusong Services

The Leretlhabetse Thusong Services Centre situation at Lebotloane has for several years running become the epitome of the integrator (one stop) service delivery Centre in the municipality which should be expanded to many areas to increase on access to government services to the local community. Creating more awareness and expanding on the services offered requires that the municipality engage and involve key stakeholders in maximizing the benefits of the Centre.

The municipality should further develop joint programmes with the Government Departments that are located at the Makapanstad Government Centre to ensure that communities benefit more in terms of services available in the centre. The Leretlhabetse Thusong Centre management should be the key driver of the initiative. Thusong Services will best serve to ensure that communities have access to government services and information which will in the main empower and benefit all communities.

8.1.7.10 Transversal Services Women, Youth and Disabled Persons Development

The 2011 Census indicates that women and youth constitute a greater percentage of the population structure of the municipality. The Special Projects Committee and its administrative desk are mandated to develop measures to systems strategies to support, develop and empower Women, Youth and the Disabled Persons in the municipality. The Unit has been provided with additional capacity with the appointment of a Special Projects officer.

Policy Environment

National Gender Policy	The Framework for Youth Development for Local Government	National Disability
		Framework
The National Gender Policy Framework	The Framework for Youth Development for Local Government (2008)	The framework proposes the
developed by the Office of the President	identifies the following roles to be performed by municipalities towards	following key institutional
(office of the Status of Women) aims at	actualizing youth development-	mechanisms for disability
establishing a clear vision ad framework to	Championing youth development.	mainstreaming in local
guide the process of developing laws,		Government -
policies, procedures, and practices which will	Creating a supportive and enabling environment for youth development.	Establish Disability Units
serve to ensure equal rights and opportunities		Supporting disability
for women and men in all spheres and	Ensuring that the KPAs for developmental local governance in youth	interventions
structures of government as well as in the	development are prioritized and monitored.	Forming Disability Forums
workplace, the community, and the family.		Encouraging the
	Utilizing existing structures and mechanisms to integrate and entrench	participation of people with
The policy objectives are, among others, to -	youth development roles and responsibilities across the municipalities.	Disabilities on matters of
	Developing and monitoring Key Performance Indicators for officials that	local government
	are related to their roles in youth development.	

National Gender Policy	The Framework for Youth Development for Local Government	National	Disability
		Framework	
Create an enabling policy environment for		Consulting	with disabled
translating government commitment to	Jointly supporting youth development plans based on context as well as	people organ	izations
gender equality into reality.	institutional capacity.		
Ensure that gender considerations are			
effectively integrated into all aspects of	Collaboratively engaging provincial and national sector departments to		
government policies, activities and	identify institutional arrangements for youth development.		
programmes			
Advocate for the promotion of new attitudes,	Obtaining and analyzing information on youth development issues and its		
values and behavior and culture of respect for	implications for youth development service delivery; and		
all human beings	Formulating and implementing plans to support youth development.		

The municipality plans to do more in developing, empowering and supporting the Youth, Women, Older Persons and the Older Persons. This includes:

- Formalising structures
- Developing strategies and
- Engaging more with established structures

8.1.7.11 Department of Public Works

List of the Department of Public Works 2025-2026 project list

Project / Local Programme Name Municipality	Source of Funding IDMS Gate	Nature of investment	Total Project Cost	Total Expenditure to date from previous years	Main appropriatio n (22/23)	Main appropri ation (23/24)	Main appropriatio n (24/25)
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Day to Day Maintenance of all Government Facilities in Moretele	Moretele	Equitable Share	Stage 5: Works	Maintenance and Repairs	R 1 780 000	R 8 143	R 600 000	R 600 000	R 600
Maintenance of Maubana Roads Camp	Moretele	Equitable Share	Stage 1: Initiation/ Pre- feasibility	Maintenance and Repairs	R 1 000 000	R -	R 1 000 000	R -	R -
Ablution Facilities at Moretele Office Park	Moretele	Equitable Share	Stage 4: Design Documentatio n	Upgrading and Additions	R 1 000 000	R -	R 1 000 000	R -	R -

8.1.7.12 District Development Model high impact projects

DDM HIGH IMPACT PROJECTS

NO	PROJECT NAME	PROJECT OBJECTIVE	ESTIMATED EMPLOYMENT OPPORTUNITIES	TOTAL BUDGET REQUIRED	AVAILABLE BUDGET	IMPACT	LOCATION	PROGRESS
1	Klipvoor Bulk Water Supply Water System - 60ml/d	Provision of Water Supply to: Swartboom, Mogotlhoaneng, cyferskuil, dipetlwane, selepe, slagboom, mokobyane, bolantlokwe, little, Ruigtesloot, degrens, tlholwe, lekgolo, dikebu, Hagabedi, lebotlwane, Ngobi	1980	5.2 billion	1.9B	over 25-30 years	Moretele LM	-Project preparation plans complete -Water Use License application on going for abstraction
2	Moretele South Pipeline and Reservoir	Provision of Water Supply to: Babelegi, Carousel View connection, Bosplaas connection, Mogogelo	300	428 million	0	over 25-30 years	Moretele LM	Feasibility Stage

		connection and the far West connection.						
3	Moretele District	To improve the level of	0	0	0	over 25-30	Moretele LM	Planning Phase
	Hospital	health care				years		
4	District Fresh	To establish fresh produce	500	1 billion	0	Over 25-30	District Wide	Planning Phase
	produce market	market				Years		

8.1.7.13 DEPARTMENT OF FORESTRY FISHERIES & THE ENVIRONMENT PLANNED PROJECTS 2025 - 2026

PROJECT	FOCUS AREA	STATUS	MUNICIPALITY	START DATE	END DATE	BUDGET	RESPONSIBILITY	LATITUDE	LONGITU
NAME						ALLOCATED			DE
IWMP Development	IWMP	Under	Moretele LM	01 May 2023	31 June 2024		NW	-25°24′8.99″ S	27°35′17.
in Moretele LM		Implementati							39"E
		on							

PROJECT NAME	FOCUS AREA	STATUS	MUNICIPALITY	START DATE	END DATE	BUDGET ALLOCATED
NW-Bojanala-East NRM Project	Working for Water Clearing Invasive Alien Plants & Bush Thinning	Under Implementation	Kgetleng River & Moses Kotane	10-Jul-23	09-Jul-28	R35 942 656
NW-Bojanala-West NRM Project	Working for Water Clearing Invasive Alien Plants & Bush Thinning	Under Implementation	Rustenburg, Madibeng & Moretele	10-Jul-23	09-Jul-28	R38 720 758
Bojanala Platinum District (Moretele LM (Only) (Cleaning and Greening)	Expanded Public Works Programme	Under Implementation	All LM's within the District (150 participants)	01-Mar-24	31 April 2025	R 5 028 223,20

IWMP Development in Moretele LM	IWMP	Under Implementation	Moretele LM	01-May-23	31 June 2024	R350 000
Driver Development Programme	Drivers license	Under Planning	Moretele LM	01-Jun-23	31 September 2023	R 200000
Driver Development Programme	Drivers license	Under Planning	Moses Kotane LM	01-Jun-23	31 September 2023	R 200000
Madikwe Wetland Rehabilitation	Madikwe National Park	Tender Process	Moses Kotane LM	ТВА	ТВА	R 10 386 634,63
Removal or Clearing of Aquatic Weeds Projects - Crocodile River System (including Hartbeespoort and Rodekopjies Dams) in Northwest	Crocodile River System (Hartbeespoort & Rodekopjies Dams) in Northwest	Tender Process	Madibeng & Rustenburg LM's	ТВА	ТВА	R 10 894 600,00
Borakalalo & Marico Wetland Rehabilitation	Borakalalo & Marico	Tender Process	Madibeng & Kgetleng River	ТВА	ТВА	R 10 920 985,00

8.1.7.14 Department of Human Settlement Projects 2025-2026

Type of Infrastruct ureB6:02B	Project Name	IDMS Gate	District Municip ality	Local Munici pality			Source of Funding		Total Project Cost	Project Expenditu cost re to date	MTEF Forward Estimates		
6: O89	ture Transfers -	Current			Date: start	Date: finish				from previous years	24/25	25/26	26/27
B79:OB79: N90	Moretele - Moretele Villages - Danhouse Village 150		Bojanala Platinum District	Moretel e	10/4/2019	9/30/20 23	Human Settlement s Developme nt Grant	Housing Developme nt	24,092	20,707	2,017	-	-

Moretele - Moretele Villages - Mmotong Village 100	Bojanala Platinum District	Moretel e	10/7/2019	9/30/20 23	Human Settlement s Developme nt Grant	Housing Developme nt	14,799	405	2,522	3,362	2,522
Moretele - Moretele Villages - NMX	Bojanala Platinum District	Moretel e	11/22/201 9	3/31/20 23	Human Settlement s Developme nt Grant	Housing Developme nt	47,197	28,577	3,026	2,522	2,522
Moretele - Moretele Villages - Phase 1	Bojanala Platinum District	Moretel e	8/3/2019	3/31/20 23	Human Settlement s Developme nt Grant	Housing Developme nt	23,056	9,884	3,362	2,522	2,522
Moretele - Moretele Villages - Phase 1	Bojanala Platinum District	Moretel e	4/1/2020	9/30/20 23	Human Settlement s Developme nt Grant	Housing Developme nt	23,841	13,219	2,858	2,522	3,362
Moretele - Moretele Villages - Ramaphosa	Bojanala Platinum District	Moretel e	10/3/2019	3/31/20 23	Human Settlement s Developme nt Grant	Housing Developme nt	40,548	17,618	2,522	2,522	3,362
Moretele - Moretele Villages - Sutelong Village 300	Bojanala Platinum District	Moretel e	10/3/2019	12/31/2 023	Human Settlement s Developme nt Grant	Housing Developme nt	45,211	15,088	2,353	2,522	3,362
Moretele - Moretele Villages - Swartdam Village 200	Bojanala Platinum District	Moretel e	8/3/2019	3/31/20 23	Human Settlement s Developme nt Grant	Housing Developme nt	30,977	10,395	2,690	3,362	3,362
Moretele- Maubane Rural Housing Ext 4	Bojanala Platinum District	Moretel e	9/29/1997	7/1/200	Human Settlement s	Housing Developme nt	26,913	21,891,29	1,696	-	-

Greenside.(10 00 Subs) B97080001 Sn 075 - Phase 1					Developme nt Grant						
Moretele Villages Units - Phase 2 - Dikebu 300	Bojanala Platinum District	Moretel e	12/18/202	3/31/20 24	Human Settlement s Developme nt Grant	Housing Developme nt	44,972	-	3,026	5,043	3,362

8.1.7.15 Capital Budget

	CAPITAL BUDGET	Γ 2025/26			OUTER YEARS			
Description	MIG Budget 2025-26	WSIG Budget 2025/26	Internal Funding	Total Budget 2025/26	MIG Budget 2026/27	WSIG Budget 2026/27	MIG Budget 2027/28	WSIG Budget 2027/28
WATER	70,000,000.00	18,980,856.50	10,000,000.00	98,980,856.50	72,641,817.10	44,947,000.00	24,659,126.55	40,483,823.75
Water supply to Moeka, (Ga-Motle, Ratsiepane, Kromkuil, Mmakaunyane, Norokie) with reticulation and yard connections Schedule C - Yard Connections	20,000,000.00			20,000,000.00	14,838,443.65			

Ward 1 water reticulation and yard connections (Ruigtesloot)	50,000,000.00			50,000,000.00	42,462,500.00			
Refurbishment of Reservoirs in various villages			10,000,000.00	10,000,000.00				
Water Reticulation and Yard Connection in Ward 23				-		16,510,000.00		26,353,429.40
Ward 15 Water Reticulation and Yard Connection				-				14,130,394.35
Ward 12 Water Reticulation and Yard Connection		18,980,856.50		18,980,856.50		28,437,000.00		
Ward 9 & 25 Water Reticulation & Yard connections					15,340,873.45		24,659,126.55	
SANITATION	8,000,000.00	23,582,143.50	-	31,582,143.50	5,161,556.35	-	57,911,671.09	8,460,176.25
Ward 1 Basic Sanitation								8,460,176.25
Ward 4 Basic Sanitation		11,200,000.00		11,200,000.00				

Ward 7 Basic Sanitation		12,382,143.50		12,382,143.50				
Ward 26 Basic Sanitation	8,000,000.00			8,000,000.00				
Ward 10 Basic Sanitation							10,000,000.00	
Ward 17 Basic Sanitation					5,161,556.35			
Ward 20 Basic Sanitation							6,102,815.47	
Ward 21 Basic Sanitation							2,458,409.02	
Implementation of Sewer System in Carousel View							39,350,446.60	
ROADS	39,030,700.00	-	-	39,030,700.00	46,940,675.31	-	51,985,002.36	-
Motla Internal roads (stormwater)	9,030,700.00			9,030,700.00				
Implementation of internal roads and related stormwater in Ward 11	10,000,000.00			10,000,000.00				

Implementation of internal roads and related stormwater in Ward 17	10,000,000.00			10,000,000.00				
Internal Roads	10,000,000.00			10,000,000.00				
Implementation of Internal Roads & Stormwater in Ward 14					14,458,270.91			
Implementation of Internal Roads & Stormwater in Ward 6							16,730,697.74	
Construction of Internal Roads & Stormwater in Ward 5					18,629,704.66		9,314,852.33	
Ward 10 Internal Road					13,852,699.74		12,005,673.11	
Ward 18 Internal Road							13,933,779.18	
HIGH MAST LIGHTING	5,500,000.00	-	-	5,500,000.00	19,607,501.24	-	16,650,000.00	-
Installation of High Mast Lights in ward 8	5,500,000.00			5,500,000.00				

Installation of								
High Mast					5,692,500.36			
Lights in Ward 1								
Installation of								
High Mast Lights in Ward					6,957,500.44			
5								
Installation of								
High Mast					6,957,500.44			
Lights in Ward 7								
Installation of							E EEO 000 00	
High Mast Lights in Ward							5,550,000.00	
23								
Installation of								
High Mast							5,550,000.00	
Lights in Ward 21								
Installation of								
High Mast							5,550,000.00	
Lights in Ward 3								
COMMUNITY								
FACILITIES	10,000,000.00	-	-	10,000,000.00	-	-	-	-
Construction of								
Community	10,000,000.00			10,000,000.00				
Hall in ward 15								
Total Capital	422 520 700 00	42 542 000 00	40 000 000 00	405 003 700 00	444 354 550 00	44 0 47 000 00	454 205 800 00	40.044.000.00
<u>Budget</u>	132,530,700.00	42,563,000.00	10,000,000.00	185,093,700.00	144,351,550.00	44,947,000.00	151,205,800.00	48,944,000.00

9. FINANCIAL STRATEGY

This budget is the application of sound financial management principles for the compilation of the Municipality's financial plan which is essential and critical to ensure that the Municipality remains financially viable and that municipal services are provided sustainably, economically, and equitably to all communities.

The Municipality's business and service delivery priorities were reviewed as part of this year's planning and budget process. The appropriate funds were transferred from low- to high priority programmes to maintain sound financial stewardship.

The Municipality is embarking on implementing a range of revenue collection strategies to optimize the collection of debt owed by consumers mainly state owned. Some of these revenue collection strategies are through the new valuation roll which will be implemented in the 2025/2026 financial year and is valid until 2028/2029. The implemented valuation roll will assist with new organ of state which were part of the area allocated to Moretele since the last demarcation. The municipality will continue to monitor changes in the property development space to ensure the validity of the valuation roll.

10. Institutional Development and Transformation

The single most important investment any country can make is in its people. Education has intrinsic and instrumental value in creating societies that are better able to respond to the challenges of the 21 centuries. Lifelong learning, continuous professional development and knowledge production alongside innovation are central to building the capabilities of individuals and society as a whole (NDP).

The municipality has employees in excess of 252 excluding the 52 councillors. Both municipal officials and councillors must be developed to enable them to discharge their mandate with diligence and precision. The structure of any organisation is crucial in the realisation of its mandate.

Policy Making

To continuously determine the relevance of all policies with applicable legislation and review where necessary; and also to develop new policies in line with various Acts of Parliament as promulgated from time to time. Majority of policies were reviewed in the 2023/2024 financial year

Training and Development

Our focus on training and development is to ensure the maximum skilling of employees and Councilor's to their full potential; thereby creating sound career pathing and succession planning. As part of the implementation of the skills development plan of the municipality councilors and various categories of officials are enrolled in different training programmes. Occupational Health and Safety

To establish a conducive; and safe working environment which complies with relevant legislation such as OHSA; COIDA; etc. And also ensure that all committees that are provided for in terms of the Act are functional and its members are equipped and knowledgeable on the mandate of the Act.

Information and Communication Technology

To ensure an improved ICT environment which will accelerate information; communication and in line with the recent technology in ICT matters and thereby enabling management to make and communicate decisions are cost effective. A service provider has been appointed to assist the municipality with IT infrastructure development and support with aspects of the contract coming to an end.

Fleet Management

To ensure proper utilization and management of the municipal fleet and enforce accountability thereof. Establish proper fleet monitoring systems to ensure minimum fuel consumption; wear and tear; maintenance and traffic fines. The current fleet is in need of an overhaul, with various sedans having clocked hugged kilometers travelled.

Records Management

To ensure proper management of records according to guidelines as provided for in the National Archives Act and ensure the easy retrieval of documents as and when required. File Plan and records Management Policy to be developed and obtain Provincial approval (DSAC).

Municipal Administration and Organizational structure

Employee Costs Norm & Conditions of Service

Circular No 71 of MFMA requires that the Municipalities maintain Employee Costs at a maximum of 40%, the Municipality is sitting at 40% as assessed by the Provincial Treasury

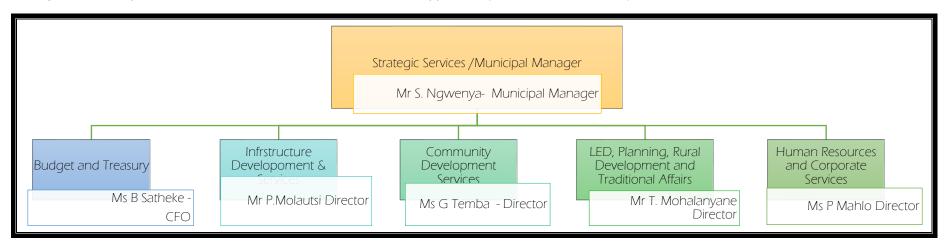
Employee Costs amounts to R206.8 million, which equals 29 per cent of the total operating expenditure. Two Directors have been appointed on the permanent basis. Two other Directors are still on contract. Two Senior Managers appointment will remain contract, due to the conditions of service required by those offices.

Resolution to be taken to convert Senior Manager contracts to permanent appointment once the current contract expires.

Senior Management

The critical Positions are filled that of Chief Financial Officer has been filled by Miss B Sathekhe, Mr. T. Mohalanyane is appointed as LED Director, Miss P. Mahlo as Human resource Director, Miss G Temba as CDS Director and Mr. P Molautsi is appointed as IDS director.

The figure below depicts the administrative structure that has been approved by Council constituted by six directorates.



Summary of the Staff Establishment

- Total Number of Officials 252
- Total Number of Interns 30
- Total number of Officials on Contract 25
- Total number of retirees 4
- Total number of contracts expiring 6
- 25 Budgeted vacant Positions, include Interns
- 8 Advertised
- Vacancy rate is below 3%
- 71 Frozen Posts include Interns
- 3 Posts to be removed from the Establishment
- 5 New Positions to be added to the Establishment

Vacant Positions

The Organisational structure was referred to be reviewed by Management with consultations with relevant Acts and Departments

11. Local Economic Development

Economic Pillars of the Northwest Province

Agriculture

Agriculture is the only sector apart from mining in which the Northwest is acknowledged to have a comparative advantage over the other provinces. The agricultural sector produces 13% of provincial GDP and provides jobs for 18% of the labour force in the province. The main crops are sunflower seeds, groundnuts, maize, wheat and cattle. The eastern part of the province has a higher rainfall so it produces vegetables, flowers and poultry. Horticulture and biofuels show particular promise for expansion and the Northwest already has several bio-fuel initiatives underway.

The province is an important food basket in South Africa. Maize and sunflowers are the most important crops and the Northwest Province is the major producer of white maize in the country. The Northwest Province produced 22 % of all the commercial maize grown in South Africa, of which 78 % was white maize and 22 % yellow maize.

Culture

The Northwest is the only Province in the country which has Arts Development and Training Institutions in the form of Mmabana Centres. They are situated in three of the four districts of the province. The Mmabana Arts, Culture and Sport Foundation is popularly known across the country for producing household names that have dominated the South African entertainment landscape over the past two decades. This is an opportune time for the Mmabana Arts, Culture and Sport Foundation to be positioned as the paramount Arts Academy in Southern Africa.

Tourism

The Northwest Province provides attractive tourism and eco-tourism packages. There are over sixteen parks and nature and game reserves that boast the presence of the big five (lion, elephant, leopard, buffalo and rhino), diverse and prolific bird species population and heritage sites. The parks, game and nature reserves are characterized by hills and open plains. Pilanesberg has a 1200-million-year-old extinct alkaline volcanic crater, one of only three in the world. Woodland and rich riverine forest at Borakalalo, the bird watcher's paradise at Barberspan, and the numerous hiking trails traversing the reserves present pristine and scenic sites for tourism. Cultural villages, heritage sites, casino gambling, theme parks, water sports, hiking, horseback riding and the unique vegetation of the area present unique attractions for tourism.

Local Economic Development Strategy

The Municipality's reviewed LED identified the following as main objectives of LED strategy, which are:

- o Increase employment opportunities
- o Grow local Gross Domestic Product

- Reduce Poverty
- Increase economic activity
- Conducive economic environment
- o Competent and Growing SMME's

The strategy provides that the Municipality has four main and active economic drivers in the following sectors:

- Agriculture
- o **Tourism**
- o Micro Retail and General Trading
- Manufacturing

Agriculture and Tourism fits well with the provincial concretes (ACT) and as such needs to be harnessed and expanded on in terms of research, funding and support for those in the area of agriculture and tourism.

LED Pillars

Based on the drivers identified above, the Strategy provides growth pillars for the municipality.

Agriculture	Tourism	Micro Retail and General Trade	Manufacturing
 Poultry Beef Piggery Value Chain Agro processing 	ParksResortsAccommodationCultural	Classification 'ZoningBusiness Model	Funeral suppliesCultural clothingOrnaments

The strategy identified a number of key projects / programmes interspersed across the various drivers which the municipality needs to consider and allocate funding for implementation.

SMME Development Policy

The Municipality has developed the SMME Development Policy which is aimed at

- Partnership building in supporting SMME's
- o Improved access to Finances for SMME's
- Enhance access to Markets for SMME's and
- o Promotion and support the growth of the cooperative movement among others

Challenges that facing SMME's

Notably the Policy indicates that SMME;s are inhibited by the following

- o Funding
- o Information
- o Inadequate skills
- Access to markets

o Incompetency in developing business plans

Objectives of the Policy

The policy intends to enable the municipality:

- o Identify and list SMME's and cooperatives existing within the municipality
- Conduct skills and capacity audits
- o Identify training needs manage databases
- o Categorise business in different sectors of the local economy
- o Develop and implement monitoring tool for growth and development of SMME and their access and participation on the provision of goods and services to Moretele Local Municipality

Role of the Municipality

The Policy mandates the Municipality to assume the following roles in the drive to support and promote SMME's

- o Advise SMME's and refer SMME's to relevant institution for support
- o Coordinate and facilitate joint ventures to promote enterprise development and skills transfer
- o Ensure training of SMME's

- Ensure participation of listed SMME's into municipal SCM processes
- o Promote communication

Ensuring access to economic opportunities, fighting poverty and maximising participation of local SMME's needs more than a strategy and policy. The LED Directorate needs to develop the capacity to champion, anchor and facilitate economic development planning and practice that is sustainable and appreciate the transformative role municipalities have in broadening access and participation in economic development opportunities.

12. Public Participation and Good Governance

12.1 Public participation

Section 16 of the Municipal Systems Act (MSA) refers specifically to the development of a culture of community participation within municipalities. It states that a municipality must develop a culture of municipal governance that complements formal representative government with a system of participatory governance. For this purpose it must encourage and create conditions for the local community to participate in the affairs of the community.

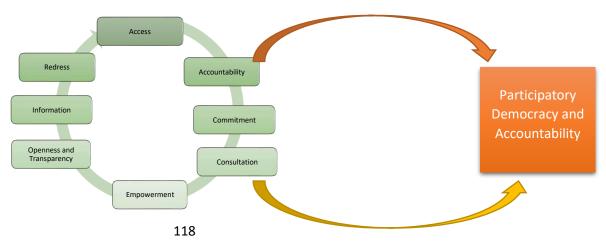
Such participation is required in terms of the following:

- The preparation, implementation and review of the IDP.
- The establishment, implementation and review of the performance management system.
- The monitoring and review of the performance, including the outcomes and impact of such performance; and

• The preparation of the municipal budget.

The Municipality has developed the Public Participation Policy and Strategy to give effect to sustainable public participation systems and procedures in line with section 152 of the Constitution which requires to encourage the involvement of communities and community organisations in the matters of local government

The Policy reflects the following values and principles advanced by the White Paper on Transforming Public Service Delivery, notice 1459 of 1997 (Batho Pele White Paper) as depicted below:



Public Participation Policy Objectives

Through the implementation of this policy the municipality aspires:

- To meet the legal requirements as spelt out in the Constitution of the Republic of South Africa (1996), the Municipal Systems Act (2000) and accompanying regulations.
- To develop a culture of public participation through the creation of conditions for local communities to participate in the affairs of local government.
- To establish an accountable, transparent and accountable municipality.
- To strengthen democracy by increasing participation of citizens and improve communication to allow the public to have access to information and to feedback to the local municipality.
- To enforce development of mutual trust between the public and the municipality.
- To promote the values of good governance in Moretele Municipality.
- To outline the roles and responsibilities of the municipality and the public in deepening participatory democracy.

The Public Participation Strategy approaches public participation as an obligation where the various role players have to embrace and action their roles and responsibilities in the promotion of effective public participation.

The structure of the municipality has three (3) distinct components actively involved in public participation -

• Political Governance Structure

The council performs both legislative and executive functions. It focuses on legislative, oversight and participatory roles, the mayor and the executive committee are performance the executive function. Council's primary role is to debate issues publicly and to facilitate political debate and discussion. Apart from its functions as decision makers, Councillors are also actively involved in community work and the various social programmes in the municipal area.

Administrative Governance Structure

The Municipal Manager is the Chief Accounting Officer of the Municipality. The Municipal Manager is the head of the administration and primarily has to serve as chief custodian of service delivery and implementation of political priorities and is assisted by the Municipality's directors, which are referred to as the Top Management Team.

• Public Accountability

The Moretele Municipality has two distinct structures through which formalised public participation with its communities takes place i.e.

- o The Ward Committee system (established in all 26 wards), and
- o The IDP/Budget Representative Forum

Communities, the ratepayers, any civic organization and non-governmental organisations or members of the private sector which are involved in local affairs of the municipality are therefore an integral part of the municipality. It obliges the municipality to include communities in municipal decision-making. Thus the Municipal Systems Act obliges municipalities to develop a culture of participatory governance.



12.2 Ward Committees

Ward committees have been established in all 26 wards. The Office of the Speaker is charged with the responsibility of ensuring that there is participatory democracy in all municipal programmes where ward committees play a very central role. The municipality is providing support in terms of the following and intends to maintain or improve on the support provided:

- 1. Training
- 2. Stipends
- 3. Ward offices

The Office of the Speaker has been adequately staffed to enhance participatory governance as indicated below:



Further to give capacity to the promotion of effective ward committee system the municipality will develop the ward committee policy embedded with a code of conduct policy to enhance smooth running of ward committees.

12.3 Stakeholder Mobilization and Empowerment

The notion of public participation in all spheres of government is embedded in the South African Constitution. Chapter 2 of the **Constitution** includes a Bill of Rights including equality, human dignity, freedoms, environment, as well as rights to housing, health care, food, water, social security, education, and access to information. In terms of the roles of national, provincial and local spheres of government the Constitution states:

- o "Section 151(1) (e) obliges municipalities to encourage the involvement of communities and community organisations in local government.
- Section 152 the Objects of local government (are) to encourage the involvement of communities and community organisations in the matters of local government.
- Section 195 (e) in terms of the Basic values and principles governing public administration people's needs must be responded to, and the public must be encouraged to participate in policymaking" mechanisms

The municipality uses various forms of communication to enhance stakeholder mobilization process as discussed below:

Ward Committees

Ward committees are established in those municipalities that have opted for a ward-based participatory system. The role of the ward committee is to enhance participatory democracy in local government. Ward committees are seen as an independent advisory body that must be impartial. The specific roles of ward committees are to:

- Make recommendations on any matters affecting the ward to the ward councillor or through the ward councillor to the municipality
- Serve as an official specialised participatory structure
- Create formal unbiased communication channel as well as co-operative partnerships between the community and the council; and
- Serve as a mobilising agent for community action, in particular through the IDP process and the municipality's budgetary process
- Hold other duties as delegated by the municipality

12.4 Mayoral Outreach Programmes

A number of outreach and service delivery monitoring initiatives were implemented in the previous years for improved stakeholder mobilization and accountability as indicated below

- o **Imbizo**
- o Tsetsepela

- Direct projects and community visits
- o Targeted stakeholder engagement
- Establishment of Petitions Committee

12.5 Access to Council Meetings

Section 20 of the Municipal Systems Act (2000) prescribes that meetings of council and its council committees should be open to public including the media unless it is reasonable exclude them due to the nature of the business being transacted by council or its committees.

Council has ensured that necessary means are made in ensuring that the public is informed to an extent of making transport available to ferry those interest to attend council meetings. Access to committee meeting though remains an issue that still has to be pursued towards ensuring that communities are of the knowledge that these meetings are also open to the public. An ordinary council meeting will be held in each quarter which will all be open to the public.

12.5 Community Development Workers

Community Development workers has been a shining innovation and a commitment by government to empower local committees towards effective service provisions. The Community Development Workers assist on the following areas:

· Assisting in the removal of development deadlocks.

- Strengthening the democratic social contract.
- Advocating an organised voice for the poor.
- Improved government community network.

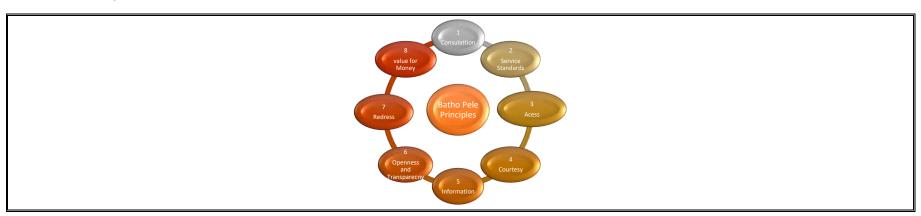
A supervisor and 18 Community Development Workers have been appointed by the Provincial Department of Local Government and Traditional Affairs (Northwest) and are placed in the Office of the Mayor. The has been seamless integration of the role of community Development Workers and those of Ward Councillors and their committees to an extent where there is closer working together on a number of initiatives. Further the Community Development Workers are placed at various portfolio committees of Council. Additional to the capacity, the municipality has appointed A CDW Coordinator to further enhance effectives of the programme and for improved communication with other internal units/sectors. The initiative has greatly benefitted and strengthened the interface between Council and various stakeholders particularly those who are most vulnerable.

12.6 Management and Operational Systems

12.6.1 Customer Management

The Batho Pele White Paper provides that 'Improving service delivery also calls for a shift away from inward looking, bureaucratic systems, processes and attitudes, and a search for a new way of working which puts the needs of the public first, is better, faster and more responsive to the citizen's needs' and has introduced the eight principles as indicated in the figure below:

Batho Pele Principles



These principles provide a holistic approach to customer excellence in public service. The principles enable the citizens to hold public service institutions accountable for the services they should receive and further harmonizes how government should interact with the public and creates a reciprocal relationship between the government and the citizens. The municipality subscribes to the Bath-Pele principles.

The municipality will vigorously intensity the marketing of the Call Center in order to maximise its use, access and reliability.

12.6.2 Complaints Management System

The municipality identified the need to develop a culture of municipal governance that encourages and creates conditions for the local community to participate in the preparation, implementation and review of the Integrated Development Plan (IDP) of the municipality which strives to achieve the objectives of local government as set out in the Constitution and has implemented measures to:

- o Establish a sound customer management system
- Establish mechanisms that allows users to give feedback
- o Inform users in terms of costs involved in the service provision
- o Provide mechanism for handling of queries and complaints and to monitor the response time

The municipality has through external partnership established a Customer Services Centre which serves as a clear commitment towards improved customer services management by the municipality. Communities are benefiting from the call centre where issues raised are responded to promptly and mostly to the satisfaction of the client.

12.6.3 Communication Strategy

Local government has a legal obligation and a political responsibility to ensure regular and effective communication with the community. The Constitution of the Republic of South Africa, Act 108 of 1996 and other statutory enactments all impose an obligation on local government communicators and require high levels of transparency, accountability, openness, participatory democracy and direct communication with the communities to improve the lives of all.

Communities, on the other hand, have a right and a responsibility to participate in local government affairs and decision-making and ample provision is made in the above-mentioned legislation for the to exercise their rights in this respect. Our democratic government is committed to the principle of Batho Pele and this, in simple terms, means that those elected to represent the community (councilors) and those who are employed to serve us (officials must always put the people first in what they do.

South Africa has adopted a system of developmental local government, which addressed the inequalities, and backlogs of the past while ensuring that everyone has access to basic services, to opportunities and an improved quality of life.

To be successful, communication must focus on the issues that are shown to impact on the residents' perceptions, quality of service, value-for-money and efficiencies. They should ideally endeavor to close the communication-consultation loop, in other words tell people how they can have a say and demonstrate how those who have given their views have had a real impact. The development of the Communication Strategy is now urgent.

Moretele local Municipality has a communication strategy and plan which was approved by Municipality in 2024.

12.6.4 Municipal Websites

The website address of the Municipality is http://moretele.gov.za and is live. The website serves an integral part of a municipality's communication infrastructure and strategy. It serves as a tool for community participation, improves stakeholder involvement and facilitates stakeholder monitoring and evaluation of municipal performance.

In terms of section 75 of the MFMA and section 21A of the MSA the accounting officer (municipal manager) must ensure that certain documents must be published on the above-mentioned website of the Municipality. A number of important documents are loaded in the website. These include the following:

- Annual reports
- o Integrated Development Plans
- Budgets
- o Policies
- Other mandatory reports

13. Promoting Efficiency, Effectiveness and Compliance and Sustainable Outcomes

13.1 Internal Audit

Responsibilities and functions of internal auditing

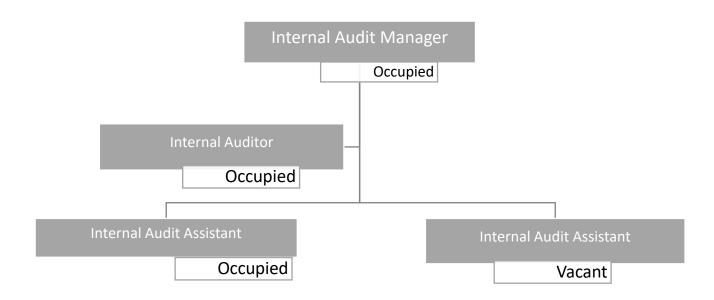
Section 165(2)(a) and (b)(iv) of the Municipal Finance Management Act requires that:

The Internal audit unit of a municipality must -

- (a) prepare a risk-based audit plan and an internal audit program for each financial year; and
- (b) advise the accounting officer and report to the audit committee on the implementation on the internal audit plan and matters relating to:
 - (i) internal audit
 - (ii) internal control
 - (iii) accounting procedures and practices
 - (iv) risk and risk management
 - (v) performance management
 - (vi) loss control; and
 - (vii) compliance with the MFMA, the annual Division of Revenue Act (DoRA) and any other applicable legislation;
- (c) perform other duties as may be assigned to it by the accounting officer.

(b) The structure of internal audit

The figure below depicts the approved Internal Audit structure. The Manager accounts to the accounting officer and is responsible for the overall audit functions.



Key priorities of the Internal Audit

- To ensure effective oversight governance structures
- There are approved policies and procedures for Risk Management
- To provide independent, objective assurance and consulting services with regards to control, risk management and governance processes designed to add value and improve the Municipality's operations
- To ensure that internal audit has approved policies and procedures and strategic plan

13.2 Audit Committee

Responsibilities of the Audit Committee

Section 166(2) of the MFMA states that an audit committee is an independent advisory body which must -

- (a) advise the municipal council, the political office-bearers, the accounting officer and the management staff of the municipality on matters relating to
 - Internal financial control.
 - Risk management.
 - Performance management.
 - Effective governance; and
 - Information and Communication Technology governance

Functions of the Audit Committee

The Audit committee have the following main functions as prescribed in section 166(2) (a) to (e) of the Municipal Finance Management Act 56 of 2003 and the Local Government: Municipal Planning and Performance Management Regulations of 2001:

- To advise the Council on matters related to compliance and effective governance.
- To review the annual financial statements to provide the council with an authoritative and credible view of the financial position of the municipality, efficiency and its overall level of compliance with the MFMA, the annual Division of Revenue Act (DoRA) and other applicable legislation.
- Respond to the Council on any issues raised by the Auditor-General in the audit report.
- To review the quarterly reports submitted to it by internal audit.
- To evaluate audit reports pertaining to financial, administrative and technical systems.
- To submit reports to the council at least twice during a financial year.
- To review the performance management system and make recommendations in this regard to the council.
- To identify major risks to which the council is exposed and determine the extent to which risks have been minimized.
- To review the annual report of the municipality.
- To review the plans of the Internal audit function and in so doing ensure that the plan addresses the high-risk areas and ensures that adequate resources are available.
- To provide support to the internal audit function.

- To ensure that no restrictions or limitations are placed on the internal audit section; and
- To evaluate the activities of the internal audit function in terms of their role as prescribed by the MFMA.
- To provide oversight on ICT governance processes and review the quarterly reports in order to advice on the effectiveness of ICT systems and controls, strategic alignment with the business and collaborative solutions, including the focus on sustainability and the implementation of "Green ICT" principles, value delivery, risk management and optimizing knowledge and ICT infrastructure.

The municipality has a functional Audit Committee. The following are members of the Audit committee.

- Ms. MJ Mabuza (Chairperson).
- Mr. F Ndou(Member)
- Mr. MG Mathabathe (Member)
- Mr. L Malapela (Member)
- Ms. S Makgathini (Member)

13.3 2024/2025 Audit Opinion

The municipality received an unqualified Opinion from the Auditor General of South Africa.

The improvement measures that have been implemented are bearing the fruits. However much more still has to be done to improve on issues raised which still undermines the capacity if the municipality. The action plan developed to address issues raised by AGSA will serve as a vehicle to mobilize all the skill resources and leadership capacity in the municipality towards the realisation of a clean audit objective in the short time possible.

The following areas still need more attention going forward

- Supply Chain Management
- Unauthorised and irregular expenditure
- Non-financial performance

13.4 Risk and Disaster Management

In terms of section 62(1)(c)(i) "the accounting officer of a municipality is responsible for managing the financial administration of the municipality and must for this purpose take all reasonable steps to ensure that the municipality has and maintains effective, efficient and transparent systems of financial and risk management and internal control".

Risk management Unit

There is a Council approved structure with two positions: Chief Risk Officer and Risk Officer

- The Unit is in the Department of the Municipal Manager
- The Risk Management Committee has been established with an independent chairperson.
- The position of the Chairperson of the RMC was advertised with those of Audit Committee members

Importance of Risk Management

- · Risk is defined as an uncertain future event which can prevent an organisation from achieving set objectives.
- Risk Management is a central part of an organisation's strategic management.
- Risk management protects and adds value to the organisation and its stakeholders through supporting the organisation's objectives.
- Good Risk Management focuses on identifying key risks in line with the set objectives and developing appropriate strategies.

Risk Management and Clean Audit

- Develop and comply with sound risk management policies and frameworks.
- Establish Risk Management structures to oversee implementation of risk management.
- Conduct a risk assessment at least annually to be able to identify what can go wrong in line with the set objectives and develop appropriate strategies.
- Monitor your risks on a regular basis and identify emerging risks.
- Management must integrate Risk Management in their day to day activities;

- Comply with the relevant acts and regulations.
- Embed the culture of risk management throughout the organisation.
- Implement controls which will detect, prevent fraud and corruption.

Directorate	Causes	Consequences	Treatment Plans	Risk Owner	Action Owner	Due date
Budget and	1.Lack of	1. Loss of revenue	1.Mayoral Imbizo to introduce	1. Office of the	1. Office of the	01 July 2024 and
Treasury	understanding and buy-	2. Increase in	the culture of payment for	Speaker	Speaker and	ongoing
Office	in from the household	consumer debts.	services.	1. Chief Financial	Administration	1. 31 October 2024
	consumers to pay for	3. Difficulties in cash	2.Data cleansing	Officer	2. Manager Revenue,	2. 31 July 2024
	services received.	flow	3.Establish Revenue	2. Chief Financial	Water and Sanitation	3. 30 November
	2. Non -	4. Financial distress	Enhancement and Recovery	Officer	Manager and PMU	2024
	implementation of	5. Poor service	Committee.	3. Chief Financial	Manager	4. 30 November
	credit control policy	delivery	4.Develop revenue	Officer	2. Manager Revenue ,	2024
	3. Incorrect customer		enhancement plan.	4. Chief Financial	Manager Office of the	4. 30 November
	information		5.Develop revenue recovery	Officer	speaker	2024
	4. Inconsistent of		plan for old debts.	5. chief Financial	3. Manager Revenue	6. Monthly basis
	Monthly statement		6. Promote payment by	Officer	4. Manager Revenue	
	submitted to		implementing Settlement	6. Chief Financial	9. IDS Director	
	consumers.		incentive schemes and	Officer		
	5.Ageing/damaged		arrangement of old debts.	7. Chief Financial		
	infrastructure		7. Issue statements to	Officer		

	6. Lack of infrastructure 7. Under-development of Township. 8. Poor maintenance of Infrastructure due to insufficient budget.		consumers on a monthly basis. 8. Appointment 9. Development of maintenance master plans.	8. chief Financial Officer 9. IDS Director		
Budget and Treasury Office	Late submission of invoices to expenditure unit by user department.	Negative audit outcome Interest levied on by suppliers resulting to financial loss	 Monthly reminders to different departments in order to receive all the invoices on time. Prepare creditors reconciliation on time to ensure we have accurate and complete invoices. Ensure that all invoices are signed and submitted on time to SCM. 	1. Chief Financial Officer 2. Chief Financial Officer 3. Chief Financial Officer	1.Manager Expenditure 2. Manager Expenditure 3. Manager Expenditure	1. 01 July 2024 and ongoing

	3. Lack of consequences management		cash items. 4. Report UIF&W to the Accounting Officer to implement consequence management. 5. Report on section 52 report 6. Develop Implementation plan to reduce and prevent UIFW.	Officer 3. Chief Financial Officer 4. Chief Financial Officer	4. SCM Manager	ongoing 3. Bi-annually 4. 01 July 2024 and ongoing
Budget and Treasury Office	1. Non-adherence to legislation resulting in Irregular Expenditure. 2. Lack of plans to reduce and prevent UIFW	 Negative audit outcome. Financial loss 	 Annual SCM training and SCM Policy orientation for all managers Adherence to Procurement Plan and SDBIP Bi-annual updating of non 	 Chief Financial Officer Chief Financial 	SCM Manager SCM Manager Manager Budget	1. 30 September 2024 2. 01 July 2024 and

Local	1. Lack of industries to	1. Increase in	1.To identify skills gap within	1. Director LED and	1.Manager LED	1. 1 July 2024 and
Economic	boost the local	poverty and	the SMMEs and come up with	Planning	2.Manager LED	ongoing
Development	economy and job	inequality level and	relevant training programmes or	2. Director LED and		2. 30 Sep 2024
	creation.	indigency.	workshops (to conduct at least	Planning		
	2. Inadequate	2. High levels crime.	two trainings/workshops per			
	resources and	3. Low economic	quarter).			
	inadequate skills for	growth and	2. Appointment of service			
	local SMME'S.	productivity.	providers to assist the			
		4. SMME may face	Municipality with support for			
		lower demand for	local SMMEs depending on the			
		their product leading	requests from SMME's (business			
		to closure of	people).			
		business.				
Local	1. Lack of licensed	1.Unhealthly and	1. Cleaning of all identified	1. Director LED &	1. Manager LED	1. 1 July 2024 and
Economic	landfill site	hazardous	illegal dumping sites within the	Planning	2. Manager LED	ongoing
Development	2. Lack of information	environment	Municipal jurisdiction.	2. Director LED &	3. Manager LED	2. 1 July 2024 and
	in communities	2. Outbreak of	2. Conducting awareness	Planning		ongoing
	3. Lack of penalty	airborne diseases	campaigns to educate the	3. Director LED &		3. 30 sept 2024
	measurers for illegal	3. Environmental	community members regarding	Planning		4. 01 July 2024 and
	dumping transgressions	degradation	management of waste and			ongoing
	4. Unrehabilitated	4. Fatalities which	illegal dumping			
	borrow pits	lead to death	3. Negotiation with Bela-Bela			

		5. Hazardous chemicals can leach into groundwater, affecting drink water resources. 6. Ecosystem damage. 7. Reduced property values and areas have become less	municipality to utilise their dumping site whilst waiting for completion of the new landfill site in Makapanstad. 4. Enforcement of the Waste Management by-law (penalties to illegal dump)			
		attractive for				
		business and				
		residents.				
		8. Fines and				
		penalties				
Local	1.Lack of knowledge	1. Informal	1. Conducting land use and	1. Director LED &	1. Manager Planning	1. 01 July 2024 and
Economic	and ignorance of	settlements	building regulation awareness	Planning	2. Manager Planning	ongoing
Development	building regulations,	2. Land	workshops with community	2. Director LED &	2. Manager Planning	2. 31 January 2025
and Planning	land use and land	development in	members, councilors,	Planning		3. 30 December
	development processes	sensitive areas (wet	traditional leaders, community	3. Director LED &		2024
		land)	authorities (educating them on	Planning		
		3. Land uses that	land development procedures			

are not in line with the MLM Land Use Scheme and other Planning Policies 4. Buildings that are not constructed in line with Municipal Building Regulations	and how to notify the Municipality of illegal land developments within their area) 2. Promulgation of Unlawful Land Occupation By-law (to manage, control and regulate unlawful land occupation as well as penalties applicable) 3. Ongoing appointment of a Service provider for demarcation of sites projects in areas under tradition (conducting studies, drafting of		
	areas under tradition (conducting studies, drafting of layout plans of settlements		
	under traditional land and pegging)		

Local	The Municipality and	1. Issuing of	1. Appointment of a service	1. Director LED &	1. Manager Planning	1. 30 June 2025
Economic	Dep. Agriculture Land	confirmation of	provider to conduct a feasibility	Planning		
Development	Reform and Rural	stands to the wrong	report for all			
and Planning	Development do not	people	incomplete/blocked land tenure			
	have records with	2. Receiving false	upgrading projects (to research			
	regards to allocation	information from the	on the work done by the			
	and beneficiaries of	communities	previous service provider and			
	stands in	3. The municipality	the outstanding work and make			
	incomplete/blocked	being litigated	recommendation			
	land tenure upgrading					
	projects					

Office of the Municipal Manager	1. Contractual disputes 2. Poor contracting 3. Reliance on the service provider 4. Irrational decisions by management	1.Reputational damage 2.High legal costs 3. Award or court outcomes not in our favour	1. Submission of all contracts and SLA to be reviewed by the legal unit 2. Resuscitate contract management committee to review contractor performance 3. All terminations to be recommended by the Legal Services department.	1. Municipal Manager 2. Municipal Manage 3. Municipal Manager	1. Manager OMM 2. Manager OMM 3. Manager Legal services	1. 31 July 2024 and ongoing 2. 31 July 2024 and ongoing 3. 01 July 2024 and ongoing

Office of the	1. Performance	1. Inability to	1. Performance management be	1. Municipal	1.PMS Manager &	1. Monthly
Municipal	management not	timeously identify	a standing item in all	Manager	Manager in the office	2. Monthly
Manager	embedded in	and mitigate poor	management meetings	2. All Directors	of MM	3. Monthly
	management processes	performance	2. Monthly departmental	3. All Directors	2. PMS Manager &	
	2. Inadequate	2. Negative audit	working sessions		Manager in the Office	
	engagement with the	conclusion on the	3. Monthly reporting on the		of MM	
	system users	annual performance	ePMS System.		3. All Directors	
		report by the Auditor				
		General.				
		3. Negative impact				
		on cashflow				

Human	1. Inadequate	1. High Absenteeism	1. Inductions of staff on leave,	1. HR Director	1. Manager HR	1. 30 September
Resources	implementation of the	rate resulting in	Desertion and abscondment	2. All Directors	2. All Directors	2024
and	leave management	negative impact on	policy	3. All Directors and	3. All Directors and	2. 30 September
Corporate	system (method)	service delivery	2. Development and	managers	managers	2024
Services	2. Lack of policy	2. Low staff morale	implementation of Leave Plans			3. 01 July 2024 and
	orientation on the	3. Over or under	by Directorates.			ongoing
	policies	provision of leave	3. Submission of Attendance			
	3. Inadequate	liability.	monitoring reports to HR by			
	consequence	3. Financial loss.	Line Managers.			
	management	4. Erode trust				
		between employees				
		and management				
		5. Noncompliance				
		with labour laws and				
		regulations.				
		6. Disruption of work				
		Schedule and project				
		timelines				

Human	1.Over-utilization of	1. Community	1. Procurement of additional	1. Director HR	1. Manager Fleet	1. 30 September
Resources	yellow fleet	protests	Fleet	2. Director HR	2. Manager Assets	2024
and	2.Breakdowns	2. Lack of service	2. Disposal of high mileage fleet	3. Director HR	Management	2. 30 June 2025
Corporate	3.non-adherence to	delivery	3. Regular updating of	4. Director HR	3. Manager Fleet	3. 01 July 2024 and
Services	mandatory service	3. Financial loss	breakdowns and repair costs		4. Manager Fleet	ongoing
	schedule		4. Reconciliation of job cards		5. Roads &	4. 01 July 202 and
	4.Delayed disposal of		issued and councilor		Stormwater Manager,	ongoing
	high mileage fleet		confirmation letter		Water & Sanitation	5. 31 December
	which increase the		5. Punitive measures in the		Managers and Fleet	2024 and ongoing
	maintenance costs		event of misuse of yellow fleet		Manager	
	5. Lack of monitoring					
	of repairs service					
	providers					

and guards for all 2. Write-off of assets infrastructure/assets 3. Direction	2. All Directors 3. Director HR 4. All Directors 4. All Directors 2. All Directors 3. Manager HR 4. All Directors 4. All Directors 3. 30 September 2024 4. 01 July 2024 and ongoing 5. 30 Sep 2024
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Human	1. Inadequate	1. Negative audit	1. Training of officials on the	1.HR Director	1. Records Manager	1.30 September
Resources	implementation of the	outcome	implementation of the file plan	2. HR Director	2. Records Manager	2024 and ongoing
and	file plan	2. Loss of	and Records Control Schedule	3. HR Director	3. Records Manager	2. 01 July 2024 and
Corporate	2. Non-compliance to	Institutional memory	2. Implementation of the file			ongoing
Services	Records Management		plan			3. 01 July 2024 and
	Policies		3. Handholding for Managers			ongoing
	3. Inadequate		and Secretaries on the records			
	handholding workshops		control schedule.			
	for officials on the					
	document					
	management					
	4. Lack of proper					
	storage of documents					
	according to Records					
	Control Schedule					
	manual					

Infrastructure	1. Poor performance	1. Potential service	1.Early appointments of service	Municipal Manager	Municipal Manager	1.31July 2024 &
development	by contractors	delivery protests and	providers.			Ongoing
services	2. Projects not	vandalism				
	completed on specified	2. Underspending on				
	estimated duration.	Capital Budget				
		3. Possible reduction				
		on the grant				
		allocation.				
		4. Projects delays or				
		failure.				

Infrastructure development	1. Lack of monitoring of quality drinking	1. Possible loss of life.	Requested Magalies Water Board to assist with the	1. IDS Director 2. IDS Director	1. Manager W&S	1. 31July 2024 & Ongoing
service	water. 2. Water contamination by environmental impact.	 Serious health risk to the consumers. Outbreak of water borne Diseases 	development and implementation of microbiological and chemical monitoring programmes with sufficient samples and adequate frequency based on population size.		2. Manager W&S provision	2. 31July 2024
			2. Requested MISA to assist with the development of Water Safety Plans.			

Infrastructure development service	 Theft and vandalism of infrastructure. Illegal connections. Lack of Water and sanitation master plans 	Possible health hazard Possible service delivery protest	1. Make request for allocation of Guard to patrol areas with Boreholes and water infrastructure. 2. Requesting Assistance from MISA with Water & sanitation master plan.	1. Director IDS and HR 2. Director IDS	1. Security Manager and Water and sanitation Manager provision 2. Water and Sanitation Manager authority.	1. 31 July 2024 & Ongoing 2. 31 July 2024
Infrastructure development service	1. Lack of a Road and Stormwater master plan 2. Inadequate resources for maintenance (machinery and equipment) 3. Community dumping rubbles in storm water channels	1. Possible service delivery protest 2. Litigation against the municipality 3. Financial loss 4. Loss of life 5. Loss of properties	Implementation of Road asset management system Regular maintenance of plants.	Director IDS Director IDS	Manager Roads Manager Roads	1. 30 June 2024 2. Ongoing

Infrastructure	1.Aging infrastructure.	1. Possible health	1. Monitor and control the	Director IDS	Water and Sanitation	1. 01 July 2024 nd
development	2. Community throwing	hazard	existing internal control.		Manager prov &	ongoing
service	foreign objects in the	2. Possible litigation			authority	
	blocking sewer main	against the				
	holes.	municipality				
	3.insufficient water	3. Loss of life				
	supply.	4. Financial Loss				
		5. Potential				
		community unrest				
		6. Potential				
		substantial harm to				
		the community				
Infrastructure	1. Theft and vandalism	1. Increase in	1. Development of the	Director IDS	Senior Manager IDS	1.31 July 2024 &
development	of cables	criminal activities	maintenance plan	Director CDS	Public Transport &	Ongoing
service	2. Lack of	2. Service delivery	2. Resuscitation of Community		Safety Facilitator	2. 31 December
	maintenance.	protest.	Police Forums to enhance			2024
			security measures			

Community Development services	Improper maintenance of facilities Lack of security personnel Vandalism of facilities	 Possible loss of life Increased crime activities Possible service delivery protest 	 Increase security personnel to safeguard the facilities Engage councilors regarding safeguarding of facilities. 	Director CDS, Director HR and Director IDS All directors	Manager Facilities and Manager Security All Directors	1. 28 February 2025 2. 30 Sep 2024
Community Development services	1.Lack of maintenance plan	1. Dilapidated facilities 2. Loss of revenue 3. Possible Litigations against the Municipality	1. Development of a maintenance plan.	CDS Director	Manager Facilities and Sports and Cemetery	1. 31 December 2024

13.5 Supply Chain Management

The Municipality adopted a supply chain management policy to provide a framework to maintain a supply chain management system which is transparent, efficient, equitable, competitive, ensures best value for money for the municipality, applies the highest possible ethical standards, and promotes local economic development, in terms of section 62 (1) (f) (iv) of the Municipal Finance Management Act, Act 56 of 2003.

The following members serve in Municipal bid committees.

BID COMMITTEE MEMBERS

ITEM	BID SPECIFICATION COMMITTEE
NO	
1.	Anna Matlala
2.	Mmathapelo Butjie
3.	Lebogang Mashao
4.	Lesley Rammutla
5.	Seipati Nkutshweu
	BID EVALUATION COMMITTEE
1.	Mmakota Molokoane
2.	Jerry Mabaso
3.	Simon Ramagaga
4.	Lesley Rammutla

5.	Thabo Dire
6.	Mmapula Boshomane
7.	John Mathibe
8.	Stevens Setshedi
9.	Ouma Matsemela
	BID ADJUDICATION COMMITTEE
1.	Boitumelo Sathekge
2.	Tsholofelo Mohalanyane
3.	Pholosho Molautsi
4.	Portia Mahlo
6.	Modiegi Phenya

Disaster Management

Background

Relationship between Disasters and Development

"For a long time, the cause-and-effect relationship between disasters, social and economic development was ignored"

Development programs were not assessed in the context of disasters neither from the effect of the disaster on the development program nor from the point of whether the development programs increased either the likelihood of a disaster or increased the potential damaging effects of a disaster.

Disasters were seen in the context of emergency response not as part of long-term development programming. When a disaster did occur, the response was directed to emergency needs and cleaning up. Communities under disaster distress were seen as unlikely places to institute development.

The post-disaster environment was seen as too turbulent to promote institutional changes aimed at promoting long term development. The growing body of knowledge on the relationship between disaster and development indicates four basic themes (Stephenson R.S (1994): Disaster and Development UNDP, DMTP).

According to Stephenson (1994) relationship between disasters and development have the basic themes:

1. Disaster set back development programming destroying years of development initiatives

- 2. Rebuilding after a disaster provides significant opportunities to initiate development programs
- 3. Development programs can increase an areas susceptibility to disasters
- 4. Development programs can be designed to decrease the susceptibility to disasters and their negative consequences

Since disaster risk reduction begins within the development realm, it is vital that all development projects of the municipality are evaluated from disaster management perspective. It is this reason that disaster management plays an integral part of development initiatives within the development facilitation committee.

In the light of the above, Section 53 (2) (a) of the Disaster Management Act specifies that disaster management plan for a municipality must form an integral part of the Municipality's Integrated Development Plan (IDP).

Section 26(g) of the Local Government Municipal Systems Act, 2000(Act No 32 of 2000) lists "Applicable Disaster Management Plan" as core component of an IDP

Developments within the Moretele Local Municipality should be assessed against identified risks and impacts of the development on society as well as the impact of the risk on the development initiatives. These assessments and amendments to the development is both sustainable and does not contribute to an increase in the risk profile of the Municipality.

Disaster Management Continuum

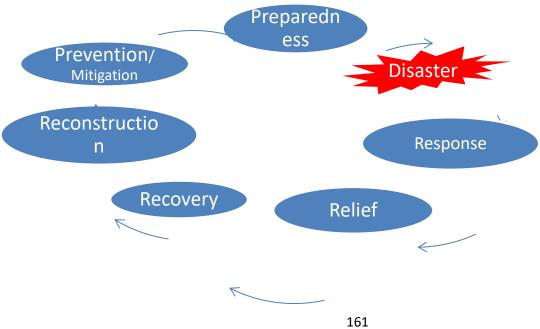


Table 1 illustrates the continuum- It should be noted that Disaster Management is not only reactive but also involves actions aimed at preventing disasters or mitigating the impact of disasters. Different line functions and departments must contribute to varying degrees in Disaster Management in the various phases of the Disaster Management Continuum. The needs identified in the disaster management plan will indicate where line functions and departments must contribute. Their contributions will then be included in the line function and departmental disaster management plans. Disaster Management Plans cover the whole disaster management continuum and must address actions before, during and after disasters.

The Custodian of the Disaster Risk Reduction Plan

The Manager of the Disaster Management Unit is the custodian of the disaster management plan for the Moretele Local Municipality and is responsible to ensure the regular review and updating of the plan.

The Manager of the Unit will ensure that copies of the completed plan as well as any amendments to the plan are submitted to:

- The Bojanala Platinum District Disaster Management Centre.
- The Northwest Provincial Disaster Management Centre (PDMC).
- The National Disaster Management Centre (NDMC).

Purpose of the Disaster Risk Reduction Plan

• Plan address risk and vulnerability associated with identified projects within Municipal Integrated Development Plan (houses, infrastructure maintenance and development) before project implementation.

Integrated Institutional Arrangement for Disaster Risk Reduction Planning

- In order to facilitate the integration of disaster risk reduction into the municipal IDP process, the Manager of the Disaster Management Unit must serve on both the IDP Steering Committee and IDP Representative Forum. All development projects must be referred to the Disaster Management Unit for comment and input before their submission to council for approval.
- The function of a Disaster Management Centre is to facilitate and coordinate the implementation of the Disaster Management Act, 2002(Act No 57 of 2002) as well as Municipal Disaster Management Policy Framework.
- Establishment of Interdepartmental Disaster Management Committee and the Disaster Management Advisory Forum
- The establishment of community-based structures at ward level (identify needs)

Disaster Risk and Vulnerability Assessment (RAVA)

Risk Profile of the Municipality

Insert Maps

Moretele Local Municipality is prone to different types of hazards that have been identified by Moretele Disaster Management Unit in consultation with members of Municipal Disaster Management Advisory Forum and Interdepartmental Disaster Management Committee. The following hazards have been identified:

Hydro meteorological	Technological	Human-induced
Extreme weather	Bridges	Covid-19
conditions	Roads, air and rail	 Veld and forest fires
 Meteorological drought 	Hazmats	Other Human Epidemics
Riverine flooding	Oil spills	Animal diseases
 flooding 	Toxic cargo spills	Terrorism
 Hydrological drought 	 formal structural fire 	Social conflict
 Agricultural drought 	informal structural fire	(Xenophobia)
 Socio-economic drought 	Poor infrastructure maintenance	Political unrest
	Cyber Terrorism	Overcrowding and
		stampedes (events)

		Service delivery protests/unrests
 Environmental Air pollution Water pollution Soil pollution/erosion/land degradation Water shortage 	Geological ✓ Earthquakes	

Vulnerabilities

- Residents living in unsafe areas (general wastes dumps, along major road and rail lines)
- Residents in informal settlements close to hazards i.e gas and fuel pipelines, high tension electrical or overhead wires
- Residents not trained in disaster risk reduction actions and preparedness
- Lack of awareness of disaster risk

Macro hazard assessment

The following table contain a macro hazard assessment for Moretele Local Municipality in order to prioritise disaster risks, a three-point scale was used for the standardization of the assessment.

Scale used

- High
- Medium
- Low

Hazard	Geographical Location	Probability	Frequency	Impact	Expose
Fires(structural)	Informal Settlements:	High	High	High	Properties and communities
	1.				
Fires (Veld)	All areas in Moretele	High	High	Medium	Environment, Livelihoods, and properties
Floods	Mention areas Motla, Moeka, Kromkuil, Mmakaunyana, Maubane, Carouselview,	High	High	Medium	Properties, livelihoods, and Infrastructure

	Makapanstad, Mathibestad and RDP.				
Sever weather conditions	All areas in Moretele	High but seasonal	Medium	Medium	Properties, livelihoods, and infrastructures
Hazardous materials	Major routes	Medium	Low	High	Environment, Communities, and infrastructure
Special Event (Festival, Sports)	All facilities handling large gathering Stadiums	Low	Low	Low	People attending the gathering
Transport Accidents	Major routes and railways	Medium	Low	Low	Commuters and infrastructure
Building collapse	All areas	Medium	Low	Low	Building and people

DISASTER RISK REDUCTION

Assessment of disaster risk and vulnerability on Integrated Development Plans projects for 2025/26 Financial Year

Area/Ward	Project	Type of	Risk Reduction measures or	Funding allocation	Comments
	/Program	infrastructure	action taken		
	description	/program	(prevention/mitigation)		
Mathibestad: Ward 12,	Installation of	High mast light	Infrastructure to decrease all		A positive development on the
14 & 20	High Mast Lights		criminal activities e.g. theft		project

Area/Ward	Project /Program description	Type of infrastructure /program	Risk Reduction measures or action taken (prevention/mitigation)	Funding allocation	Comments
Mathibestad Makapanstad Mogogelo	Internal Roads and Stormwater	Storm water control system	Infrastructure to decrease vulnerable communities		Improved roads to allow quick response to incidents
Mmotla: W	Refurbishment of Sewer line	Sanitation project	Infrastructure to decrease vulnerable communities		Improved sewer line

Area/Ward	Project	Type of	Risk Reduction measures or	Funding allocation	Comments
	/Program	infrastructure	action taken		
	description	/program	(prevention/mitigation)		
Moeka, (Ga-Motle,	Water supply	Water and	Adress water shortage challenge		Improved water supply
Ratsiepane, Kromkuil,	with reticulation	sanitation			
Mmakaunyane, Norokie)	and yard				
	connections				
	Schedule A - Bulk				
	Pipeline				
Moeka, (Ga-Motle,	Water supply	Water supply	Adress water shortage challenge		Improved water supply
Ratsiepane, Kromkuil,	with reticulation				
Mmakaunyane, Norokie)	and yard				
	connections				
	Schedule C -				
	Reservoir				

Area/Ward	Project /Program description	Type of infrastructure /program	Risk Reduction measures or action taken (prevention/mitigation)	Funding allocation	Comments
Ward 1, 5, 6, 15 & 16	Water Reticulation and Yard Connection	Water supply	Adress water shortage challenge		Improved water supply
Ward 1: Lebotloane, Bolantlokwe	Refurbishment of Boreholes	Water supply	Adress water shortage challenge		Improved water supply
	Handling and usage of grass fire equipment.	Risk reduction program	risk reduction program targeting farming communities. Decrease risk of veld fires	2024/2025 Operational	Veld and forest fire management within municipal areas

Area/Ward	Project /Program description	Type of infrastructure /program	Risk Reduction measures or action taken (prevention/mitigation)	Funding allocation	Comments
	Revival of Moretele Fire Protection Association				

Disaster Response and Recovery

Disaster response consists of relief actions after a disaster and continues with rehabilitation and reconstruction processes and actions in order to return the affected communities to normal while, ensuring that they are not again exposed to the threat in the same manner.

Response Action

- Issuing of early warning
- Emergency Services and other response agencies are dispatched to the location of disaster
- All responding agencies implement their Standard Operating Procedures for the disaster type
- Should extraordinary response be required, the Disaster Management Unit is activated, and additional human and material resources dispatched in accordance with agreed procedures and Memorandum of Understanding
- The Provincial Disaster Management and National Disaster Management Centres are simultaneously notified of the disaster.
- Additional national agencies like South African Police Service and South African National Defence Force are activated as required.
- Disaster assessments are completed and executive decisions on the further response is made by the Disaster Management Centre in conjunction with political stakeholders and the community.

- The Disaster Management Team, Community Leaders and other stakeholders in affected area(s) lodge a fully-fledged assessment eg nature/location of incidents, number of people affected, magnitude/losses, risk/potential risks the incidents host for surrounding and neighbours/adjacent areas, estimated population density and record all findings.
- Detailed reports and progress of the disaster response are provided to the mayor and media through the relevant structures.
- Rehabilitation and when necessary, reconstruction actions are developed once the disaster near completion and communicated to stakeholders.

Review of the Disaster Risk Reduction Plan

The Municipality will annually review and update the plan as required by Section 48 of the Disaster Management Act, 2002 (Act No 57 of 2002) in line with the Municipal Integrated Development Plan.

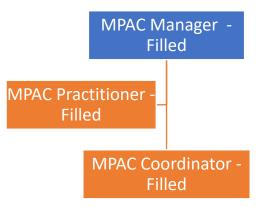
13.6 Municipal Public Accounts Committee

Municipalities have to establish Municipal Public Accounts Committees (MPAC) in terms of the provisions of the Local Government Municipal Structures Act 117 of 1998 and the Municipal Finance Management Act 56 of 2003 to serve as an oversight committee to exercise oversight over the executive obligations of council. The MPACs will assist the council to hold the executive and municipal entities to account, and to ensure the efficient and effective use of municipal resources. By so doing, the MPAC would help to increase council and public awareness of the financial and performance issues of the municipality and its entities.

The table below indicates the members of the MPAC.

Name of Member	Capacity
Cllr Monaheng	Acting Chairperson
Cllr Moselane	Member
Cllr Moatshe	Member
Cllr Letlhabi	Member
Cllr Nkutshweu	Member
Cllr Mbekwa	Member
Cllr Mathimbi	Member

Below is the administrative structure of the MPAC.



The Committee has initiated various outreach programmes aimed at ensuring that the value of the committee is maximized through awareness and stakeholder collaboration

13.7 Fighting Corruption through Ethical Conduct

Codes of Conduct for Councillors and Municipal Employees

The term "ethics" refers to standards of conduct, which indicate how a person should behave based on moral duties and virtues arising from the principles of right and wrong. Ethics therefore involves two aspects:

- The ability to distinguish right from wrong; and
- The commitment to do what is right.

Individual Ethical Conduct

Ethical behaviour refers to individual actions by employees, which are intended to further the common good of the organisation, as determined by its policies, procedures and business objectives with which employees are required to comply. If a person is conscious that his/her conduct is against the common good of the organisation or other employees, such conduct is unethical.

Collective Ethical Conduct

Ethical behaviour can also be regarded as collective behaviour, because external stakeholders such as suppliers and the community, in general, develop their perceptions about Local Government's commitment to the common good on the basis of the actions and the conduct of Local Government employees they deal with. In this way, excellent ethical business conduct by employees of Local Government leads to the collective perception of Local Government as being ethical.

Ethical Behaviour and Business Conduct

The integrity of the employees acting on its behalf underlies all the Local Government relationships, including those with customers, suppliers and communities, as well as those between employees. The highest standards of ethical business conduct are required of employees of Local Government in fulfilling their responsibilities. Employees may not engage in any activity that could raise questions as to Local Government's integrity, respect for diversity, impartiality or reputation. Ethical business conduct includes workplace relationships between employees in terms of the Constitution and require respect for constitutional rights in employment, particularly with regard to human dignity, non-discrimination, respect for diversity, impartiality and reputation. Furthermore, good governance indicates that organisations should develop codes of ethics as part of their corporate governance frameworks. Local Government employees are expected to abide by the Code of Conduct for Municipal Employees, whilst councillors in municipalities are expected to abide by the Code of Conduct for Councillors as per the Systems Act.

Officials

- General conduct
- Commitment to serving the public interest
- Personal gain
- Disclosure of benefits
- Unauthorised disclosure of information

Councilors

- General conduct of councillors.
- Attendance at meetings.
- Disclosure of interests.
- Personal gain.
- Declaration of interests.

- Undue influence
- Rewards, gifts and favours
- Council property
- Payment of arrears
- Participation in elections
- Sexual harassment
- Reporting duty of staff members
- Breaches of Code

- Full-time councillors.
- Rewards, gifts and favours.
- Unauthorised disclosure of information.
- Intervention in administration.
- Council property.
- Duty of chairpersons of municipal councils.
- Breaches of Code; and
- Application of Code to traditional leaders.

The municipality has developed the necessary capacity to fight corruption and dissuade any conduct that could be defined as unethical. These include:

- Formalising procedures and controls
- Establishment of the Anti-Corruption unit
- Giving teeth to the MPAC to investigate cases

Anti- Fraud and Corruption

Section 83(c) of the MSA refers to the implementation of effective bidding structures to minimize the possibility of fraud and corruption. Section 112(1)(m)(i) of Municipal Finance Management (MFMA) identify supply chain measures to be enforced to combat fraud and corruption, favoritism and unfair and irregular

practices. Section 115(1) of the MFMA states that the accounting officer must take steps to ensure mechanisms and separation of duties in a supply chain management system to minimize the likelihood of corruption and fraud. Anti-fraud and corruption strategy is in place and an Anti-fraud and corruption committee is in functional.

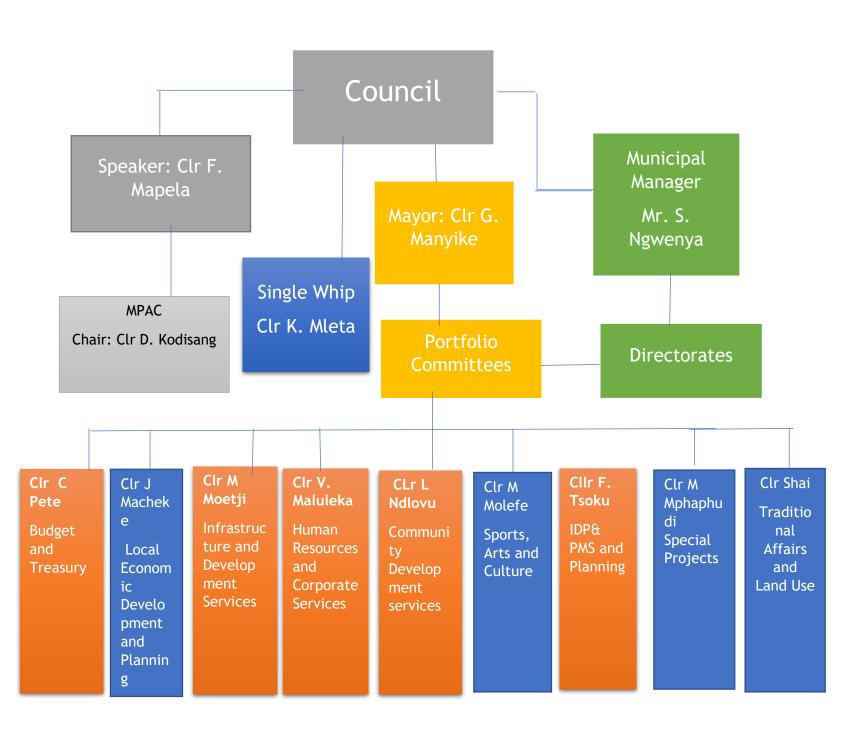
14. Council Committees

14.1 Executive Committee

Section 44 of the Municipal Structures Act provides that the executive committee is the principal committee of the council and must receive reports from the other committees of the council which must forward these reports together with its recommendations to the council when it cannot dispose of the matter in terms of its delegated powers. Further the executive committee must—

- Identify the needs of the municipality
- Review and evaluate those needs in order of priority
- Recommend to the municipal council strategies, programmes and services to address priority needs through the integrated development plan and estimates of revenue and expenditure. taking into account any applicable national and provincial development plans: and
- Recommend or determine the best methods. Including partnership and other approaches. To deliver those strategies, programmed and services to the maximum benefit of the community

Cllr G Manyike was elected to serve as the mayor after the November 2021 local government elections. Cllr F Mapela serves in her capacity as the Speaker of Council and Cllr K Mleta serves as the Single Whip.



14.2 list of Councilors

NO	Initials and Surname	Gender	Occupation	Ward	Ward Councilor/Party Representative Councilor
1	Cllr A.Zimba	Male	Councilor	1	Ward Councilor
2	Cllr C. Moatshe	Female	Councilor	2	Ward Councilor
3	Cllr C.Lekalakala	Female	Councilor	3	Ward Councilor
4	Cllr D.Sono	Male	Councilor	4	Ward Councilor
5	Cllr J.Molefe	Male	Councilor	5	Ward Councilor
6	Cllr P. Letlhabi	Male	Councilor	6	Ward Councilor
7	Cllr L.Mosane	Male	Councilor	7	Ward Councilor
8	Cllr M.Baloi	Female	Councilor	8	Ward Councilor
9	Cllr S.Motshegoa	Male	Councilor	9	Ward Councilor
10	Cllr D.Mathimbi	Male	Councilor	10	Ward Councilor
11	Cllr L.Tlhabane	Male	Councilor	11	Ward Councilor
12	Cllr V.Mashaba	Male	Councilor	12	Ward Councilor
13	Cllr B.Sithole	Male	Councilor	13	Ward Councilor
14	Cllr S.Ndlovu	Female	Portfolio Chairperson	14	Ward Councilor
15	Cllr S.Skhosana	Male	Councilor	15	Ward Councilor
16	Cllr S.Nkwana	Male	Councilor	16	Ward Councilor
17	Cllr J.Baloyi	Male	Councilor	17	Ward Councilor
18	Cllr V.Moatung	Male	Councilor	18	Ward Councilor
19	Cllr L.Modise	Male	Councilor	19	Ward Councilor

20	Cllr P.Letlape	Male	Councilor	20	Ward Councilor
21	Cllr Motlhasedi	Male	Councilor	21	Ward Councilor
22	Cllr D.Sithole	Female	Councilor	22	Ward Councilor
23	Cllr M.Segona	Male	Councilor	23	Ward Councilor
24	Cllr D.Nkutshweu	Male	Councilor	24	Ward Councilor
25	Cllr V.Mphaphudi	Female	Portfolio Chairperson	25	Ward Councilor
26	Cllr O.Mmamabolo	Female	Councilor	26	Ward Councilor
27	G Manyike	Male	Mayor	19	PR Councilor
28	F Mapela	Female	Speaker	21	PR Councilor
29	K Mleta	Female	Chief Whip	13	PR Councilor
30	M Kodisang	Female	Councillor	24	PR Councilor
31	F Tsoku	Female	Portfolio Chairperson	17	PR Councilor
32	V Maluleka	Female	Portfolio Chairperson	18	PR Councilor
33	J Macheke	Male	Portfolio Chairperson	17	PR Councilor
34	M Molefe	Male	Portfolio Chairperson	1	PR Councilor
35	C Shai	Male	Portfolio Chairperson	25	PR Councilor
36	C Pete	Male	Portfolio Chairperson	26	PR Councilor
37	M Moetjie	Male	Portfolio Chairperson	13	PR Councilor
38	M Sethole	Female	Councilor	20	PR Councilor
39	S Modisa	Male	Councilor	22	PR Councilor
40	S Kutumela	Male	Councilor	19	PR Councilor

41	D Langa	Male	Councilor	20	PR Councilor
42	S Mashele	Male	Councilor	14	PR Councilor
43	P Mabena	Male	Councilor	18	PR Councilor
44	L Moselane	Male	Councilor	04	PR Councilor
45	M Kutumela	Female	Councilor	09	PR Councilor
46	A Monageng	Male	councilor	03	PR Councilor
47	P Letebele	Male	Councilor	10	PR Councilor
48	D Mbekwa	Male	Councilor	08	PR Councilor
49	S Chauke	Male	Councilor	08	PR Councilor
50	G Mamadi	Female	Councilor	12	PR Councilor
51	S Selepane	Female	Councilor	16	PR Councilor
52	L Sekgaolela	Female	councilor	25	PR Councilor

Objectives of the Municipal Council

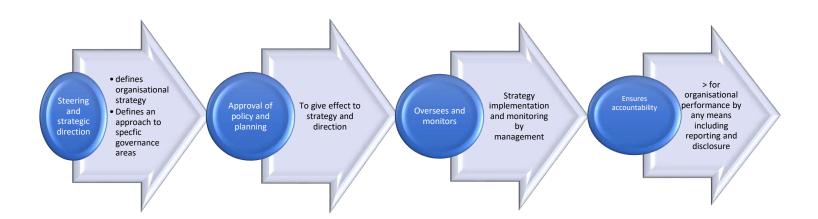
Section 19. (1) of the Municipal Structures Act (1998) provides that a municipal council must strive within its capacity to achieve the objectives set out in section 152 of the Constitution.

Further section (2) requires a municipal council to annually review—

- (a) the needs of the community.
- (b) its priorities to meet those needs.
- (c) its processes for involving the community.
- (d) its organisational and delivery mechanisms for meeting the needs of the community; and
- (e) its overall performance in achieving the objectives referred to in subsection

And further that (3) a municipal council must develop mechanisms to consult the community and community organisations in performing its functions and exercising its powers.

The municipal council is therefore the supreme decision maker on matters of municipal governance. King Iv (2016) provides that a municipal council as a governing body has the following responsibilities over and above those stipulated above:



15. HIGH LEVEL SECTOR PLANS

Name	Status	Reason for Not reviewing	Submission to relevant departments
Water service master plan	An application was written to MISA for funding to develop a plan for the Municipality.		
Local Economic development strategy	Reviewed		
Land use scheme	Outdated will be available in the next financial year		
Spatial Development framework	reviewed		
Road Master Plan	Bojanala appointed a consultant to draft a road master plan		
Disaster Management Plan	Outdated not yet review	COGTA will assist in the review but currently there is a lack of capacity	
Financial Management Plan	Reviewed		
Human Resource Management Plan	Reviewed		

15.1 Water Services Development Plan

Moretele Local Municipality is a Water Services Authority (WSA). As the WSA the Municipality must develop, update and implement the water services development plan (WSDP). In 2008, the Moretele Local Municipality undertook the initiative of compiling WSDP.

The plan highlighted the following that the total number of housing units within the Municipality is 46 000. Out of this number a total of 14682 housing units has yard connections with standpipes inside the yards. The remaining 31 313 housing units do not have yard connections. The backlog in the provision of water services is about 31313 housing units. Most the residents are provided with water from groundwater schemes and wellfields. There are no industries within the Municipality. Most of the residents in the Municipality rely to a greater extent on subsistence farming, while others commute daily between Pretoria and the Municipality. There are small scale business institutions such as shops and car wash. Carousel Hotel is one of the business institutions in the Municipality. Other public institutions within the Municipality are clinics, schools and police stations. These institutions are supplied with water from community water supply schemes. Carousel Hotel is supplied with water from the bulk scheme. The backlog is currently being addressed through projects funded by the Municipal Infrastructure Grant (MIG). The estimated budget for addressing the backlog more than R161,981,326.16 over a period of five (5) years. It is envisaged that the water services backlog will be addressed by: a. Implementation of reticulation infrastructure projects that are funded through the Municipal Infrastructure Grant (MIG)

a. Implementation of reticulation infrastructure projects that are funded through the Municipal Infrastructure Grant (MIG) programme

b. Conducting feasibility study for extension of bulk water scheme for the villages in the northern part of the Municipality

There are three primary sources of water in the Municipality. These sources are summarized as follows:

- Abstraction from surface water sources within the Municipality's area of jurisdiction
- Abstraction from groundwater sources such as boreholes or dug wells
- Purchase from external sources such as the City of Tshwane Metropolitan Municipality.

One of the serious challenges facing the Municipality is the debt related to the purchase of bulk water from the City of Tshwane Metropolitan

Municipality. This debt is more than R50million and there are a number of factors which contributes towards this. Some of these factors are:

The plan is outdated and the Bojanala district municipality is assisting the municipality in developing a plan.

15.2 Land Use Scheme

The municipality has, through the support of the Department of Rural Development and Land Reform, prepared the Land Use Management Scheme known as the Moretele Local Municipality Land Use Scheme, 2016, and shall hereafter be referred to as the "Scheme".

Enactment

The Scheme has been prepared in terms of Section 24 of the Spatial Planning and Land Use Management Act, 2013, (Act No. 16 of 2013) and enacted in terms of the Moretele Spatial Planning and Land Use Management By-Law. The Scheme shall come into operation on the date determined by the Municipal Manager by publication of a notice thereof in the Provincial Gazette.

Land Use Rights Whether or not land is registered in terms of the Deeds Registries Act, 1937 (Act No. 47 of 1937), the land may be used only in accordance with the land use rights held in terms of the Scheme. All conditions included in a title deed of a land parcel within the municipality supersede the land use rights granted by the Moretele Land Use Scheme. A Register of Land Use Rights shall be the definitive source of the land use and development rights of a property.

Authorized Local Municipality

The Moretele Local Municipality, hereafter referred to as the "Municipality", is the authority responsible for enforcing and carrying out the provisions of the Scheme.

Area of Scheme

The Scheme is applicable to the area of jurisdiction of the Moretele Local Municipality, as proclaimed.

Purpose of the Land Use Scheme

A land use scheme must give effect to and be consistent with the municipal spatial development framework and determine the use and development of land within the municipal area to which it relates in order to promote—

- i. economic growth.
- ii. social inclusion.
- iii. efficient land development; and
- iv. minimal impact on public health, the environment and natural resources.

Components of the Land Use Scheme

The Land Use Scheme consists of:

- i) regulations setting out the procedures and conditions relating to the use and development of land in any zone.
- ii) a map indicating the zoning of the municipal area into land use zones; and
- iii) a register of all amendments to such land use scheme.
- iv) a register of all land use rights of all properties.

Transitional Arrangements

- All existing, legal land use rights that were in effect on properties prior to the effective date are deemed to continue in full force and effect and are hereby incorporated into the Scheme.
- Should a mistake or oversight be made in the recording of an existing land use right, such mistake or oversight shall be rectified, on the producing of proof of such existing land use right by the landowner.
- Any application made and accepted in terms of a former zoning scheme or town planning scheme which is still in
 process at the commencement date shall be assessed and finalised in terms of such former zoning scheme or
 town planning scheme regulations, except where it has been withdrawn by the applicant in writing.
- Where a rezoning application was approved prior to the commencement of this Land Use Scheme but has not yet been acted on, or where a rezoning was approved as contemplated in Section 1.8.3 within the provisions of a former zoning scheme or town planning scheme, after the commencement of this scheme, the affected land unit/s in such approval shall be deemed to be allocated with a corresponding zone in accordance with this Land Use Scheme, where such an approval is acted on.
- Where a building plan application was formally submitted and accepted:
 - a) before commencement of this Land Use Scheme which is still being processed; or
 - b) after commencement of this Land Use Scheme, with the express purpose to act on a valid approval granted for any application in terms of planning law or in terms of a former zoning scheme.

This plan will be assessed and finalized within the approval granted and the land use restrictions or provisions of the applicable zone in the former zoning scheme.

• Where any approval in terms of the Ordinance or a former zoning scheme has been acted on and constitutes a contravention of any provision in a zone in this Land Use Scheme, for the purposes of this Land Use Scheme it will not be considered to be an offence but a lawful non-conforming use.

- Development applications that, prior to this scheme, were submitted and approved, but not proclaimed, are deemed to be proclaimed.
- If flats were erected on stands in this use zone on or before the fixed date, such flats are deemed to be a primary right.

Land Use Rights Register

The Municipality must keep and maintain a land use scheme register in a hard copy and electronic format as approved by the Council and may contain the following but is not limited to:

- (a) Date of application;
- (b) Name and contact details of applicant.
- (c) Type of application.
- (d) Township/farm name.
- (e) Erf or farm number.
- (f) Portion/remainder.
- (g) Property description.
- (h) Existing zoning.
- (i) Square meters granted.
- (j) Density.
- (k) Floor area ratio.
- (l) Height (storeys/meters).
- (m) Coverage.
- (n) Building line.
- (o) Parking requirements.
- (p) Amendment scheme number.
- (q) Annexure number.
- (r) Item number.
- (s) Item date.
- (t) Decision (approved/not approved).

(u) Decision date.

Both the Land use Scheme (2016) and the bylaws are still under review pending the finalization by North provincial land use management

15.3 Spatial Development Framework

The Municipality has developed the Spatial Development Framework consistent with SPLUMA regulations.

Spatial Planning and Land Use Management Act 2013 (SPLUMA)

The Spatial Planning and Land Use Management Act, 2013 (SPLUMA) is a legal framework for all spatial planning and land use management legislation in South Africa. It seeks to promote consistency and uniformity in procedures and decision-making. Other objectives include addressing spatial historical imbalances and the integration of the principles of sustainable development into land use and planning regulatory tools and legislative instruments. SPLUMA requires national, provincial, and municipal spheres of government to prepare SDFs that establish a clear vision which must be developed through a thorough inventory and analysis based on national spatial planning principles and local long-term development goals and plans. SDFs are thus mandatory at all three spheres of government.

Section 12 (1) sets out general provisions which are applicable to the preparation of all scales of SDFs. These provisions require that all SDFs must:

- a. interprets and represents the spatial development vision of the responsible sphere of government and competent authority.
- b. be informed by a long-term spatial development vision.
- c. represents the integration and trade-off of all relevant sector policies and plans.
- d. guide planning and development decisions across all sectors of government.
- e. guides a provincial department or municipality in taking any decision or exercising any discretion in terms of this Act or any other law relating to spatial planning and land use management systems.
- f. contributes to a coherent, planned approach to spatial development in the national, provincial, and municipal spheres.
- g. provides clear and accessible information to the public and private sector and provide direction for investment purposes.
- h. includes previously disadvantaged areas, areas under traditional leadership, rural areas, informal settlements, slums and land holdings of state-owned enterprises and government agencies and address their

inclusion and integration into the spatial, economic, social, and environmental objectives of the relevant sphere.

- i. address historical spatial imbalances in development.
- j. identifies the long-term risks of spatial patterns of growth and development and the policies and strategies necessary to mitigate those risks.
- k. provide direction for strategic developments, infrastructure investment, promote efficient, sustainable, and planned investments by all sectors and indicate priority areas for investment in land development.
- l. promotes a rational and predictable land development environment to create trust and stimulate investment.
- m. take cognizance of any environmental management instrument adopted by the relevant environmental management authority.
- n. give effect to national legislation and policies on mineral resources and sustainable utilization and protection of agricultural resources; and
- o. considers and, where necessary, incorporate the outcomes of substantial public engagement, including direct participation in the process through public meetings, public exhibitions, public debates and discourses in the media and any other forum or mechanisms that promote such direct involvement.

The Local Economic Development and Planning consider the following high impact projects for 2024-2025 financial year.

• Closure and Rehabilitation of Ga-Mmotla illegal waste site.

Contractor is appointed and currently busy with the application and to conduct relevant studies in line with the National waste management Act and National environment Act which will be submitted for Municipal Infrastructure Grant.

• New landfill site at Makapanstad

A study has been concluded and busy with consolidation of the study to determine the costs and designs which will then be submitted for Municipal infrastructure grant.

• Rural Development plans

The following areas are identified for such a project.

✓ Makapanstad

- ✓ Mathibestad
- ✓ Maubane

Settlement Clusters

All settlement within the Municipality is important in terms of promoting a better livelihood for all. The SDF identified the following clusters of settlements each linked with the proposed nodes.

CLUSTER 1:	
01.	Ruigtesloot, De-Grens,
	Phedile, Little Trust, Tlholoe
	& Bollantlokwe
02.	Olverton, Voyenteen,
	Swartboom, Tlounane &
	Utsane
03.	Cyferskuil, RDP & Walmaan
04.	Lebotlwane, Slaagboom &
	Mmukubyane
05.	Sutelong, Jonathan,
	Dikgopaneng, Flynkzyndrift &
	Ga-Habedi
06.	Ngobi, Dipetlelwane,
	Transactie, Selepe & Jumbo
CLUSTER 2:	
07.	Lebalangwe,
	Mmakgabetlwane, Rabosula,

Kalkbank Trust, Noroki,
Swartdam & Mmotong
Mmakaunyane
Motla
Mmakaunyane, Skierlik,
Kromkuil & Motla
Moeka, Vuma, Mzimdala 1 & 2,
Prutchard Power, Msholozi,
Union Buildings
Ratjiepane & Kromkuil
Bosplaas East, Carousel View
& Papatso View
Dertig, Danhouse, Ramaphosa
& Sespond
Greenside

16.	Hani View, Dihibidung &
	Danhouse
17.	One & Ten, Opperman,
	Thulwe, Potoane, Prieska &
	Makapanstad
19.	Mathibestad
22.	Lefatlheng, Dertig, Ramatla &
	Bosplaas
CLUSTER 4:	

10.	Dikebu, Moema, Mocheko,
	Lekgolo, Tladistad &
	Mmatlhwaela
11.	Mogogelo
12.	Mathibestad, Marcus View
	(Mathibestad RDP)
18.	Lefatlheng
20.	Makapanstad
21.	Kgomo Kgomo, Kotant,
	Moratele & Makapanstad
24.	Mathibestad

Development Corridors

The SDF provides that the identification of development corridors and the focusing of economic development around these corridors could improve the socio-economic opportunities within the MLM. However, limited opportunities exist within communities which are situated along these corridors. Therefore, it is important to understand the sensitivity and functionality of a corridor, and to ensure its mobility function versus that of its accessibility function (NATMAP, 2017). Furthermore, it is more sustainable by focusing economic development, housing and other civil services at the specific strategic nodes identified. The table below depicts the important internal and external linkages of MLM. Although not situated within the MLM, the N1 along the eastern boundary of the municipal area can be regarded as an important national transport corridor.

The route through Motla, Swartdamstad up to Makapanstad and from its intersection eastwards and south eastwards through Mathibestad, Dertig and Bosplaas to the Temba node in Tshwane form part of the primary development corridor.

The route north east from Ngobi through Swartboom, Olverton and Cyferskuil provides linkages to the national transport corridor east of the Municipal area.

The tertiary linkages include all the internal routes linking the remaining settlements within the Municipal jurisdiction.

The route from Moretele through Ga-Hebedi and Jonathan facilitates a linkage with the provincially important tourism node around the Klipvoordam and Klipvoordam Nature Reserve. Although not located within the Municipal area, the route from Motla towards Soshanguve can also be considered as a tourism route linking the Tswaing Meteorite Crater Reserve. The route running along the northern boundary of the City of Tshwane Metropolitan Municipality from Hammanskraal in the east through Temba, Stinkwater, Eersterust up to the Winterveld area, can be regarded as an important external linkage

SPATIAL PROPOSALS

SPLUMA requires a Municipal Spatial Development Framework to spatially depict the spatial form of a Municipality for the next five, ten and twenty years, as well as identifying current and future significant structuring and restructuring elements of the spatial form of the Municipality.

Primary Node

The primary node consists of the following settlements listed below:

- Danhouse
- Sespond
- Ramaphosa
- Dertig
- Mathibestad
- Mathibestad RDP
- Makapanstad

The majority of population reside in Mathibestad and Makapanstad. Mathibestad is the seat of the Moretele Local Municipality. The primary development corridor connects all the settlements listed above. Numerous businesses and community facilities are also located within the node. The following figures represent some economic indicators within the primary node. StatsSA dwelling framework was sourced to determine the amount of additional structures built since 2011. These figures also depict the percentage of land being used for various zoning purposes, as well as the availability of land for any future extension.

Secondary Node

The Secondary Node consist of the following settlements:

- Ratjiepane
- Moeka

- Motla

- Swartdamstad

The majority of the population in the secondary node resides in the settlement Motla, which is also the only formalised area within the node. The primary development corridor runs from Makapanstad towards Swartdamstad and connects Moeka and Motla to the south towards Soshanguve.

The following figures represent some economic indicators within the secondary node. StatsSA dwelling framework was sourced to determine amount of additional structures built since 2011. These figures also depict the percentage of land being used for various zoning purposes, as well as the availability of land for any future extension. Figure 45 represents a combination of statistical information for all settlements within the secondary node. While Figure 46 to Figure 49 represents individual statistics for each settlement.

Rural Nodes

As previously mentioned the Moretele Local Municipality mainly consist of rural areas. Three Tertiary nodes were identified within the Municipality namely:

- Tertiary node A: Moretele/Sutelong
- Tertiary node B: Ngobi/Transactie/Swartboom
- Tertiary node C: Cyferkuil/Walman/Olverton/ Mogohlwaneng

Development principles:

Principle 1: Urban/Rural edge

The urban/rural edge should be utilised to manage growth within the Tertiary Node C.

Principle 2: Densification

It is recommended that all vacant stands or commonage areas within the settlement boundaries must first be developed before any outward development is considered. The majority of vacant land exist within the Mogohlwaneng settlement with some vacant stands existing within the formalized areas such as Cyferkuil, Walman and Olverton.

Principle 3: Open Space system

Any open space network within the Municipal jurisdiction should not be considered for any development.

Principle 4: Cultivation and Rural Development Plan

Protect any high potential agricultural land and promote small-scale extensive commercial farming activities. Prevent mining activity from encroaching onto high potential agricultural land. The following are proposals in terms of rural development within the Tertiary Node C.

- Provide training to diversify crops.
- □ Provide infrastructure to farmers in order to undertake graze management

Principle 5: Protect

Any open space network, land with high swelling clays or land close to rivers, dams or wetlands should not be developed. Any development within a conservation area should only take place if the development acquired approval from key environmental departments/and if the development promotes tourism (refer to Table 42).

Principle 6: Economic Zone

It is recommended as far as possible that all business and retail activities should be restricted to the areas indicated A and B on Map 37. Informal trade should also be encouraged at the proposed areas (Refer to Figure 42, Figure 43 and Figure 44).

Principle 7: Manage

The "blue" areas on Map 37 include a 100 metre buffer around Churches, Community Halls, Clinics, Schools and other key community facilities. All taverns, bottle stores and funeral parlours shops should be discouraged in these areas.

Principle 8: Intensify

The areas highlighted in "red" on Map 37 include a 150-metre buffer around land uses such as business activities. These areas should act as little nodes, but only where the following principles are applied.

- □ Importance (In terms of the function the area serves within the municipality
- Service and function
- Access to Major corridors
- Link to activity spines and corridors

Principle 9: Access

The node is in close proximity to the R101 which is adjacent to the N1. The secondary linkage connects the node with the Tertiary Node B. Access is also available from the R101 on the eastern side of the node. Furthermore, the road networks connecting various settlements need to be maintained and preserved to facilitate easy access to and from the node.

Principle 10: Industrial Zones

Any existing industrial activities should be strongly supported. Promote future industrial activities within the node

Principle 11: Tourism

Promote tourism opportunities for small scale business enterprises such as the trading of handmade arts and crafts.

Spatial Development Pattern

The Spatial Planning and Land Use Management Act 2013 requires a written and spatial representation of a 5, 10 and 20 years desired spatial growth pattern. The following describes the timeframe of how the Secondary node should grow.

Year 0 - Year 5:

- □ Protect, enhance and promote business activities within the identified areas
- Establish a tourism strategy
- Provide training to local and potential farmers to diversify crops.

Year 5 - Year 10:

- Promote infrastructure development
- Implement the tourism strategy
- Provide infrastructure to farmers

Year 10 - Year 20:

- Future development areas - Only consider this zone when all vacant/commonage areas have been developed within the settlements.

The final SDF is attached as annexure C

15.4 Local Economic Development Strategy

Moretele Local Municipality has identified the following as the main objectives of the LED Strategy:

- Increase employment opportunities
- Grow local Gross Domestic Product
- Reduce Poverty
- Increase economic activity
- Conducive Economic Environment
- Competent and Growing SMME

Moretele Local Municipality has four main and active economic drivers in the following sectors:



The key players in all these sectors are Small Micro and Medium Enterprises which include Cooperatives and individual business owners.

The strategy provides that Agriculture is the strongest economic pillar with high potential for growth in Moretele Local Municipality. There is a growing need to solve the host of challenges faced by the agriculture sector in a more integrated manner, within the framework of sustainable development. Rural and inclusive development strategies in the past have moved between maximizing growth through promoting commercial crops and emphasising food production / self -sufficiency on one hand and import substitution on the other.

The municipality is expected to allocate resources in ensuring the realisation of the various strategies and programmes outlined in the therein (See annexure D).

15.5 SMME Development Policy

The SMMS Policy provides that its purpose is to enable Moretele Local Municipality to be proactive:

- Identify and list all SMMEs and Cooperatives existing within Moretele Local Municipality.
- Conduct Skills and capacity audit on all identified and listed SMMEs.
- Identify training needs and programmes relevant for capacity building and closing skills gap in the SMMEs.
- Compile and manage database of all SMMEs.
- Categorise Businesses in the different sectors of the local economy.
- Develop and implement a monitoring tool for growth and development of SMME and their access and participation on the provision of goods and services to Moretele Local Municipality.

The role of the Municipality

Whilst Moretele Local Municipality acknowledges that Enterprise Development and Incubation is not its core function, the Municipality will create a platform for Enterprise Development which will in turn benefit the growth of the Local Economy. Thus, the role of the Municipality shall be:

- Through the LED and Planning Department, to advice and refer SMMEs to relevant Enterprise Development institutions like Northwest Development Corporation (NWDC), SEDA, KHULA, NEF, IDC etc. for Financial and Non- Financial Support. This department shall play the intra- coordinating role between the Special Projects Office, Supply Chain Management, Finance, and other Municipal Departments with regards to
- To be a coordinating and facilitation link between Enterprise Development institutions, National and Provincial spheres of Government.
- To act as a facilitator of joint ventures between established businesses and local SMMEs/Cooperatives to encourage enterprise development and skills transfer.
- To ensure that the listed SMMEs operates in areas that are zoned for business as per municipal by-laws.
- To ensure that LED and Planning Department is well capacitated, and staff is trained to provide advisory, support and business plan analysis services to SMMEs and Cooperatives.
- To identify skills gap within the listed SMMEs and come up with relevant training programmes.

- To source and partner with accredited training service providers for identified training programmes of SMMEs.
- In collaboration with Supply Chain Management, to ensure that listed and supported SMMEs participate in the provision of goods and services to Moretele Local Municipality.
- The LED and Planning Director to appoint a committee for selection and screening of SMME and Projects to be supported
- Through a managed Database system, to ensure that there is communication about business opportunities and updates. This shall be through:
 - SMS Notifications.
 - o Information and awareness roadshows.
 - E-mail notifications.
 - Public notices.
- To develop and maintain a Monitoring and Evaluation system for the listed and supported SMMEs and Cooperatives with regards to:
 - o Employment creation with Youth and Women as a priority.
 - Sustainability.
 - Ability to pay Municipal rates and services.

The policy remains a pivotal tool to not only espouse a vision to support and develop local entrepreneurs but a yardstick to measure the efficacy of local economic development strategies in promoting access to emerging opportunities to local businesses. The policy is attached as annexure E.

16. ANNUAL OPERATIONAL PLAN

The section below provides a high-level picture of the development objectives, indicators and targets which define the operational plan of the municipality consistent with circular 13 issued by National Treasury outlined in the table below:

Component	Description
Monthly Projections of Revenue to be	o The Municipality has to institute measures to achieve its monthly revenue targets for each source
Collected for each Source	 These measures will enable the Municipality to assess its cash flow on a monthly basis with a view to undertaking contingency
	plans should there be a cash flow shortage or other challenges and positives
Monthly Projections of Expenditure and Revenue for each Vote	 The monthly projection of revenue and expenditure per vote relate to the cash paid and reconciles with the cash flow statement adopted with the budget
	The focus under this component is a monthly projection per vote in addition to projections by source
Quarterly Projections of Service	o This component of the SDBIP requires non-financial measurable performance objectives in the form of service delivery targets
Delivery Targets and Performance	and other indicators of performance
Indicators for	
each Vote	o The focus is on outputs rather than input.

Component	Description
	 Service delivery targets relate to the level and standard of service being provided to the community and include the addressing of backlogs in basic services
Detailed Capital Budget Broken Down by Ward over Three Year	 Information detailing infrastructural projects per ward containing project description and anticipated capital costs over the three-year period

High level Strategic Objectives of the Municipality

Municipal objectives by Directorate

Infrastructure Development Services

> To ensure access to sustainable services and infrastructure to all households

Community Development Services

> To ensure access to public amenities and to promote community safety, development and sustainable livelihoods

Budget and Treasury Office

> To promote and ensure prudent financial management to enhance institutional viability and access to basic services

Human Resources and Corporate Services

> To promote and enhance professional institutional development and transformation through improved human resources systems and technology

Local Economic Development and Planning

> To promote and enhance economic development, growth and economic access

Strategic Services and Governance

- > To promote and enhance effective governance systems for improved service delivery
- > To enhance and promote effective governance through credible communication systems
- > To promote and enhance integrated municipal planning
- > To promote Institutional development and transformation and good governance

17. Service Delivery Objectives, Indicators and Targets

Moretele	Local	Municipality
Moretele	LUCAI	Mullicipatity

2025/2026 Adjusted SDBIP

IDS

NDP Chapter		Chapter 4: Economic Infrastructure, Chapter 13: Building a capable state, Chapter 12: Building Safer Communities, Chapter 14: Promoting accountability and fighting corruption, Chapter 8: Human Settlements												
National Outcome		Responsive, A	Responsive, Accountable, Effective and Efficient Local Government System, An efficient, competitive and responsive economic infrastructure network											
Municipal Strategic Objective		To ensure acc	To ensure access to sustainable services and infrastructure to all households											
Key Perfor	mance Area	Basic Service	Delivery (IDS)										
Planning	Planning Strategic		Indicator	Evidence	UOM	Baselin	Annual budget	Annual	Q1	Q2	Q3	Q4	Adminis	trative
Level	Objective	Objective				е		Target	Jul23- Sept23	Oct2 3- Dec2 3	Jan 24- Mar2 4	Apr2 4- Jun2 4	DEPT	RESP PERSON

Output ref	Optimised	Water	Number	Progress	Number	41 856	R	620	620		IDS	Director
1.1	access to	supply to	(620) yard	reports,	. ,		20 000 000.00					IDS
1	water services	Moeka, (Ga-	connectio	Minutes &								
	Tracer services	Motle,	ns with	Completion								
		Ratsiepane,	reticulatio	certificate								
		Kromkuil,	ns to	ceremeate								
		Mmakaunya	Moeka,									
		ne, Norokie)	(Ga-									
		with	Motle,									
		reticulation	Ratsiepan									
			-									
		and yard	e,									
		connections	Kromkuil,									
		Schedule C	Mmakauny									
			ane,									
			Norokie									
			by									
			Septembe									
			r 2025									

Output ref 1.2	Optimised access to water services	Water Reticulation pipeline, elevation of steel tank& refurbishme nt of package plant with 2000-yard connection	Number (2000) water reticulation, elevation of steel tank, refurbish ment and yard connections (Ruigtesloot) Ward	Q1: Appointment letter, Minutes, Progress reports Q2 - Q3: Minutes, Progress reports Q4: Minutes, Completion certificates	Number	41 856	R 50 000 000.00	2000			2000	IDS	Director IDS
			1by June 2026										
Output ref	Optimised	Water	Number	Minutes,	Number	41 856	R	2	 Drilli	Eleva	100-	Water	Director
1.3	access to	Reticulation	(2) drilling	Progress			18 980 856.51	drilling	ng of	tion	yard	&	IDS
	water services	& Yard	and	reports and				and	<u> </u>	of 2	conn	Sanitat	
		Connection:	equipping	completion				equippi	bore	steel	ectio	ion	
		Drilling &	of	certificates				ng of	holes	tanks	ns	Provisi	
		equipping of	boreholes,					borehol	and 4	, 1		on &	
		2 boreholes,	(2)					es,2	km	retic		Authori	
		elevation of	elevation					elevatio	of	ulati		ty	

		2 steel tanks(456kl &92kl) 5km reticulation pipeline, 200-yard connections	of steel tank, (5km) reticulatio n pipeline and (200) yard connectio n in Ward 12 by June 2026					n of steel tanks,5k m reticula tion pipeline and 200- yard connecti ons	retic ulati on pipel ines	on of pipel ines, 100- yard conn ectio ns			
Output ref 1.4	Optimised access to water services	Refurbishme nt of reservoirs in various villages	Number (3) of reservoirs refurbishe d in Mathibest ad, Makapanst ad and Opperman by June 2026	Minutes, Progress report and completion certificate	Number	41 856	R10 000 000.00	3			3	Water & Sanitat ion Provisi on & Authori ty	Director IDS

	_			1				1				
Output ref 1.5	Human dignity enhanced through adequate sanitation	Constructio n of Ablution facilities in various wards	Number (400) VIP toilets constructe d in Ward 4 by December 2025	Progress report and completion certificate	Number	43 571	R 31 582 143.00	400	200	200	Water & Sanitat ion Provisi on & Authori ty	Director IDS
Output ref 1.6	Human dignity enhanced through adequate sanitation	Constructio n of Ablution facilities in various wards	Number (450) VIP toilets constructe d in Ward 7 by December 2025	Progress report and completion certificate	Number	43 571		450	200	250	Water & Sanitat ion Provisi on & Authori ty	Director IDS
Output ref 1.7	Human dignity enhanced through adequate sanitation	Constructio n of Ablution facilities in various wards	Number (280) VIP toilets in Ward 26 constructe d by March 2026	Progress report and completion certificate	Number	43 571		280	100	180	Water & Sanitat ion Provisi on & Authori ty	Director IDS

Output ref	Integrated	Paved roads	Km (1) of	Progress	KM	105	R 10 000	1KM			1KM	IDS	Director
1.8	and safe road	&	road	report and			000.00						IDS
	networks	stormwater	paved by	completion									
	promoted and	drainage	June 2026	certificate									
	ensured	constructed	in ward 11										
		in ward	(Mogogelo										
		11(Mogogelo) by June										
)	2026										
Output ref	Integrated	Paved roads	Km (1) of	Progress	KM	105	R 10 000	1KM			1KM	IDS	Director
1.9	and safe road	&	storm	report and			000.00						IDS
	networks	stormwater	water by	completion									
	promoted and	drainage	June 2026	certificate									
	ensured	constructed	in ward										
		in Motla	Motla by										
			June 2026										
Output ref	Integrated	Paved roads	Km (1) of	Progress	KM	105	R10 000 000.00	1KM			1KM	IDS	Director
1.10	and safe road	&	road	report and									IDS
	networks	stormwater	paved by	completion									
	promoted and	drainage	June 2026	certificate									
	ensured	constructed	in ward 17										
		in ward 17											
		iii waia i7				1		1	l				

										1			
Output ref 1.11	Integrated and safe road networks promoted and ensured	Paved roads & stormwater drainage constructed in ward 22	Km (1) of road paved with stormwate r by June 2026 in Ward 22	Progress report and completion certificate	КМ	105	R10 000 000.00	1KM			1KM	IDS	Director IDS
Output ref 1.12	Community lighting erected for improved public safety	Community lighting erected for improved public safety in ward	Number (6) of high mast- lights erected by March 2026 in Ward 8	Progress report and completion certificate	Number	335	R 5 500 000.00	6			6	IDS	Director IDS
Output ref 1.13	Community facilities constructed for improved public safety	Completion of Community Hall in Ward 15 by June 2026	Number (1) completio n of Communit y Hall in Ward 15 completed	Progress report and completion certificate	Number		R 10 000 000.00	1			1	IDS	Director IDS

	by June 2026							
	-		Local Mu 2025/202 ljusted SD		_			

National Outcome	National Outcome Responsive, Accountable, Effective and Efficient Local Government System, Outcome 2: A long and healthy life for all
	South Africans; Outcome 3: All people in South Africa are and feel safe
NDP Chapters	Chapter 4: Economic Infrastructure Chapter 8: Human Settlements Chapter 12: Building Safer Communities Chapter 13: Building a capable
	state Chapter 14: Promoting accountability and fighting corruption, Chapter 10: Promoting health; Chapter 11: Social Protection
Municipal Strategic Objectives	To ensure access to public amenities and to promote community safety, development and sustainable livelihoods
Strategic Goals	SG CDS: To ensure access to safe and habitable public facilities, to promote and maximize participation in sports, To promote and maximize
	participation in sports and recreation
Key Performance Area	Basic Services and Infrastructure Development

CDS

Sd bip ref	Planni ng Level	Strategic objective	Measurable Objective	Key Performance Indicator	Evidence	Baseli ne	UOM	Annual Budget	Annu al Targ	Q1	Q2	Q3	Q4	Accountabili	ty
•									et					Departmen t	Person
2.1	Output	Access to safe and habitable public facilities ensured	Improved Revenue Collection through cemetery development	Number (1) of Cemetery and Facilities By- Laws developed by June 2026	Council Resolution and Final copy of approved Cemetery and Municipal Facilities By- laws	New	Number	R200 00	1	Draf t By- law			Fina l By- law	Community Developme nt Services	Community Developmen t Services Director
2.2	Output	Access to safe and habitable public facilities ensured	To provide accessible and adequate cemeteries and protect from damage	Number (3) of cemeteries fenced in W2, W7 & W11 by June 2026	Completion certificate for cemetery fencing signed by 30 Jun 2026	2	Number	2 000 000		0	1	1	1	Community Developme nt Services	Community Developmen t Services Director

2.3	Output	Access to safe and habitable public facilities ensured	To improve access to safe and habitable public facilities through upgrading and maintaining community facilities	Number (4) Municipal Public facilities developed and maintained at Moss Mary, Ward 17 Office- Makapan Mogogelo, Lefatlheng & MLM Hall by June 2026	Completion certificate and delivery note signed off by 30 Jun 2026	2	Number	2.2 M	4	1	1	1	1	Community Developme nt Services	Community Developmen t Services Director
2.4	Output	Community Resilience promoted through effective disaster managemen t activities	Development of disaster management plan	Number of (1) development of disaster management Plan by June 2026	Council Resolution and Final copy Reviewed Disaster Management Plan	1	Number		Draft Plan	Fina l Disa ster Man age men t plan				Community Developme nt Services	Community Developmen t Services Director

						,									
2.5	Output	Community Resilience promoted through effective disaster managemen t Initiatives	Community support for victims of disaster provided through various relief Materials	Percentage of 100% of Disaster Relief Materials for disaster victims by June 2026	Proof of Purchase materials and Delivery notes	1	Percent age	500 000	100% (non- cumu lativ e)	25	25	25	25	Community Developme nt Services	Community Developmen t Services Director
2.6	Output	Community safety programs designed and implemente d in collaboratio n with other Security Cluster agencies in the fight against crime	To create an environment focused on lifting the vulnerable society through social sector meetings and awareness programs	Number of 20 Social Sector Meeting and Awareness Programs {Disability Forum, Woman & Children, Older Person, LDAC & NPO's Forums} by June 2026	Attendance Registers and Programmes	14	Number	300 000	20	5	5	5	5	Community Developme nt Services	Community Developmen t Services Director

2.7	Output	Maximize participatio n in sports and recreation	Improvement of sports facilities	Number of Sports Complex (2) Grandstand installed in Lebotloane and Motla Sports Complex by 30 June 2026	Completion certificate and delivery note signed off by 30 Jun 2026	1	Number	1 500 000	2	0	1	0	1	Community Developme nt Services	Community Developmen t Services Director
2.8	Output	Encourage and promote a culture of learning	Revitalization of community libraries to encourage a culture of learning	Percentages of Community libraries (100) revitalized and maintained by June 2026	Quarterly reports on library grant spending	New	Percent age	1 100 000	100(c umul ative)	25	50	75	100	Community Developme nt Services	Community Developmen t Services Director
2.9	Output	Promote public safety and security	Community Safety programs designed and implemented in collaboration with other security cluster agencies	Number(12) of security cluster initiatives to fight crime implemented by June 2026	Attendance Registers and Programs	7	Number	R300 000	12	2	6	03	01	Community Developme nt Services	Community Developmen t Services Director

Moretele	Local	Munici	pality
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2025/2026 Adjusted SDBIP

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Natio	nal Outcon	ne		National Outco	me Responsive	, Accountable, E	ffective and	Efficient L	ocal Gove	rnment	System				
NDP (Chapters					cture Chapter 8 moting account				Buildir	ng Safer (Commur	nities Cha	apter 13: Buil	ding a
Munio	cipal Strate	egic Objectives		through credib development a	le communicat and transformat	ctive governance ion systems, to p ion and good go	oromote and vernance	enhance in	itegrated	municip	oal plann	ing, To	promote		vernance
Strate	egic Goals			SG BTO: Ensuri	ing Prudent Fina	ancial Managem	ent through i	mproved su	ustainable	revenu	e genera	tion me	easures		
Key P	erformanc	e Area		Financial Mana	gement and Via	ability									
Outco	ome			Ensuring Prude	ent Financial Ma	nagement throu	gh improved	sustainable	e revenue	genera	tion mea	sures			
Sdbi	Plannin	Strategic	Measurabl	Key	Evidence	UOM	Baseline	Budget	Annua	Q1	Q2	Q3	Q4	Accountabi	lity
p ref.	g Level	Objective	e Objective	Performance Indicator					l Targe t					Departme nt	Person
3.1	Output	Prudent Financial Managemen	Enhanced municipal budgeting	Percentage (100%) of Total	Annual Financial Statement	Percentage of R-value	1	R5,400, 000.00	100% Spend ing		100%		100%	Budget and	Chief Financial Officer

		t through improved sustainable revenue generation measures ensured	and budget implement ation	expenditure against total budget By June 2026 (apply to all quarters)								Treasury Office	
3.2	Output	Prudent Financial Managemen t through improved sustainable revenue generation measures ensured	Improved financial sustainabili ty and liability manageme nt	Percentage (100%) change in cash backed reserves reconciliatio n by June 2026 Formula Cash backed reserves (current year) - Cash backed reserves (previous year)/ cash	Annual Financial Statement	Percentage of R-value	1	Operati onal	100%		100&	Budget and Treasury Office	Chief Financial Officer

				backed reserves (previous year) by September 2025								
3.3	Output	Prudent Financial Managemen t through improved sustainable revenue generation measures ensured	Improved liquidity manageme nt	Percentage change in cash and cash equivalent (short term) by September 2025. Formula Cash and cash equivalent (Current year) - cash and cash equivalent (Previous	Annual Financial Statement	Percentage of R-value	Not below R80 million	Operati onal	R80 milli on		Budget and Treasury Office	Chief Financial Officer

				year)) / cash and cash equivalent (previous year) by September 2025									
3.4	Output	Prudent Financial Managemen t through improved sustainable expenditure managemen t	Improved expenditur e manageme nt	Percentage(3 5%)of total operating expenditure on remuneration by September 2025 Formula Remuneratio n (Employee Related Costs + Councillors'	Section 52 Report and Annual financial statement (AFS)	Percentage	25% and 40%	Operati onal	Below 40%	35%		Budget and Treasury Office	Chief Financial Officer
				Remuneratio n) / Total Operating									

				Expenditure by September 2025											
3.5	Output	Prudent Financial Managemen t through improved sustainable expenditure managemen t	Improved expenditur e manageme nt	Percentage (5%) of total operating expenditure on contracted services Formula Contracted Services / Total Operating Expenditure by September 2025	Section 52 report	Percentage	2% and 5%	Operati onal	5% in each Quart er	5%	5%	5%	5%	Budget and Treasury Office	Chief Financial Officer
3.6	Output	Prudent Financial Managemen t through	Improved asset manageme nt	Percentage (8%) change of repairs and	Audited AFS 4 th quarter Sec 52 report	Percentage	8%	R5,500, 000.00	8%			8%		Budget and Treasury Office	Chief Financial Officer

		improved		maintenance									
		sustainable		of existing									
		Assets		infrastructur									
		managemen		e									
		t											
				Formula									
				Repairs and									
				maintenance									
				expenditure									
				(current									
				year) -									
				Repairs and									
				maintenance									
				expenditure									
				(previous									
				year)) /									
				Repairs and									
				maintenance									
				expenditure									
				by March									
				2025									
3.7	Output	Prudent	Improved	Percentage	(1)Irregular	Percentage	100%	Operati	50%		50%	Budget	Chief
		Financial	supply	(50%) change	Expenditure			onal				and	financial
		Managemen	chain	in the	report								officer

	t through improved sustainable supply chain managemen t	manageme	amount of irregular expenditure a result of SCM transgression s Formula Irregular Expenditure (previous year) - Irregular Expenditure (current year)/ (Irregular Expenditure (previous year) - Irregular Expenditure (current year)/ (Irregular Expenditure (previous	(2)Audited AFS of the previous year					Treasury Office	

3.8	Output	Prudent Financial Managemen t through Improved revenue and debtors' managemen t	Improved revenue and debtors' manageme nt	Percentage (100%) change in Gross Consumer Debtors' (Current and Non-current) Formula: Gross Debtors - Bad Debt Provision) / Billed Revenue) × Number of days in the reporting period year to date by June 2026	Age debtors' analysis of current and previous year	Percentage	100%	Operati onal	100%	100%	100%	100%	100%	Budget and Treasury Office	Chief financial officer
3.9	Output	Prudent Financial Managemen	Improved audit opinion	Number of submitted Financial	1.Acknowled gement	Number	4	R8 000 000	4	1	1	1	1	Budget and	Chief Financial Officer

		t through Improved audit opinion		Statements by June 2026	letter from AG(SA), 2, Signed of Set of AFS									Treasury Office	
3.10	Outcom e	Prudent Financial Managemen t through Improved audit opinion	Improved audit opinion	Percentage (100%) of findings have been resolved	AAP progress report	Percentage on all findings raised by AG	60%	Operati onal	80%	80%	80%	80%	80%	Budget and Treasury Office	Chief Financial Officer
3.11	Outcom e	Effective governance & compliance	Implement ation of council resolution	Percentage (100%) of council resolutions implemented	1.Council resolution register and progress	Percentage of resolution implemented	100%	Operati onal	100%	100%	100%	100%	100%	Budget and Treasury Office	Chief Financial Officer
3.12	Outcom e	Good governance, accountabili ty, & operational efficiency	Implement ation resolution by committee s	Percentage of resolutions implemented	1.Audit committee resolution register. 2. Risk committee	Percentage of resolution implemented	100%	Operati onal	100%	100%	100%	100%	100%	Budget and Treasury Office	Chief Financial Officer

					resolution register. 3. Audit committee register										
3.13	Outcom e	Enhancing Internal control & risk managemen t	Implementi ng	Percentage (%) of audit findings resolved within the specified planned audit.	1. Internal Audit report	Percentage of plans fully implemented within the set timeframe	100%	Operati onal	100%	100%	100%	100%	100%	Budget and Treasury Office	Chief Financial Officer

Moretele Local Municipality	
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HR

National Outcome	National Outcome Responsive, Accountable, Effective and Efficient Local Government System, Outcome 5: A skilled and capable workforce to support an inclusive growth path
NDP Chapters	Chapter 13: Building a capable state Chapter 14: Promoting accountability and fighting corruption
Municipal Strategic Objectives	To promote and enhance effective governance systems for improved service delivery, to enhance and promote effective governance through credible communication systems, to promote and enhance integrated municipal planning, To promote Institutional development and transformation and good governance
Strategic Goals	To promote and enhance professional institutional development and transformation through improved human resources systems and technology.
Key Performance Area	Human Resource and cooperation services.
Outcome	To promote and enhance professional institutional development and transformation through improved human resources systems and technology.

Sdbi p ref.	Planni ng Level	Strategic Objective	Measurable Objective	Key Performance Indicator	Evidence	Budge t	UOM	Bas elin e	Annua l Target	Q1	Q2	Q3	Q4	Depart ment	Person
4.1	Output	Professional institutional development and transformation through improved human resources systems and technology	Approval of HR Policies	Number (8) of Approved HR Policies by June 2026	Q1-Q4: Council Resolution on Approved Policies	Opera tional	Numb er	8	8	2	2	2	2	Human Resourc es and Corpora te Services	Director Human Resourc e and Corpora te Services
4.2	Output	Professional institutional development and transformation through improved human resources systems and technology	Review Staff Establishmen t	Number (1) of Reviewed and Approved Staff Establishment by June 2026	Q4: Signed Copy of Approved Reviewed Staff Establishmen t	Opera tional	Numb er	1	1	0	0	0	1	Human Resourc es and Corpora te Services	Director Human Resourc e and Corpora te Services
4.3	Output	Professional institutional development and transformation through improved human resources	Filling of Critical Vacant Senior Managers Position	Number (2) of Senior Managers appointed by June 2026	Q4: Council Resolution on Appointment of Senior Managers	Opera tional	Numb er	5	2	0	0	0	2	Human Resourc es and Corpora te Services	Director Human Resourc e and Corpora

		systems and technology													te Services
4.4	Output	Professional institutional development and transformation through improved human resources systems and technology	Staff Appointment s	Percentage (100) of staff Appointments by March 2026	Q1- Q4: Signed Recruitment Files & Appointment Letters	Opera tional	Perce ntage	100	100% (50% in the 1st and 3rd Quart ers)	50	0	50	0	Human Resourc es and Corpora te Services	Director Human Resourc e and Corpora te Services
4.6	Output	Professional institutional development and transformation through improved human resources systems and technology	Enhanced measures and systems that create safe working conditions as prescribed for in OHSA/COIDA by June 2026	Number (2) implementation of planned OHSA/COIDA- related initiatives by June 2026	Q2 and Q4: Risk Assessment, Site Inspection, Medical Surveillance reports	R250 000	Numb er	2	2	0	1	0	1	Human Resourc es and Corpora te Services	Director Human Resourc e and Corpora te Services
4.7	Output	Professional institutional development and transformation through improved	Workplace Skills Plan implemented to promote employee	Percentage (100) implementation of Workplace Skills Plan	Q1-Q4: Attendance registers, results and	2.6M	Perce ntage	Ne w	100% in each Quart er	100	100	100	100	Human Resourc es and Corpora	Director Human Resourc e and Corpora

		human resources systems and technology	development and professional growth	initiatives by June 2026	Proof of payments									te Services	te Services
4.8	Output	Professional institutional development and transformation through improved human resources systems and technology	Maintenance of Municipal Buildings	Percentage (100) implementation of Municipal Buildings maintenance by June 2026	Q3-Q4: Maintenance /Delivery Reports/Note	R400 000	Perce ntage	1	100 in the 3 rd and 4 th quarte rs	0	0	100 %	100 %	Human Resourc es and Corpora te Services	Director Human Resourc e and Corpora te Services

4.9	Output	Professional institutional development and transformation through improved human resources systems and technology	Communicati on of Council Resolutions to Senior Managers	Percentage (100%) of Council Resolution Register updated and circulated to Senior Managers by June 2026	Q1-Q4: Signed Updated Council Resolution Register Acknowledg ment of Receipt	R200 000	Numb er	100	100	0	0	0	100	Human Resourc es and Corpora te Services	Director Human Resourc e and Corpora te Services
4.10	Output	Professional institutional development and transformation through improved human resources systems and technology	Improved fleet efficiency, reliability and prudency	Percentage (100%) completion of planned Procurement of new fleet, maintenance and repairs by June 2026	Proof of purchase and delivery notes, maintenance , and repairs reports Q2- Q4	R8M	Perce ntage	100	100	100		100		Human Resourc es and Corpora te Services	Director Human Resourc e and Corpora te Services
4.11	Output	Professional institutional development and transformation through improved	Security and access control	Percentage (100%) provision of security and access control	Q1-Q4: Quarterly security, assessment reports and	R45,6 M	Perce ntage	100	100 in each quarte r	100	100	100	100	Human Resourc es and Corpora	Director Human Resourc e and Corpora

		human resources systems and technology		services by June 2026	monthly OB entries									te Services	te Services
4.12	Output	Professional institutional development and transformation through improved human resources systems and technology	Service and governance systems improved through the implementati on of Information and communicati on technology by June 2025	Percentage (100) implementation of planned information and communication technology initiatives by June 2026	Q1-Q4: Compliance Certificates or copies of reports	R16,8 M	Perce ntage	100	100 in each quarte r	100	100	100	100	Human Resourc es and Corpora te Services	Director Human Resourc e and Corpora te Services
4.13	Output	Professional institutional development and transformation through improved human resources systems and technology	Employee Wellness Day Promoted by June 2026	No of (1) Employee Wellness/Campai gns initiatives held June 2026	Q1-Q4 Attendance Register, Pictures	R62 000	Perce ntage	4	1	1	1	1	1	Human Resourc es and Corpora te Services	Director Human Resourc e and Corpora te Services

4.15	Output	Professional institutional development and transformation through improved human resources systems and technology	Good records keeping and access to information promoted for a better Audit Opinion through the implementati on of Records Management legislative compliant systems by June 2026	Percentage (100) implementation of planned records keeping and access to information initiatives (Records Management legislative compliant systems by June 2026	Q1 - Q4 Reports	Opera tional	Perce ntage	100	100 in each quarte r	100	100	100	100	Human Resourc es and Corpora te Services	Director Human Resourc e and Corpora te Services
4.16	Output	Professional institutional development and transformation through improved human resources systems and technology	Institutionali zation of Risk Management	100% of Risk Treatment Plans resolved by June 2026	Q1-Q4: Risk Reports	Opera tional	Perce ntage	100	100 in each quarte r	100	100	100	100	Human Resourc es and Corpora te Services	Director Human Resourc e and Corpora te Services

4.17	Output	Professional	Post Audit	100% of Findings	Q3-Q4: Post	Opera	Perce	100	100 in	0	0	100	100	Human	Director
		institutional	Action Plan	resolved by June	audit Action	tional	ntage		the 3 rd					Resourc	Human
		development and	to address all	2026	Plan				and					es and	Resourc
		transformation	the audit						4 th					Corpora	e and
		through improved	findings of						quarte					te	Corpora
		human resources	AGSA and						rs					Services	te
		systems and	Internal												Services
		technology	Audit												
		3,	implemented												
4.18	Output	Professional	Harmonious	Number (04) of	Q1-Q4:	Capita	Numb	4	4	1	1	1	1	Human	Director
		institutional	Employer	LLF Meetings	Attendance	l	er							Resourc	Human
		development and	Employee	held by June	Register	•								es and	Resourc
		transformation	Relations	2026										Corpora	e and
		through improved	riciacions	2020										te	Corpora
		human resources												Services	te
		systems and												20171003	Services
		technology													Jei vices
1	1	LCCITIOLOGY			1	1		1	1	l	1				

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Nation	al Outcome		National Outco	me Responsive,	Accountable, Effe	ective and Eff	icient Loca	l Governn	nent Syste	em					
NDP CI	hapters				ture Chapter 8: H noting accountabi				ıilding Sa	fer Com	muniti	ies Cha	pter 1	3: Building a	
Munici	pal Strategic	Objectives	To promote an	d enhance econo	mic development	., growth and	economic a	access							
	gic Goals		To Maximise the environmental the natural enconomic pote	ne economic pote damage through vironment, To ma ential developme	omic potential and ential and growth I maximizing comp aximise (should be nt of Tourism in tl	of Agricultur pliance to ad e minimise) e	e as a critic dress the ei nvironment	al econor nvironmer tal damag	nic ancho ntal issue e through	or in the s that ha n tempo	local ave a crary jo	econon direct a b crea	ny, To and inc tion, T	minimize the direct impac o maximise	e ts on
Key Pe	erformance A	rea	Local Economi	c Development											
Sdbi	Planning	Strategic Objective	Measurable	Key	Evidence	Budget	UOM	Basel	Annua	Q1	Q2	Q3	Q4	Accountab	oility
p ref.	Level		Objective	Performance Indicator				ine	l Target					Departm ent	Perso n

5.1	Output	Spatial Planning, Land use management control and Geospatial information management	Land use survey initiatives	2026 Number (4) of milestone to be achieved for land use survey by June 2026	Draft land use survey report	R325000	number	None	4	1	3			Local Economic Develop ment and Planning	Direct or Local Econo mic Devel opme nt
5.2	Output	Spatial Planning, Land use management control and Geospatial information management	Feasibility study on all MLM incomplete land tenure upgrading Project closure by June 2026	Number (1) Feasibility study on all MLM incomplete land tenure upgrading Project closure by June 2026	Final feasibility study report with cost estimations	R480000	number	none	2	1	1			Local Economic Develop ment and Planning	Direct or Local Econo mic Devel opme nt
5.3	Output	Spatial Planning, Land use management control and Geospatial	Delivery, supply, installation and commissionin	Number (5) of milestone for delivery, supply, installation and	Training session attendance register, training report, Report of Database	R1 400 000	number	none	5	2	1	1	1	Local Economic Develop ment and Planning	Direct or Local Econo mic Devel

		information management	g of GIS by June 2026	commissionin g of GIS by June 2026	maintenance and Database management							opme nt
5.4	Output	Spatial Planning, Land use management control and Geospatial information management	Demarcation of sites by June 2026	Number (11) of milestone for sites demarcation by June 2026	Proof of application submission, acknowledgem ent letter from the Municipality, assessment report from the Municipality, Newspaper notice, final comments from sector departments (Dep of Agriculture, public works, mineral resources and energy,	Operation al	Number	11	11		Local Economic Develop ment and Planning	Direct or Local Econo mic Devel opme nt

					decision on application, Proof of submission of general plan to Surveyor General's Office and completion letter for pegging and closure report										
5.5	Output	Minimize the environmental damage through maximizing compliance to address the environmental issues that have a direct and indirect impact on the natural environment	Waste Reclaimers support program	Number (5) of waste reclaimers supported by June 2026	Appointment letters and acknowledgem ent letters from beneficiaries	2m	Number	New	5	2	1	1	1	Local Economic Develop ment and Planning	Direct or Local Econo mic Devel opme nt

5.6	Output	Minimize the environmental	Procurement of wheelie	Number of wheelie bins	Registers and photos	R1.500 000	Number	20	Numb er	15 wh	e	Local Economic	Direct or
		damage through maximizing compliance to address the environmental issues that have a direct and indirect impact on the natural environment	bins and skip bins	(150) and skip (12) bins procured and distributed by June 2026.						eli bir an 12 ski bir	d p	Develop ment and Planning	Local Econo mic Devel opme nt
5.7	Output	Minimize the environmental damage through maximizing compliance to address the environmental issues that have a direct and indirect impact on the natural environment	Development of Landfill site (Makapansta d	Number () of landfill site development by June 2026	Licence and business plan	R10m	number	new	numb er		1	Local Economic Develop ment and Planning	Direct or Local Econo mic Devel opme nt

5.8	Output	Maximise the economic potential and growth of the local economy through innovation and improved economic performance	LED Strategy reviewed	Number (1) of LED Strategy reviewed by June 2026	Reviewed LED Strategy		Number	1	1		1			Local Economic Develop ment and Planning	Direct or Local Econo mic Devel opme nt
5.9	Output	Maximise the economic potential and growth of the local economy through innovation and improved economic performance	Developing Business by- law	Number (1) of by-laws promulgated and gazetting business by- laws by June 2026 business by- law by June 2026	Copy of the gazette business by-law	R300 000	Number				1			Local Economic Develop ment and Planning	Direct or Local Econo mic Devel opme nt
5.10	Output	Minimize the environmental damage through maximizing	Cleaning of illegal dump hotspots	Number (26) Wards with weekly cleaning of	Monthly signed cleaning of illegal dumps reports,	R10 800 000	Number	26	26	26	26	26	26	Local Economic Develop	Direct or Local Econo

		compliance to address the environmental issues that have a direct and indirect impact on the natural environment		illegal dump hotspots by June 2026	including pictures by service, Councillors, and the Environmental Officer									ment and Planning	mic Devel opme nt
5.11		Minimize the environmental damage through maximizing compliance to address the environmental issues that have a direct and indirect impact on the natural environment	Wards with access to weekly waste removal services	Number (26) wards with access to weekly waste removal services by June 2026	Monthly signed waste collection reports, including pictures by service, Councillors, and the Environmental Officer	33M	Number	26	26	26	26	26	26	Local Economic Develop ment and Planning	Direct or LED and Planni ng
5.12	Output	Minimize the environmental damage through maximizing compliance to	Wards with weekly skip- bins maintenance	Number (26) Wards with weekly skip- bins	Monthly signed skip bins maintenance reports, including	R12M	Number	26	26	26	26	26	26	Local Economic Develop ment and Planning	Direct or LED and Planni ng

		address the environmental issues that have a direct and indirect impact on the natural environment		maintenance by June 2026	pictures by service, Councillors, and the Environmental Officer										
5.13		Minimize the environmental damage through maximizing compliance to address the environmental issues that have a direct and indirect impact on the natural environment	Closure and rehabilitation of Ga-motla dumpsite	Number (1) Closure and rehabilitation of Ga-motla dumpsite by June 2026	Final Closure and Rehabilitation Plan, Closure licence	R600 000	Number	1	1		1			Local Economic Develop ment and Planning	Direct or LED and Planni ng
5.14	Output	Maximise the economic potential and growth of the local economy through innovation and improved	SMME Development and support	Number of SMME's projects developed and	Application form, approval letter, completion certificates,	R3M	Number	3	6	2	2	1	1	Local Economic Develop ment and Planning	Direct or LED and Planni ng

5.15	Output	economic performance Maximise the economic potential and growth of the local economy through innovation and improved economic performance	Minimize the unemployme nt rate in Moretele through the EPWP initiatives	supported by June 2026 Number (390) of jobs created through Phepafatsa Moretele Project by June 2026	delivery notes and reports Monthly reports and attendance registers	R9M	Number	390	390	390	390	390	390	Local Economic Develop ment and Planning	Direct or LED and Planni ng
5.16	Output	Maximise the economic potential and growth of the local economy through innovation and improved economic performance	Agriculture Development and support	Number 12 Of Agricultural Projects developed and supported by June 2026	Appointment letter, pictures, completion certificates and acknowledgem ent letters from beneficiaries.	R9,4	number	05	12	4	3	3	2	Local Economic Develop ment and Planning	Direct or LED and Planni ng

5.17	Output	Maximise the	Tourism	Number 8 of	Completion	R5M	Number	3	8	2	2	2	2	Local	Direct
		economic potential	Development	Tourism	certificate,									Economic	or LED
		development of	and	projects	delivery notes,									Develop	and
		Tourism in the area	supported	supported by	and									ment and	Planni
				June 2026	acknowledgem									Planning	ng
					ent of										
					beneficiaries.										

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National Outcome	National Outcome Responsive, Accountable, Effective and Efficient Local Government System
NDP Chapters	Chapter 4: Economic Infrastructure Chapter 8: Human Settlements Chapter 12: Building Safer Communities Chapter 13: Building a capable state Chapter 14: Promoting accountability and fighting corruption
Municipal Strategic Objectives	To promote and enhance effective governance systems for improved service delivery, to enhance and promote effective governance through credible communication systems, to promote and enhance integrated municipal planning, to promote Institutional development and transformation and good governance
Strategic Goals	SG Governance: Efficient and effective Audit Management functions provided, Efficient and effective Risk Management functions provided, to ensure credible planning for improved outcomes, achieve improved in institutional development, transformation, and good governance outcomes through implementation of Performance Management, Promote participatory development and local democracy through effective oversight
Key Performance Area	Good Governance and Public Participation

Sd bip	Planning Level	Strategic Objective	Measurable	Key Performance	Evidence	Budget	UOM	Basel ine	Annu al	Q1	Q2	Q3	Q4	Accountabi	lity
ref			Objective	Indicator					Targ et					Departme nt	Person

6.1	Output	Participatory development and local democracy promoted through effective ward committee system	Participatory development and local democracy promoted through effective ward committee system	Percentage (100) of Democracy participatory development and effective ward system by June 2026	Q1-Q4: Copies of Ward Committee meeting attendance registers	R150 000	Percent age	100	100% in each Quar ter	100	100	100	100	Office of the Speaker	Manager - Office of the Speaker
6.2	Output	Participatory development and local democracy promoted through effective ward committee system	Conduct and hold Ward Committee meetings	Number (20) of Ward Committee meetings held by June 2026	Q1-Q4: Copies of Ward Committee meeting attendance registers	R5 149 600	Number	20	20	5	5	5	5	Office of the Speaker	Manager - Office of the Speaker
6.3	Output	Participatory development and local democracy promoted through	Councillors and Ward committees capacity building	Number (2) of Council capacity building by March 2026	Q1; copies of attendance register of workshop	R1,2000 000	Number	1	2	0	1 Coun cillor s	1 Ward Commit tees	0	Office of the Speaker	Manager - Office of the Speaker

		effective Ward committees system													
6.4	Output	Participatory development and local democracy promoted through Ward councilors and secretaries forums	Hold Ward Councilors and Secretaries Forum	Number (4) of Ward Councilors and Secretaries Forum held by June 2026	Q1-Q4: Copy of Attendance Registers	150 000	Number	4	4	1	1	1	1	Office of the Speaker	Manager - Office of the Speaker
6.5	Output	Participatory development and local democracy promoted through effective Ordinary Council meetings	Hold Ordinary Council meetings	Number (4) of Ordinary Council meetings held by June 2026	Q1-Q4: Copy of Community Attendance Registers	150 000	Number	4	4	1	1	1	1	Office of the Speaker	Manager - Office of the Speaker
6.6	Output	Participatory development and local	Ward Councillor s and ward	Number (2) of ward councillor and ward	Q- 2 -Q3 attendance register	1 300,000	Number	new	2		1 ward	Ward committ ees		Office of the Speaker	Manager - Office

		democracy promoted through effective ward committee and ward councilors capacity	committee capacity building	committee capacity building conducted by June 2026							coun				of the Speaker
6.7	Output	building Participatory development and local democracy promoted through effective public participation	Public participation programs	Number (4) of public participation programs held by June 2026	Q1-Q4 Attendance registers	1 200 000	Number	new	4	1	1	1	1	Office of the Speaker	Manager - Office of the Speaker

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Good Governance

Office of the Mayor

National Outcome	National Outcome Responsive, Accountable, Effective and Efficient Local Govern	ment Sy	/stem		
NDP Chapters	Chapter 4: Economic Infrastructure Chapter 8: Human Settlements Chapter 12: B capable state Chapter 14: Promoting accountability and fighting corruption	uilding S	Safer Co	mmunitie	es Chapter 13: Building a
Municipal Strategic Objectives	To promote and enhance effective governance systems for improved service deligovernance through credible communication systems, to promote and enhance in Institutional development and transformation and good governance				
Strategic Goals	SG Governance: Efficient and effective Audit Management functions provided, Ef provided, to ensure credible planning for improved outcomes, achieve improvem and good governance outcomes through implementation of Performance Manager local democracy through effective oversight	ent in ir	nstitutio	nal devel	lopment, transformation,
Key Performance Area	Good Governance and Public Participation				
	Evidence Budget UOM Q1	Q2	Q3	Q4	Accountability

Sdbi p ref.	Planni ng Level	Strategic objective	Measurable Objective	Key Performance Indicator				Baseli ne	Annual Target					Departm ent	Person
7.1	Outpu t	Good Government and Public Participation through Implementati on of IGR & Protocol Initiatives	Implementati on of IGR & Protocol Initiatives	Percentage (100) Implementation of IGR & Protocol Initiatives by June 2026	Report	R200 000	Percenta ge	100	100	25	25	25	25	Office of the Mayor	Chief of Staff - Manager Office of the Mayor
7.2	Outpu t	Good Government and Public Participation through empowermen t of Women, Youth and People living with Disabilities	Promotion and empowermen t of Women by June 2026	Percentage (100) of Women empowerment initiatives by June 2026	Q1-Q4 Reports	150 000	Percenta ge	100	100	25	25	25	25	Office of the Mayor	Chief of Staff - Manager Office of the Mayor

7.3	Outpu t	Good Government and Public Participation through empowermen t of Women, Youth and People living with Disabilities	Promotion and support of people living with disabilities	Percentage (100) of support for people living with disabilities by June 2026	Q1-Q4 Reports	100	Percenta ge	1	1	1	0	0	0	Office of the Mayor	Manager- Office of the Special Project Office
7.4	Outpu t	Good Government and Public Participation through promotion of Social Cohesion	Promotion of Social Cohesion through celebrating National Days	Percentage of Social Cohesion through celebrating National Days initiatives implemented by June 2026	Attendance registers and pictures	100 000	Percenta ge	100	100	25	25	25	25	Office of the Mayor	Manager- Office of the Special Projects

7.5	Outpu t	Good Government and Public Participation through	Promotion and empowermen t of the Youth by	Percentage (100) of Youth empowerment initiatives by June 2025	Q1-Q4 Reports	100 000	Percenta ge	100	100	25	25	25	25	Office of the Mayor	Manager- Office of the Special Projects
		Promotion and	June 2026												
		empowermen t of the Youth													

Moretele Local Municipality

2025/2026 Adjusted SDBIP

Good Governance

Office of the Chief whip

Sd bip	Planni ng	Strategic Objective	Measurable Objective	Key Performance Indicator	Evidence	Budget	UOM	Bas elin	An nu	Q1	Q 2	Q 3	Q4	Accoun Depar	tability Perso
ref	Level	Objective	Objective					е	al Tar get					tment	n
8.1	Output	Participatory development and local democracy promoted through effective Oversight	Hold information sharing sessions between portfolios Whips	Number of Whipery information sharing sessions held by June 2026	Attendance registers and Report	R30 000	Number	4	4	1	1	1	1	Office of the Chief whip	Manag er Office of the Chief whip

8.2	Output	Participatory development and local democracy promoted through effective Oversight	Hold direct engagements with Stakeholders concerning good governance and service delivery issues	Number (4) of Governance Forum held by June 2026	Attendance Register and Reports	R250 000	Number	4	4	1	1	1	1	Office of the Chief whip	Manag er Office of the Chief whip
8.3	Output	Participatory development and local democracy promoted through effective Oversight	Capacitate councillors as Custodians of the society in the implementati on of service delivery	Number (4) of Council Caucuses held by June 2026	Attendance Register and Reports	R40 000	Number	4	4	1	1	1	1	Office of the Chief whip	Manag er Office of the Chief whip
8.4	Output	Participatory development and local democracy promoted through effective Oversight	Hold Political engagements to make our institution	Number (4) of Political Caucus Management (Multi-Party Caucus) held by June 2026	Attendance Register and Reports	Operati onal	Number	8	4	1	1	1	1	Office of the Chief whip	Manag er Office of the

			politically stability												Chief whip
8.5	Output	Participatory development and local democracy promoted through effective Oversight	Voter registration drives, Hosting candidate forums or debates and conducting Letsema campaign in different wards	Number (4) Letsema programme to different wards by June 2026	Q1-Q4: Report	220.000	Number	4	4	1	1	1	1	Office of the Chief whip	Manag er Office of the Chief whip
8.6	Output	Participatory development and local democracy promoted through effective Oversight	Induction workshops held by June 2026	Number (2) of Multi party and whipery induction workshops held by March 2026	Attendance Register and Reports	300 000	Number	4	2	0	1	1	0	Office of the Chief whip	Manag er Office of the Chief whip

Moretele Local Municipality

2025/2026 Adjusted SDBIP

Good Governance and Public Participation

Office of the Municipal Manager

National Outcome	Responsive, Accountable, Effective and Efficient Local Government System
NDP Chapters	Chapter 4: Economic Infrastructure Chapter 8: Human Settlements Chapter 12: Building Safer Communities Chapter 13: Building a capable state Chapter 14: Promoting accountability and fighting corruption
Municipal Strategic Objectives	To promote and enhance effective governance systems for improved service delivery, to enhance and promote effective governance through credible communication systems, to promote and enhance integrated municipal planning, To promote Institutional development and transformation and good governance
Strategic Goals	SG Governance: Efficient and effective Audit Management functions provided, Efficient and effective Risk Management functions provided, to ensure credible planning for improved outcomes, achieve improved in institutional development, transformation, and good governance outcomes through implementation of Performance Management, Promote participatory development and local democracy through effective oversight

Kev Performance	Good Governance and Public Participation
Area	

65.515	 	Tat i	1	1.6	T =		1								. 1 111
SDBIP	Planning level	Strategic	Measurable	Key Performance	Evidence	Budget	UOM	Basel	Annual	Q		Q	Q4	Accoun	tability
ref no		Objective	Objective	Indicator				ine	Target	1	2	3		Depar tment	Person
9.1	Output	Improved institutional development, transformation, and good governance outcomes through implementation of Performance Management	Annual Report consistent with Circular 63 (National Treasury) prepared	Number (1) of 2024/2025 Annual Report approved by January 2026	Q1-Q4: Report	Operati onal	Numbe r	1	1	0	0	1	0	Office of the Munici pal Manag er	PMS Manager
9.2	Output	Improved institutional development, transformation, and good governance outcomes through implementation	2024 -2025 Performance agreements finalized and signed by Senior Managers	Number (6) of signed performance agreements for Senior Managers by September 2025	Q1: Copies of signed Performa nce Agreeme nts	Operati onal	Numbe r	6	6	6	0	0	0	Office of the Munici pal Manag er	PMS Manager

9.3	Output	of Performance Management Improved institutional development, transformation, and good governance	Preparation, printing and approval of the Annual Report	Percentage (100) completion of the preparation, printing and approval of 2024/2025 Annual Report approved by	Q2: Council resolutio n and Copy of Annual	500 000	Percen tage	1	100%	0	0	10 0%	0	Office of the Munici pal Manag er	PMS Manager
		outcomes through implementation of Performance Management		January 2026	Report										

					ı		1				1		T	I	
9.4	Output	Improved	Implement	Percentage	Q1-Q4:	2.2	Percen	100	100%	2	50	75	100	Office	PMS
		institutional	initiatives	(100) of	Quarter	M	tage	%	Cumulative	5				of the	Manag
		development,	performance	performance	ly				method					Municip	er
		transformation,	management	management	Reports									al	
		and good	organisational	system										Manager	
		governance	wide through	configurations											
		outcomes through	Performance	and cascading											
		implementation of	Management	by June 2026											
		Performance		", " " " " " " " " " " " " " " " " " "											
		Management													
9.5	Output	Improved	Conduct PMS	Number of PMS	Attenda	R20	Numbe	1	1	0	0	1	0	Office	PMS
'''	Саграс	institutional	capacity	Capacity	nce	0	r	-	•			-		of the	Manag
		development,	building and	building and	register	000								Municip	er
		transformation,	engagements	engagements	register									al	C
		and good	with	with										Manager	
		governance	stakeholders	stakeholders by										Mariager	
		outcomes through	stakeriotuers	March 2026										PMS	
		implementation of		March 2020											
		Performance												Manager	
9.6	Output	Management	Conduct	Number (1) of	02.	000	Numba	1	1	_	0	1	0	Office	PMS
9.6	Output	Improved	Conduct	Number (1) of	Q3:	Ope	Numbe		1	0	0	1	0		
		institutional	quarterly	individual	Perform	rati	r							of the	Manag
		development,	performance	(section 54/56	ance	onal								Municip	er
		transformation,	reviews for all	managers)	Review									al	
		and good		performance	Report									Manager	

		governance outcomes through implementation of Performance Management	section 56/57 employees	reviews conducted by June 2026											
9.7	Output	Improved institutional development, transformation, and good governance outcomes through implementation of Performance Management	Conduct PMS policy review	Percentage (100) completion of PMS policy review and approval by June 2026	Q4: Council Approve d Copy of the policy	Ope rati onal	Percen tage	100 %	100%	0	0	0	100%	Office of the Municip al Manager	PMS Manag er
9.8	Output	Improved institutional development, transformation, and good governance outcomes through implementation of	Preparation and approval of the SDBIP	Percentage (100) completion of the preparation and approval of the 2026/2027 signed SDBIP by	Q4: Council Approve d Copy of the SDBIP	Ope rati onal	Percen tage	100	100%	0	0	0	100%	Office of the Municip al Manager	PMS Manag er

		Performance Management		the Mayor by June 2026											
9.1	Output	Improved institutional development, transformation, and good governance outcomes through implementation of Performance Management	Prepare consolidated quarterly performance report	Number (4) of quarterly performance reports tabled and approved by June 2026	Q1-Q4: Council Approve d Copies of the reports	Ope rati onal	Numbe r	4	4	1	1	1	1	Office of the Municip al Manager	PMS Manag er
9.1	Output	Efficient and effective Audit Management functions provided	Risk-based internal Audit Plan developed	Number (1) Internal Audit Plan approved by September 2025	Approve d Internal Audit Plan by Audit Commit tee	Ope rati onal	Numbe r	1	1	1				Office of the Municip al Manager	Intern al Audit Manag er

9.12	Output	Efficient and effective Audit Management functions provided	Work and Audit Committee recommenda tions accounted to council	Number (4) of Audit Committee reports submitted to Council by June 2026	Q1-Q4: Council resolution s	Opera tional	Number	4	4	1	1	1	1	Office of the Munici pal Manage r	Internal Audit Manager
9.13	Output	Efficient and effective Risk Management functions provided	quarterly Strategic and Operational risk registers reports	Number of quarterly Strategic and Operational risk registers reports submitted to ARC by June 2026	Quarterly Enterprise Risk Report	Target	Number	4	4	1	1	1	1	Office of the Munici pal Manage r	Risk Manager
9.14	Output	Efficient and effective Risk Management functions provided	strategic and operational Risk Actions Plan	80% implementatio n of strategic and operational Risk Actions Plan by June 2026	Quarterly Report	Target	Percentage	100%	80% (20% in each quarter)	20%	20%	20%	20%	Office of the Munici pal Manage r	Risk Manager

9.15		Efficient and effective Risk Management functions provided	Implementati on of the Risk management Plans	100% Implementatio n of the Risk management Plans by June 2026	Quarterly Reports	Perce ntage	Percentage	100%	100% (25% in each quarter)	25%	25%	25%	25%	Office of the Munici pal Manage r	Risk Manager
9.16	Output	Promote participatory development and local democracy through effective Planning	IDP reviewed in accordance with approved Process Plan	Percentage (100) of 2026/2027 IDP Reviewed and approved by June 2026	Q4: Copy of 2025/2026 IDP, Council resolution s	Opera tional	Percentage	100%	100%	0	0	0	100%	Office of the Munici pal Manage r	IDP Manager
9.17	Output	Promote participatory development and local democracy through effective Planning	Develop a credible IDP Process plan	Number (1) of 2026-2027 credible IDP Process plans developed by September 2025	Copy of a 2025-2026 process plan	Opera tional	Number	1	1	1	0	0	0	Office of the Munici pal Manage r	IDP Manager
9.18	Output	Promote participatory development and local democracy	Hold 2025- 2026 IDP Ward based consultations	Number (26) of 2026-2027 IDP Ward based consultations	2025-2026 Ward Based consultati on report	780 000	Number	26	26	0	26	0	0	Office of the Munici pal	IDP Manager

		through effective Planning		held by December 2025										Manage r	
9.19	Output	Promote participatory development and local democracy through effective Planning	Hold IDP REP Forum meetings	Number (4) of IDP REP Forum meetings held by June 2026	Minutes and attendanc e register	R100 000	Number	4	4	1	1	1	1	Office of the Munici pal Manage r	IDP Manager
9.20	Output	Promote participatory development and local democracy through effective Planning	Capacitate IDP REP Forums	Number (1) of IDP REP Forums capacitated by December 2025	Report and Attendanc e register	200 000	Number	1	1	0	1	0	0	Office of the Munici pal Manage r	IDP Manager

9.21	Output	Promote participator y developmen t and local democracy through effective Communicat ion	Communicatio n Strategy developed and implemented	Number (1) of Communicati on Strategy developed and implemented to improve communicati on by June 2026	Copy of communicati on strategy	100 000	Number	New	1	1	0	1	0	Office of the Municipal Manager	Comm unicati on Manag er
9.22	Output	Promote participator y developmen t and local democracy through effective Communicat ion	Develop Cooperate Identity Manuals	Number (1) of Cooperate Identity Manuals developed by December 2025	Cooperate identity manual	200 000	Number	1	1	0	1	0	0	Office of the Municipal Manager	Comm unicati on Manag er
8.23	Output	Promote participator	Develop Communicatio	Number (3) of	Copies of media,	50 000	Number	1	3	0	1	1	1	Office of the	Comm unicati

		y developmen t and local democracy through effective Communicat ion	ns and Social Media Policies	Communicati ons and Social Media Policies developed by June 2026	communicati ons, and social media policies									Municipal Manager	on Manag er
9.24	Output	Promote participator y developmen t and local democracy through effective Communicat ion	Procure Diaries, Promotion Materials and Calendars	Number (3) of Diaries, Promotion Materials and Calendars procured by June 2026	Proof of purchase	250 000	Number	1	3	0	2	1	0	Office of the Municipal Manager	Comm unicati on Manag er

9.25	Output	Promote participator y developmen t and local democracy through effective Communicat ion	Hold Media Communicatio ns and Coverage Promotions	Number (4) of Media Communicati ons and Coverage Promotions held by June 2026	Proof of purchase	100 000	Number	1	4	1	1	1	1	Office of the Municipal Manager	Comm unicati on Manag er
9.26	Output	Promote participator y developmen t and local democracy through effective Communicat ion	Marketing and Simile Cust for the Municipality	Number (4) of marketing and simile Cust programs conducted by June 2026	Pamphlets	250 000	Number	1	4	1	1	1	1	Office of the Municipal Manager	Comm unicati on Manag er

9.27	Output	Promote	Communities	Number (1)	Q3: Copy of	R500 000	Number	1	1	0	0	1	0	Office of	MPAC
		participator	and interested	of 2023/2024	annual									the	Manag
		у	stakeholders	Annual	oversight									Municipal	er
		developmen	engaged on	Oversight	report									Manager	
		t and local	the 2024/2025	Report											
		democracy	Annual Report	approved by											
		through		March 2026											
		effective													
		oversight													

9.Consolidated planned Indicators

Directorate / Unit	Planned Annual indicators
Infrastructure Development Services	13
Community Development services	9
Budget and Treasury Office	13
Human Resources and Corporate Services	18
LED and Planning	17
Strategic Services	
IDP/PMS	14
Communications	6
Speaker's Office	7
Special Projects (Mayor's Office)	5
Internal Audit	2
Risk	3
Chief Whip	6
Totals	113

10. Implementation, Monitoring and Reporting of the 2025/2026 SDBIP

- Directors are to submit monthly reports to the Municipal Manager by Directors, the Municipal Manager submits to the mayor in accordance with section 71 (g) (ii) of the MFMA
- The Mayor or the Budget and Treasury Chairperson as delegated convenes quarterly Budget Steering Committee
- The mayor submits quarterly reports to Council in accordance with section 52 (d) of MFMA indicating progress in the implementation of the SDBIP
- The revision of the SDBIP may be done as per section 54 (1) (c) of the MFMA as part of the adjustment budget.
- Section 121 of the MFMA requires a municipality to account in a form of an assessment of performance against the measurable objectives set in the IDP and SDBIP.

17. Departments Plans

List of Unfunded Projects and Programmes that need to be undertaken by the District Municipality

Project	Municipality	Deliverables	Amount
Environmental Legal Compliance audit	Moretele & Kgetleng	Scoping report	2 000 000
Willie Bins 15 000HH	Moretele & Kgetleng	Scoping report	6 750 000
Waste to Energy	All 5 Municipalities	Feasibility study	19 000 000 000
Installation of 50000 power packs	All 5 Municipalities	Scoping report	35 000 000
Installation of 50000 solar geyser	All 5 Municipalities	Scoping report	35 000 000
Willie Bins 50000	All 5 Municipalities	Scoping report	22 5000
200 skip bins	All 5 Municipalities	Scoping report	3 200 000
Installation of 20000HH power packs	All 5 Municipalities	Scoping report	100 000 000
Installation of 60000HH Solar geysers	All 5 Municipalities	Scoping report	1 800 000 000
Willie bins -160 000	All 5 Municipalities	Scoping report	72 000 000
300 skip bins	All 5 Municipalities	Scoping report	4 800 000
Construction of Makapanstad Land fill site	Moretele	Scoping report	250 000 000
Willie Bins	Moretele and Kgetleng	Scoping report	23 400 000
250 skip bins	Moretele and Kgetleng	Scoping report	400 000

4X Hydraulic bin lifting equipments	All 5 Municipalities	Scoping report	800 000
District environmental management framework	All 5 Municipalities	District environmental management Plan	4 5000 000
Review of the District air quality plan	All 5 Municipalities	Development of the plan	3 500 000
Review of the district integrated waste management plan	All 5 Municipalities	Development of the plan	2 000 000
Environmental Management Policy	All 5 Municipalities	Development of a policy	2 800 000
Rugby fields x 5	All 5 Municipalities	Feasibility study	800 000 000
3x fire engines	Moretele	Supply and delivery only	4 000 000
Construction of moeka Community Hall	Moretele	Completed community hall	9 200 000
Construction of Mmotla Community Hall	Moretele	Completed community hall	9 200 000
Construction of 10 sports complex in wards	Moretele	Completed sports complex	828 000 000
1,2,4,5,6,9,10,19,21,23 and 26			
Golf course in Moretele	Moretele	Completion	2 000 000 000

18. Projects by Private developers

Ward Name	Project Type
07	Solar Plant
09	Solar Plant
12	Solar Plant

19. ORGANISATIONAL AND INDIVIDUAL PERFORMANCE MANAGEMENT SYSTEM

The White Paper on Local Government (1998) proposed the introduction of performance management systems to local government, as a tool to monitor service delivery progress at local government. It concludes that the integrated development planning, budgeting and performance management are powerful tools which can assist municipalities to develop an integrated perspective on development in their area. It will enable them to focus on priorities within an increasingly complex and diverse set of demands and to direct resources allocations and institutional systems to a new set of development objectives.

Chapters 6 of the Local Government: Municipal Systems Act, 2000 (Act No.32 of 2000), requires local government to:

- Develop a performance management system.
- Set targets, monitor and review performance based on indicators linked to the Integrated Development Plan (IDP).
- Publish an annual report on performance management for the councillors, staff, the public and other spheres of government.
- Incorporate and report on a set of general indicators prescribed nationally by the Minister responsible for local government.
- Conduct an internal audit on performance report audited by the Auditor-General.

Involve the community in setting indicators and targets and reviewing municipal performance.

Section (A) of the Local Government Municipal Systems Act no 32 of 2000 requires every municipality to establish a Performance Management System that is commensurate with its resources and best suited to its circumstances in line with its priorities, objectives, indicators and targets reflected in its Integrated Development Plan (IDP).

It further obliges every municipality to promote a culture of Performance among its political structures, political office bearers, councillors and its administrators and to administer its affairs in an economical, effective, efficient and accountable manner.

In seeking to comply with the above statutory requirement, this document therefore serves a Performance Management Systems Policy Framework for the (Name of Municipality). This framework caters for the development, implementation and roll-out of Performance Management System with the Moretele Local Municipality

During the year, the Department of Cooperative Governance (DCoG) assisted the (Moretele Local Municipality) to develop an Organisational Performance Management Policy Framework, Key Performance Indicators (KPIs) and targets linked to the Integrated Development Plan (IDP). The KPIs include baseline, input, output and outcome indicators, the targets include target dates and HR performance targets and the IDP includes Key Performance Areas (KPAs), priority areas and strategic objectives.

Rationale of Performance Management

The requirement for the development and implementation of a Performance Management System is provided for in legislation, which makes it peremptory for municipalities to comply. The Auditor-General is required to audit municipalities for compliance with legislation and non-compliance will result in adverse consequences.

Policy and Legal Context for PMS

- The White Paper on Local Government (1998)
- Batho Pele (1998)
- The Local Government: Municipal Systems Act, 2000 (Act No. 32 of 2000).
- <u>The Local Government: Municipal Systems Act, (32/2000): Municipal Planning and Performance Management Regulations (2001)</u>, Chapter 3, by the Department Cooperative Governance.
- Guide on Performance Agreements Workshop, 2001, by the South African Local Government Associations (referred to as SALGA Guidelines in short).
- DPLG, 2001, PMS Training Manuals (referred to as PMS Training Manuals in short).
- Municipal Finance Management Act (2003) .
- <u>Municipal Performance Management Regulations (2006)</u>.

LGTAS and incorporation of specifically Outcome 9

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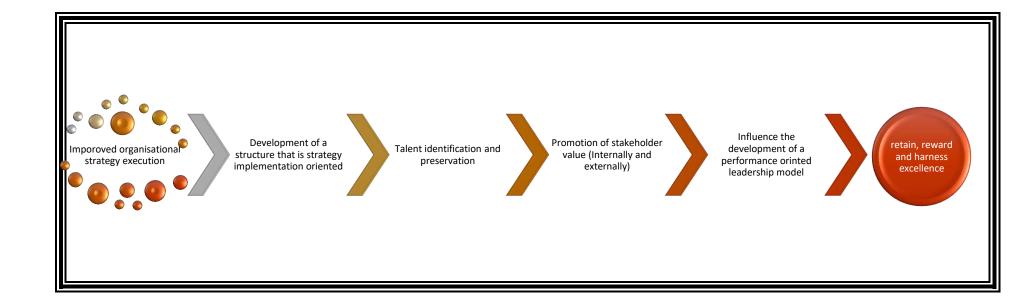
Objectives of Performance Management System

- Facilitate increased accountability
- Facilitate learning and improvement
- Provide early warning signals
- Facilitate decision-making
- Recognise outstanding performance

Benefits of Performance Management

- Improved organizational profitability
- Increased employee responsibility
- Equitable treatment of employees
- Enhanced quality of work life

Over and above the benefits listed above, performance management m below:	ay also provide the following additional benefits, as depicted in the figure
	285



Principles that will guide the development and implementation of the Performance Management System

- Simplicity
- Politically driven
- Incremental implementation
- Transparency and accountability
- Integration
- Objectivity

Moretele Local Municipality Performance Management Systems (PMS) Model

- What is a performance Measurement Model?
- The value of a Performance Measurement Model
- Criteria of a Good Performance Model
- The Balance Scorecard Performance Model
- The revised Municipal Scorecard Model
- Why (Name of Municipality) will adopt the Revised Municipal Scorecard Model

What is a Performance Measurement Model?

Performance management is defined as a strategic process to management (or system of management), which equips leaders, managers, employees and stakeholders at different levels with a set of tools and techniques to regularly plan, continuously monitor, periodically measure and review performance of the organization in terms of indicators and targets for efficiency, effectiveness and impact. Regulation 7 of the 2001 Performance Regulations requires that every municipality develop a performance management system (PMS) which consists of a performance framework that describes and represents how the municipality's cycle and processes of performance planning, monitoring, measurement, review, reporting and improvement will be conducted, organized and managed, and must set out the roles and responsibilities of the different stakeholders. The regulations further provide in Regulation 13 that a municipality must, after consultation with the community, develop and implement mechanisms, systems and processes for the monitoring, measurement and review of performance in respect of the key performance indicators and targets set by it.

Performance measurement involves determining the extent to which objectives are being achieved through developing indicators and linking them to targets and related standards. Review of performance against set targets is undertaken on a regular basis. A performance measurement framework is a practical plan for the municipality to collect, process, organise, analyse, audit, reflect on and report performance information.

A performance measurement model is the system that is used to monitor, measure and review performance indicators within the above performance management framework. It is a choice about what aspects or dimensions of performance will be measured. It implies the grouping together of indicators into logical categories or groups, called **perspectives**, as a means to enhance the ability of an organization to manage and analyze its performance.

The Value of a Performance Measurement Model

The value of performance measurement models can be summarized as follows:

- Models simplify otherwise long lists of indicators by organizing them into perspectives which will sufficiently represent effective performance.
- Different models differ enormously on what is viewed as key aspects of performance (Key Performance Areas) and can help organizations make their own decisions on a model that fits their context.
- Models help in aligning the relationship between areas of performance when planning, evaluating, and reporting.
- Models help align strategic planning and performance management by directly linking Key Performance Areas to priority areas in the strategic plan.
- Building an own model allows municipalities to agree on what areas of performance should be integrated, managed, and measured and what values should inform indicators and standards of achievement.

Criteria of a Good Performance Model

The following characteristics should guide the choice of a performance model:

- a) It must be simple to develop, and its implementation must be able to be cascaded to the lower levels with ease.
- b) The model must ensure that there is a balance in the set of indicators being compiled.
- c) The balance created by the model must encompass all relevant and priority areas of performance.
- d) The perspectives must be aligned to the IDP objectives.
- e) The model must be able to timeously diagnose blockages in the system.
- f) It must be easy to replicate to all other levels.
- g) It must be easy to integrate with other municipal systems and processes.

The Balanced Scorecard Performance Model

The widely used performance model is the Balanced Scorecard. The Balanced Scorecard ensures that there is balance in the set of indicators being compiled. It was developed as a means to measure performance by combining both financial and non-financial indicators to create a balance between financial and other critical functional areas in organizations. By combining financial indicators and non-financial indicators in a single report, the Balanced Scorecard aims to provide managers with richer and more relevant information about the activities that they are managing than is provided by financial indicators alone.

The Balanced Scorecard performance model requires the use of scorecards as a systematic approach to assessing internal results while probing the external environment. This Model groups its indicators into four perspectives: financial perspectives, customer perspective, internal perspective and learning and growth perspective.

The Revised Municipal Scorecard Model

A Municipal Scorecard Model is a balanced scorecard adapted for measuring key performance on developmental areas that are relevant to municipal service delivery and the public sector. There are five KPA's that municipalities are required to align their strategic planning on and these cut across every functional area of a municipality. The municipal scorecard measures a municipality's performance through these five perspectives:

- a) The Municipal Development Perspective
- b) The Service Delivery Perspective
- c) The Institutional Development Perspective
- d) The Financial Management Perspective, and
- e) Governance Process Perspective

Why Moretele Local Municipality will adopt the Revised Municipal Scorecard Model?

The **Moretele Local Municipality** has adopted the balanced scorecard model in its adapted Municipal Scorecard Performance Model format. This model consisted of four perspectives, namely.

- (1) Development Impact Perspective.
- (2) Resource Management Perspective.
- (3) Service Delivery Perspective; and
- (4) Governance Process Perspective.

The Moretele Local Municipality, having adopted the Municipal Scorecard Performance Model, will align this framework to the revised Municipal Scorecard Model and its performance will be grouped under the following 5 perspectives:

- The Municipal Development Perspective: In this perspective the municipality will assess whether the desired development indicators around the performance area of social and economic development is achieved.
- The Service Delivery Perspective: This perspective will assess the municipality's performance in the overall delivery of basic and infrastructural services and products.
- The Financial Management Perspective: This perspective will measure the municipality's performance with respect to the management of its finances.
- The Institutional Development Perspective: This perspective relates to input indicators that measure the functioning of the municipality under areas such as human resources, strategic planning and implementation, performance management and all other indicators that seek to develop and manage the municipal institution.

• The Governance Process Perspective: This perspective will measure the municipality's performance in relation to its engagement with its stakeholders in the process of governance, established and functioning governance structures, and good municipal governance processes.

The Moretele Local Municipality had adopted a three-level approach of implementing the scorecard. The three levels were:

- The Strategic or Organizational Scorecard Level reflecting the strategic priorities of the municipality
- The Service Scorecard Level which captured the municipality's performance in each defined service, provided a comprehensive picture of the performance of a particular service and consisted of objectives, indicators and targets derived from the service plan and service strategies.
- The Municipal Scorecard Level this was a scorecard meant to reflect strategic priority areas of the municipality, from a district level perspective. However, this scorecard was proposed on condition that the municipality and district had clarifies their powers and functions and all local municipalities under one district buy into one performance management system.
 - In reviewing the Policy Framework, a two-level scorecard approach is proposed. The Strategic or Organizational Scorecard will reflect KPA's objectives, indicators and targets at a strategic level and will align directly with the IDP priorities. This scorecard will follow along the lines of the SDBIP but will not have the monthly financial cash flow projections and the ward level projects. The second scorecard will be service or departmental scorecards, similar to the one currently used by the municipality. This level of scorecard will reflect objectives, indicators and targets at a departmental level. This scorecard will also inform the individual scorecards of the Section 57 Managers.

The two levels of scorecards will then become the organizational performance management system (PMS) of the **Moretele Local Municipality**. All reporting on the municipality's performance will be informed by information derived from the two-level scorecard and reflect the municipality's performance on the five perspectives.

In an effort to enhance and promote performance management practice in all the business units and leadership structures, Council has opted to separate the functions of performance management and integrated development planning (which has been one unit for a number of years). This is intended to allow the functions to stand independent but to mutually influence the overall performance of the municipality. It is hoped that this will ensure that performance management emerges as a key towards administrative improvement and the realization of good governance principles.

Appendix A (Circular88 baseline 2024-25)