

MARULENG LOCAL MUNICIPALITY



**REVIEWED 2023/24 IDP
(2021-2026 version)**

*The power house of socio-economic development through
sustainable and integrated agriculture and tourism*

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LIST OF ACRONYMS

AGSA	Auditor General of South Africa
BBBEE	Broad Based Black Economic Empowerment
CPA	Community Property Association
COGHSTA	Cooperative Governance, Housing and Traditional Affairs
CDW	Community Development Worker
CRDP	Comprehensive Rural Development Plan
DGDS	District Growth Development Summit
DPLG	Department of Provincial and Local Government
DOE	Department of Education
DSAC	Department of Sports, Arts and Culture
DWA	Department of Water Affairs
EPWP	Expanded Public Works Program
ESKOM	Electricity Supply Committee
GDP	Gross Domestic Product
GEAR	Growth Employment and Redistribution
IDP	Integrated Development Plan
IGR	Inter-Governmental Relations
KM	Kilometers
LDA	Limpopo Department of Agriculture
LED	Local Economic Development
LUMS	Land Use Management Scheme
MDM	Mopani District Municipality
MEC	Member of Executive Council
MFMA	Municipal Finance Management Act
MIG	Municipal Infrastructure Grant
MLM	Maruleng Local Municipality

MSA	Municipal Structures Act
MSA	Municipal Systems Act
MSCOA	Municipal Standards Chart Of Accounts
MTAS	Municipal Turn Around Strategy
NDP	National Development Plan
NSDP	National Spatial Development Perspective
PMS	Performance Management System
RAL	Road Agency Limpopo
RDP	Reconstruction and Development Program
SAPS	South African Police Service
SDBIP	Service Delivery and Budget Implementation Plan
SMME	Small Medium Micro Enterprise
SWOT	Strength, Weaknesses, Opportunities and Threats

FOREWORD BY THE MAYOR



Vision

The power house of socio-economic development through sustainable and integrated agriculture and tourism

Mission

Maruleng Local Municipality is committed to the accelerated provision of quality basic services and promotion of socio-economic development through the harnessing of all resource endowments in an integrated and sustainable manner.

Slogan

Wildlife haven

The 2023/24 municipality's development approach will be guided by Back-To-Basic principles which focus on the following:

- Putting people first
- Basic service delivery and infrastructure development
- Promote local economic development
- Building capable institution and administration
- Sound financial management

This document- the Integrated Development Plan (IDP) is the third strategic plan of the current Council which came in office after the 2021 Local Government Election. It is also the product of many months of consultation within the Maruleng municipal Council and with communities, institutions, organizations and individuals in the wider civil society. This Reviewed IDP for 2023/2024 is a developmental but political-driven plan, developed to guide socio-economic development in the municipal area. It is a strategic plan that defines the synergy between various priority needs and the sector plans that address community needs. In the main, it is informed by the National Development Plan which focuses on redressing the triple ills, namely poverty, unemployment and inequality.

The key pillars of National Development Plan are:

- An economy that will create more jobs;
- Improving infrastructure;
- Transition to low carbon economy;
- Reversing the spatial effects of apartheid;
- Improving the quality of education, training and innovation;
- Quality health for all;
- Social protection;
- Building safer communities; and
- Reforming the public sector

The annual performance for 2021/22 financial year is 68% compared to 61.9 of the prior year which represents an increase of 6.1 %. Revenue collection increased from 56% in 2018/19 financial year to 62% in 2020/21.

The 2023/2024 IDP review process has also assisted in determining community and stakeholder needs, prioritizing developmental objectives and seeking better ways to implement programmes to achieve key objectives and measuring municipal performance. The municipality has prioritized communities needs particularly, the rural poor.

The municipality has the following future plans in partnership with other stakeholders:

- Integrated township development in Hoedspruit
- Acquiring international license for Hoedspruit East gate Airport
- Establishment of TVET college in the municipality
- Construction of a mall in Hoedspruit
- Alternative energy (solar plant)
- Construction of a new police next to the Thusong centre and Mahlakung mall
- Construction of a private hospital in Hoedspruit (200 beds)
- Upgrading of R40 road (Hoedspruit intersection)

There have been ongoing processes to review the institutional arrangements of the administrative structures of the Council to enable the municipality to meet the developmental challenges as per its Constitutional mandate. Council is also improving its communication, participatory and decision-making mechanisms to ensure that IDP remains the only popular strategic roadmap to the betterment of life for all. The focus for this financial year will be on accelerated service delivery and job creation. On behalf of Council I would like to appreciate the contribution of all our stakeholders through the IDP process. **"No government can claim legitimacy if is not based on the will of the people."**

Together moving Maruleng Municipality Forward

CLLR. T.C MUSOLWA
MAYOR

EXECUTIVE SUMMARY BY MUNICIPAL MANAGER



The IDP has to be reviewed annually in order to:

- Ensure its relevance as the Municipality's Strategic Plan
- Inform other components of the Municipal business process including institutional, financial, planning and budgeting.
- Inform the cyclical inter-governmental planning and budgeting cycle.

For the IDP to remain relevant a municipality must assess its performance and the achievements of its targets and strategic objectives. The IDP will therefore have to reflect the impact of successes as well as corrective measures to address challenges.

The IDP, as the Maruleng Municipality's strategic plan, informs municipal decision-making as well as all business processes of the Municipality. The IDP must inform the municipality's financial and institutional planning and most importantly, the drafting of the annual budget.

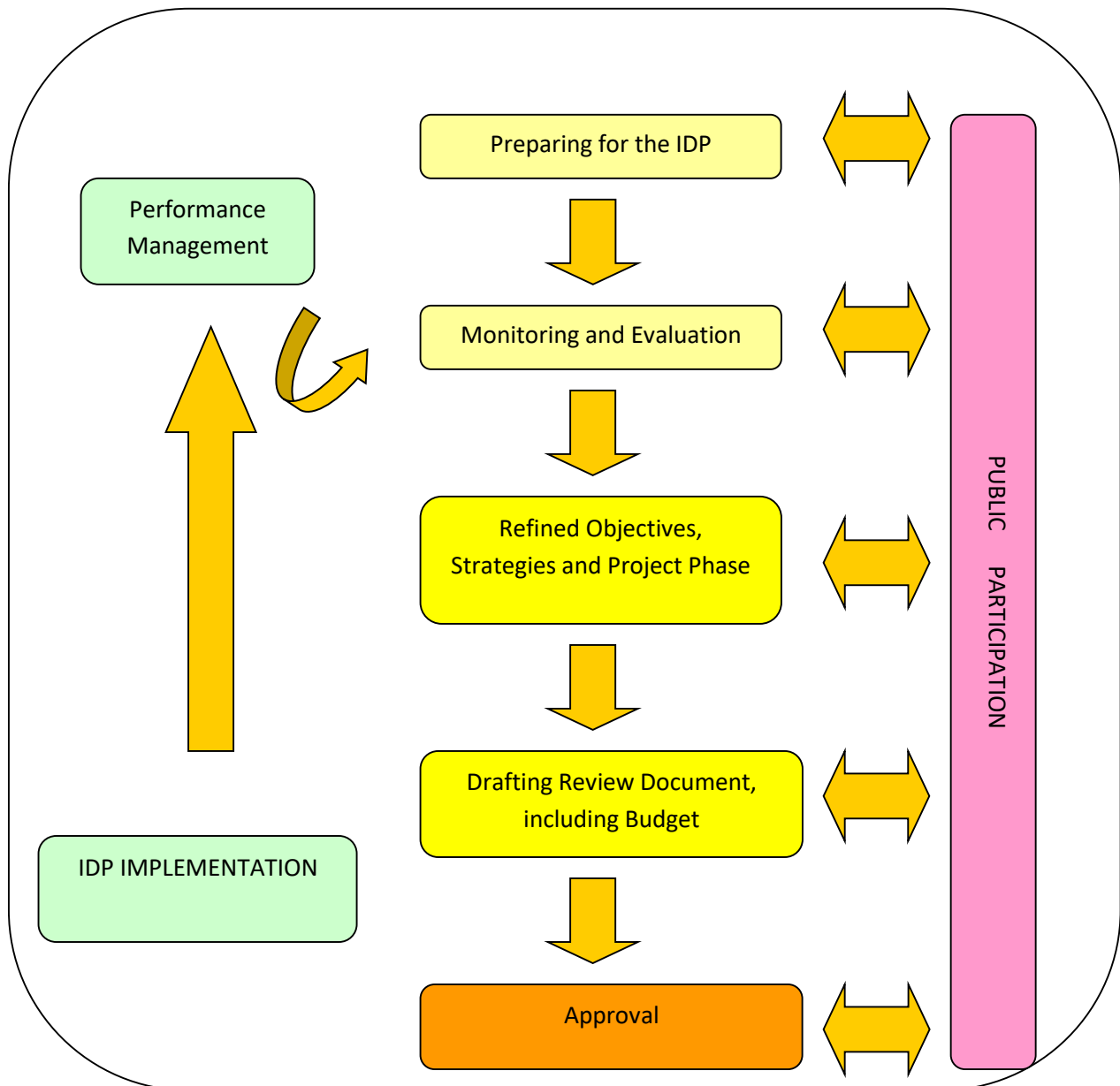
The IDP process and the budget process are two distinct but integrally linked processes which must be coordinated to ensure that the IDP and budget related policies and the tabled budget are mutually consistent and credible. (Municipal Finance Management Act, 2003; Local Government: Municipal Planning and Performance Management Regulations, 2001).

During the process of deepening strategic influence of the IDP, consideration to the constantly changing environment impacting on the municipality needs to be considered too. In general terms the review then also addresses the following:

- Incorporation of comments from various Role Players
- Incorporate comments from Provincial MEC
- Review and inclusion of new/additional information
- Weaknesses through self-assessment
- Alignment of Sector Plans
- Alignment of IDP with Provincial Programs and Policies
- AGSA audit report

- 2021/22 Performance report

The IDP process will address internal and external circumstances that impact on the priority issues, objectives, strategies, projects and programs of integrated planning as reflect below in figure 1.



Key Elements to be addressed during this Process

During the process of deepening strategic influence of the IDP, consideration to the constantly changing environment impacting on the municipality needs to be considered too. In general terms the review then also addresses the following:

- Community inputs through public participation process
- Incorporation of comments from various Role Players
- Incorporate comments from Provincial MEC on annual assessment of IDP
- Review and inclusion of new/additional information
- Weaknesses through self-assessment
- Alignment of Sector Plans
- Alignment of IDP with programmes and projects of other spheres of government

This executive summary gives a concise overview of the municipality, its current situation, key challenges and opportunities. It also highlights priorities, strategies to improve the situation, how progress will be measured as well as powers and functions of the municipality.

Strategic objectives

The Department of Co-operative Governance has identified Key Performance Areas (KPAs) whereby the Strategic Agenda can be implemented and monitored. Of critical nature for the municipality will be to link its strategic objectives to the Strategic Agenda of National Government.

The table below provides the detail whereby the strategic objectives of the municipality can be linked to the five Key Performance Areas as stipulated by the Department of Cooperative Governance:

Table 1: Strategic objectives

DPLG KPAs	MTSF Priorities	MUNICIPAL Strategic Objectives
Municipal Transformation and Organizational Development	Building capable, ethical and developmental state	Building capable institution and administration
Basic Services and Infrastructure Development	Spatial integration, human settlements and local government. Consolidating the social wage through reliable and quality basic services.	Improve Community well-being through accelerated service delivery Promote integrated human settlement and agrarian reform
LED	Economic transformation and job creation	Promote local economic development Develop partnerships
Municipal Financial Viability and Management	Building capable, ethical and developmental state	Sound financial management Building capable institution and administration
Good Governance and Public Participation	A better Africa and world. Social cohesion and safe communities. Education, skills and health	Putting people first Building capable institution and administration promote inter-governmental function and coordination

Municipal Opportunities

❖ Tourism

The Maruleng Municipality has large game farms from which the municipality can grow its tax base. It also boasts of the East gate Airport through which it can promote its tourism status and ensure direct access to other provinces for marketing. The area is also imbued with agro-products across. Maruleng municipality is wedged between some of Limpopo prime tourist attractions, including the Kruger National Park, Timbavati Private Reserve and Blyde River Canyon. Significant tourism related activities exist as well as numerous private lodges and guesthouses. An existing airport will play a significant role to increase tourist traffic and establish the area as a gateway to the Kruger and surrounding areas.

There are an estimated 2814 beds in 70 lodges 10 guesthouses and 10 resorts in the municipality. Estimated 70 to 80% of Lowveld luxury lodges. R527 route gives access to Khamai Reptile Park, Bombyx Mori Silk farm and Moholoholo Animal Rehabilitation centre. Maruleng municipality boasts Major Private Game Reserves and 5-star luxury lodges, namely;

- Thornbush and Kapama
- Timbavati (home of the white lions)
- Klaserie
- Babule and Oliphants
- Aerotel in Zandspruit

It also houses Hoedspruit endangered species centre which is the world famous Cheetah breeding. The area falls within Limpopo Tourism “Valley of Oliphants” tourism route. Blyde river canon offers Bird watching (globally recognised and important bird area), Adventure tourism including hiking, white water

Rafting, abseiling, hot air ballooning. The municipality serves as the centre of the Kruger 2 canyon Biosphere and has Drakensberg Mountain Range which has rock climbing, hiking and Mariepskop (scenic Mountain View)



❖ Agriculture

Agriculture currently is, and is likely to remain a key economic sector and employment generator in Maruleng. Maruleng dominant economic activity is commercial agriculture. The region is the leading producer and exporters of mango and one of the largest producers of citrus.

Other crops such as vegetables are increasingly becoming important. Citrus and mango require significant production levels in order to be profitable and there are concerns that these are not viable options for small emerging farmers unless structured through co-operatives. Potential exists to introduce sugar cane would provide alternatives for smaller emerging farmers.

The types of products grown in the area vary between subsistence and commercial farming, with the latter relying on irrigation to produce variety of crops namely:

- Field crops such as maize
- Produce crops such as citrus, mango, vegetables, tomatoes, avocados and onions.

There are other agricultural activities such as livestock which focuses on cattle, goats and poultry, and game farms and marula. However the following critical areas must be addressed if the agriculture is to remain competitive;

- The speedy and effective resolution of land claims and the introduction of Private sector partnerships to ensure skills transfer and ongoing commercial viability of farms.
- Significant investment in transportation infrastructure, notably
- Roads and rails as well as the exploring of options to establish and
- Airfreight hub in Hoedspruit.
- The more effective branding and marketing of Maruleng produce and
- Securing of contracts with local and domestic customers such as large food Retail chains.
- The development and expansion of agro-processing activities such as juice processing, fruit drying etc.



❖ Infrastructure

- The municipality has a fairly good infrastructure
- Most services are easily accessible to most of the people.
- All the major roads are tarred.
- Thusong centre which is in Metz central provides most of the essential services to the rural areas
- Information centres in Hoedspruit and The Oaks (under renovation)
- Accommodation places are in good standards and offer excellent services in Hoedspruit and surrounding areas.

❖ **Municipal Future Plans**

- Create conducive environment for job opportunities and reduce poverty rate through infrastructure development, service delivery, procurement and support for SMME's and Broad Based Black Economic Empowerment (BBBEE)
- Provide infrastructure that is conducive for economic development and growth
- Provide universal waste removal to all communities
- Acquire more resources to provide and maintain the existing and proposed infrastructure
- Integrated planning and service provision in rural areas
- Integrated human settlement in Hoedspruit
- Strengthen community participation and IGR
- Effectively deal with communicable and non-communicable diseases
- Facilitation of economic activities in both urban and rural areas.
- Increase revenue base

Progress Measurement

The Municipal Finance Management Act No.56 of 2003, Section 1 states that the mayor of the municipality should approve a Service Delivery Budget Implementation Plan (SDBIP) each financial Year. SDBIP should include monthly projections; revenue collected indicating sources, operational and capital expenditure by vote and indicates delivery targets and performance indicators. The municipality recognizes the fact that a well-designed SDBIP will generate a good performance management system. Therefore the municipality develops and adopts SDBIP on an annual basis. The SDBIP is divided into four quarters and monitoring and evaluation is done on quarterly basis.

The SDBIP is an operational plan that clearly outlines Key Performance indicators, Objectives, Timeframes, outputs, outcomes and strategies for each program and projects. The SDBIP is informed by the IDP and Budget. Municipal Systems Act No. 32 of 2000, Chapter 6 compels municipalities to establish performance management system that is:

- Commensurate with its resources
- Best suited to its circumstances
- In line with the priorities, objectives, indicators and targets contained in the IDP

The municipality has established the performance management system which monitors, measures and reviews performance on regular basis as outlined below.



Ms. HOAONE N.S
MUNICIPAL MANAGER

1. LEGAL FRAMEWORK AND MANDATE

It is the purpose of the IDP to give effect to the constitutional and legal mandate of Maruleng Local Municipality which is drawn from the following legal prescripts:

The Constitution of the Republic of South Africa

Section 153 of the Constitution of the Republic of South Africa, Act 108 of 1996 clearly indicates that the municipalities have been mandate to undertake planning and budgeting functions to give priority to the basic needs of their communities and foster social and economic development.

Municipal Structures Act 117 of 1998

Section 83 and 84 of the Municipal Structures outlines powers and functions of the municipalities and the main focus being the development of integrated development planning.

Municipal Systems Act 32 of 2000 defines the IDP as one core functions of a municipality and makes it a legal 'requirement for every Municipal Council to adopt a single, inclusive and strategic plan (IDP) for the development of its municipality. This plan should link, integrate and coordinate plans and take into account community proposals for the development of the municipality. It should also align the municipality's resources and capacity of the plan, it should form the policy framework and the basis on which annual budgets must be based and compatible with national and provincial development plans and planning requirements.

National Development Plan: Vision 2030

The National cabinet of South Africa in 2012 adopted the National Development Plan, an action plan that offers a long term perspective to secure a better future for South Africans. The aim of the NDP is to eradicate poverty, unemployment and inequality. The following are the objectives of the NDP:

- An economy that will create more jobs;
- Improving infrastructure;
- Transition to low carbon economy;
- Reversing the spatial effects of apartheid;
- Improving the quality of education, training and innovation;
- Quality health for all;
- Social protection;
- Building safer communities; and
- Reforming the public sector

Medium Term Strategic Framework (2019-2024)

The Medium Term Strategic Framework for 2019-2024 is the second 5-year year implementation of the National Development Plan. The NDP sets out the country's long term version to promote radical economic transformation. The 2019-2024 Medium Term Strategic Framework laid out the plan and outcome based monitoring for implementation of the NDP. The 2019-2024 MTSF is the country's current plan which outlines the implementation priorities of the sixth administration.

It is therefore pivotal to align Maruleng Local Municipality's IDP with the priorities of the MTSF (2019-2024) as it promotes coordination, alignment and full development of all development planning instruments. The seven priorities to be aligned with MLM priorities are as follows:

- **Building capable , ethical and developmental state**
- **Economic transformation and job creation**
- **Education , skills and health**
- **Consolidating the social wage through reliable and quality basic services**
- **Spatial integration, human settlements and local government**
- **Social cohesion and safe communities**
- **A better Africa and world**

Limpopo Development Plan

The Limpopo Development Plan (LDP) is a growth and development plan for the province of Limpopo that spans five years. The Limpopo Development Plan (2020-2025) is a comprehensive socioeconomic planning and implementation document for the province of Limpopo. It encompasses the concerns and ambitions of the residents of Limpopo. LDP aspires to ensure that government resources, efforts, and energy are directed towards fostering an environment that gives residents of the province the chance to actively participate in sustainable growth and development that can enhance their quality of life. The following are the eight priorities of LDP which are aligned with the MTSF priorities:

- **Transform the public service for effective and efficient service delivery**
- **Transform and modernization of provincial economy**
- **Provision of quality education and quality health care**
- **Integrated and sustainable socio-economic infrastructure development**
- **Accelerate social change and improve quality of life of Limpopo's citizens**
- **Spatial transformation for integrated socio-economic development**
- **Strengthen crime prevention and social cohesion**
- **Economic transformation and job creation through regional integration**

District Development Model

The District Development Model (DDM) is a new planning model for Cooperative Governance which seeks to be a new integrated, district-based, service delivery approach which aimed at fast-tracking service delivery and ensure that municipalities are adequately supported and resourced to carry out their mandate.

The announcement of the District Development Model (DDM) by the Presidency has added impetus to the municipal integrated planning process as well as national and provincial planning processes as DDM seeks to strengthen the integrated planning process and through this model, all developmental initiatives will be viewed through a district –level across the 44 districts and 8 metros in the country. The DDM seeks to secure maximum coordination and cooperation among the national, provincial and local spheres of government, who will act in partnership with civil society- including communities, business and labour- at the district level countrywide.

The One Plan is bold and revolutionary strategy that addresses the linked DDM core transformation focus areas, which its overall strategic Objects are to:

- ✓ Address silos in planning, budgeting and implementing,
- ✓ Maximise impact and align plans as well as resources through One District, One Plan and One budget, and
- ✓ Narrow distances between people and government by strengthening the coordination role and capacities at District level

Maruleng Strategic Objectives

The municipality has during its strategic planning session and consultative processes agreed on the following priorities which aligned to NDP, MTSF, LDP and Mopani District Municipality objectives:

- **Build capable institution and administration**
- **Promote integrated human settlement and agrarian reform**
- **Improve community well-being through accelerated service delivery**
- **Sound financial management**
- **Develop partnerships**
- **Promote local economic development**
- **Putting people first**

Powers and Functions for Maruleng Local Municipality.

The powers and functions of the Municipality in terms of section 155(6) (a) and (7) Act 108 of 1996 and as delegated by the MEC of Cooperative Governance, Human settlement and Traditional Affairs, those functions includes;

- Building regulations ;
- Billboards and the display of advertisements in public places ;
- Local tourism ;
- Cleansing (cemeteries etc.);
- Municipal planning;
- Storm water management;
- Municipal parks and recreation;
- Municipal roads;
- Disaster management;
- Street lighting;
- Refuse removal, refuse dumps and solid waste; and
- Traffic control and Licensing

Alignment of plans or strategies



DISTRICT DEVELOPMENT MODEL OUTCOMES **DBSA**

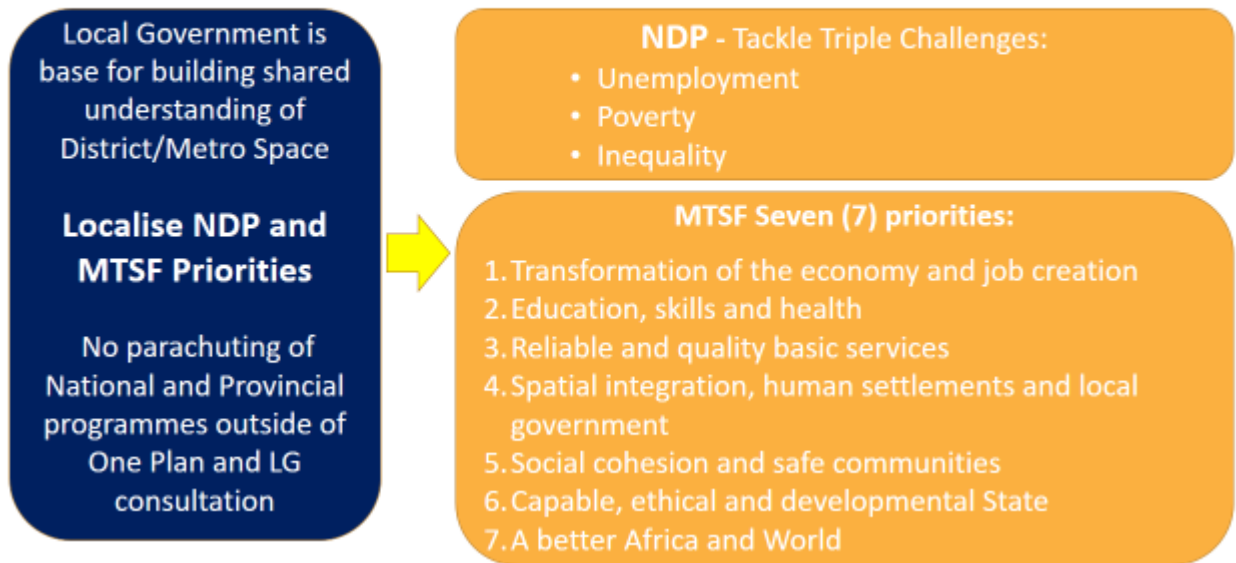


Figure 3

2. OVERVIEW OF THE IDP PROCESS PLAN

2.1. INTRODUCTION

It is required in terms of Section 25 of the Local Government: Municipal Systems Act, 32 of 2000, each municipal council must within a prescribed period after the start of its election term, adopt a strategic plan, known as the Integrated Development Plan (IDP). IDP is a 5 –year plan which guides and informs the municipality’s planning, development and budgeting. It is reviewed annually based on its performance and changing circumstance deemed relevant by the municipal council (Section 34 of the MSA, 2000)

IDP is a process through which the municipality conducts a comprehensive analysis of the community needs and subsequently priorities available resources to address those needs. The process also seeks to ensure vertical and horizontal integration between the municipal planned intervention with planning efforts of national and provincial spheres as well as within various sectors of government. In compliance to the Municipal Systems Act 32 of 2000, municipality developed the IDP for the next five years (2023-2028).

The IDP is underpinned by key sector plans and strategies, which include the Municipality’s Spatial Development Framework (SDF), Local Economic Development (LED) strategy amongst others. The IDP is responding to the community priorities, district, provincial, national priorities and is in line with the State of the Nation Address (SONA), State of the Province Address (SOPA), Department of Cooperative Governance and Traditional Affairs (DCOG) IDP guidelines and District Development Model (DDM).

2.2. THE SCOPE OF THE IDP

The 2023-2028 IDP is comprised of seven interlinked chapters that are mandatory for a credible IDP, in terms of the Department of Cooperative Governance and Traditional Affairs (DCOG) IDP framework.

The first chapter provides introductory overview of the process followed in compiling the IDP and in reviewing it annually. The process unfolded in various phases which includes preparation, analysis, strategy, projects, and ultimately the approval phases.

The second chapter is a situational analysis, aiming to give a reader a deep understanding of the context in which the IDP has been developed. It outlines the municipal development profile in terms the institutional and external environmental scan. It captures the socio-economic indicators which comprises amongst others demographics, socio-economic analysis, spatial analysis, municipal financial viability, and governance as well organizational development and transformation analysis.

The third chapter details the municipal Developmental Strategies that will be used by the Municipality to respond to its legislative mandate and its developmental and transformation needs. In this chapter, the Municipality’s vision, mission, developmental objectives, development priorities, developmental strategies and five year performance targets are clearly articulated. The alignment between the IDP and priorities and plans at various government levels, which has an influence on IDP are articulated in this chapter.

The fourth chapter provides an outline of the Municipality’s planned and budgeted projects to be implemented by the Municipality, and those that will be implemented by sector departments as well as other role players. Most of these projects span out for the duration of the medium –term period (3 years). The planned projects form part of the municipal strategy to respond to the five-year development priorities of the municipality.

The fifth chapter is the financial plan of the municipality over the next Medium-Term Revenue and Expenditure Framework (MTREF). Items covered under this chapter includes inter alia estimate of revenue and capital expenditure. It also includes how this MTREF is linked to the IDP.

The last chapter (chapter six) aligns and integrates departmental programs and projects as well as to devise interventions that will assist in the attainment of the Municipality's programs/projects objectives and outcomes that responds to the IDP priorities.

2.3. THE IDP PROCESS

The IDP is the principal strategic planning instrument which guides and informs all planning and development, and all decisions with regard to planning, management and development, in the municipality (Municipal System Act, 2000). As a five-year plan, it has to be developmentally oriented and aligned to development plans and strategies of the municipality. In this regard, the IDP for 2023-228 as the second generation of current council, aims to focus on priorities for the designated five –year period it covers.

2.3.1. Strategic role

The Integrated Development Plan was introduced by the White Paper on Local Government in 1998. It is one of the critical tools available in for South African municipalities to drive the attainment of a “Developmental Local Government” by integrating and coordinating the activities of all spheres of government that happen within a municipal space. By encouraging the intergovernmental relations through involvement of all spheres of government in ensuring development, the IDPs give municipalities opportunities to respond socioeconomic challenges and address spatial disparities. In the IDPs the municipal space isn’t seen anymore as an exclusive space to be managed by a local authority, but as a space where different roles and responsibilities lie with a wide range of stakeholders, who collaborate to establish a suitable planning for their “pieces of land”. The municipal planning process resulting in an IDP document is therefore the basis for all land development and land use planning in South Africa.

Thus, those interlinkages set the IDPs as a strong components of a global strategy, aiming to empower municipalities to make critical interventions to reach the developmental state targeted by South Africa. Driven by the NDP, an IDP is composed of a variety of plans and policies, both at strategic and implementation levels, from micro to macro scales. The IDP is also placed at the center of a network of plans, while being an implementation tool which allows a municipality to prioritize its actions.

The process used to develop and review the IDP allows it to guide not only the municipal decisions, but also the policies and implementation measures of various stakeholders, ranging from other organs of state to the private sector. Therefore, to serve its population, Maruleng Municipality uses the opportunity provided by the IDP to contribute to its strategic objectives by implementing tangible measures while using this document both as a communication tool and as an instrument for planning.

2.3.2. Annual review process

As prescribed in the Municipal Systems Act, a municipality must review its IDP annually. This process gives the municipality the opportunity to better align its IDP with its long-tern vision, while taking into account all external influences that might occur. Moreover , the IDP review process also ensures the alignment between the implemented projects and the five-year targets, proposes other ways of reaching the objectives in case of major changes or unforeseen contexts, plans and adjust budgets for this cycle but also integrate issues raised by the consulted stakeholders. It is a component of a multi-year process that aims to provide the implementation of a long-term vision to be effective and efficient.

The process that was followed to guide the development of Maruleng Municipality’s IDP for 2023-2028 financial years involve various phases which had their respective outcomes. Below are the phases that were followed

2.3.2.1. Preparation Phase

The IDP Process Plan was approved by the Maruleng Municipal Council on 31 of July 2022. The IDP process plan outlined the legislative framework, institutional structures to guide, manage and monitor IDP processes, mechanisms for community participation as well as key deadlines of activities that led to the development of the Draft IDP for 2023-2028 financial years. It was developed in line with Mopani District Municipality's IDP framework.

2.3.2.2. Analysis Phase

During this phase, it was important for the municipality to understand the current existing situation within the municipal area. An in-depth diagnostic assessment was done in relation to the levels of development, service delivery gaps or challenges, causes of existing problems, identification of priority issues, and available resources to help deal with identified challenges or problems.

Source of information that were used as baseline include annual report, mid-year performance report, Service Delivery and Budget Implementation Plan (SDBIP) quarterly reports, Stats SA surveys or census and LEDET socio-economic profile etc.

2.3.2.3. Strategies Phase

The municipality had its strategic planning sessions to devise means to respond to the priority issues identified in during the analysis phase. Management strategic planning session was on the 9th-10th January 2023. The session of the councilors was held on the 11th-13th January 2023 were the Municipality reviewed strategies and objectives taking in to account consideration of the results of the internal assessment of the Municipality. Furthermore, the Municipality identified programs and projects which might be critical to respond to the wards priorities as well as the institutional needs.

2.3.2.4. Projects Phase

The fourth chapter provides an outline of the Municipality's planned and budgeted projects to be implemented by the Municipality, and those that will be implemented by sector departments as well as other role players. Most of these projects span out for the duration of the medium –term period (3 years). The planned projects form part of the municipal strategy to respond to the five-year development priorities of the municipality.

2.3.2.5. Integration Phase

In this phase the Municipality aligns and integrates departmental programs and projects as well as to devise interventions that will assist in the attainment of the Municipality's programs/projects objectives and outcomes that responds to the IDP priorities. The municipality will hold a two-day policy review workshop attended by both Councillors and management were policies are reviewed and new ones are developed.

2.3.2.6. Approval Phase

The Draft IDP 2023-2028 was tabled before council on 30 March 2023 for nothing. The Draft IDP will be subjected to community consultation for inputs and comments. As part of the consultation process, the document (Draft IDP) it will also be advertised on the municipal website, local newspapers and placed in all municipal service centers to give notice to the community as required in terms of the Municipal Systems Act (2000). It will also be submitted to MEC of Cooperative Governance, Housing and Traditional Affairs (COGHSTA), Mopani District Municipality and the National Treasury for inputs. The activities that transpired during Maruleng Municipal IDP review are presented in Table 1:

Table 1: Process Overview: steps and events

DATE	STRUCTURE	PURPOSE/ACTIVITY
24 May 2022	IDP Steering Committee	Development of the Process Plan
25 May 2022	IDP Representative Forum	Presentation of Process Plan
31 May 2022	Council	Adoption of the Process Plan
11 October 2022	IDP Steering Committee	Preparation of the Analysis Phase
11 October 2022	IDP Representative Forum	Presentation of the Analysis Phase
11-13 January 2023	Councillors, Management, Mopani District Municipality, Sector Departments, OTP, private Sector and Traditional Leaders	Strategic Planning Session
23 March 2023	IDP Steering Committee	Projects Phase
24 March 2023	IDP Representative Forum	Projects Phase
30 March 2023	Council	Adoption of the Draft IDP and Budget
08-12 May 2023	Community public participation meetings	Public participation on Draft IDP/Budget
24 May 2023	IDP Steering Committee	Development of the final IDP/Budget
25 May 2023	IDP Representative Forum	Presentation of the final IDP/Budget
29 May 2023	Council	Adoption of the reviewed IDP/Budget

2.4. STAKEHOLDER ENGAGEMENT AND CONSULTATION ON THE IDP PROCESS

The following institutional structures have been identified in the municipality's public participation strategy as key structures in the development of the IDP. These structures represent a wider audience of stakeholders which include organized business, labour, civil society, ward committees, Traditional Leaders, NGOs, CBOs, as well as members of the public.

Table 3: IDP Structures, roles and responsibilities

STRUCTURE/ STAKEHOLDER	COMPOSITION	ROLES AND RESPONSIBILITIES	Frequency of meetings
Executive Committee	Chaired by Mayor <ul style="list-style-type: none"> Portfolio chairpersons and members of the management Committee 	<ul style="list-style-type: none"> EXCO makes recommendations to Council on IDP processes 	Quarterly
Council	Chaired by Speaker <ul style="list-style-type: none"> All Councillors Senior Managers Traditional Leaders 	<ul style="list-style-type: none"> Approves the IDP /Budget Process and plans 	Quarterly

IDP Steering(Technical) Committee	Chaired by Municipal Manager <ul style="list-style-type: none"> • IDP/PMS Manager • Senior Managers • Sectional Heads • Sector Departments & SOEs 	<ul style="list-style-type: none"> • Provide technical expertise and support • Ensure that the annual municipal budget and business plans are linked to and based on the IDP 	Quarterly
IDP Representative Forum	Chaired by Mayor <ul style="list-style-type: none"> • Councillors • IDP Steering Committee • Traditional Leaders • Ward Committees • Representative of Organized Groups • Sector Departments and Parastatals • Mopani district municipality 	<ul style="list-style-type: none"> • Represent interest of their constituents in the IDP process • Provide organizational mechanism for discussion, negotiation and decision making amongst stakeholders • Monitor the performance of the planning and implementation process 	Quarterly
Ward Councillors and Ward Committees	Chaired by ward councillor <ul style="list-style-type: none"> • Ward Committee members 	<ul style="list-style-type: none"> • Link the planning process to their wards and assist the organizing of public consultation and participation 	At least once every two months
Community meetings	Chaired by ward councillor <ul style="list-style-type: none"> • Members of the wards committees in the ward • Community organisations • Traditional Leaders • Civic organization • Business Reps • Youth organisations • CDWs • (Concern groups) 	<ul style="list-style-type: none"> • Regular feedback • Monitor the implementation of government programmes & projects • Councillors receive mandates 	Quarterly

3. MUNICIPAL PROFILE

3.1 Description of Municipal Area

Maruleng is a Sepedi word derived from the name of the fruit “marula” which is indigenous in Limpopo. The name means a place of Marula. The Marula tree is indigent to this area and is used in many ways, for instance marula drink, essential oil, fruit, jam, beer, certain types of nuts and the medicinal bark. The Maruleng municipality is situated in the South eastern quadrant of the Limpopo province within the Mopani District Municipal Area of jurisdiction. The Maruleng municipality is bordered by the greater Kruger National Park to the east, the Ba-Phalaborwa and Tzaneen municipalities to the north, the Lepelle Nkumpi municipality to the west, and Tubatse and Bushbuckridge to the south. Maruleng is characterized by typical lowveld vegetation. To the south municipal area borders the Drakensberg escarpment. Although resources within the boundaries of the municipal area are scarce, the local of natural resources (in terms of game and nature reserves) within its boundaries as well as on the perimeter of its boundaries offer many opportunities for development. The main access points to the municipal area are Klaserie and the Strijdom tunnel in the south, Ofcolaco in the west and Mica in the north. The town of Hoedspruit is the administrative and economic center of the area. Hoedspruit is 74km south of Ba-Phalaborwa (R40), 135km north-east of Lydenburg and 225 km from Polokwane. It has one major urban area (Hoedspruit) which harbours 2.3% of population and 36 communities which harbour 88.7% and farms which harbour 9% and a total of 14 wards. Hoedspruit also houses South African Air Force Base. The Maruleng municipal area is approximately.

3.2 Demographics Profile

Maruleng’s population is youthful, with Sepedi being the main language. The following analogy provides an overview of the important demographic indicators of the Maruleng Municipality. It covers the population size, age distribution, unemployment, income generation, educational levels and services backlogs. The socio-economic profile of the Municipality provides an indication of poverty levels of and development prospectus.

3.3 Population Trends

The reconciled total population of Maruleng Municipality is as follows in Table 4 below:

POPULATION			HOUSEHOLDS		
Census 2001	Census 2011	Community survey 2016	Census 2001	Census 2011	Community survey 2016
94383	94 857	99605	19 668	24 470	28777

Source: (Stats SA)

Table 5: Population per Ward per Gender

Wards	Settlements	Total Population	Male	Female
Ward 1	Hoedspruit	5 622	2 986	2 636
Ward 2	Kampersus The Willows	8 255	4 075	4 180
Ward 3	Finale The Oaks	6 861	3 083	3 778
Ward 4	Bochabelo Ga-Mametja Sedawa Mahupse	6 298	2 822	3 475
Ward 5	Molalane Santeng Sedawa	5 927	2 648	3 279
Ward 6	Enable Worcester Bismarck	7 235	3 320	3 914
Ward 7	Butswana Turkey 01 Turkey o2	6 184	2 832	3 352
Ward 8	Turkey 03 Turkey 04 Makgaung	7 669	3 421	4 248
Ward 9	Metz	6 366	2 884	3 523
Ward 10	Madeira Sofaya	6 648	2 902	3 741
Ward 11	Hlohlokwe	8 792	3 987	4 807
Ward 12	Lorraine Bellville	8 259	3 798	4 460
Ward 13	Balloon Calais	6 083	2 792	3 291
Ward 14	Kanana Mahlomelong Moshate	4 659	2 062	2 597
TOTAL		94 857	43 576	51 281

Source: (census 2011)

Table 6: Households per Ward

Ward	Households	Percentage
Ward 1	2 065	8.43
Ward 2	2 396	9.79
Ward 3	1 675	6.84
Ward 4	1 449	5.92
Ward 5	1 579	6.45
Ward 6	1 959	8.00
Ward 7	1 532	6.26
Ward 8	1 841	7.52
Ward 9	1 652	6.75
Ward 10	1 649	9.08
Ward 11	2 223	9.08
Ward 12	2 014	8.23
Ward 13	1 420	5.80
Ward 14	1 016	4.17
TOTAL	24470	100%

Source: (census 2011)

3.4 Age and Gender Distribution

The population distribution by age categories and gender of the Municipality is presented in Table 4 and table 5, it is clear that the percentage of females increase along with age, implying that women live longer in the age group 0-4 years the percentage of males and females are fairly even, compared to the age group 35-65 and older where female constitute 54 % of the population.

Table 7: Estimated population by gender

Population			Youth (15-34 yrs)		
Male	Female	Total	Male	Female	Total
46,027	53578	99605	18616	20610	39226 (39,4%)

Source: Stats SA – CS 2016

Table 8: Estimated population by age and gender

	0 – 4		5 – 14		15 – 34		35 – 54		55-65		Over 65	Total
	No	% **	No	%	No	%	No	%	No	%		
MALE	6 039		10 446		16 525		6 864		2 189		1 513	43 576
FEMALE	5 997		10 107		18 528		10 502		2 972		3 175	51 281
TOTAL	12036	12.6	20553	21.6	35053	36.9	17366	18.3	5161	5.4	4688 (4.9)	94 857

Source: Stats SA 2011

Population age structure

Table 9: Population age structure

Population Under 15	Population 15 To 64	Population over 65
34.40%	60.30%	5.30%

Source: Stats SA 2011

The table above indicates the population distribution according to the age structure where most of the population group is at the age between 15 to 64, this age group constitutes 60.30% of the population, followed by under 15 years at 34.40% and over 65 years at 5.30%. This shows a need for economic strategy to identify development thrusts that would address the need of the economically active people.

3.5. Employment Profile

Employment status of the municipality

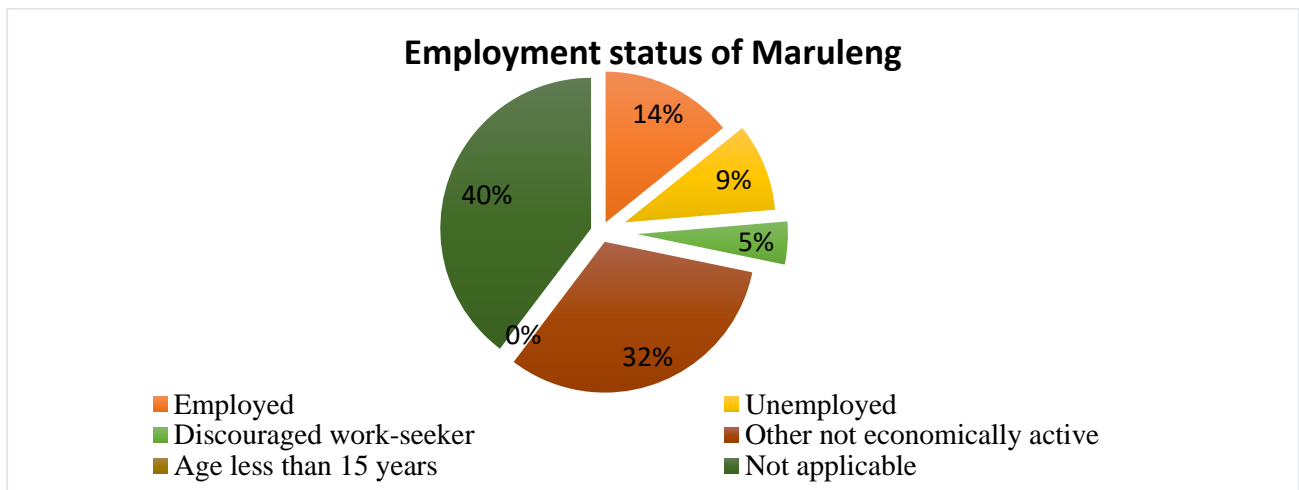


Figure 4: Employment status of the municipality (source, Stats SA Census 2011)

Figure 4 shows that there are 26 798 economically active people in Maruleng Municipality, with 13 142 employed, 8 994 unemployed and 1667 discouraged work seekers. This indicates the need for strategies to identify some of the development thrusts that are linked to job creation and economic growth.

3.6. Household income

About 3891 households (15%) in the municipality fall within the category earning below R1500.00 per month and about 32 871 people live on grants.

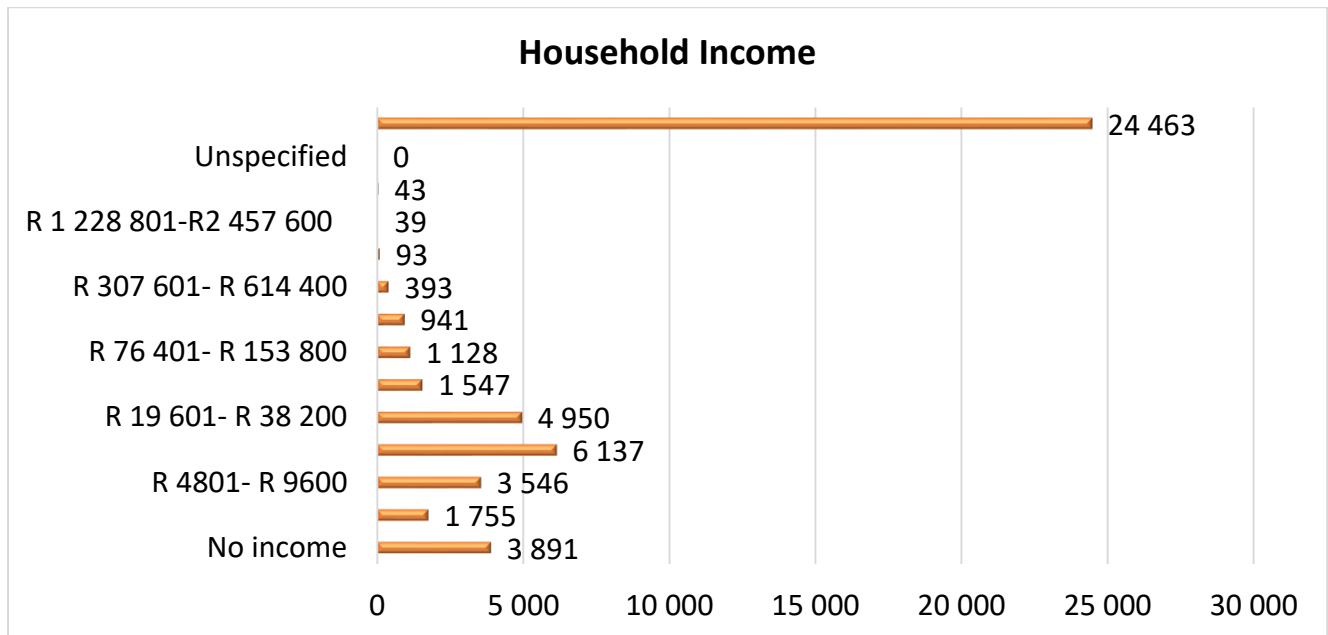


Figure5: Household Income (Source: Statistics South Africa, Census 2011)

Table10: Poverty Levels

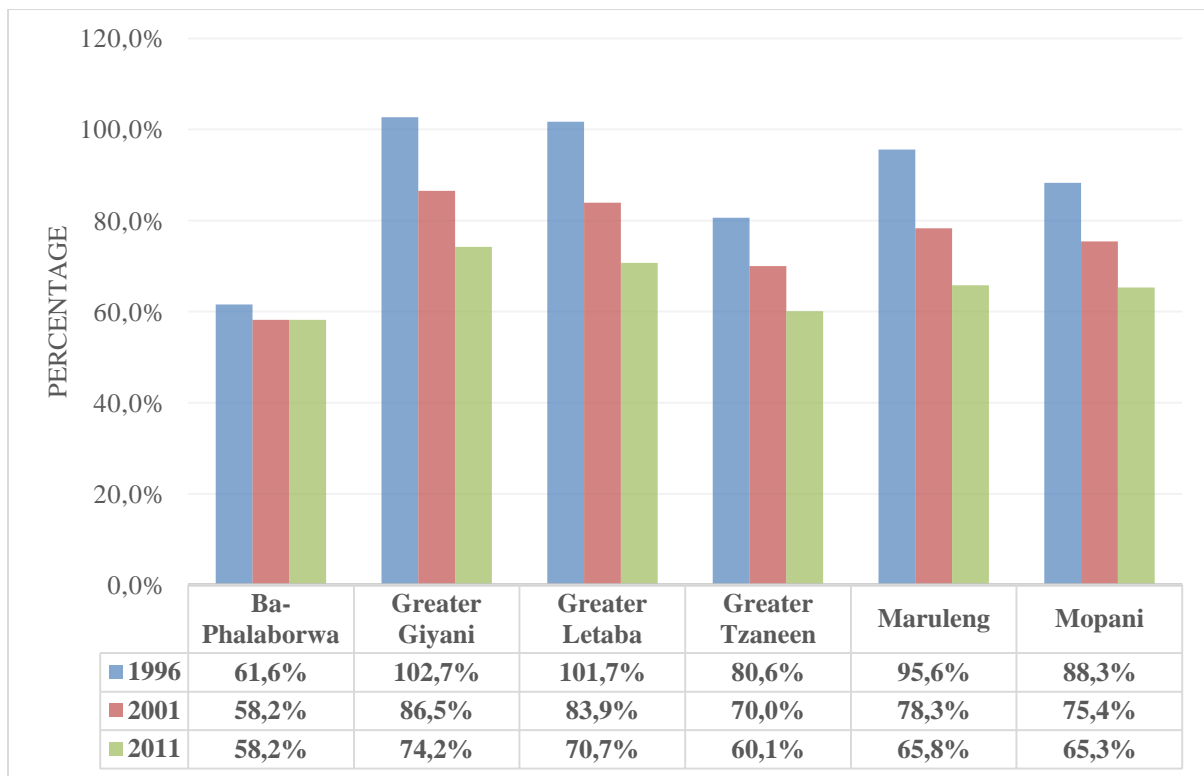
	YEAR	%
Poverty head count	2011	18.2
	2016	18.3
Intensity of poverty	2011	41.8
	2016	42.7

Stats SA (2011 & 2016)

3.7 Dependency rate

For MLM, the ratio is depicted in the figure below comparing with the other local municipalities within Mopani District.

Figure 6: MLM Dependency Ratio



Source: Statistics South Africa

The reflection above demonstrates that the dependency ratio in MLM is the third highest in the district but has been reducing over a period but still at the highest at 65.8%. This situation places a huge burden on the part of the municipality because a large number of its working age group are financially distressed as they have to support their households.

3.8 Level of Education

Table 11: Level of education by gender

Level	Number	Male	Female
No schooling	11 011	3 830	7 181
Grade 0	3 872	1 933	1 939
Grade 1 (sub A)	3 177	1 618	1 559
Grade 7 (Std 5)	4 279	2 186	2 093
Grade 8 (Std 6)	5 867	3 035	2 832
Grade 10 (Std 8)	7 841	4 379	3 462
Grade 12 (Std 10)	9 811	3 996	5 815
Diploma with Grade 12	805	343	462
Higher Diploma	708	307	401
Bachelor's Degree	405	190	215
Bachelor's Degree and Post Graduate Diploma	176	72	104
Honours	211	76	135
Masters and PhD Degrees	132	69	63

(Stats SA; Census 2011)

The above table shows that most of the population has no schooling at 20.90%, while 18.50% has grade 12 (in terms of the 2016 Community Survey 16 252 (16.32%) of people above 20 years have grade 12 certificates) and only 7% have higher education. The LED strategy should identify the level of the skills that the community has and identify gaps so that more effort is made to address the skills shortage in the municipal area.

3.9. People with disabilities in the municipality

There are 3340 people with disability in the municipality. The major challenge facing people with disabilities ranges from lack of skills, lack of employment opportunities as well as assistance devices like wheelchairs, walking sticks, hearing aid etc.

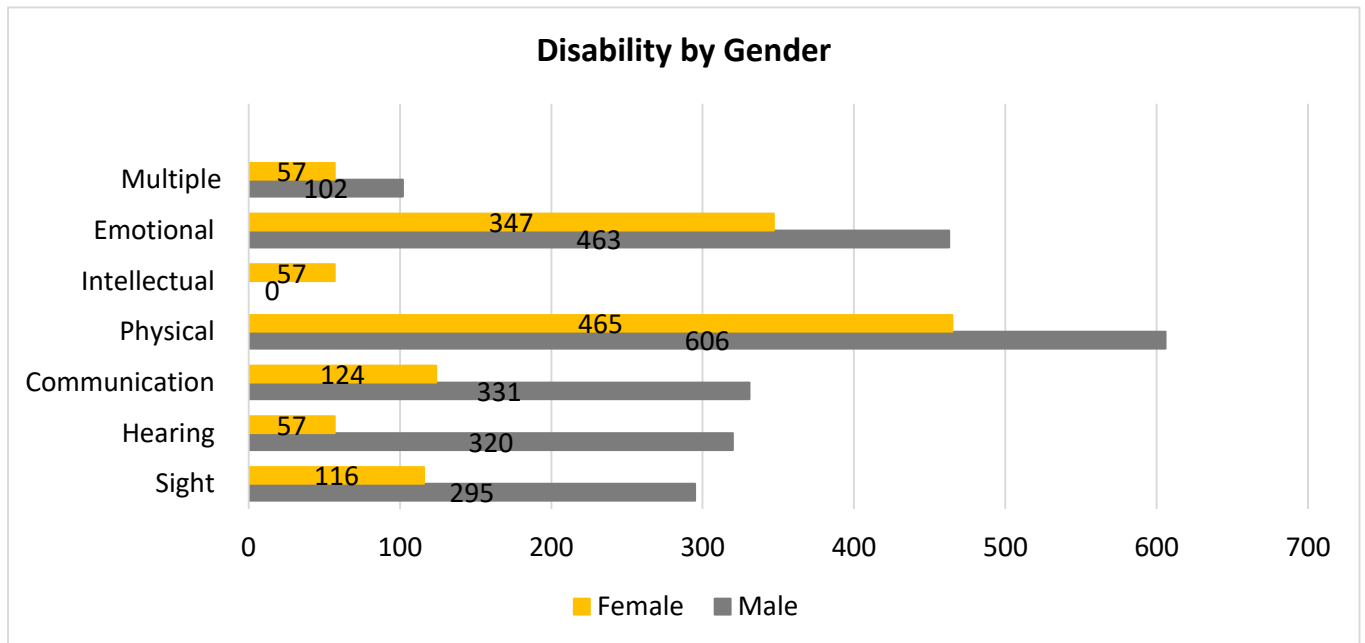


Figure 7: Disability by Gender (Stats SA; Census 2011)

4. SITUATIONAL ANALYSIS

4.1 Spatial Rationale

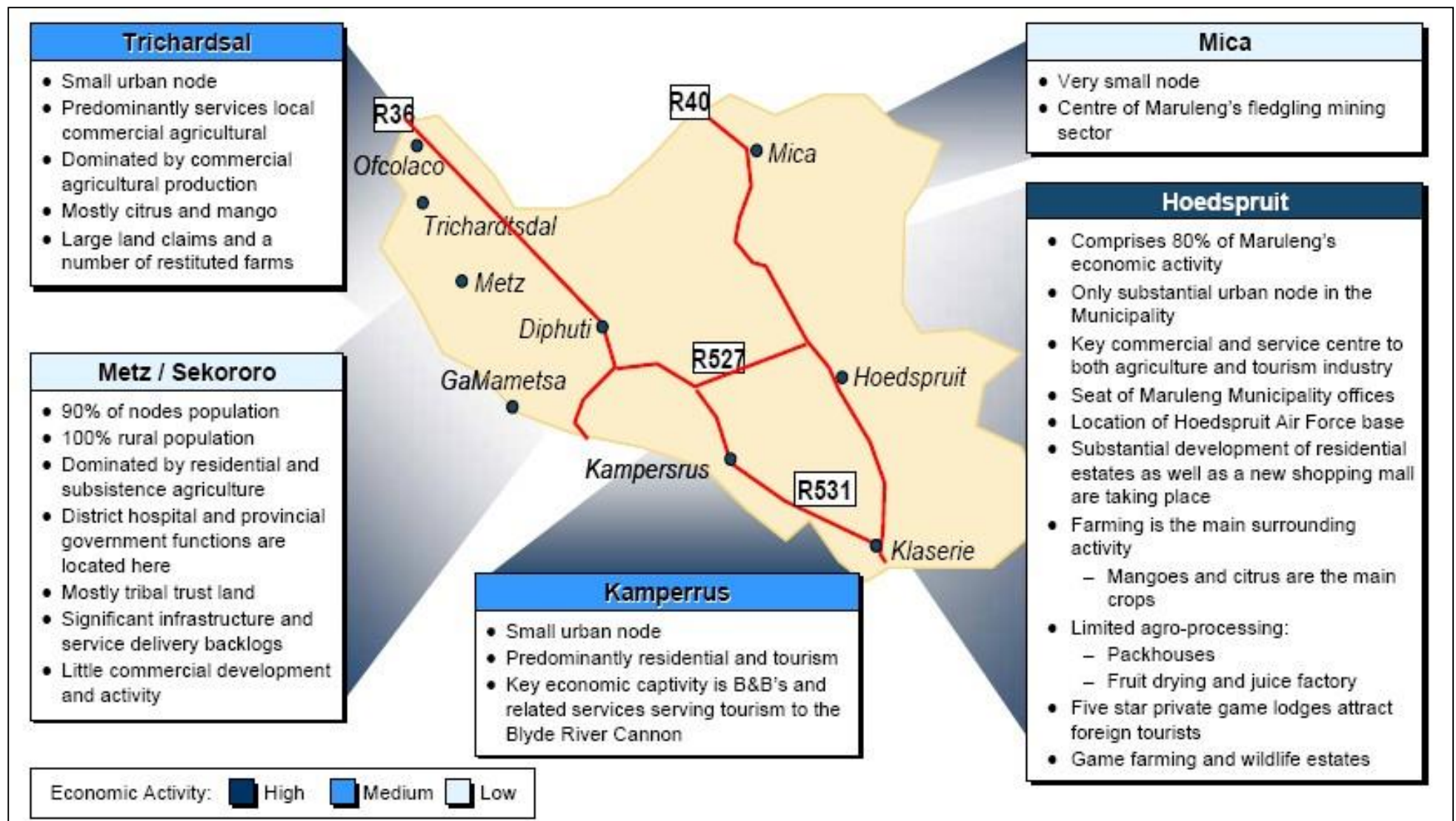
4.1.1. Purpose of spatial analysis

The spatial analysis exercise provides a visual picture of the existing spatial pattern (nodes, networks, and areas) that has emerged in the municipal area. This analysis serves to describe the municipal area in spatial terms and understand how space is utilized in the municipality. It also looks at settlement patterns and growth points (nodes), population concentration areas, land claims and their socio-economic implications. All these aspects have a bearing on future land usage, infrastructure investment, establishment of sustainable human settlements, public transport, and local economic development.

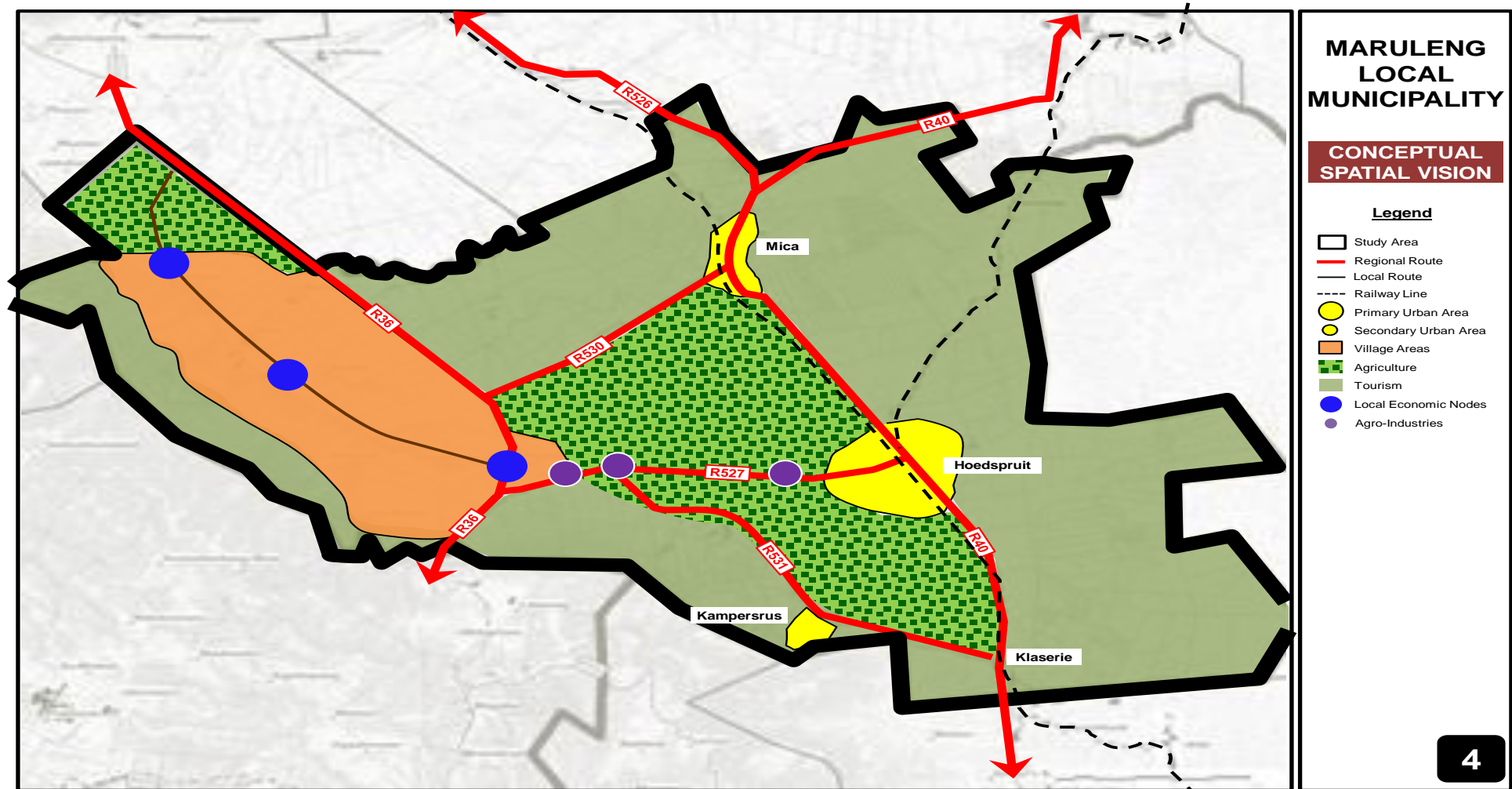
4.1.2. Settlement patterns.

The Maruleng population is concentrated in 33 rural communities. Maruleng's spatial economic development pattern is deeply marked by legacy of Apartheid with the majority of black population confined to dense rural settlements with limited economic activity and access to urban infrastructure. The Western quadrant comprises mainly dense residential areas which 90% of Maruleng's population resides and little economic development and major infrastructure and service backlog. The Northern quadrant is dominated by game reserves.

Limited mining in Mica and Hoedspruit at the Southern edge is the administrative and commercial center of the region. While the Southern quadrant is mainly a tourism activities centered on the Blyde Canyon and, the Eastern quadrant is mostly game reserves and private lodges with few mainly white residence.



Map 1: Maruleng Spatial and economic development

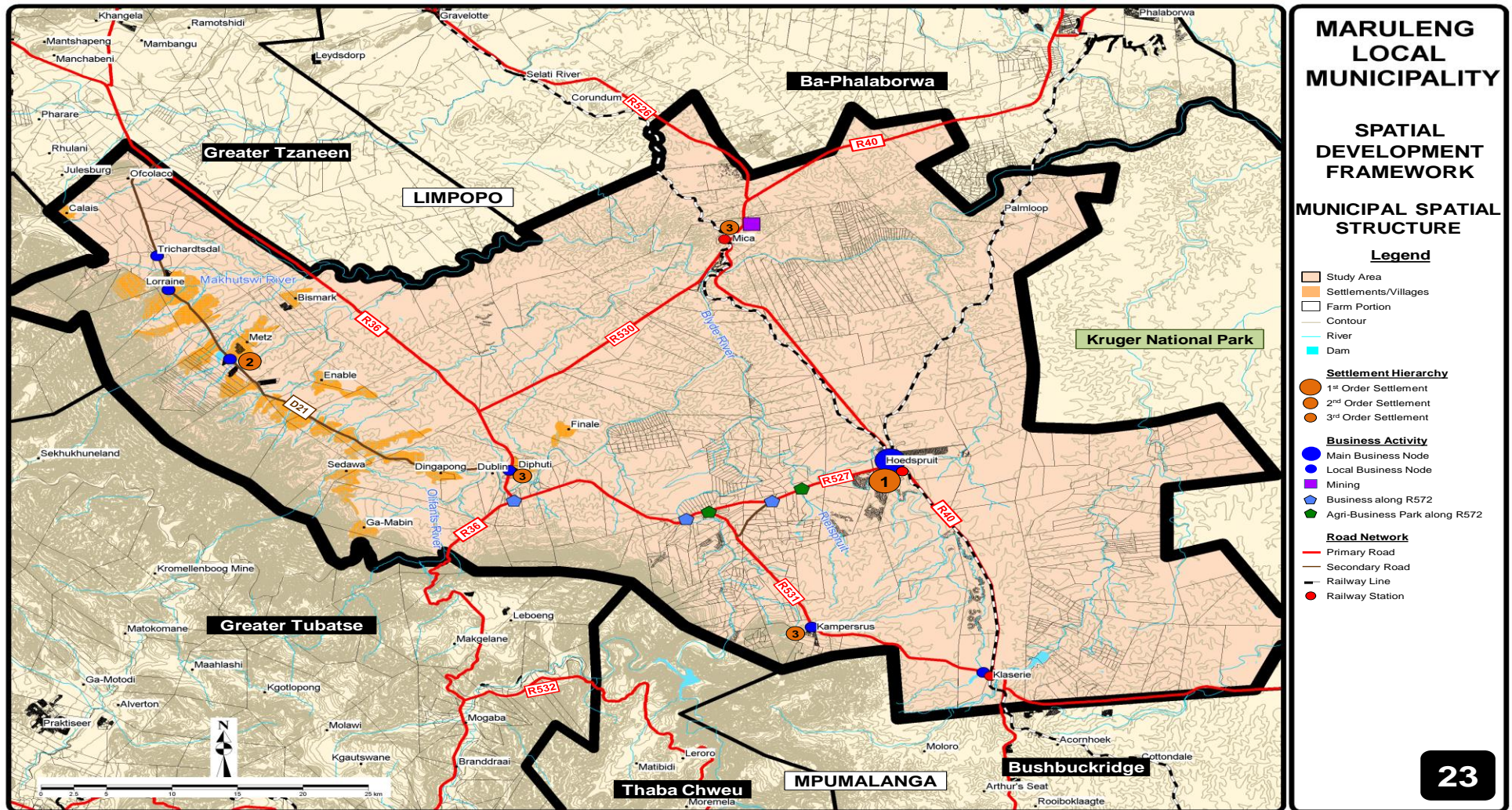


Map 2: Conceptual spatial vision

The settlement hierarchy of the municipality is usually based on the classification of individual settlement as depicted below in table 12.

Table 12: Settlement hierarchy of the municipality

Type	Characteristics	Areas
First order- District growth point	<ul style="list-style-type: none"> • Centre of the tourism industry in the municipality • Well developed with existing infrastructure • It has potential for further growth 	Hoedspruit
Second order- municipal growth point	<ul style="list-style-type: none"> • Villages are strategically located. • There are existing infrastructure and Potential for further development 	Metz central
Third order – high population density area	<ul style="list-style-type: none"> • Different areas with high population density exist in the Oaks-Metz-Trichardtsdal development corridor – establishment of a municipal development corridor linking the rural villages • Need for infrastructure network linking all villages to further stimulate economic development. • Limited mining in Mica 	The Oaks Kampersrus Mica and Blyde
Fourth order- Little economic activities	<ul style="list-style-type: none"> • Challenge with infrastructure backlog • Opportunity for local economic development along the foothills of the Drakensberg Environmental Area 	All other villages



Map 3: Hierarchy of settlements

4.1.3 Land use composition and management tools- LUMS and GIS

The Land Use Management Scheme determines and regulates the use and development of the land in the municipal area in accordance with Town-planning and Town ordinance (Ordinance no.15 of 1986). Geographic Information System assists with the information regarding land development and upgrading and the municipality upgrades the system regularly.

4.1.4 Spatial Development Growth Points Areas

Table 13: Municipal growth point areas

Provincial	District Growth	Municipal Growth	
None	Hoedspruit	Metz Lorraine	The Oaks Kampersrus Mica Blyde

4.1.5 Land Claims and their socio-economic implications

Approximately 18.5% of the total land area is subject to 5 registered land claims. Considerable land area held in ownership by the state under custodianship of traditional Authorities which accommodates some 90% of the residents of the municipal area. Large areas of land in private ownership are utilized mainly for Conservation/Tourism/game farming and commercial hunting. The situation exerts considerable existing and potential influence on future land use and management. Land restitution and redistribution processes may result in many people access to land, resulting in improved living standards and quality of life. However, it could result in large-scale sterilization of economically productive land and consequential loss of job opportunities, if not well planned and managed within the context of a spatial development framework. About five land claims were settled. One of which is Moletete CPA which entered a Private-Public-Partnership. This PPP is working so well, and the municipality will use this PPP as a benchmark of further land settlements.

Table 14 below gives the status of land claims and claims settled respectively:

Total number lodged	21
Total after consolidation	20
Total settled	5
Hectares restored	16 702.2483
Households benefited	2820
Beneficiaries	19492
Money spent	R 276 300 478.00
Claims outstanding	16

Table 15: Claims settled.

REF/KPA NO.	CLAIMANT
4028	Moletele Community
2098	Sekororo
5346	MpuruLetebele
836	Mokgwanatjane N.M (consolidated to Sekororo claim)
1453	Baropodi Ba Moraba

4.1.6 Illegal land occupation (informal settlements)

Table 16: Illegal Land Occupation

Property Description	Land Ownership	Comment(s)
Erf 205	Transnet	About 20 people sharing a shack
Buffel Street next to market	Municipality	Shacks occupied by foreign nationals and some South Africans
Portion 4 of Erf 52 Hoedspruit	Transnet	Unkempt toilet facilities-health hazard
Portion 26 Berlin 209 KT	Transnet	Abandoned Spoornet steel structure currently illegal occupied and 2 shacks
Portion 1 of Berlin 209 KT	Private –Julius Fischardt Trust	Illegal dumping and driving school practice
Erf 206 Hoedspruit	Transnet	Car wash
Portion 9 Berlin 209 KT	Transnet	30 shacks and shebeen

The illegal land occupation will be dealt with enforcement of Land Use Management Scheme and enforcement of by-laws.

4.1.7 Spatial Challenges

- Scattered settlements thus become too cost to provide services
- Hoedspruit, which is the economic hub, is located far away from the villages and it is not easily accessible by the poor.
- The apartheid residential is still very much evident with sprawling rural villages situated in traditional authority areas located far away from employment opportunities, thus become too costly for people to travel to their working places.
- Large areas of land in Hoedspruit is privately owned and not easily accessible for development.
- State- owned land is mostly under the custodianship of Traditional Authorities. Large percentage of land is held under leasehold title and Permission to Occupy. Because of this, land ownership is regarded as insecure, which in turn acts as a hurdle to land development
- Land in state ownership includes Hoedspruit Air Force Base which owns considerable hectares of land which cannot be utilised for development because of state security considerations.

4.1.8 Opportunities

Maruleng is characterized by clearly identifiable land use areas, including: extensive agriculture areas, predominated by the growing of citrus fruit; game reserves and nature reserves, including game lodges; sprawling rural residential villages along the foothills of the Drakensberg escarpment; extensive areas in the form of wildlife estates, centred on Hoedspruit; the Hoedspruit Air Force Base and East Gate Airport, which shares runways; rural residential development at Kampersrus; and, low-intensity mining at Mica.

4.1.9 Spatial Development Considerations (Land availability)

- Private owned- land in Hoedspruit - Intensification and expansion of the provincial growth node which includes the provision of land for affordable housing for people employed at Hoedspruit, but who currently cannot find suitable residential accommodation in the town.
- Communal land- The Oaks-Metz-Trichardtsdal development corridor – establishment of a municipal development corridor linking the rural villages.
- Communal land- Metz Central (including Lorraine) - development of a municipal growth node.
- Extensive land areas devoted to agriculture, which include agricultural processing facilities, and areas devoted to game reserves.
- K2C Biosphere- establishment of the Drakensberg Environmental Zone

4.2. BASIC SERVICES DELIVERY (INFRASTRUCTURE ANALYSIS)

Background

The Constitution of the Republic of South Africa in Section 152 (c) indicates that municipalities must “ensure the provision of services to communities in a sustainable manner”. The success of local economic development is tied to the provision of basic and other types of infrastructure to the people. All services in this section are located in a specific locality (as per SDF) and have potential to boost socio-economic development. Infrastructure analysis focuses on the status quo regarding water supply, sanitation facilities, energy and housing provision, roads and public transport, waste management and telecommunications – all of which underpins socio-economic development and determines people’s quality of life. The provision of adequate municipal infrastructure remains a challenge throughout the municipality.

4.2.1. Water and Sanitation Provision

Mopani District Municipality is the Water Service Authority (WSA) and the municipality is the Water Service Provider (WSP). Mopani district municipality is responsible for bulk water supply and sanitation infrastructure. The municipality is responsible for water reticulation. The municipality provides these services in terms of the service level agreement it has with the district municipality.

4.2.1.1 Water analysis

The Maruleng municipality is characterized by low rainfall. This results in limited water resources culminating in severe water shortages and drought conditions. There is stiff competition amongst different water users. Water for domestic purposes becomes crucial.

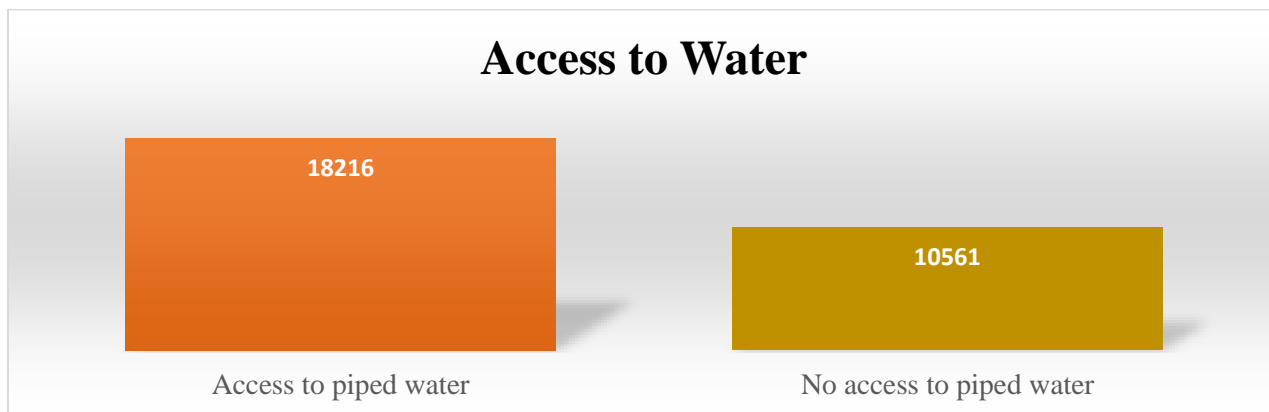
However, great strides have been made in providing water in the municipality. About 16 662 households, which amount to 68% of the population have access to water in terms of RDP standard. However, it must be noted that only 6.8% of the population have access to portable water.

Table 17: Access to water

TYPE	NUMBER OF HOUSEHOLDS
Piped (tap) water inside dwelling	2 669
Piped (tap) water inside yard	9006
Piped (tap) water on communal stand: distance less than 200m from dwelling	4 987
Piped (tap) water on communal stand: distance between 200m and 500m from dwelling	2 088
Piped (tap) water on communal stand: between 500m and 1000m (1km) from dwelling	1 067
Piped (tap) water on communal stand: distance greater than 1km from dwelling	285
No access to piped (tap) water	4368

(Source: census 2011)

Access to piped water.



(CS, 2016)

Figure: 8 Access to Water

4.2.1.1.1. Water Sources

The Mamefja-Sekororo Regional Water Scheme that will supply the entire municipality will rely on the Blyde River which as enough water as water source. Most of our villages rely on poorly surveyed ground water. Most of the boreholes are often not well maintained. Villages that are under the mountains rely on water from the mountains. Other villages rely on the water supply by the municipality through water tankers.

Table 18: Water sources

SOURCE	NUMBER OF HOUSEHOLDS
Regional/local water scheme (operated by the municipality or other water service provider)	8209
Borehole	4 427
Spring	223
Rain water tank	211
Dam/pool/stagnant water	2 777
River/stream	6 924
Water vendor	881

(Source: census 2011)



Motlatse River (Blyde)

4.2.1.2 Sanitation

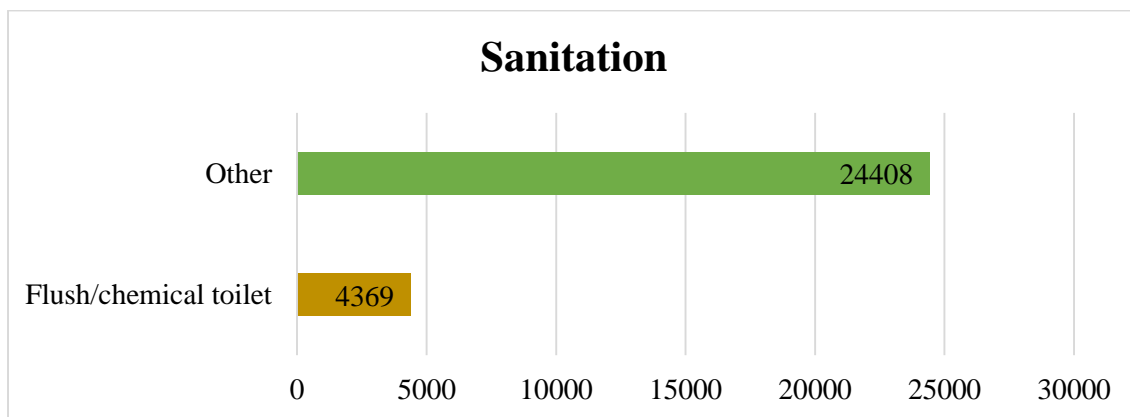
The municipality through Mopani District Municipality has made a major stride regarding provision of sanitation. About 22 983 households which account to 93.9% of the population have access to basic sanitation.

Table 19: depicts percentage distribution of households by type of toilet facility as of 2011.

Type of toilet facility	Census 2001	Census 2011
Flush toilet (sewerage system)	8.8	2001
Flush toilet (septic tank)	2.9	1088
Chemical toilet	1.1	102
Pit latrine with ventilation	8.3	7 335
Pit latrine without ventilation	40.8	12 240
None	38,2	1 487
Total	100	100

Census 2011

Sanitation



(Stats SA CS, 2016)

Figure: 9 Sanitation

4.2.1.3 Water and sanitation backlog

Water backlog in terms the RDP standard is at 7 808 households (32%) while sanitation is about 1 487 (6.1%) households.

Table 20: Water and sanitation backlog

Services	Total households	Level of services	Coverage	Backlog	% of backlog
Water	28777	Inside dwelling	2669	10561	36.7
		Inside yard	9006		
		Communal standpipe > 200m	4987		
		Communal standpipe < 200m	3440		
Sanitation	28777	Flush toilet (sewerage, septic tank and chemical)	3191	5794	10.2
		Pit latrine (ventilation)	7335		
		Pit latrine (without ventilation)	12340		

4.2.1.4 Water and sanitation challenges

- The main challenge is bulk water supply but Mopani District Municipality which is the WSA is currently constructing water purification plant in The Oaks which will cater almost all villages and major developments.
- Ageing water and sanitation infrastructure (Hoedspruit and Kampersus)
- Over-reliance on boreholes
- Illegal connections, theft and vandalism
- Inadequate funding
- Water rights and allocation
- Quality of drinking water

4.2.1.5 Free Basic Water and Free Basic Sanitation

The municipality gives 6KL of free basic water to all households with piped water.

Table 21: Free basic services

SERVICE	NO. INDIGENT HOUSEHOLDS	ACCESS	BACKLOG
Water	1 500	800	700
Sanitation	1 500	1300	300
Electricity	1 500	1100	400
Refuse Removal	1 500	800	700

4.2.2. Energy and electricity.

Energy distribution has important economic developmental implications with a potential to make considerable impact. This impact relates to improved living conditions, increased productivity, and greater sustainability of the environment. In the municipality electricity is largely generated by Eskom. The provision of electricity to house has been achieved to the larger extent. About 22 167 households have access to electricity which amount to 90.5% of the population. All villages are electrified except post connections and new extensions. The backlog is about 2 303 (9.5%) households. However, ESKOM is currently electrifying 989 households.

Table 22: Electricity Usage

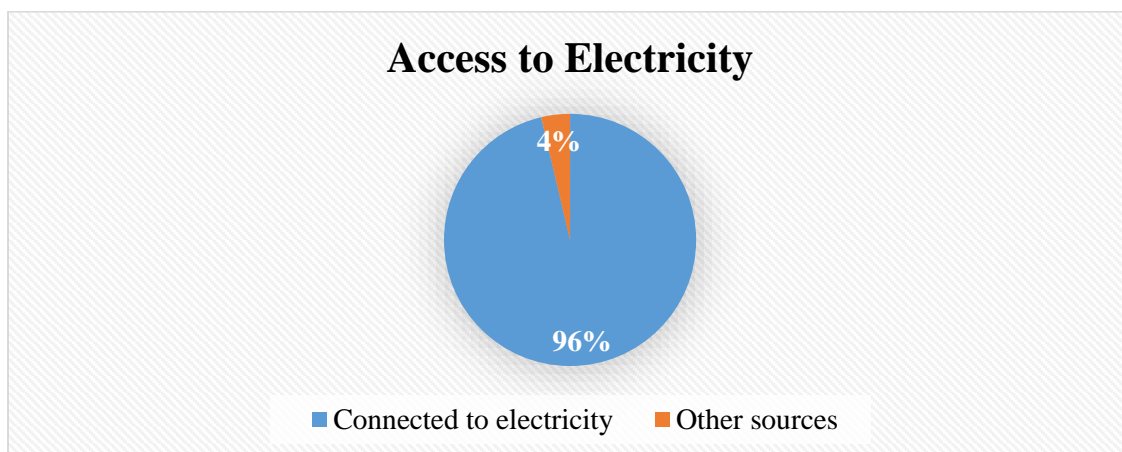
Usage	No. Households
Cooking	7 299
Heating	6 431
Lighting	22 166

(Census 2011)

Table 23: Energy sources for Lighting

Energy	Number of Households
Electricity	22166
Gas	62
Candles (not a valid option)	113
Solar	1 960
None	76
Grand Total	24 470
Source: (census 2011)	

Access to Electricity



(Stats SA CS, 2016)

Figure 10: Access to Electricity

In the mean electricity is used for lighting. About 16 575 (67.7%) households use wood for cooking. The usage of wood as a source of energy is a worrying factor as it is harmful to the environment. The Municipality and the Department of Environmental Affairs need to conduct educational awareness campaigns against this practice.

4.2.3 Free Basic Electricity

The municipality has budgeted R 1,000,000 for the provision of FBE to its 1500 indigent households. Only 1100 indigent households have access to free basic electricity due to the snail-pace of ESKOM in configuration of the register. However, the municipality is currently updating the indigent register.

4.2.4 Indigent Register

The municipality has an adopted indigent policy and register. This register facilitates the provision of free basic services. The municipality has budgeted R1, 000,000 for free basic services for the year 2022/23. The updated indigent register has about 1500 households as beneficiaries.

4.2.5 Transport Infrastructure

4.2.5.1 Road Network

Transportation and transportation infrastructure make a major contribution to the facilitation of economic activity. A major stride has been made in improving the condition of the roads in the municipality. The municipality has a total of 563.2km road network. 321.79km road tarred which constitutes 51.13% of the total road network. But maintenance remains a major challenge. The following strategic roads are tarred:

- The R527, from Strijdom tunnel to Hoedspruit
- The R40, linking Hoedspruit with Mica and Tzaneen to the North-West
- Southwards from Hoedspruit, the R40 leads to Klaserie and onwards to Nelspruit.
- The R531, which runs along the Drakensberg foothills, linking the R527 with Kampersrus and Klaserie
- North of Mica the R530 links Hoedspruit with the town of Phalaborwa
- The link road between Mica and R36, running south-westward from Mica.
- The R36, which leads northwards from the R527 towards Tzaneen

❖ Development Corridor

The strategic road is The Oaks-Trichardsdal Road linking the rural villages with Tzaneen and Hoedspruit. This road leads from R36 in the south, in a northern-westerly direction linking Trichardsdal, Sekororo, and The Oaks to Ofcolaco in the north. This road has greatly improved movement between the villages, as well as providing access to the main road network and Hoedspruit (economic hub).

Issues associated with the road network include the following:

- Local farmers regard the poor condition of roads as key inhibitor to increased exports.
- The majority of people use mini-bus taxis and the subsidized bus provided by Great North Transport

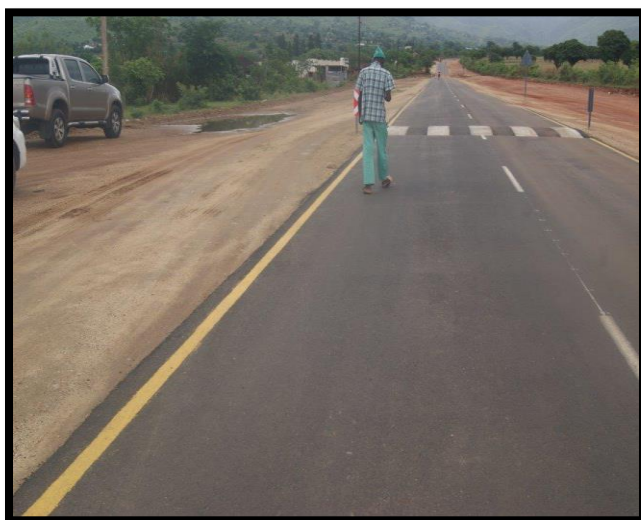
Table 24: Status of roads

National Tar Roads – Maruleng		(Number of kilometres)
R40	Gravelotte to Klaserie (to Nelspruit)	38
Total		38
Provincial Tar Roads – Maruleng		(Number of kilometres)
P181/1	Ofcolaco-The Oaks	22.5
P146/1	Snake Park-Klaseria	12.5
P116/1	Hoedspruit- Manoutsa	32.2
P194/1	Klaseria-Orpen	13.8
P181	D21-Mica	4.81
Total		85.8
District Tar Roads – Maruleng		
D5016	P17/4&P116/1- D5012	0.69
D5012	D5016-Hoedspruit- Air Force Base	5.14
D2119	PP194/1D1909	28
D263	P181/1-D202	11
D1909	P17/1 -Motswai	12.87
D3910	D21-P181/1	4.35
D202	D263-P181/1	22
D2009	D21-Calais	12.3
D3914	The Oaks -Trichartdsdal	65
D3914	D21-Sedawa	3.9
Total		52.05
District Gravel Roads – Maruleng		(Number of kilometres)
D2009	D21- Calais	9.3
D 3873	Sekororo-Balloon	9.4
D3887	The Oaks- Finale	10
D 3900	P181/1- Metz	11.6
D 3904	D 3900-Banareng	14
D3905	D3900- Ga-Rakoma	1
D3908	D21- Enable	8.7
D3902	Sekororo-Madeira	4
D3910	P181/1- Butswana	10.3
D3911	D21-Molalane	5.4
D3912	D21-Bochabelo	10.7
D3913	D21- Willows	5.2
D3914	D21- Sedawa	2.5
D1583	The Downs-Lekgalametse	10.7
D2124	D21-P142/1	6.2
D1828	P181/1-D202	12.3
D263	P181/1-D202	8.3
D202	P181/1-Gravelotte	40
D240	P116/1-Essex	8.5
D70	Klaseria-Salique	9.2
D1909	P17/4-Motswari	11
D2119	P194/1-D1909	29.8
D1771	P194/1-Avoqa	15
D1662	P17/4-Cheetah-Inn	4
D2446	D1662- Klaseria Dam	1.7
D2259	D1909-Control Gate	4
Total		250.4

4.2.5.2 State of roads

Table 25: State of road and responsible party

	Kilometres	Road Authority
Tarred	269 km	National and Provincial
	117.107 km	District and Municipality
Gravel	107.743 km	District and Municipality



Tarred and paved roads in Maruleng

4.2.5.3 Backlogs on roads and storm water drainage

The backlog is estimated at 107.743 km road including storm water drainage. The municipality has a backlog of about 10 roads that need storm water drainage. In the current financial only the following roads will be addressed regarding storm water drainage:

- Lorraine-Bellville Road (fully)
- Finale access road (fully)
- The Oaks internal streets (fully)
- Sedawa access road (fully)
- Balloon access road (fully)
- Kanana –Mahlomelong access road (fully)
- Makgaung access road etc. (fully)

4.2.5.4 Prioritized Roads

The municipality has prioritized the following new roads which fall under its competency for the next financial years (2023/24 onwards):

- Santeng access road
- Calais internal streets
- Balloon access road
- Rehabilitation of Hoedspruit internal streets
- Rehabilitation of Ga-Sekororo road
- Bismarck access road
- Butswana access road
- Madeira access road
- Willows access road
- Newline Ga-Fanie access
- Rehabilitation of Kampersrus road
- Worcester access road
- Sofaya to Mahlomelong access road
- Mashoshing internal street
- Shikwane internal street
- Mariepskop via Kampersrus internal road
- Metz internal streets
- Guensey access road
- Liverpool access road
- Rehabilitation of Lorraine access road
- Essex road

4.2.6 Public Transport

4.2.6.1 Taxi Facilities.

Within the municipality, there are four major taxi facilities:

4.2.6.1.1 Metz taxi rank

The rank is formal and is situated at Metz village. It has the following facilities: shelter, loading bays, ablution block which needs water, no seating facilities, paved and has dustbins. Telephone facilities are at the nearby shop. The rank covers the following main destinations: Tzaneen, Phalaborwa, and Johannesburg.

4.2.6.1.2 The Oaks taxi rank

The rank is situated at The Oaks. It has the following facilities: paved surface, shelter, information boards, ablution block, telephone facilities, no dustbins and seating facilities. The rank covers the following destinations: Tzaneen, Phalaborwa, Hoedspruit and Johannesburg.

4.2.6.1.3 Masokisi

This is a formal rank situated at Ga-Sekororo. It has the following facilities: information boards, shelter, loading bays, lights, ablution block which needs proper maintenance, no seating facilities, paved and has dustbins. The rank covers the following destinations: Tzaneen, Phalaborwa, Hoedspruit and Johannesburg.

4.2.6.1.4 Hoedspruit taxi rank

Hoedspruit has two informal minibus taxi ranks without any shelter. The routes are Phalaborwa, The Oaks and Acornhoek. A new taxi with amenities is under construction in Hoedspruit. A new taxi rank is almost complete in the old Hoedspruit business centre which has all amenities, and it will integrate various taxi routes.

4.2.6.2. Air Links

A regional airport, East Gate Airport, is located outside Hoedspruit. This civilian airport is situated at the southern end of the Air Force Base Hoedspruit, with which it shares airport infrastructure. The airport serves mainly the international tourist market, with connecting flights from and to O.R. Tambo International Airport, Cape Town and some airstrips.

4.2.6.3 Railway links

Hoedspruit is linked by rail with Nelspruit in the south, Tzaneen in the north-west and Phalaborwa in the north-east. The main function of the rail network is transportation of goods. This mode of transport, if upgraded could relieve the overburden road usage.

4.2.6.4 Public Transport Opportunities Challenges

- Railway and Air-links
- In-fighting amongst taxi associations for routes
- No integrated transport system
- Heavy traffic due to trucks (Phalaborwa-Hoedspruit – Nelspruit Road)

4.2.7 Comparative analysis of Basic Services

Table 26: Basic services analysis

SERVICE	NO. HOUSEHOLDS	ACCESS	% ACCESS	BACKLOG
Water	28777	18216	63.3	10561
Sanitation	28777	22 983	79.8	5794
Electricity	28777	27 167	94.4	1610
Refuse Removal	28777	20 020	69.6	8 757
Housing	28777	27723	95.6	1 054
Roads	563.2km	396.2km	70.3	167km

4.3. ECONOMIC ANALYSIS (LED)

4.3.1 Background

To undertake a proper analysis of the political economy of the district, it becomes important to consider the background of the South African economy in general. Thus, the district economy needs to be viewed as an integral part of the provincial economy that is linked to the national economy. The national economy is part of the Southern African regional economy within the world economy. Thus, Maruleng municipality as part of Mopani is a constituent to the global economy positioned to take advantage of its comparative strengths in its relation to the other regions of the world.

4.3.2 A Broad Economic Overview of South Africa

South Africa is a middle-income developing country with an abundant supply of natural resources, well-developed financial, legal, communication, energy and transport sectors, a modern infrastructure, and a stock exchange which rank among the 10 largest in the world.

Its economic policy over the past nine years has been shaped by the government's development strategy in areas of education, health, social development, security, land reform and poverty alleviation. The government's policy decisions have been designed to promote sustainable economic growth, and to ensure that the benefits of growth are shared across an increasingly greater spectrum of society.

The country's economic policy is based on the macro-economic policy called Growth, Employment and Redistribution (GEAR). It aims to find a balance between promoting economic growth on one hand, and social service delivery and job creation on the other. Gear combines the goals of deficit reduction, reprioritization of government expenditure to enhance poverty reduction, and embarking on macro-economic reforms to promote job creation.

The social transition that has accompanied the demise of apartheid has seen a vast increase in economic participation. Factors underlying this have included an increase on female participation in the economy, as well as migration to urban areas by the rural poor. South Africa also has a dual agricultural economy: a well-developed commercial sector and a predominantly subsistence-oriented sector in the traditionally settled rural areas, of which Mopani district is constituted. This is probably one of the glaring factors that provides for the South African economy as consisting of the First and the Second Economy. The first and second Economy in our country is separated from each other by a structural fault.

The second economy emerged during the long period of colonialism and apartheid as a result of the deliberate imposition of social, political and economic exclusion of the African majority by a racist state.

Whilst exacerbated by the imperatives of globalization, the restructuring of the economy also reflects, to some degree the response of capital to the extension of citizenship and economic rights to the previously disenfranchised. This restructuring has segmented the labour market into three overlapping zones, namely core workforce, non-core workforce and the peripheral workforce.

The core workforce consists of workers that benefit directly from global integration, advances in worker rights and other forms of inclusion in social, economic and political institutions. Formal sector workers are generally highly organized in the trade union movement, although new jobs created in the formal sector tend to be associated with lower levels of worker organization. Though the size of the formal sector workforce has diminished, it still constitutes more than half of the economically active population.

While they enjoy higher salaries, secure employment and good working conditions, growing numbers of people depend on their wages. Men rather than women are more easily absorbed into this core of labour market.

The restructuring of the workforce is increasing the levels of typical employment. This includes actualization, fixed term contracts and working from home.

Those pushed into these more precarious and intensive working conditions become part of a non-core workforce. Because of the temporary nature of their work, union organization is much harder amongst the non-core workforces. The rights won by workers in the core of the economy are difficult to realize in an environment of poorly organized temporary workers, where women are more likely to find work.

The peripheral zone consists of those who have been excluded from the formal economy and engage in informal income generating activities on the margins or depend on the support of friends and family and/or social grants.

This includes the street traders and hawkers who sell basic commodities to the poor, memorabilia to the tourists and food to urban workers. While some of those operating in the urban economy are able to secure relatively stable niches in markets created by formal sector economic activity, others find themselves excluded from such markets altogether and eke out a survival through dependence on welfare grants and the barter of goods and services.

4.3.3. Policy Framework

4.3.3.1 Sustainable Development Goals (SDGs)

The SDG framework is aligned seamlessly with the NDP. The SDGs are also imbedded, by extension, in the LDP and IDPs of municipalities. Maruleng LED strategy was crafted with SDG Goals NO. 5, 8 and 9 in mind.

- Goal 5- pushes for an economic development path that places women within MLM at the centre of mainstream economic activity,
- Goal 8- calls MLM to prioritise development projects that enhance the job absorption capacity of the local economy.
- Goal 9- underscores the centrality of a resilient infrastructure to MLM's economy. It also implores MLM to build its manufacturing and innovation capacity.

4.3.3.2 The ILO Resolution 204 of 2015

In line with this resolution, MLM needs to step up efforts to transform the informal sector into the formal economy. The idea is to avert the in formalization of formal jobs by the local private sector through building their productive capabilities.

4.3.3.3 African Continental Free Trade Agreement

The ACFTA aims to:

- Deepens economic integration in Africa in accordance with Agenda 2063
- Create a continental custom union.
- Liberalise intra-Africa trade.
- Contribute to the movement of capital and natural persons.
- Promote sustainable and inclusive socio-economic development, gender equality and structural transformation.
- Promote industrialisation.

Without doubt, this historic pact recently ratified by South African parliament comes as welcome relief to those local exporters who for years have been struggling to penetrate the lucrative but highly protected African niche. Opening local tourism operators and agricultural exporters to a "mega market of 1.2 billion new consumers" is a historic game changer. By tapping into ACFTA space, we expect local tourism volumes and agro-exports receipts to experience a marked increase. However, the fact that most local exporters are not fully aware of this ground-breaking trade pact. MLM needs to

roll-out a local exporters awareness campaigns in order to reposition local exporters for ACFTA linked export opportunities.

4.3.3.4 AU Agenda 2063

Agenda 2063 is an African Union approved master plan that seeks to turn the African continent into a global economic powerhouse. At the centre of this master plan are 20 goals, but goals 4 and 18 have a direct bearing on MLM economic developmental goals.

- Goal No.4 – emphasizes the need for MLM to grow an inclusive economy that rewards young people with decent work opportunities.
- Goal No.18 – advocates for MLM to prioritise projects that economically empowers the youth and women.

4.3.3.5 Regional Indicative Strategic Development Plan

There are two goals in this plan that are relevant in the MLM namely:

- Goal No.1 -seeks to eliminate trade barriers that undermine interregional trade among SADC counties.
- Goal No.2- emphasises the need for SADC countries to effectively coordinate their infrastructure development programmes in order to accelerate the regional integration agenda.

4.3.3.6 National Development Plan

Although the NDP lays foundation in which framework for a better life for all by 2030 is built, the main challenge is that in the absence of buy-in from all social partners (private sector, government, organised labour, and civil society) the NDP's vision of better life for all by 2030 will remain elusive. With only 7 years remaining to 2030, the sad reality is that almost NDP targets are not yet met. For instance, whilst the NDP targets an average of 5.4% GDP per year, the 2020 GDP figure was 0.3%. In terms of unemployment rate, the 2020 rate of 31% per year is sadly way above envisaged by NDP by 14% and 6 % by 2030. At the current rate and scale of economic growth, it is self-evident that the economy will not be able to mitigate historically marginalized rural communities from the harsh realities of unemployment, inequality, and poverty

Since its inception, the government has failed to secure vital sector support or uptake. Placing the private sector at the apex of the NDP's implementation matrix remains MLM's future challenge.

4.3.3.7 Industrial Policy Action Plan

The IPAP focuses on 8 areas that MLM should take cognisance of:

1. IPAP provides a broader policy framework that MLM must use to build its weak manufacturing, agro-processing, and exporting capability.
2. Link any other rural municipality, MLM's industrial base or manufacturing capability is relatively low.
3. Lack of appropriate industrial infrastructure in form of zoned industrialized land, industrial development master plan, dedicated industrial parks, productive finance schemes and incubation facilities continue to undermine efforts by MLM to awaken its industrial potential.
4. It is important to note that over years, successive MLM leaders have been criticised for displaying an uneven bias towards tourism and agriculture sectors obviously at the expense of non-tourism and agricultural sectors.
5. Even to this today, evidence shows that there is no significant appetite at the top to diversify into non-tourism and agricultural sectors
6. The dangers of running a non-diversified economy have been laid bare during the recent Covid-19 crisis.
7. The tourism sector was the hardest hit by the ripple effects of Covid-19 – induced lockdowns, a development which almost cost local economy millions of rands.
8. Such a crises could have been averted if MLM's economy was diversified.

4.3.3.8 Medium Term Strategic Framework

The MTSF is a five- year program of action that aims to translate the NDP vision into concrete actions and outcomes. Although the framework outlines 7 key priority areas, this strategy is linked to Priority 1 and 2.

- Priority 1: Economic transformation and job creation- underscores the centrality of growing an inclusive economy on which HDI owned companies become key beneficiaries of opportunities generated within MLM.
- Priority 2: Education, skills, and health- places skills at the heart of on-going efforts to drive forward MLM's local economic development agenda.

4.3.3.9 Limpopo Development Plan

Three (3) LDP priorities that correlate with the MLM LED Strategy include inter-alia.

1. Create decent employment through inclusive economic development and sustainable livelihoods.
2. Promote vibrant and equitable sustainable rural communities.
3. Ensure sustainable development.

As one of the coalfaces of service delivery and by implication the local executor and driver of the LDP, MLM must lead efforts to roll-out LDP projects falling under its geographical jurisdiction. MLM must also see to it that spinoffs arising from these projects benefit local companies.

4.3.3.10 District Development Model

The recent launch of the DDM in Mopani District Municipality by Premier Mathabatha heralds a new era in the development history of the district in that for the first time, the district will have a more synchronised district plan that integrates the development aspirations of all 5 local municipalities into a single banquet in order to attain greater coordination and co-funding efficiencies. However, despite the nobility of its objectives, the main challenge is that at municipality level, the model is still to be both institutionalised and internalised. Since the survival and growth of Maruleng's economy (especially its agriculture and tourism sectors) are intertwined with its neighbouring municipalities, the successful roll-out of DDM projects will unlock more economic value especially in priority areas such as; the development and upgrade of network infrastructure, agro-processing, destination branding and marketing, economic intelligence sharing, co-funding of overlapping projects etc.

4.3.3.11 National Small Enterprise Act 1996 (No.102 of 1996)

The Act provides the basis in MLM will partner relevant business development agencies to intensify its pro-SMME empowerment agenda.

4.3.3.12 Industrial Development Corporation Act 1940 (No.22 of 1940)

The IDC act provides the basis and mechanisms on which local tourism operators, exporters and agro-processors can access productive finance provided they meet its set qualifying targets. Although IDC is reputable for its game changing financial solutions, companies based in MLM constantly fail to tap IDC funds due to stringent qualifying criteria and inability to submit bankable business plans.

4.3.4. Locating the Mopani District and Maruleng Economy within the Provincial Economy

The provincial economic development study of 2000, identified tourism, agriculture, mining and trade and manufacturing as sectors with a potential for growth in the Mopani district. The Mopani District also has a large number and of diverse under exploited tourism assets e.g., the northern portion of the Kruger National Park. A national park, nature reserves and game farms cover almost half of the district, identified as one of the five best conserved ecosystems in the world, providing ample opportunity for Eco Tourism and SMME development. The district also has comparative advantages in agriculture, manufacturing, and trade.

Hereunder is an analysis of the district economy.

A superficial glance at the available statistics suggests that Mopani District has one of Limpopo's more developed economies. 2006 per capita GDP (R24, 056) was above the provincial average (R21, 787) and the 2006 Mopani GDP (R27.3 billion) placed the district third behind Waterberg and Capricorn by way of economic contribution to the province. The Mopani economy grew by 4%, above the provincial and national average, between 1996 and 2006.

The Maruleng economy in the Mopani District of Limpopo Province is significant but small (R1.9 billion in 2006), influenced by the global and national economies, and structurally dependent on the economies of the Limpopo and Mpumalanga Provinces.

Maruleng, despite a reasonable GDP, is one of poorer nodes, over 80% of households live below the household's subsistence level, only 28% of the adult population is employed, and a significant number of households are dependent on pension/grants as their primary source of income. Growth in the Maruleng economy between 1996 and 2006 was volatile but average 3.1%, which is below the national (3.5%) and provincial (3.9%) average.

Maruleng essentially comprises four divergent sub-economies:

- The Public sector which is the largest contributor to GDP
- Agriculture comprising mainly large-scale commercial farming which contributes 41% of all formal employment and small-scale or subsistence agriculture.
- Retail and Service businesses (mainly in Hoedspruit)
- Transport and Communications which is the second biggest GDP contributor.

4.3.5 Opportunities for economic growth and employment in Maruleng

The Maruleng municipality has a large game farm from which the municipality can its tax base. It also boasts of the East-gate Airport through which it can promote its tourism status and ensure direct access to other provinces and countries for marketing. The area is also imbued with agro-products across the seasons from which jobs can be created to ensure poverty alleviation. Its strategic location in relation to the Maputo Corridor, positions it to can attract investment in its area. The following are the major economic pillars of the municipality:

- Agriculture, including agro-processing, is already the largest source of formal employment.
- Tourism, which is a key sector with significant opportunities for expansion and growth.
- Retail and Service businesses.

4.3.6 Comparative advantages

The Maruleng municipality has comparative advantage in irrigated agriculture where water is available along the banks of the Blyde River. The striking natural landscapes and proximity to Kruger National Park and other iconic natural parks ensures a sophisticated and expanding tourism.

4.3.7. Local skills base

Skills training within MLM should be concentrated on the three priority sectors, namely agriculture, tourism, and retail. There is generally a shortage of technical skills on these sectors. The municipality relies on the Department of Agriculture on agricultural technical skills. On tourism, mostly private operators have skills and very few blacks appointed by these operators have skills. The municipality has developed a bursary scheme in order to develop local skill base on these economic sectors mainly to the previous historic disadvantaged people.

4.3.8 Challenges in the Municipal Economy

The majority of people in Maruleng are located far away from the economic hub of the municipality, namely, Hoedspruit. The town which is the economic node of the municipality is surrounded by privately-owned land which is not readily available for new development. There is general shortage of technical skills in the area and most of the rural communities of Maruleng get jobs in Tzaneen and Phalaborwa and thus promoting economic activities outside their municipality. One other issue is that many people working in Hoedspruit are from Bushbuckridge in Mpumalanga province, and they spent their income outside Maruleng. 18, 5% of the municipal area is subject to 21 registered land claims. There is also a general infrastructure backlog which hampers potential new economic infrastructure development in the area.

4.3.9 Strategically located land for economic development.

The two nodal points in the municipality are strategically located land in which the LED could thrive. The Hoedspruit nodal point which is largely private-owned does well in agriculture, tourism, and retail, while Metz which is earmarked for the development of shopping complex will do well in terms of retail.

4.3.10. SECTOR ANALYSIS

4.3.10.1 Mining Sector

The Mintek mineral survey of Limpopo shows the Maruleng Municipality has few mineral deposits relative to the rest of the province, with the exception of sparse industrial minerals. Mining is a small contributor to the municipal economy. Small-scale mica and feldspar mining has taken place at the village of Mica Farm Hoofpyn 269 KT, but when visiting this site in late 2008 no activity was in evidence. As with other mining operations the concessions to mine at Mica are issued between the National and Provincial Department of Minerals and Energy. Municipal employees appear to know little about how these concessions were allocated, the nature of the activity or exit agreements with the mine.

i. Status and achievements of the identified initiatives

The mine is operational under Pegmin Mine (Pty) LTD at Mica village. It has employed around 21 employees working on the mine. The mine is operating on a small scale and using 50% of capital and 50% labour investment. The life span of the mine is approximately 80 years from 2010 and operating at 40 000 tons per year. The mineral is mined by means of opencast methods, sorted by hand, and sold to a processing plant in close proximity to the mine. The mine plans to establish an employee trust and transfer 26% BEE ownership into the concern. The Municipality has created good working relation with the new owners of the mine. The mine has submitted the Social and Labour Plan to the municipality for information.

ii. Brick, Sand and Stone mining

The sand, stone, bricks, mining is being illegally practiced in Maruleng. There is a large number of illegal miners within the municipality. However, the formalisation of the industry may provide opportunities for the involvement of SMME's, and government control against degrading the environment. For these opportunities to be realised the Maruleng Municipality should ensure that miners are permitted to operate while also included in the database of the municipality to supply the municipality with the mined product.

4.3.10.2 Retail Sector

Commercial retail opportunities are concentrated in Hoedspruit, although a range of small grocery outlets and informal activities exist in the rural areas. The traders' stalls constructed at The Oaks taxi rank represents an effort to take retail opportunities closer to the villages. This decentralisation is likely to be restricted to food and informal opportunities while the larger opportunities remain in Hoedspruit, where the bulk of the buying power is located. Hoedspruit does include a light industry sector comprising many small businesses – electricians, refrigeration and air-conditioning, construction and 21 places to eat. The town also accommodates a SPAR and a Pick 'n Pay supermarkets. The local Pick 'n Pay has been in operation for 2 years and serves as the anchor tenant in a newly constructed retail mall.

The store has reported a growing trade in its first two years (with increasing "price sensitivity" in the last 6 months of 2008), which it attributes to its weekend trade from people spending their grants and government salaries. The store does supply Maruleng spaza shops, and procures meat from Polokwane, Phalaborwa and Tzaneen and vegetables from a fresh produce hub in Johannesburg. The Hoedspruit SPAR has experienced similar growth but has a defined policy of procuring as much of its produce locally as is possible. The local petrol station and Steers fast food vendor also report growing trade as visitor

numbers to Hoedspruit have swelled. Steers receives all its produce from “Famous Brands” suppliers located in Johannesburg. Speculation about the arrival of a Toyota car retailer and service garage and a Mr Price clothes and household goods outlet continue to enhance the confidence of Hoedspruit’s business sector.

i. Achievements of the identified initiatives

Retail still dominates in Hoedspruit town, while there is an increase in small grocery outlets and informal activities exist in the rural areas. The business has grown dramatically and double the sales compare to the 2009 status. There are an additional new retail shops added at the entrance of Pick ‘n Pay shopping centre which have the daily turn-up of local and international customers.

Retailers in Hoedspruit all concur that the shortage of land in and around the town affects them both in terms of the physical expansion of their businesses and the size of the local market. Among the other constraints listed by retailers is:

- Freight of produce and supplies.
- The mobility of consumers and their staff
- Poor street lighting on the major R40, 4-way intersection.
- Functional water supply and reservoir.
- Roads maintenance
- Greater linkages with the region’s lodges and farms.

The identified constraints classically form part of the “enabling environment” for business in Hoedspruit. Many of them could be easily addressed by the Maruleng Municipality in conjunction with provincial authorities to the great benefit of the businesses and people of Maruleng. The newly established Hoedspruit Chamber which represents around forty-seven (47) businesses in Hoedspruit has emphasised that the government to continue with the provision of quality services to support the smooth running of the retail sector.

ii. Nodal Business Development

The purchasing power it’s the crux for business development. This is shown by the relationship between economic developments as supported by nodal development. In Maruleng Municipality there is a concentration of people in the following wards:

- Hoedspruit - 2065
- Willows & Kampersrus - 2396
- Hlohlokwe - 2223
- Lorraine - 2014

Of all this highly populated wards Hoedspruit is the highly developed area. Employment, economic growth and social facilities are mainly concentrated in Hoedspruit ward. Therefore, there is a need for the Municipality to decentralise some of these development in other nodal wards as mentioned above. This is supported by the Municipal Spatial Development Framework.

The Maruleng Municipality has received a number of applications for the development of shopping centres in Maruleng villages namely,

- Mahlaking Shopping centre in Metz central which is complete and operational, has created number of jobs and brought shopping to people.
- The Oaks shopping centre, the EIA has been conducted, and lease agreement approved by the MEC.
- Lorraine shopping centre the process still in an initial stage and
- Trichardsdal shopping centre the process still in an initial stage.

The municipality to support the above proposed development and create a conducive environment for the developers to operate by providing basic services that support the development. The municipality must continue to have a good working relationship with Traditional Authorities and ensure land availability for the development of above projects. Further developments will result on the detail feasibility study that will indicate the market viability and profitability of the shopping centres.

iii. Informal Business trading

There are informal trading areas in Maruleng Municipality which are in Hoedspruit, The Oaks, Metz, Lorraine and Trichardtsdal. They sell fruit, vegetables, and food. They are mainly using their organized infrastructure as their market stalls. These traders have no permits for trading and formal agreement with the Municipality. It is important for the municipality to identify the development support needs of these traders such infrastructure development to compliment /support the initiatives.

iv. The Lebothato Furniture Manufacturing

The factory is a successful initiative that is revealing how a more vibrant manufacturing sector could be established in Maruleng. The owner of the business was retrenched from a Limpopo mine in 2002 and had the good sense to invest his retrenchment package in a lathe and other carpentry equipment in order to fall back on his long-standing carpentry skills. The business received capacity building support from government and employs five people and has a growing client base from the region. His products include cabinets, doors and coffins and effects repairs to school and church furniture. He procures wood from Tzaneen and Nelspruit. He has expanded his business proportionately with sales, but maintains low overheads and still operates from his home. His desire is for a catalogue and marketing exposure, and possibly for a showroom. Buyers with whom the owner is familiar are allowed to purchase furniture on an account.

v. The Detergent, Sepeke Cultural Village, Information Centre and Atchar factories.

These projects were capital intensive, were always “supply driven” by people who had the initial idea but were not involved in the day-to-day success of the project, it never had secure markets and required “beneficiaries” to engage in activities of which they had very little knowledge. An initiative was further explored by the Maruleng Municipality to conduct a feasibility study for the detergent factory establishment through tendering processes. Initially, there were bidders who have responded to the advert. Upon second advertisement, the bidders who have responded have no capacity to conduct the study, thus the study was not conducted. A strategic partner was identified, but there is no progress to date as there is poor communication from the partner to the Municipality.

For atchar factory, a feasibility study was conducted by the Mopani District Municipality. The study has recommended that there is not enough supply of green mangos to the factory, hence the inability of the municipality to proceed with the initiative. However, the site and the building are existing as they were built by the then Bohlabela District Municipality.

In future, the Municipality should include all relevant stakeholders/local entrepreneurs to champion the initiatives from the planning stage to its implementation to ensure ownership and successful running of the initiatives.

vi. Banking

The municipality has various financial institutions i.e., Standard Bank, FNB, ABSA, Capitec, and other money lending services such as cash loans and mashonisa. Most of these institutions are around the Hoedspruit and Mahlakung shopping center while there are auto-teller machines around the villages and strategic areas within town. This has minimised the distance travelled to access financial services.

However, there is a need to strengthen the relationship between the banking sector and the municipality on Local Economic Development through their involvement in community development and empowerment.

4.3.10.3 Tourism Sector

Tourism's contribution to GDP-R is difficult to quantify as the sector is not defined as a distinct in the National Accounting System. Maruleng tourism industry is based on the region's striking landscapes and proximity to the Kruger National Park. The mild winter climate in Maruleng sees many Gauteng people attracted to the region at this time, and the hunting season between May and September represents lucrative business for the lodges.

The municipality's comparative advantage has supported the emergence of world class tourist facilities including Timbavati Private Reserve, Otter's Den rest camp and ballooning, Hoedspruit endangered species centre, Thorny Bush and Selati game farms, the Khamai Reptile Park, and the Bombyrx More Silk Farm. The tourism industry is afflicted by the presence of malaria, but relative to its offering the region is under-acknowledged and under-marketed in the national and international tourism market.

Lodges tend to operate autonomously, flying in clients on charter flights and procuring their goods and food monthly from either Nelspruit or Tzaneen. This is their prerogative, but efforts to understand lodge procurement needs and to begin meeting these needs with local supplies would enhance the LED contribution made by the enterprises. Adventure tourism, including tubing and rafting on the Blyde River, abseiling, paintball, and quad biking, is a recent and popular addition to Maruleng's growing tourism industry. The region forms part of the UNESCO designated Kruger to Canyon biosphere region. Tourism is both a growing industry with potential for further growth in Maruleng, and is relatively labour intensive, making it suitable in terms of the development challenges in the municipality. Tourism is also a highly specialised and competitive industry.

i. Achievements of the identified initiatives

A review on the Mopani LED Strategy has identified tourism as a sector having a high performing trade and services in the district. The sector reflects the strength, opportunities, uniqueness characteristics and potential for growth and development. There are about 2million visitors who visit Mopani District per year for day and overnight. They spent around 15 billion annually. The Maruleng Municipality has a large game farm from which the municipality can grow its tax base.

This could be achieved through trophy hunting, wildlife festival and shows. On the eastern side, there is the East Gate Airport that has flight from OR Tambo and Cape Town International Airports. It is wedged between the prime tourism attraction such as the Kruger National Park, Timbavati Private Game, and Blyde to Canyon with its biosphere. The municipality boast tourist attraction areas such as the Khamai Reptile Park, Bombyrx Mori Silk, and Moholoholo Animal Rehabilitation centre. Other tourism attraction activities include bird watching, adventure tourism such as hiking, rafting, abseiling, wild beast festivals, air force show and other tourism activities.

- The Blyde X Fest- is held annually in March and April each year. It is a festival of extreme fun and adventure. Kayakers from around the country gather to test their skills on the extreme white water of the Blyde River. It is one of the most looked forward events for activities on action of the adventure calendar. It is hosted by Moptlatsi Adventure and sponsored by other retailers.
- The Hlokomela Herb Banquet- is held every year at the beginning of September. It involves support and participation from various lodges in the region who prepare and present a range of foods made using herbs produced by Hlokomela in their Herb Garden. It is held in a scenic location at the Thornybush Game Reserve. It produces a wide range of herbs and vegetables produced in the community garden to Food Banks. This helps to sustain Hlokomela financially through their sales to lodges and major retail outlets in the region.

- The Hoedspruit Wildefees- first held on the 10th of July 1987, and every year since then. The Hoedspruit Wildefees is one of the oldest festivals held in the lowveld region. Originally held around the game auction - when the reserves were fenced in and owned privately, and game movement was achieved through the buying and selling of game. The auction still occurs on the Friday, but not on the scale of what it was in the past. The festival has moved over the years from its original location in Swadini, to the air force base, and now to the Blyde Wildlife Estate 16km out of town.

- Rocking 4 Rhinos- the festival take place on the weekend of 21 – 22 September each year which includes World Rhino Day on the 22nd of September, as well as Heritage Day on the 24th and is very fitting seeing as Rhinos are both our heritage and their protection as a species our social responsibility. This makes for an extra-long weekend to fuse conservation, entertainment, and people from all over to help save our Rhinos. The festival is hosted at Franklyn Park on the outskirts of Hoedspruit, which provides ample space for staging, exhibition areas, food & beverage areas, as well as accommodation in the form of camp sites.

4.3.10.4 Agriculture Sector

Agriculture is the one activity with which people in Maruleng are familiar. It is proposed that stimulating agriculture represents an important opportunity to support poverty alleviating growth. The emphasis in this regard should be on linking producers and markets, low-capital intensive practices, achieving higher yields and more efficient use of available water and land. According to the finding of the LED report of 2009, Agriculture was perceived to be one of the most important sectors in Maruleng, although it was behind “community services”, “trade”, “finance” and “transport” in terms of GDP contribution.

The sector has absorbed large numbers of unskilled people and it contributes to export revenue. The sector is predominately composing of commercial farmers mainly producing citrus and crop, and small-scale farmers while producing vegetables and mango. Commercial agriculture is along the Blyde River. The river supports 8,970 hectares of irrigated land – 50% citrus, 40% mangoes and 20% vegetables. There are pack houses in most of this citrus farm. Most of their produce are sold at the export market but currently they are affected by outbreak of the fruit fly.

Types of products that are produced in Maruleng are oranges, grapefruit, paw-paws, litchi, bananas, limes, mangoes, avocados on orchards and vegetables such as tomatoes, green beans, green peppers, okra, dry beans, cabbages, spinach, beetroot, carrots, potatoes, baby marrows,

Previously identified initiatives.

- Small-scale growers and co-operatives such as Itereleng Vegetable Co-operative produce crops for the local market.
- In the northwest of the municipality, subsistence farmers keep livestock and maize.
- The IDC identified Hoedspruit as one of five South African towns targeted for the production of bioethanol from sugarcane as part of a R3 billion national project. Sugarcane is successfully cultivated under contract at TSB millers to the south in the Inkomati Basin, but given the water requirements of the crop and the shortage of water in Maruleng, this project should be scrutinised before receiving approval.
- The breeding and trading of game animals for distribution to game farms represents a poorly recorded but vibrant activity in Maruleng. Hoedspruit is in the “red zone” for “Foot and Mouth” disease, and local buffalo are known to be affected. They are however quarantined prior to sale in order to overcome this issue. In 2008 a single antelope from the Selati game lodge was auctioned for R3 million.
- The wild harvest of medicinal plants, fuel wood, bush meat, marula berries and thatch grass take place on a seasonal basis throughout Maruleng. The collected produce supports rural livelihoods, but the unregulated manner in which these harvests take place, places them and the natural systems that support them, at risk.

i. Achievements of the identified initiatives

Agriculture is the fourth largest contributor to Maruleng economy. It contributes 9% to the local economy. It employed 17% of the labour force making it the largest single employer. The contribution of this sector to the district agriculture is 14% whilst making a contribution of 13% to the district employment in the agricultural sector.

ii. Land claims

Land claims and settlements (and particularly the Moletele Claim) represent a critical concern for the agricultural sector. A redistribution of land represents a necessary step in creating a more just and equal society, but the extent of claims, the uncertainty that claims have generated, and the delays experienced in receiving post-settlement support on those farms that have been redistributed have already disrupted investment and in some instances halted production. Given the contribution of commercial farms to employment, Maruleng cannot afford to lose productivity on these farms.

There are four major land claims for restitution in Maruleng, namely, Moletele CPA, Makhutshwe CPA, Mpuru-Letebele and Labohem. Most of commercial farming activities are at Moletele, Mpuru- Letebele and Makhutshwe CPA under the Strategic partners. In Makhutshwe CPA, there is IMM Earth, TechnoServe and MassMart, Moletele has Newdawn, Grovedale, Leadwood, and Dinaledi while Mpuru-Letebele has Bonafarm Management. Currently, there are 6 portions of land claims that were settled for the Moletele CPA, namely, Liverpool portion 1, 2 portion at JongmanSpruit and 2 portions in Guernsey.

The MLM should facilitate the process of land claim and management of land through integrated planning. Formation of a committee Tusk team to coordinate the Land reform development issues in collaboration with the CPAs. Facilitate application of BBBEE policy through integrated planning and Skills development to the claimants.

iii. Sugarcane Production

The IDC identified Hoedspruit as one of five South African towns targeted for the production of bio-ethanol from sugarcane as part of a R3 billion national project. Sugarcane is successfully cultivated under contract to TSB millers to the south in the Inkomati Basin. A study was conducted, and the findings were negative.

iv. Support for Agricultural Cooperatives

Itereleng Cooperative was identified in the 2009 LED as one of the projects that needs support. However, the cooperative has been supported by the Department of Agriculture and Social Development. It has diversified its business from vegetables to poultry production. The cooperative manages to build two poultry houses with the capacity to carry 1000 chickens. There are +_41 cooperatives that are operational in Maruleng for both agriculture and retail business. Some are moving towards the secondary cooperatives formation. These cooperatives are supported by various departments, the Local Municipality, Kodumela, Hand in Hand, LIMA, and other institutions.

v. Livestock Production

Most of the large stock farmers are using the communal grazing while fewer farmers have grazing camps. There are +_ 20 000 cattle under communal farming. These animals are affected by drought during the winter season. The farmers have the livestock farmers association that is responsible for overseeing the livestock farming composed of various dipping committee members. They are supported by the Department of Agriculture on infrastructure development and renovation. There is the Bulwer large stock breeding station managed by the Department of Agriculture that assist with livestock improvement for the Nguni breed.

For poultry production, there are more than 80 small scale poultry producers with the poultry houses ranging from 200 to 2000 carrying capacity. Some of these farmers are supported by government departments, NGOs such as World Vision/Kodumela, Hand in Hand SA, LIMA, etc., with infrastructure and production inputs. They sell their chicken live during pension and some manually processed for funerals. There are some who have contractual market with some lodges and retail. Some of these farmers have supplied their chicken to the Champaign abattoir in Bohlabela. It is through this that there is a potential to have a micro processing unit within the municipality. The initiative is at an advanced stage as the site, machinery and funding towards the establishment are secured. The establishment is currently co-funded by Maruleng Local Municipality and Hand in Hand South Africa.

vi. Wild harvest of medicinal plants

The wild harvest of medicinal plants, fuel wood, bush meat, marula berries and thatch grass take place on a seasonal basis throughout Maruleng. The collected produce supports rural livelihoods, but the unregulated manner in which these harvests take place, places them and the natural systems that support them, at risk. On medicinal plant, the Department of Agriculture through its Indigenous Knowledge Systems, is educating the community to care for the nature and also to produce some of the medicinal plants. Fuel for wood has changed to business as bakkies are seen around the villages carrying wood for sale; however, the Department of Economic Development is doing its best to prevent this informal trade.

4.3.10.5 Manufacturing Sector

The manufacturing sector only contributes about 5% to the economy of the municipality and it employs 7% of the work force in the area. Maruleng contribute at least 8% to the total manufacturing GVA of the District and contribute 10% to employment in the district manufacturing sector. Manufacturing is centred on the production of food and beverages products with the majority of product produce from mango and citrus. It is done by large manufacturers along the Blyde River.

Processors such as Cape Fruit have opened the factor in 2010 operating as Limpopo Processors. It processes fruit juice and fruit concentrates at +_ 40 000 tons. 80% of these products are sold at the export market and 20% to local markets such as Ceres and Parmalaat. There is Hoedspruit processors, Unifruit and Mohlatsi dried fruit, Southampton Boerdery, Bavaria Fruit Estate, Landman Droe Produkte, are processing dried mangos, bananas, on a custom-built drying tunnel. There are other manufacturing activities for art and craft and woodwork such as Licata and Ofcolaco that have employed a minimum of five people.

4.3.11 Expanded Public Works Programme and LED job created.

The municipality has implemented about six capital projects which were all falling under EPWP. These projects as yielded the following outputs:

- About 150 jobs were created and of which 135 benefitted youth, 98 benefitted women and 04 benefitted people with disabilities. Furthermore, skills were transferred during this programme.
- Most women, youth and people with disability benefitted from the programme.
- About 64 jobs were created through LED initiatives of which 24 were permanent employment.

4.3.12 Employment Profile

Table 27: Employment by type of sector:

Sector	Number	Percentage
Agriculture	2,272	11.02
Mining	1,162	5.64
Manufacturing	1,030	5.00
Electricity	54	0.26
Construction	1,919	9.31
Trade	3,693	17.92
Transport	2,900	14.07
Finance	1,216	5.90
Community Services	4,810	23.35
Household	1,543	7.49
	20,599	

Source: Stats SA Census 2011

Table above shows that Maruleng municipality has a lower number of employment in all sectors compared to other municipalities within Mopani district. This shows that there is a need for the municipality through its prioritized thrusts to focus on areas that have been identified as having potential towards economic growth and job creation.

4.3.13 Gross Value Added

Gross Value Added (GVA) is the difference between output and intermediate consumption for any given sector or industry. That is the difference between the value of goods and services produced and the cost of raw materials and other inputs which are used up in production. The Mopani GVA has grown from R23 billion in 2007 to R34 billion in 2011. The GVA of Mopani only constitutes 1.27% of the national GVA.

Table 28: Gross Value Added

Mopani GVA R/Billion	2007	2008	2009	2010	2011
Mopani	R 23 710	R 26 701	R 27 704	R 30 796	R 34 021
Ba-Phalaborwa	R 8 618,8	R 9 753,7	R 9 530,0	R 10 608	R 11 885
Greater Giyani	R 4 100,2	R 4 769,1	R 5 288,4	R 6 025,3	R 6 729,8
Greater Letaba	R 2 893,1	R 3 311,4	R 3 625,7	R 3 961,4	R 4 278,5
Greater Tzaneen	R 6 614,7	R 7 240,3	R 7 552,8	R 8 267,8	R 8 952,0
Maruleng	1 381,6	R 1 517,1	R 1 590,7	R 1 797,2	R 2 003,1

Source: Quantec Research (2013)

The above table depicts the contribution of local municipalities to the GVA of the District in 2011. It is evident that Ba-Phalaborwa Local Municipality contributed 35% to the economy of Mopani District. It is followed by Greater Tzaneen (26%), Greater Giyani (20%), Greater Letaba (13), and Maruleng (6%). The table shows the need for Maruleng Municipality's economic sectors to contribute more on the GVA of the Mopani District. This can be achieved through investments on the prioritized opportunities in all sectors.

4.3. 14 Community Works Program

Community Works Program is a program initiated by COGHTSA in a drive to create jobs for the unemployed in line with the government priority of job creation. About 1324 jobs have been created thus far.

Table 29: Spatial perspective economic clusters

Cluster	Analysis of economic activity	Economic opportunity analysis
North western Cluster	Comprising of sprawling village settlements along the foothills of the Drakensburg range. The cluster accounts for approximately 80% of MLM's population. Besides being impoverished, the cluster is characterised by limited economic opportunity, low entrepreneurial activity, and absence of meaningful economic infrastructure. Smallholder farming activity, vending and spaza shops remains the dominant economic activity.	Due to its demographic advantage, the cluster provides a fertile ground for a retail boom. The aim is to turn the cluster into MLM's retail hub. It also possesses untapped light manufacturing and livestock breeding potential. The reawakening of the cluster's cultural and sports tourism potential remains some of the cluster's future game changers. Revitalising the cluster's rural economy should remain a key policy priority going forward.
North Eastern Cluster	Widely known for its spectacular tourism sites and world class lodges especially around the Klaserie Game Reserve, the cluster is also home to feldspar mining at Mica.	Focus must be directed towards building the entrepreneurial capability of new entrants and ensuring that small businesses in the tourism value chain maximally benefit from spin offs. Promotion of local beneficiation and curbing illegal sand mining activity remain key policy priorities.
Central and Southern Cluster	Popular for its endowment in abundant agricultural wealth the cluster is also a well-known agro-processing hub. The central and southern cluster is popular with holidaymakers for its centrally sited game reserves and tourism facilities. The Blyde River, is the main catalytic driver of tourism and agricultural activity in the cluster.	Game changing projects in this cluster include among others; Agri-parks, agro processing industries, leather tanning, taxidermy, shoe manufacturing projects etc.
South-eastern Cluster	The cluster is home to Hoedspruit, a designated Provincial Growth point and MLM's administrative capital. Some of the notable economic activity include among others, The Eastgate Airport, the Airforce Base, banks, insurance firms, shopping centres and a modern taxi holding facility.	Due to its excellent network infrastructure and geographical centrality, opportunities exist to invest in the property and logistic ventures. Game changers in the cluster include inter-alia; office parks, shopping malls/centres, social housing projects, warehouse, and logistics infrastructure.

4.4. FINANCIAL VIABILITY

Background

The purpose of analyzing the financial status of the municipality is to determine the financial soundness of the institution so that the municipality can improve its financial management capacity and revenues.

Financial viability is about being able to generate sufficient income to meet operating payments, debt commitments and, where applicable, to allow growth while maintaining service levels. The Local Government Municipal Finance Management Act, Act 56 of 2003 seeks to:

- Secure sound and sustainable management of financial affairs of the municipalities and other institutions in the local sphere of government
- Establish treasury norms and standards for the local sphere of government; and
- Provide matters connected therewith financial management.

There are 5 underlying principles in the MFMA which are:

- Promoting sound financial governance by clarifying roles and responsibilities
- A strategic approach to budgeting and financial management
- Modernisation of financial management
- Promoting co-operative government
- Promoting sustainability and improved performance

4.4.1. Financial Management Policies

The financial management system comprises of policies, procedures, personnel, and equipment. The Municipality's budgeting process is guided and governed by relevant legislation, frameworks, strategies, and related policies.

The following financial management policies and procedures were developed and reviewed.

4.4.1.1 Review of credit control and debt collection procedures/policies

The Credit Control and Debt Collection Policy was reviewed, the policy is credible, sustainable, manageable, and informed by affordability and value for money there has been a need to review certain components to achieve a higher collection rate. Some of the revisions included the lowering of the credit periods for the down payment of debt. In addition, emphasis will be placed on speeding up the indigent registration process to ensure that credit control and debt collection efforts are not fruitlessly wasted on these debtors. The 2023/24 MTREF has been prepared on the basis of achieving an average debtors' collection rate on current billings. In addition, the collection of debt in excess of 90 days has been prioritized as a relevant strategy in increasing the Municipality's cash levels.

4.4.1.2 Inventory and Asset Management Policy

A proxy for asset consumption can be considered the level of depreciation each asset incurs on an annual basis. Preserving the investment in existing infrastructure needs to be considered a significant strategy in ensuring the future sustainability of infrastructure and the Municipality's revenue base.

4.4.1.3 Supply Chain Management Policy

The Supply Chain Management Policy was reviewed and a change to the PPPF Act was taken into account.

4.4.1.4 Banking and Investment Policy

The Municipality's banking and Investment Policy was reviewed. The aim of the policy is to ensure that the Municipality's surplus cash and investments are adequately managed, especially the funds set aside for the cash backing of certain reserves. The Policy details the minimum cash and a cash equivalent required at any point in time and introduces time frames to achieve certain benchmarks.

4.4.1.5 Tariff Policies

The Municipality's tariff policies provide a broad framework within which the Council can determine fair, transparent, and affordable charges that also promote sustainable service delivery. The policies envisaged to be compiled for ease of administration and implementation of the next two years.

4.4.1.6 Indigent Policy

In terms of the Municipality's Indigent policy, Households with a total monthly gross income of R1 500,00 or less qualifies to a subsidy on property rates and services charges for sewerage and refuse removal and will additionally receive 6 kl of water per month free of charge.

4.4.1.7 Rates Policy

Maruleng council in adopting this rates policy has sought to give effect to the sentiments expressed in the preamble of the Property Rates Act, The Rates policy allows the municipality to exercise their power to impose rates within a statutory framework which enhance certainty, uniformity, and simplicity across the nation, and which takes account of historical imbalances and the burden of rates on the poor.

4.4.1.8 Write off Policy.

The policy is in accordance with the Local Government Municipal Finance Management Act 2003, Local Government Municipal Systems Act 2000, as amended and other related legislation. The Policy ensures that before any debt is written off it must be proved that the debt has become irrecoverable.

4.4.1.9 Travel and Subsistence Policy

The purpose of this policy is to reimburse the necessary extra costs of meals, accommodation and travel arising as results of official duties away from home.

4.4.2 FINANCIAL PERFORMANCE

The municipality's financial plan has been compiled using the sound budget and financial management practices and principles thus ensuring that municipal services are provided in a sustainable, economical, and efficient manner to all communities. The financial sustainability and resilience of the municipality remains fundamental due to the persistent cash flow constraints experienced during the year.

Council has at its meeting held on the 28 May 2021 approved a reviewed revenue enhancement strategy which has been implemented during the year in order to ensure that the financial sustainability and liquidity management objectives of the municipality are significantly improved. As part of the strategy a debt collector was appointed to assist the municipality in collecting debt of more than 90 days. This initiative saw the municipality improving in revenue collection from 62% in 2020/2021 to 70% in the year under review.

4.4.2.1. Financial Planning and Budget Performance

The planning and budget process for the municipality was driven through the implementation of the process plan for Integrated Development Planning, Budget and Performance Management approved by council which was developed in terms of Section 28 of MSA (2000). The 2021/2022 budget and medium-term revenue and expenditure framework was prepared within the times of the municipal process plan and in line with chapter 4 of the MFMA (2003).

The 2021/2022 Annual Budget and Medium-Term Revenue and Expenditure Framework was prepared based on the fundamentals of the municipal development priorities contained on the Integrated Development Plan.

4.4.2.2 Financial Health Status

The municipality had total revenue of **R 349 520 761** in 2020/21 when compared to R 322 002 476 in 2021/22. This marked a decrease of **R27 518 285 (7.9%)** when compared to the 2020/21. The municipal revenue is categorized into internal and external sources. The internal sources of revenue contributed R **173 095 356** which is 49.5% of the total revenue while external sources contributed 50.5% of the total revenue at **R176 427 405** i.e., **R142 768 000** (operational revenue) and **R33 659 405** (capital revenue).

Total expenditure for the 2021/22 stood at **R 203 933 188** which illustrate a decrease of **R13 616 329 (6.2%)** when compared to **R217 549 517** in 2020/21. The distribution of expenditure is **R78 821 887 (38.6%)** for employee's related costs, **R52 974 608 (25.9%)** on general cost while councillors' remuneration stood at **R11 119 712 (5.4%)**. The overall expenditure led to a surplus of **R1 82417 086** comparison to a surplus of **R131 417 146** in 2020/21 financial year. It is further recommended that this section be read together with the Unaudited Annual Financial Statements.

The above information depicts a healthy financial status for the municipality.

4.4.2.3 Summary of Revenue and Expenditure

	Note(s)	2022(R)	2021 Restated (R)
REVENUE			
Revenue from exchange transactions			
Service charges -	29	4 393 941	3 979 418
Interest on receivables	27	-	380 308
Rental of facilities and equipment	22	246 224	836 506
Agency fees	23	2 646 167	2 587 946
Licenses and permits	24	2 237 168	2 262 505
Other revenue	28	3 158 434	2 262 505
Interest on investment	21	4 409 385	4 163 418
Gain on disposal of assets and liabilities	37	-	-
Total revenue from exchange transactions		17 091 319	17 284 515

	Note(s)	2022(R)	2021 Restated (R)
REVENUE			
Revenue from non-exchange transactions			
Taxation revenue			
Property rates	30	113 561 527	108 863 504
Donation of other assets			
Fines, Penalties and Forfeits	26	636 084	2 949 584
Interest on receivables	27	14 284 141	11 736 215
Government grants and subsidies received- operating	31	142 768 000	162 391 000
Government grants and subsidies received- capital	31	33 659 405	46 295 943
Total revenue from non-exchange transactions		304 911 157	332 236 246
Total Revenue		322 002 476	349 520 761

EXPENDITURE

	Note(s)	2022 (R)	2021 Restated (R)
Employee rated cost	32	(78 821 887)	(75 480 918)
Remuneration of councillors	48	(11 812 030)	(11 119 712)
Depreciation and amortization	33	(23 344 566)	(21 525 932)
Impairment loss	34	-	(421 257)
Finance costs	35	(894 000)	(744 067)
Debts impairment		(13 744 471)	(38 691 169)
Lease rentals on operating lease	25	(1 243 934)	-
Bad debts written off		-	(823 220)
Contracted services	49	(20 914 485)	(19 208 220)
Loss on disposal of assets and liabilities	37	(183 207)	-
General expenses	36	(52 974 608)	(49 535 022)
Total expenditure		(203 933 188)	(217 549 517)
Actual Gains / (loses)		(982 464)	(554 098)
Surplus for the year		117 086 824	131 417 146

4.4.2.4 Capital Expenditure

The total amount invested in service delivery projects through capital budget implementation amounted to R 142.3 million for the 2021/2022 financial year. This amounts to 44.2 % of the municipal budget.

	Original Budget	Budget Adjustments	Final Budget Adjustments	Actual Outcome	Variance	Actual outcome as % of final budget	Actual outcome as % of original budget
	R	R	R	R	R	%	%
Total capital expenditure	142,378,044	160,994,397	160,994,397	89,890,234	71,104,163	55.8%	55.8%

4.4.2.5 Source of funding (capital budget)

Sources of capital funds	Original Budget	Budget Adjustments	Final Budget Adjustments	Actual Outcome	Variance	Actual outcome as % of final budget	Actual outcome as % of original budget
	R	R	R	R	R		
Municipal Infrastructure Grant	28,182,057.28	48,741,057	48,741,057	33,659,405	15,081,652	69%	5.8%
Internally generated funds (own funding)	114,195,987	114,195,987	114,195,987	65,276,234	48,919,753	57.2%	57.2%

4.4.2.6 Asset and Liability Management

The table below is a summary of the audited consolidated statement of financial positions as of 30 June 2022 in comparison with the final approved budget.

Description	2021 Restated	2022 Actual
Financial Position		
Total current assets	205 344 140	208 256 698
Total non-current assets	655 279 473	811 196 234
Total Assets	860 623 613	1 019 452 932
Total current liabilities	47 239 159	70 142 222
Total non-current liabilities	8 638 000	11 832 540
Total Liabilities	55 877 159	81 974 762
Net Assets	804 746 454	937 478 170
Accumulated surplus	804 746 445	937 478 167

The total actual assets value as at the year ended 30 June 2022 amounted to R 1.09 million in comparison with the prior year 2020/2021 which amounted to R 860 thousand, thus indicating an increase of about R300 thousand (two percentage). The total liabilities including current and non-current liabilities for the reported period ended 30 June 2022 amounted to R 81.9 million in comparison with the prior year of 30 June 2021 which amounted to R55.8 million thus indicating an increase of about R26 million (ten percent). The total net assets have increased by R134 million, from R804.7 million in 2020/2021 to R937.4 in 2021/2022 financial year.

4.4.2.7 Cash Flow and Investment Management.

The table below is the summary of cash flow for the year ended 30 June 2022 thus indicating the cash inflows and outflows:

Description	2022 Audited Actual	20221 Audited Restated	Variance
Cash flows			
Net cash from Operating activities	194 782 985	108 940 983	85 842 002
Net cash from investing activities	161 910 508	129 392 993	32 517 515
Net increase /decrease in cash and cash equivalents	31 751 604	(22 152 952)	9 589 652
Cash /cash Equivalent at The Beginning of the year	123 898 099	146 051 051	-22 152 952
Cash /cash Equivalent at The Year End	155 649 703	123 898 099	31 751 604

The cash generated from operating activities amounts to R194.7 million for the reported period ended 30 June 2022 and indicates an increase of about R86 million rand in comparison with R 108.9 million for the prior year ended 30 June 2021. The cash flow movement from operating, financing and investment activities indicate a net increase in cash and cash equivalents amounting to R9.5 million with the cash and cash equivalents opening balance of R 161.9 million, the cash and cash equivalents balance amounts to R31.7 million. The Municipality does not have loans. The municipality has an amount of R 123 014 814.92 in its investment account which has generated R4 163 418 in interest.

4.4.3 OTHER FINANCIAL MATTERS

4.4.3.1 Supply Chain Management

The municipality has established three committees, namely The Bid Specification Committee, Bid Evaluation Committee and Bid Adjudication Committee in consistent with the MFMA Supply Chain Management Regulations. The members of the respective committees have been appointed by the Accounting Officer in written. The Treasury department has assisted the municipality in training of the bids committee members. All supply chain management quarterly reports were consistently reported to the Mayor as required by regulation 6 (3) of the supply chain management of 27636 dated 30 May 2005 issued by National Treasury which stipulates that “Municipal Manager must within ten (10) days of the end of each quarter, submit a report on the implementation of supply chain management policy to the Mayor of the Municipality or the board of directors of the municipal entity”

4.4.3.2 Accounting Services and Reporting

The annual financial statements of the municipality were prepared on an actual basis of accounting in accordance with standards of the General Recognized Accounting Practice (GRAP) including any interpretations, guidelines and directives issued by the Accounting Standards Board (ASB) which forms part of GRAP reporting framework. GRAP is the acronym for **Generally Recognized Accounting Practice**, and it provides the rules by which municipalities are required to maintain their financial accounts. Successful GRAP compliance will ensure that municipal accounts are comparable and more informative for the municipality. It will also ensure that the municipality is more accountable to its citizens and other stakeholders. Information on GRAP compliance is needed to enable National Treasury to assess the pace of progress and consider the implications. The annual financial statements were also presented to the municipal Audit Committee.

4.4.3.3 Audit Outcome

The municipality has obtained unqualified audit opinion for 2021/2022 financial year. The unqualified audit opinion was achieved through the commitment and dedication from the entire staff, management, and political leadership. The municipality has developed a clean audit road map.

Operating Transfers and Grant Receipts (National and provincial allocations)

Table 30: Operating Transfers and Grant Receipts

BREAK DOWN OF GOVERNMENT GRANTS 2022/25	DRAFT BUDGET 2022/23	Budget Year +2 2023/24	Budget Year +3 2024/25
EQUITABLE SHARE	153,904,000.00	164,158,000.00	175,461,000.00
FMG GRANT	1,850,000.00	1,850,000.00	1,850,000.00
MIG GRANT	30,170,000.00	31,376,000.00	32,659,000.00
EPWP	1,246,000.00	-	-
TOTAL GRANTS	187,170,000.00	197,384,000.00	209,970,000.00

4.4.3. 4 Financial Sources of the Municipality

Table 31: Revenue- Consolidated

	2017/18	2018/19	2019/20	2020/21
REVENUE	R	R		
Grants & Transfers	143,814,371	129,545,000	138,822,000	154,317,000
Rates & Services Charges	64,627,869	73,419,677	95,713,020	101,690,097
Rental of Facilities	307,525	224,089	371,395	390,707
Interest Earned	7,053,058	10,285,668	12,756,751	13,420,102
Total Revenue	215,802,823	213,474,434	240,449,033	262,453,916
EXPENDITURE				
Personnel	51,917,860.00	56,873,978.89	75,394,576.51	89,179,039.00
Councillors	9,367,302.00	10,367,363.00	10,940,765.00	11,485,896.00
Bad debts	20,826,577.00	8,774,365.00	9,199,999.00	9,550,008.00
Depreciation	16,069,710.00	21,255,264.00	24,589,219.00	28,589,232.00
Finance Charges	26,259.00	25,165.00	130,004.00	150,000.00
Maintenance	1,438,178.59	1,700,124.00	4,755,002.00	3,980,000.00
Contracted	6,768,979.39	9,599,233.00	28,066,706.00	27,056,580.00
Material & consumables	2,333,916.00	2,102,053.00	3,436,358.00	3,350,016.00
Other Expenses	30,386,637.17	38,344,281.00	46,160,230.00	41,535,841.00
Loss on Disposal of Assets	4,236,482.00	159,149.00	2,473,908.00	2,567,304.00
Total Expenditure	143,371,901.2	149,200,975.9	205,146,767.5	217,463,916.00

4.4.4 Budget and Treasury Management

- Currently the budget preparation process of the municipality is linked to the IDP Process and Performance Management System. Treasury management entails the management of cash flows, bank accounts and investments. Monthly and quarterly reconciliations and reporting are done by the municipality to comply with the MFMA, for example SDBIP and Treasury regulations.

4.4.4.1 Previous and current Budgets

Table 32: Comparison of budget to previous budget

2019/20	2020/21	2021/22	2022/23	2023/24
286,593,341	349,520,761	322,002,476	413,028,074.20	467,399,019

4.4.4.2 Submission of financial statements to the Office of A-G

The municipality also adheres to the stipulated timeframes with regard to submission of financial statements to A-G in terms of Section 71 of MFMA and addresses audit queries raised timeously.

4.4.4.3 Addressing comments from the Auditor General's report.

The municipality has developed an annual action plan which responds to A-G's comments. The plan has clear targets with timeframes. This plan will also assist the municipality to improve the management of the municipal business. For the past five financial years in succession the municipality has received an unqualified opinion. Major issues that led to unqualified (with matters) are supply chain management.

4.4.4.4 Revenue Management

The municipality has the following revenue management systems or tools:

4.4.4.4.1 Billing System

The municipality has an effective billing system. This system enables the municipality to generate its income. This income amounts to 27.76% of the revenue budget in the audited 2021/22 financial year. The implementation of the supplementary valuation roll lead to an increase in Property Rates.

4.4.4.4.2 Revenue Enhancement Strategy

The municipality has a revenue enhancement strategy to address revenue collection with regards to rates and services. This strategy enables the municipality to collect own revenue.

4.4.4.4.3 Expenditure Management

The municipality has formulated and implemented a Supply Chain Management Policy as a legislative requirement. Creditors are paid within 30 days from date of submission of invoices. The critical challenge is staffing to manage this policy and compliance.

4.4.4.4 Cash-flow Management

Cash flow management and forecasting is a critical step in determining if the budget is funded over the medium-term. The table below is consistent with international standards of good financial management practice and also improves financial knowledge of Councillors and management. Some specific features include:

- Clear separation of receipts and payments within each cash flow category.
- Clear separation of capital and operating receipts from government, which also enables cash from "Ratepayers and other to be provided for as cash inflow based on actual performance. In other words, the *actual collection rate* of billed revenue

4.4.4.5 Expenditure trends of the municipality

Table 33: Expenditure trends of the municipality

	2019/2020	2020/21	2021/22
Total Revenue	271 840 734	349 520 761	322 002 476
Total Expenditure	191 440 676	217 549 517	203 933 188
Net surplus/Deficit	86 630 883	131 417 146	182 417 086

4.5. GOOD GOVERNANCE AND PUBLIC PARTICIPATION

4.5.1 Background

One of the Objectives of Local Government captured in section 152 of the Constitution is to encourage the involvement of communities and community organizations in the matters of local government. The white paper on local government expects the municipalities to be working with citizens and groups within the community to find sustainable ways to meet their economic, social and material needs and improve the quality of their lives. Therefore, the municipality is using a number of ways and systems to involve communities and improve governance.

4.5.2 Functionality of Municipal Council and Committees

The Municipal Council Committees such as the Executive and Portfolios committees are fully functional. Council meetings are held quarterly with special council meetings convened when needs arise.

4.5.3 Relationship with traditional Leaders

In general, the municipality has a good relationship with the traditional leaders. Traditional leaders participate in most municipal activities such as IDP Representative Forums, Public Participation meetings, Council sittings etc.

4.5.4. Inter-Governmental Relations

Maruleng municipality is responsible for facilitating inter-governmental relations within its area of jurisdiction. The municipality is the convener of the manager's forum a "key forum for strategic alignment, coordination and integration" that serves as an intergovernmental structure where Sector Departmental managers in the municipality meet with their municipal counterparts. The relationship between the municipality and Sector departments has improved.

4.5.5 Oversight Committees

4.5.5.1Municipal Public Accounts Committee

The municipality has established a Municipal Public Accounts Committee in terms of Sections 33 and 79 of the Municipal Structures Act 1998. This committee plays an oversight role of the council. The committee consists of nine non-executive councillors.

4.5.5.2. Audit, Anti-Corruption, and risk management

4.5.5.2.1. Internal Audits

An internal audit is an independent appraisal function established by management of an organization for the view of internal control system as a service to the organizations. It objectively examines, evaluates, and reports on the adequacy of internal controls as a contribution to the proper, economic, efficient, and effective use of resources.

The municipality has established an independent effective internal audit unit. The primary role of the Internal Audit Unit includes the following:

- Evaluate the adequacy of the system of internal controls.
- Recommend improvements in controls.
- Assess compliance with policies and procedures and sound business practices.
- Assess compliance of laws and contractual obligations

The municipal Internal Audit Unit is led by The Chief Internal Auditor and reports to Audit Committee appointed by the Council.

4.5.5.2.2. Audit Committee

An audit committee plays a key role in assisting a municipality to fulfil its governance and oversight responsibilities in relation to financial reporting, internal controls, risk management systems, legislative compliance, ethical accountability, and internal and external audit functions. The municipality has appointed an independent effective Audit Committee. The primary role of the Audit Committee includes the following:

- The primary purpose of a municipality's audit committee is to provide oversight of the financing and other reporting processes, the audit process, the municipality's system of internal controls and compliance with laws and regulations.

4.5.5.2.3. Risk Management and Fraud prevention

To successfully mitigate risks that may prevent Maruleng municipality to reach its IDP objectives, a Risk Management Policy and Strategy are in place. Risk management forms part of management core responsibilities and it is an integral part of the internal processes of the municipality. Risk management is seen as a systematic process to identify, evaluate, and mitigate risks on a continuous basis before the risks impact negatively on the institution's service delivery capacity. It is believed that when properly executed, risk management provides a reasonable, but not absolute assurance, that the municipality will be successful in achieving its goals and objectives. Thus, it should be embedded into the systems and culture of the municipality.

The municipality has in place a Risk management unit (though it has only one official) that plays a central role in risk management. The strategic objective of this unit is to add value by assisting council, Municipal Manager, and management to ensure that all risks facing the municipality are identified, rated, tolerance levels established, mitigating strategies formulated and action plans compiled to manage risks. The primary role of the Risk Management Unit includes the following:

- To act as champions of risk management in the municipality
- To facilitate the establishment of effective and efficient risk management structures in the municipality
- To advise management on all matters pertaining to risk management
- To continually advise management about possible new risks

Maruleng municipality maintains a zero –tolerance stance with regards to fraud and corruption. To municipality has developed a fraud policy. A financial Disciplinary Board has been established to assist with issues that related to fraud and corruption.

4.5.5.2.4 Risk management

The municipality has identified the following as the major risks:

- Unstructured and unsustainable settlements
- Inadequate financial sustainability
- Business disruptions
- Ineffective and inadequate information technology infrastructure
- Inadequate capacity to support the administration of the municipality.

Below on table 34 are the top ten (10) Strategic Risks:

No.	Risk description	Inherent rating	Action to improve/ mitigate risk
1.	Unstructured and unsustainable settlements.	High	<ul style="list-style-type: none"> ● Review of the Spatial Development ● Engagement with landowners to dispose properties.
2.	Inadequate provision of safety and security to the communities.	High	<ul style="list-style-type: none"> ● Development of comprehensive plans for adherence to environmental management matters. ● Appointment of By-law enforcement officer. ● Appointment of Manager: Environmental Management Services. ● Procurement of garden waste truck. ● Maintain partnerships with Biosphere and other NGO's.
	Inadequate financial sustainability.	High	<ul style="list-style-type: none"> ● Implementation and monitoring of the Revenue Enhancement Strategy. ● Implementation of the Debt Relief Incentive Scheme. ● Resuscitate the Revenue Enhancement Committee. ● Investigation of historical and current UIFW expenditures. ● Revenue enhancement implementation plan. ● MSCOA Steering Committee was established to investigate solutions on interface/ integration of systems and accuracy of reporting. MSCOA road map developed.
4.	Negative audit opinion	High	<ul style="list-style-type: none"> ● Quarterly preparations of Financial Statements ● Annual Financial Statements preparation training. ● MSCOA Steering Committee was established to investigate solutions on interface/ integration of systems and accuracy of reporting. MSCOA road map developed. ● Review of Annual Financial Statements by the Internal Audit Unit and Audit Committee before submission to Auditor General. ● Request interim audit from the Auditor General. ● Implementation of the AG action plan and Internal Audit recommendations. <p>Reporting of AG action plan to Audit Committee and Council</p>

5.	Lack of community involvement in municipal planning processes	Medium	<ul style="list-style-type: none"> ● Review and implementation of public participation strategies or models. ● Improving communication methods (Whatsapp, Facebook, Twitter, etc)
6.	Inadequate capacity to support the administration of the municipality.	High	<ul style="list-style-type: none"> ● Monitoring the implementation of the Work Skills Plan. ● Focused and integrated training programmes. ● Perform skills audit to verify qualifications, training attended and skills gap. ● Budgeting for Employee Bursary Funds.
7.	Ineffective and inadequate information technology infrastructure.	High	<ul style="list-style-type: none"> ● Training of Information Technology Officials. ● Submission of budget inputs to the Budget and Treasury office for increased allocation of funds for development of System Master Plan and upgrading of ICT infrastructure. ● Review of Information Technology Governance documents. ● Development of help desk policy.
8.	Unethical organizational culture	High	<ul style="list-style-type: none"> ● Implementation of the ethics framework. ● Review of Consequence Management Policy. ● Implementation of Consequence Management Policy. ● Fraud and corruption awareness campaigns. ● Enforcement of UIFW Investigation schedule.
9.	Business disruptions	High	<ul style="list-style-type: none"> ● Finalization of a business continuity plan. ● Implementation of a business continuity plan. ● Budget for Cloud back-ups
10.	Unauthorized use/ access to the systems.	High	<ul style="list-style-type: none"> ● Deactivation of user account immediately an employee is suspended or resigns. ● Awareness on IT password. ● Training on user accounts access. ● Procurement of a firewall.

4.5.6. Functionality of Ward committees and Community Development Workers

The municipality has functional ward committees in all its 14 Wards and 09 CDW's which serve as conduits between the municipality and community regarding municipal business. They are attending all municipal activities as expected.

4.5.7 Complaints Management System

The municipality has established a complaints management system in order to address service delivery related complaints. Through this system the municipality is able to attend and address complaints raised by community members. The municipality also liaises with both the Office of the Presidency and the Premier through hotlines to address issues concerning the municipality directed to these two offices.

4.5.8 Municipal Audit Outcomes

Table 34: Municipal Audit Outcomes for the previous five financial years

2017/18	2018/19	2019/20	2020/21	2021/22
Unqualified	Unqualified	Unqualified	Unqualified	Unqualified

The municipality also developed action plan to address issues raised by the A-G regarding SCM, wasteful, unauthorized, and fruitless expenditures.

4.5.9 Public Participation Strategy

The municipality has developed an annual public participation program in terms of its Public Participation Strategy. The program targets all wards and specific villages. These meetings afford politicians the opportunity to report back on progress made and direct contact with ordinary community members. Mayoral imbizos, ward committees report back meetings are held quarterly. IDP/Budget public participations are held across all wards to afford communities to input before adoption by council on an annual basis.

4.5.10 Communication System

The municipality has a communication strategy which is reviewed annually and appointed Communication Officer. These initiatives have improved communication amongst stakeholders around key municipal activities and programs.

4.6. MUNICIPAL TRANSFORMATION AND ORGANIZATIONAL DEVELOPMENT

4.6.1. Institutional Analysis

The purpose of conducting an institutional analysis is to ensure that the municipal development strategies take existing institutional capacities into consideration and that institutional shortcomings are addressed. The Maruleng local municipality was established in 2000 in terms of the Municipal Structures Act, 1998 (Act No.117 of 1998). The municipal offices are situated in Hoedspruit town, 65 Springbok Street.

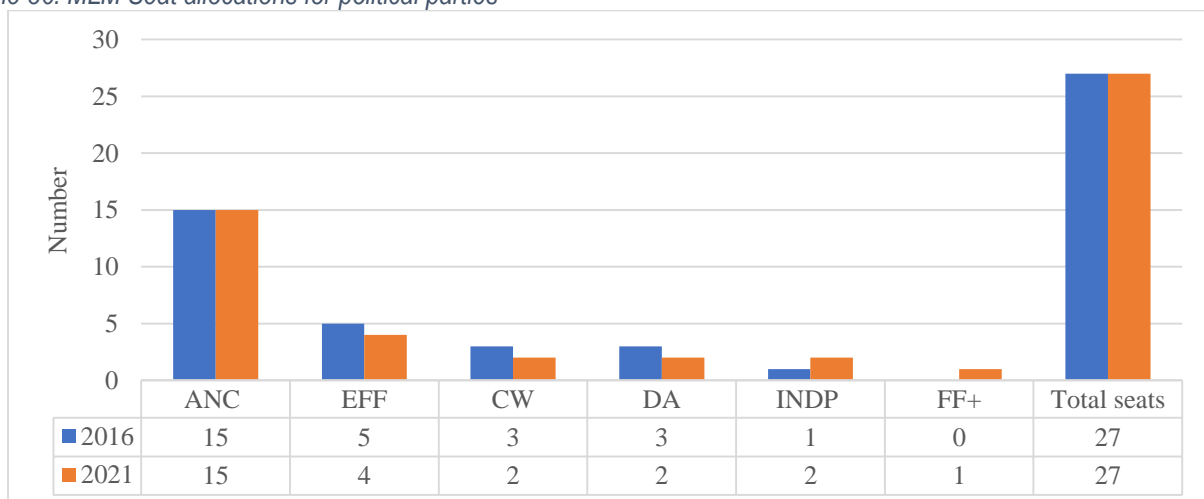
4.6.2. Institutional Structure

The Maruleng Local Municipality has implemented an Executive and Ward Participatory System of local governance which ensures that governance is taken right down to community level and that all citizens within the municipality are represented in decision making. This increases residents' sense of belonging, accountability and empowerment and actively involves them in all issues dealt with by the municipality.

4.6.3 Political Structure

Local government has just emerged from the 2021 local government elections and the results were declared free and fair by the Independent Electoral Commission. The composition of the Municipal Council reflects the interest of the communities on matters of politics. Since the dawn of democracy, the municipality has been politically stable despite the latest developments in our politics wherein some of the municipalities are under a coalition government. We have seen in other municipalities during the previous term of Councils the effects of a coalition municipality. The figure below depicts the party-political representation in MLM since 2011

Table 36: MLM Seat allocations for political parties



Source: Independent Electoral Commission

The table above clearly confirms the existence of political stability within MLM with the presence of a multi-party democracy hard at work. The political situation within the municipality must be taken into consideration during the planning process and be utilized effectively for the benefit of the communities within the municipality.

Despite the representation within the Council, the importance of government policies may not be ignored. One critical aspect to be highlighted is the fact that local government is a highly regulated environment and at times places a huge strain on the work of municipalities. It is therefore important for the municipality to be awoken to the realities and possibilities of duplication of policy and regulatory framework. At times, the laws that are promulgated do not assist municipalities to achieve their developmental goals but instead tend to become a constraint that takes more time away from the real mandate. Such a situation requires the municipality to have the capability and ability to pick-up at an early stage during the planning process.

The Council consists of 27 councilors of both elected (ward representatives) and proportional (14 Councillors). Each of the 14 ward councillors chairs a ward committee as part of the Ward Participatory System that brings participation down to community level. Ward councillors play a central role in the communication process between the communities they represent and the council, reporting back regularly through ward meetings and assisting the community in identifying needs and priority areas of development which feed into the municipality's planning processes. The mayor heads the Executive Committee which is comprised of five councilors. The municipality has three full-time councillors i.e., is the Mayor, Speaker, and Chief Whip. Political oversight of the administration is ensured via Section 80 Committees in control of different portfolios in Council, which comprise:

Table 36: Portfolio Committees

Name Of Committee	Chairperson	Support Department
Finance, Corporate and shared services	Cllr. Mathaba A	Budget and Treasury Offices and Corporate services
Infrastructure Development, roads, public transport, and water services	Cllr Tshethla T	Spatial Planning and Economic Development
Sports, recreation and culture	Cllr. Mathaba T	Community Services
Community services, social services and environmental management	Cllr. Shai M	Community Services
Economic Development, Housing, Spatial planning & agriculture.	Cllr Tshethla T	Technical Services

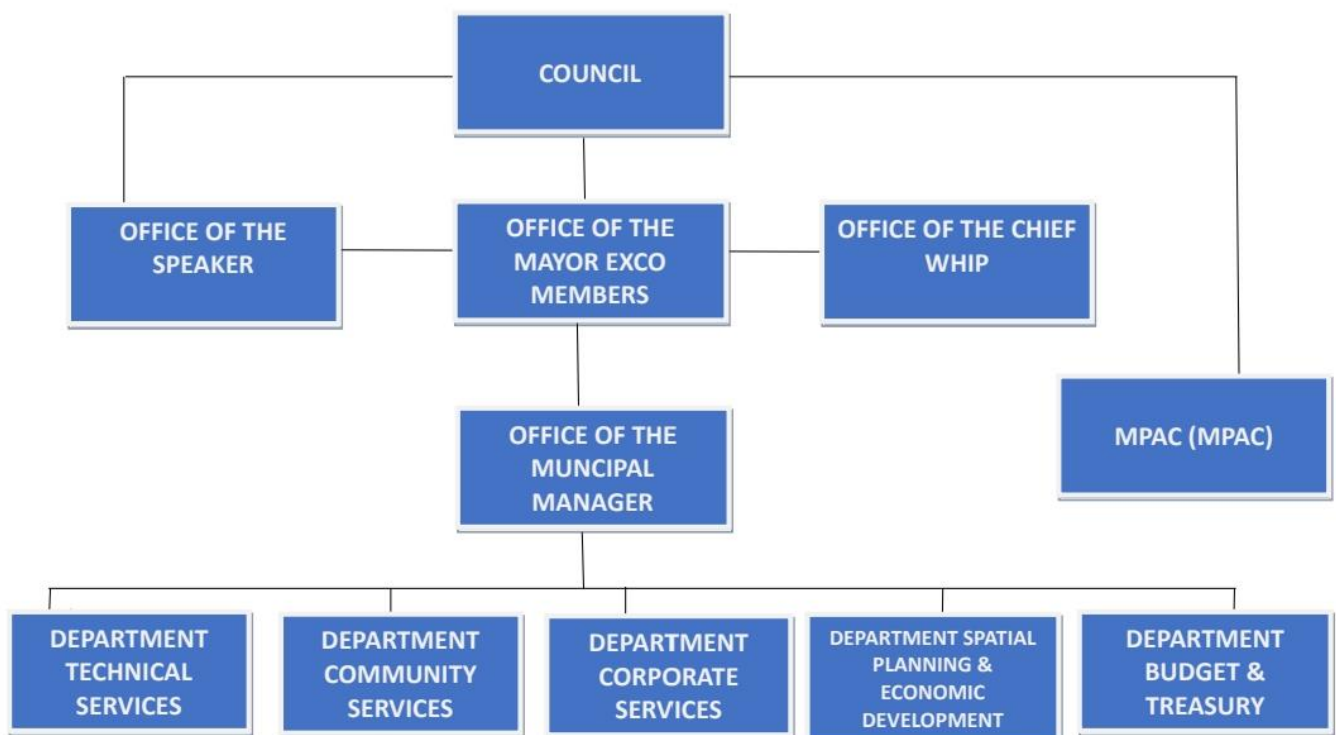
4.6.4 Administration development /arrangement

There is a significant relationship between an IDP and institutional arrangement. The municipality cannot implement its IDP effectively without proper organizational structure. Consequently, the municipality has developed a Draft organizational structure which will be table before council for approval in line with the Municipal Staff regulation Notice No.890: Local

Government: Municipal Systems Act (32/200): Local Government: Municipal Staff Regulations which amongst other Seeks to professionalize local government and provide uniformity with regards to staff establishments in municipalities. The regulation focus on the following critical areas:

- **Staff establishment, job description and job evaluation**
- **Recruitment, selection and appointment of staff**
- **Performance management and development system**
- **Skills development**
- **Dispute resolution**
- **Disciplinary code and procedures, and**
- **Remuneration related matters**

Figure 11 shows the top layer of the Draft organizational structure.



The municipal manager, who is the Chief Accounting Officer, heads the administration. The total positions in the organ gram stand at 196 whereas the positions filled are 156 which amounts to 79.6% while the vacant positions are 40 which constitute 20.4%. Most of the critical positions are filled. 50% of senior managers are women. The municipality has developed and approved its organizational structure to assist in the delivery of services to the communities. The figure below outlines the human capital of the municipality.

Table38: MLM Staff compliment

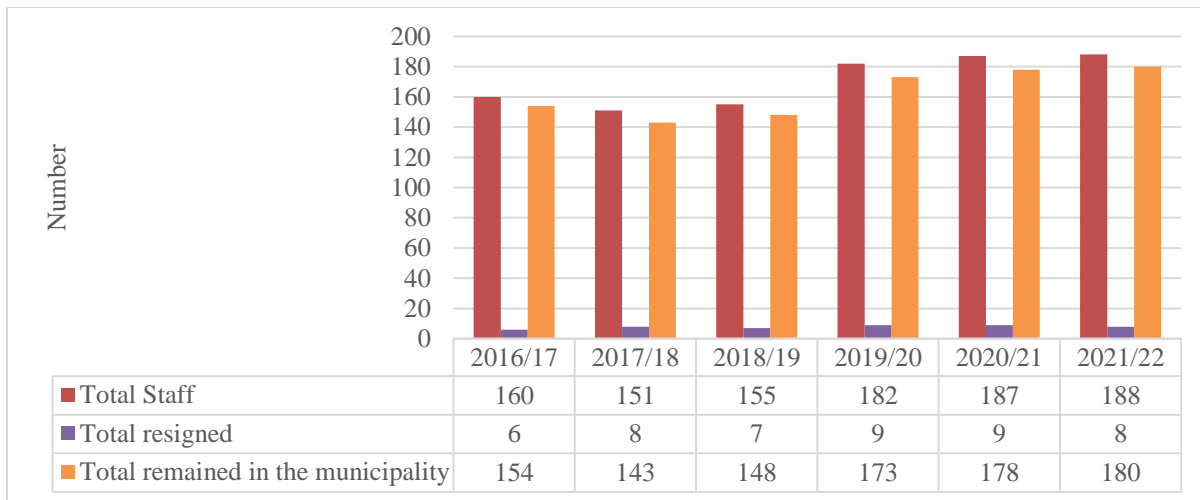
Financial Year	Approved Posts	Filled	Vacant	Vacancy rate %
2016/17	180	160	20	11,11%
2017/18	196	151	45	22,96%
2018/19	205	155	50	24,39%
2019/20	208	182	26	12,5%
2020/21	276	187	89	32,14%
2021/22	272	188	84	30,88%

Source: MLM Organizational Structure

The vacancy rate within MLM clearly indicates that the municipality will have the capacity at 69, 12% to deliver on its mandate if the data was to be interpreted directly. However, possibilities may arise wherein the structure may not be aligned to the strategy which will hinder the performance of the municipality. The analysis of its human capital must assist in reviewing and align the structure with the strategy of the municipality.

The one thing that has been proven to be consistent within the municipality, is the ability to retain its staff. The figure below highlights the staff turnover of the municipality.

Figure 12: Staff Turnover



Source: MLM Organizational Structure

The staff turnover was high in 2019/20 and 2020/21 but declined in 2021/22. In this regard, the municipality is able to retain its institutional memory, but it must not allow complacency to creep in as that may lead to the capacity compromised.

Table 39: Departmental or Directorates Responsibilities

<p>MUNICIPAL MANAGER'S OFFICE</p>	<p>CORPORATE SERVICES</p>
<ul style="list-style-type: none"> • Overall responsibility for the organization • Strategic Planning (IDP,PMS,SDBIP) • Communication • Internal Auditing & Risk Management • Legal Services 	<ul style="list-style-type: none"> • General Administration (Human Resource) • Council Support • Policies and Procedures • Capacity Building/Training • Occupational Health and Safety • Information Technology • Public Participation
<p>SPATIAL PLANNING AND ECONOMIC DEVELOPMENT</p>	<p>TECHNICAL SERVICES</p>
<ul style="list-style-type: none"> • Spatial Planning • LED • Land Reform • Building Regulations 	<ul style="list-style-type: none"> • Municipal Roads and Storm Water • Infrastructure management • Project Management • Drainage and Storm Water • Housing Facilitation
<p>BUDGET AND TREASURY</p>	<p>COMMUNITY SERVICES</p>
<ul style="list-style-type: none"> • Income and Expenditure • Debt Management • Budgets • Asset Management • Financial Reporting • Supply Chain Management • Fleet Management 	<ul style="list-style-type: none"> • Waste Management • Sports and Recreation • Parks and Cemeteries • Traffic and licensing • Youth and Gender matters • Thusong Services Centre • Disaster Management

4.6.5 Management Systems

The Management has developed management systems that are used to deliver services to the municipal constituencies. A management system consists of policies, procedures, personnel, plans and equipments to enable the municipality to have good governance, cost effective and efficient delivery of services. A synopsis of the various management systems are highlighted hereunder:

4.6.6. Employment Equity Plan

The municipality has developed and approved the Employment Equity Plan in terms of the Employment Equity Act (Act 55 of 1998). The plan reflects the municipality's employment equity implementation program. It also represents the critical link between the current workforce profile and possible barriers in employment policies, practices and procedures, and the implementation of remedial steps to ultimately result in equitable representation of the workforce. The objectives of the plan are stated below:

- To do away with all forms of unfair discrimination regarding employment practices and policies
- To eradicate all barriers that may hamper the advancement of the designated groups.
- To ensure that management is actively committed to implementing employment equity measures.
- To create and employ IDP related strategies to make reasonable and serious progress on employment equity on all occupational levels.
- To ensure that the numerical goals and targets for each year, as set out in this plan are achieved.

4.6.7 Information Communication Technology System

The municipality has an Information Technology (IT) Sub-Division which is responsible for assisting the municipality by providing a stable information technology infrastructure and optimal functioning of internal application systems to meet the service delivery needs of the community. The key functional areas of the IT Division are:

- Corporate IT governance and strategy
- Servers, network systems & desktop maintenance
- IT infrastructure and application management
- IT disaster recovery and business continuity
- IT security
- Records management

4.6.8 Skills Development

The municipality places greater emphasis towards capacitating its personnel in line with the Skills Development Act (Act.NO.97 of 1998) and the Skills Development Levies Act (Act No. 9 of 1999).

The municipality has developed a comprehensive Work Skills Plan of which the Equity Plan forms an integral part and has registered with the Local Government Sector Education and Training Authority.

This legal framework and the National Skills Development Strategy are intended to encourage employers to comply with legislations by so doing:

Support economic growth for employment creation and poverty eradication

- Promote productive citizens by aligning skills development with national strategies for growth and development.
- Accelerate Broad based Black Economic Empowerment and Employment Equity, and
- Help to create a competitive and productive work environment.

The municipality experiences the following challenges regarding skills development:

- About 40 employees are without grade 12
- Conduct management.

4.6.9. Performance Management System

The municipality has a functional performance management system aligned to the IDP, Budget and SDBIP. This system assists the municipality to monitor measure and assess performance of both the institution and individuals. Reports are generated on a monthly, quarterly, and annual basis.

4.6.10 Sector Plans, Strategies, By-laws and Policies Status Quo

The municipality has developed sector plans in order to effectively achieve its priorities and objectives and comply with relevant legislation such as MSA, MFMA, NEMA and others. The table below outlines sector plans that have been developed for service delivery and compliance purposes.

Sector Plans & Strategies	Status Quo
Spatial Development Framework	Approved
LED Strategy	Approved
Housing Chapter	Approved
Integrated Transportation Plan	Under development
Integrated Waste Management Plan	Under review
Infrastructure Maintenance plan	Under development
Road Master Plan	Under development
Workplace Skills Plan	Approved
Disaster Management Plan	Approved
Public Participation Strategy	Approved
Credit control & Debt collection Policy	Approved
Property Rates Policy	Approved

Tariff Policy	Approved
EPWP Policy	Approved
Bursary Policy	Approved
By –Laws on Noise, Street & Public Nuisance	Approved
Parks and Public –Open Spaces By-laws	Approved
Budget Management Policy	Approved
Cash Management Policy	Approved
Deposits and Refunds Policy	Approved
Supply Chain Management Policy	Approved
Virement Policy	Approved
Travel and Subsistence Policy	Approved
Indigent Policy	Approved

4.7 ENVIRONMENTAL ANALYSIS

4.7.1. Background

The Maruleng Municipal Area is faced with environmental risks and trends that lead to environmental degradation. In order to ensure that developments carried out by the municipality are sustainable, the IDP takes into consideration environmental and socio-economic issues in decision making, project planning and implementation. A summary of an environmental analysis is here outlined, and it will provide the basis for identification of priority environmental challenges facing the municipality.

4.7.2 Topography and hydrology

Maruleng is relatively rich in water as there are four major river systems that transverse the municipality namely Ga-selati, Makhutswi, Olifants and Klaserie river. There are few dams and of which the most prominent include the Hlakula and Jan Wassenaar. The majority of municipal area is evenly sloped except the south due to the Drakensberg escarpment, around the area of Mica due and to the north of Trichardtsdal.

It should be noted that the northern escarpment of the Drakensberg series represents some Strategic Water Source Areas and also Threatened Terrestrial Ecosystems. The strategic Water Source Area supply a disproportionate amount of mean annual runoff to the municipal area, and the deterioration of water-quality and quantity in this area can have an excessively large negative effect on the functioning of downstream ecosystems in Maruleng.

Several Wildlife Estates and Conservancies also exist in their triangular area between Hoedspruit, Klaserie and route R36 as it enters the Municipal Area in the vicinity of Ga-Mabins. It is evident that the areas to the north, east and south almost represent a continuous strip of National Parks and Provincial and Private Natural Reserves.

In terms of climate conditions, large parts of the municipality are identified as a semi-arid zone which means that the municipal area receives low annual rainfall, roughly 401-600mm rainfall per annum. The southern parts towards the Drakensberg escarpment does not experience dry climate when compared to the entire municipal area, as rainfall is estimated to be from 600mm and can even exceed 1000mm per annum.

4.7.3 Nature reserves and protected areas

The Municipal Area and surroundings represent some pristine Protected Areas and Conservation Areas, including the Kruger National Park (KNP), Timbavati Game Reserve, Klaserie Nature Reserve and Blyde River Canyon Nature Reserve to the south. These areas from the backbone to the municipalities' wildlife economy and both state and private nature reserves enjoy the same status under the Protected Areas Act. Although not all private nature reserves in the area are fully proclaimed, government backed initiatives are underway to secure this status for all portions which are not yet proclaimed.

4.7.4 Climate

Most of the rain in the municipal area is received during summer (75%). The temperature ranges from a high average of 21 degrees Celsius to a very high average of 25 degrees Celsius.

4.7.5 Global Warming

Global warming is defined as the increase in the average temperature on earth. As the earth gets hotter, disasters like hurricanes, floods, droughts, and raging forest fires do get more frequent. The municipality experienced heavy flooding during the 2011/12 financial year. Global warming is caused by climate change that results in a rise of temperatures. Turkey 1-4, Enable, Butswana, Worcester A&B and Molalane cross are the most drought-stricken areas and they are either depended on mountain stream or boreholes for domestic water supply and livestock.

4.7.6 Air Pollution

Pollution of the air is a major environmental problem. Vehicles, mines, and industries pollute the air by releasing harmful gases. Another source of air pollution is leakage of sewage and companies burning their waste, causing bad odour.

4.7.7 Water pollution

Water pollution in the municipal area affects most people as many of them stay in rural areas and depend on river water. The major cause of water pollution is the sewage leakage and release of industrial waste into streams as well as illegal solid waste dumping along the river system. People washing their clothes in rivers using detergents also cause water pollution as well as usage of herbicides and pesticides by farmers. The lack of water-borne sewerage systems leads to the contamination of ground water. The municipality has lost five lives due to cholera as a result of contaminated water.

4.7.8 Deforestation

Deforestation is one of the identified major environmental problems affecting most areas in the municipality. This is a problem affecting almost every forest or veld in the municipality. This problem is caused by the wood carvers, firewood collectors, farmers and villagers residing around deforested areas. This can be attributed to poverty, lack of knowledge, unemployment, unclear land policy, traditional practices, and economic gains.

4.7.9 Veld fires

The municipal area often experiences uncontrolled veld fires. These fires have a negative environmental and economic impact. The veld fires are also a threat to human and animal life. The major cause of this problem is poaching, firewood collector, uncontrolled burning for green bite, lack of knowledge about veld fire destruction, lightning and negligence.

4.7.10. Soil erosion

Soil erosion has a negative effect on the environment as it affects the larger part of the municipal area. This affects people residing in eroded areas, by worsening floods and decreasing agricultural production. The major causes of this condition are deforestation, overgrazing and poor land use management.

4.7.11 Chemical spills and hazardous accidents

There are numerous areas in the municipality that are subject to chemical spills and hazardous accidents that have a detrimental impact on the lives of people. This occurs mainly on the railway lines and along major routes, polluting the air and ground.

4.7.12 Overgrazing

Overgrazing on agricultural land around villagers in the municipality is a common phenomenon. The major cause of this condition is overstocking by farmers as well as drought and floods.

4.7.13 Heritage Sites

There are number of heritage sites in the municipality such as Lekgalametse which is government owned and privately owned Klaseri, Thornybush and Timbavati. There is also natural heritage in the Westfalia Estates.

4.7.14 Natural Water Bodies/Wetlands

A wetland was identified in Makgaung area and if properly managed, could be of economic importance to the local community.

4.8 WASTE MANAGEMENT

4.8.1. Refuse removal.

The municipality provides waste collection services in three urbanized areas: Hoedspruit, Kampersrus for a total of 1666 households and it accounts to about 6.8% of households. In both commercial and residential areas collection takes place once a week. No refuse removal is provided to the 33 villages. These households rely mostly on backyard dumping and burning. Maruleng has outsourced collection and transportation. The municipality is planning to roll-out waste collections to all villages.

4.8.2 Waste disposal.

The municipality has one licensed land fill in the Worcester area, which is poorly managed.

Table 40: Percentage Distribution of Households by Type of Refuse Disposal

Type of refuse removal	Census 2001	Census 2011
Removed by local municipality/private company at least once a week	-	1 434
Removed by local municipality/private company less often	-	232
Communal refuse dump	275	250
Own refuse dump	14 692	19 410
No rubbish disposal	3 678	2 828
Other	-	315
Total	19 668	24 470

Census 2011

4.8.3 Challenges and opportunities.

- Currently collecting waste refuse on urban areas
- The municipality has one licensed land fill in Worcester area.
- To roll-over waste collection to villages adjacent to the land fill site

4.8.4 National and Provincial interventions

The Department of Environmental Affairs has deployed a dedicated official based at the District Municipality to support Mopani District Municipality and its local municipalities with environmental management services. DEA has also supported the municipality financially through the funding of projects.

4.8. SOCIAL ANALYSIS.

4.2.6.1 Background

The historic imbalances in South African society resulted in the majority of our people living without land and housing, access to safe water and sanitation for all, affordable and sustainable energy sources, illiteracy, poor quality education and training, poor and inaccessible health services. Here is the socio-analytic reflection of MLM.

4.2.6.2 Integrated and Sustainable Human Settlements

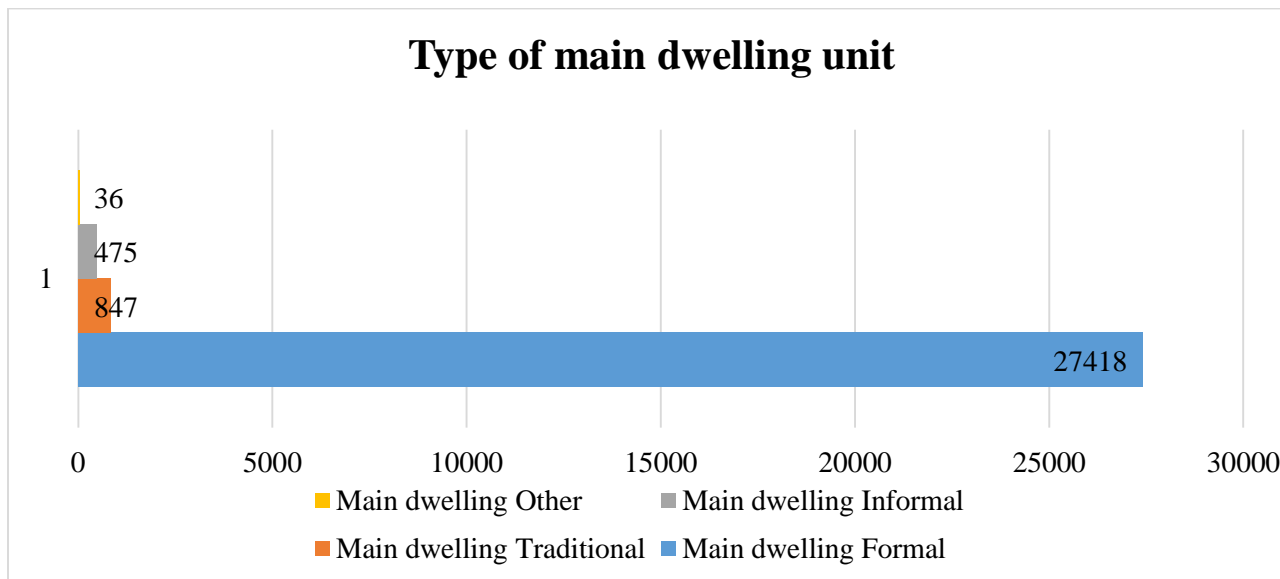
Housing is the mandate of COGHSTA and the municipality plays a facilitation role between the community and the department. About 23 330 (95.3 %) of all households are residing in a formal dwelling and 4.6% households reside in either informal or traditional dwelling. Table 18: below depicts the type of dwelling.

Table 41: Types of Dwelling

Type of dwelling	Census 2001	Census 2011
House or brick on a separate stand or yard on a farm	75.4	23 125
Traditional dwelling/hut/structure made of traditional materials	15.8	637
Flat or apartment in blocks or flats	2.3	142
Cluster house in complex	0.4	21
Townhouse (semi-detached house in a complex)	1.6	24
Semi-detached house	1.5	18
House/flat/room in backyard	1.5	86
Informal dwelling/shack in back yard	1.5	138
Informal dwelling (shack not in a backyard, e.g. in an informal/squatter or on a farm)	1.2	84

Room/flat let on a property or larger dwelling/servants quarters/granny flat	0.3	73
Caravan or tent	-	26
Total	100	100

Type of main dwelling unit



(Stats SA -2011 & CS, 2016)

Figure 13: Type of Main Dwelling Units

4.2.6.3 Housing Backlog

According to municipal information the current housing backlog exists mainly in the rural villages and is estimated at 1140 households. COGHSTA for the financial year 2015/16 has allocated 150 houses and of which 50 are completed and 100 under construction and this will reduce the backlog 990. The municipality has a Housing Chapter that outlines how the backlog will be eradicated.

4.2.6.4 Challenges

- ❖ None availability of land in Hoedspruit (economic hub) to build low costing housing as an attempt to build integrated human settlement.
- ❖ Poor quality of some RDP houses

4.2.6.4 Informal settlement.

Informal settlement has major negative effect to the environment in that through its practice the vegetation is destroyed when buildings are built. The major causes of informal settlements are poverty, unemployment, population growth and urbanization. The municipality has two informal settlements with 590 dwellings accommodating 3540 households.

4.8.1 Health

The challenge of the health sector in South Africa is to develop a unified national health system capable of delivering quality health care to all citizens efficiently and a caring environment. The Department of Health is established to negotiate sustenance of life in the shadow of death. Natural causes, injuries and human actions cause a surge on human survival which need both society and health care providers to collaborate. Primary Health Care is largely preventative while hospitals are curative-orientated.

4.8.1.1 Health Provision Standards

The World Health Organization set the standard of 1: 40 (1 Professional Nurse should serve about 40 patients). The municipal status quo implies that 1 Professional Nurse is to the population of 1 832 as opposed to a standard of 891 calculated against the population and the staff. The national standard for access to health services is at about 5 km radius. The Maruleng municipality has approximately 70.83 of the communities situated within a 5 km radius of a clinic. This means that the municipality has 1 clinic for every 6 841 people compared to Ba-Phalaborwa municipality which has a ratio of 12 731 per clinic. Patients should not spend more than 3 hours waiting to be served. Utilization rate of clinics is targeted at 3% calculated against head by population. Maruleng stands at 3.2% for > 5 and 6.1 for the above age. At the moment there is 1 Hospital at Sekororo and 10 clinics at various villages.

Table 42: Health Facilities and Population Nexus

Eastern Local Area

Facility/Clinic	Headcount
Hoedspruit	19 089
The Oaks	18 440
The Willows	25 752
Mabins	25 399
Turkey	33 068

Western Local Area

Facility/Clinic	Headcount
Bismarck	20 244
Sofaya	23 644
Lorraine	23 568
Sekororo	24 942

Calais	11 527
Sekororo Gateway	17 148

Mobile Clinic Services

- Mobile clinic services are clustered into five components namely:
- Hoedspruit Mobile Clinic has three units servicing about 27 851 populace, and
- Sekororo Mobile Clinic has two units servicing about 28 424 populace.

Table 43: Staff Mix

CATEGORY	APPROVED	FILLED	VACANCY
Deputy Manager	1	0	1 (100%)
Assistant Manager	2	1	1 (50%)
OP Manager	11	9	2 (19.2%)
Professional (PHC)	109	53	56 (51.4%)
Professional Nurses (Hosp)	120	73	47 (39.2%)

Enrolled Nurses	90	61	29 (33.3%)
Auxiliary Nurses	33	29	4 (12.2%)
Medical Officers	40	9	31 (77.5%)
Total	359/406	196/244	45.4%/54.6%

4.8.1.2 Prevalence range of diseases

During the past decades, there has been an exponential growth in the number of HIV/AIDS infections in South Africa. This growth has been accompanied by greater visibility of the epidemic, especially owing to the increasing number of AIDS deaths. Despite the scale of the epidemic, there is relatively limited data on the impact at personal, community, business, or national level. One reason for this undoubtedly is the enormous stigma that is still attached to HIV infections. The rate of HIV/AIDS according to 2013/14 information from the Department has increased from 8.4% in 2013/14 to 11.7% in 2014/15 financial years respectively.

The contributory factors for high prevalence of HIV/AIDS and related diseases amongst others are:

- Poverty, gender inequality and orphanage
- Rapid urbanization and cultural modernization.
- Cross border gates and national route
- Dynamics of a growing economy
- Increase in the commercialization of sexual activities.
- High unemployment rate
- Low literacy rate
- Alcohol and substance abuse
- High crime rate
- Submissive feeling to superiors

Although the epidemic affects all sectors of society, poor households carry the greatest burden and have the least resources available to cope with the impact of the disease. There are number of non-governmental organizations focusing on HIV/AIDS education, awareness, and prevention programs such as Hlokomela. Other prevalent diseases in the municipality are:

- Hypertension
- Tuberculosis
- Arthritis
- Malaria
- Cholera

Table 44: Comparative HIV Positive Rate in the District

SUBDISTRICT	POPULATION	STATUS (%)	
		2013/14	2014/15
Ba-Phalaborwa Municipality	156 647	5.8	4.9
Greater Giyani Municipality	247 190	7.3	5.2
Greater Letaba Municipality	215 843	8.8	8
Greater Tzaneen Municipality	402 152	10.6	8.1
Maruleng Municipality	94 587	8.4	11.7
Mopani District	1,188 941	8.3	6.8

Table 45: Health Challenges and Interventions

Health Case	Challenges	interventions
HIV/AIDS and Sexually Transmitted Diseases and Tuberculosis (HAST)	Defaulting of patients	Outreach, tracing of defaulters and civil responsibility
Human Resource	Shortage of health professionals and resignations	Direct appointments, bursary granting and establish maintenance hubs
Infrastructure Development	Small and dilapidated structures	Expanding of the structures in preparation of ideal clinics and maintenance
Disease burden	HIV/AIDS, pneumonia	Recommend for Community Health Centre and advocate for healthy lifestyle
Old buildings	Small sized consulting rooms	Mobile structures and revitalization of Sekororo Hospital
Patient waiting time	Patients stay long in the facility	Triaging, pre-retrieval of chronic files, guided bookings with designated Professional Nurses with specific number of patients
Staff accommodation	Nurses' homes	Revitalization of nurses' homes
Social determinants	Attraction and retention of skilled personnel	Liaise with municipalities for provision of social amenities
Governance	Non-functionality of clinic committees and lapse of boards	Launch and workshopping of statutory bodies

24 hours services	Insufficient 24 hours services	Policy development and engagement are underway
Community Health Centre	Coverage of population and adequate staff mix	Building of Community Health Centre
Spiritual antagonisms	Beliefs impairs compliance to medical prescription	Community awareness programmes on health education

4.8.2 Social Development

Welfare policies and programmes form an important part of the government's anti-poverty strategy, with most of the budget being allocated to provinces. About 7592 people receive social grants. There is still limited knowledge of, and access to these grants, especially in rural areas. One more critical challenge is recorded in Foster Care grants whereby a delay is witnessed when social workers take unreasonable time to assess the families.

To this end, a sizeable number of poor households are currently not receiving any form of social assistance and the child support grant has failed to respond to the deepening problem of child poverty. There are 69 Early Childhood Development centres and 13 DSD service points.

4.8.3 Safety and Security.

The South African Police service (SAPS) is responsible for the safety and security in the municipality. Hoedspruit police station has shown a decline since 2002. However, crime, particularly malicious damage to property has recently increased in the municipality due to service delivery protests. The most common crimes in the area are assault and theft. There are Community Policing Forums (CPF's) in all the wards. There is one police station which is in Hoedspruit and one satellite police station in Hlohlokwe. Maake police station also provides service to some of our areas. Shortage of police personnel and effective community policing are critical challenges.

For the municipality to achieve economic growth, safety and security is required to attract investments and thus create jobs and poverty alleviation. The municipality should work jointly with the Department of Safety and Security, develop, and implement crime prevention strategies. The table below depicts crime ratings and frequencies:

Table 44: indicates crime ratings and frequency (Aril 2012-March 2017)

CRIME CATEGORY	Number	FACILITIES
All theft not mentioned elsewhere	159	<ul style="list-style-type: none"> ▪ 1 Police station ▪ 2 satellite stations
Burglary at residential premises	62	
Burglary at non-residential premises	48	
Assault with intent to inflict grievous bodily harm	91	
Common assault	53	
Malicious damage to property	43	
Sexual crimes	18	
Shoplifting	14	
Common robbery	10	
Robbery with aggravating circumstances	19	
Crimen injuria	9	
Stock theft	4	
Culpable homicide	10	
Arson	5	

Murder	7	
Theft of vehicles	9	
Illegal possession of firearms	4	
Car hijacking	2	
Public violence	0	
Kidnapping	2	
Truck hijacking	0	

Source: Dept Safety & Security.

4.8.4 Education

There are 39 primary schools, 1 combined school and 22 secondary schools. There are also approximately 32000 learners in schools. The teacher pupil ratio is 1:43 on average in primary and 1:39 in secondary schools, although the norm is 1:35 in secondary schools and 1: 40 in primary schools. Learner: teacher ratios are substantially higher than the national norm.

There is a serious shortage of schools, and more especially, classrooms in both primary and secondary schools. Infrastructure such as electricity, water, sanitation is also needed in many schools. Education investments are crucial for sustained economic growth as it directly contributes to increased work productivity, more rapid technological adaptation and innovation, as well as better natural resource management. There are 15 ABET centres.

The municipality does not have a single institution of higher learning, hence the shortage of skills in the area. The municipality has a backlog of 66 classrooms.

4.8.5 Sports, Arts and Culture and community facilities

Sports and recreational activities are coordinated by the Department of Sports, Arts and Culture in liaison with the local municipality. The sports council was established in the municipality which co-ordinates sporting activities (comprised by community members, Department of sports and officials from the municipality). The development of sports in the municipality is still a challenge. The municipality has three stadiums, namely Maruleng showground. The Willows and Calais stadium. There is also Metz sports hub which has facilities of different sporting codes. Currently the Municipality is constructing a world-class indoor centre sports facilities at Maderia village.

4.8.5. 1 Arts and Culture

The Arts and Culture Committee was established to coordinate Arts and Cultural activities in the municipality. The municipality also participates in the annual district Arts and Cultural competitions.



The Willows sports field

4.8.5.2 Library Facilities.

There are three libraries in the municipality, two managed by the municipality and the other by the South African National Defence Force. The library in Metz is an important milestone because of its location and accessibility for most community members.

4.8.5.3 Thusong Centre Services

Thusong center in Metz is functional from the beginning of February 2008. Between the 1st of January 2013 and January 2014 about 48000 people were serviced at the Center. These community members were supposed to travel long distance to access these services. The Center intends to bring government close to the people.

The following organizations provide services in the Center:

- SAPS
- LEDET
- Home Affairs
- Department of Labour
- Department of Agriculture
- Maruleng Municipality
- IEC
- Khutso-Kurhula

4.8.5. 4 Community Facilities

The municipality has 14 community halls and is currently busy with designs to construct community hall in Lorraine village.



Moshate Community Hall



4.8.6 Telecommunications

Telecommunications is an information infrastructure that plays a crucial role in the development of other socio-economic sectors. Thus, an effective telecommunication infrastructure, that includes universal access, is essential to enable the delivery of basic services and the reconstruction and development of deprived areas. About 53% of all households have access to a public telephone and as much as 21.6% of households have access to a cell phone but the proportion of households with an in-house telephone within their dwelling is limited to just over 6%. Telkom has a problem regarding telephone infrastructure in terms of new connections.

Access to telecommunications facilities is as follows:

- About 21 368 households have access to cellphone (Vodacom, MTN and Cell-C)
- Only 580 households have access to landline.
- About 10 533 households have access to radio
- About 16 298 households have access to television
- Only 3 182 households have access to satellite television.
- Only 1 299 households have access to a computer.
- Only 519 households have access to internet from home.
- About 5 678 households have to post mail post box/bag (Hoedspruit, Moetladimo and Trichardtsdal)

4.9. Disaster Risk Management

Background

Disaster Management is a continuous and integrated multi-sectoral and multi-disciplinary process of planning and implementation of measures aimed at disaster prevention, mitigation, preparedness, response, recovery, and rehabilitation (Disaster Management Act, Act 57 of 2000). The municipality has a Disaster Risk Management Plan which is in line with Act 57 of 2000. The plan will soon be adopted by Council. The responsibility for the coordination of the overall implementation of the plan is the Disaster Officer and assisted by two interns.

The following were identified as the major disaster risk challenges:

Table 47: depicts major disaster risks prevalent in the municipality.

	TYPE	RISK
1	Hydro meteorological hazards	Drought, Cyclone, Floods, Fire, Hailstorms, Lightning, Severe storms, Windstorms & Tornado
2	Geological hazards	Landslide/mudflow
3	Biological hazards	Food poisoning, foot and mouth disease, malaria, rabies (animals) & communicable diseases
4	Technological hazards	Dam failure, Hazardous material by road accidents
5	Environmental degradation	Air pollution, Deforestation, Soil pollution, Siltation & Land degradation

4.10. MUNICIPAL SWOT ANALYSIS

The Strategic plan of any organization can only be developed once a proper environmental analysis has been conducted. One of the best-known strategic tools for environmental analysis is the SWOT analysis. The SWOT analysis focuses on the internal environment by determining the Strengths and Weaknesses within the organization. When analyzing the external environment, the focus should be on identifying Opportunities, and Threats facing the organization. After meaningful participation, the following SWOT identified by the participants as the strong and weak points of the Municipality, were tabled as follows:

Table 48: Municipal SWOT Analysis

STRENGTHS (Internal)	WEAKNESSES (Internal)	OPPORTUNITIES (External)	THREATS (External)
Positive audit opinion	Maintenance of infrastructure	Agriculture	Water shortage
IDP,PMS and Budget aligned	Grant dependent	Tourism, Tourism Body	Land claims
Effective council structures	Revenue collection	Support from Sector Departments	Lack of available land for development in town
Batho Pele principles are lived out	Enforcement of By-laws and policies	K2C Biosphere	Lack of affordable accommodation in Hoedspruit
Effective implementation of SDF	Records management	Peaceful environment	Climate change, drought, fires, floods etc
Non-reliance on bank loans and overdrafts	Delay in filling vacant Section 56 positions	East Gate Airport (customs and excise Unit, chartered flights to land at East Gate, commercial opportunities	Hazardous materials
Infrastructure (offices and roads)	Unable to attract and retain skilful and competent personnel	Blyde 800 Water Resource (bulk water from Blyde)	HIV/AIDS and communicable diseases

Most positions filled	Non-compliance to workplace skill plan	Alternative energy source (Hydro and solar)	Lack of tertiary institutions
MIG expenditure		Smart partnerships	Crime- Theft
Regular Public Participation		Cooperation with traditional Leadership	Load shedding
		Political support	

4.11. PRIORITIZATION

Government does not have sufficient resources to address all issues identified by communities. Prioritization assists the government, and in this case, primarily the municipality in allocating scarce resources. The following informed the municipality in determining municipal-wide priorities:

- ❖ Greatest needy area
- ❖ Impact the service will make.
- ❖ The potential for poverty alleviation, cost recovery and job creation
- ❖ Revenue generation

4.11.1. Summary of community priorities

The following are the priorities of the municipality:

- **Water**
- **Sanitation**
- **Electricity**
- **Roads and storm water management**
- **Waste management**

- Human settlement (in Hoedspruit for the poor)
- LED
- Education
- Health
- Community facilities
- Safety & security

4.11.2. Priorities, Problem Statement and Objectives

Table 49: Priorities, Problem Statement and Objectives

Priorities	Problem Statement	Objectives
Water	The main problem regarding water is source	<ul style="list-style-type: none"> • Reach balance between the supply and demand of water sources. • To roll-out provision of new water connections to formalized areas. • To improve quality of portable water to consumers • To maintain the existing infrastructure • To provide new infrastructure for new development
Sanitation	Lack of access to basic sanitation has created massive and environmental and health problems in both rural and urban areas in the municipality	<ul style="list-style-type: none"> • To address backlogs regarding sanitation • To maintain and upgrade existing infrastructure
LED	High rate of unemployment	<ul style="list-style-type: none"> • To promote local economic development in the municipality in order to create sustainable jobs
Energy	Failure or interruption of supply and communities receive inadequate services	<ul style="list-style-type: none"> • To ensure that there is a balance between supply and demand of electricity. • To have cost effective electricity serving mechanisms • To ensure reviewal of service provision methods to communities
HIV/AIDS and other diseases	HIV and AIDS is a serious problem threatening our workforce and the community at large, thus increasing the number of orphans and child-headed families	<ul style="list-style-type: none"> • To manage and prevent the spread of HIV/AIDS and other diseases in the workforce and community.

Emergency services and Disaster Management	Unavailability of Disaster and Emergency centers	<ul style="list-style-type: none"> • To have advanced communication and dispatching system in the centers • To render effective and efficient service delivery to the community by quick respond to all emergency calls • To have proper accommodation for public safety
Roads and storm water	Most roads are not well maintained and there is a general shortage of bridges	<ul style="list-style-type: none"> • To ensure the existing of planning and budgeting tools for road maintenance • To improve road mobility in the municipal roads
Institutional Development	Shortage of personnel in Finance and Planning	<ul style="list-style-type: none"> • Filling of strategic positions
Transport and Communication	<ul style="list-style-type: none"> • Non- formalization of tax Industry within the municipality • No proper bus and taxi ranks in Hoedspruit • No access of telecommunication in most rural areas 	<ul style="list-style-type: none"> • To formalize the taxi industry • To build multi-modal public transport stop in Hoedspruit. • Access of telecommunication by rural communities
Environmental Management	The municipality experiences severe environmental effects/problems	<ul style="list-style-type: none"> • To develop and implement Environmental Management Plan
Safety and Security	Shortage of police stations in the municipality	<ul style="list-style-type: none"> • To provide safety and security to all residents by providing adequate facilities and police visibility • To make Maruleng safer tourist destination
Housing	About 4.6% of our population reside in either informal or traditional housing	<ul style="list-style-type: none"> • To provide proper shelter to all residents of Maruleng
Health and social Welfare	<ul style="list-style-type: none"> • There is only one hospital and nine clinics. • There is a general shortage of sports and recreational facilities. • Not enough pay points for social grants 	<ul style="list-style-type: none"> • To provide comprehensive primary health care services • To render an effective sport and recreational services in the municipality • To make social welfare facilities accessible to community members
Education	<ul style="list-style-type: none"> • There is a serious need for education and skills and only 6% of the population have tertiary education. 	<ul style="list-style-type: none"> • To develop education and training strategy which will be informed by the LED Strategy • To communicate all educational needs and issues to the department of education

	<ul style="list-style-type: none"> Shortage of educational infrastructure 	
Land Use Management and ownership	Shortage of land for development and residential for low and middle income in Hoedspruit	<ul style="list-style-type: none"> To purchase land for development and residential
Refuse Removal and Waste Management	<ul style="list-style-type: none"> The municipal collects waste in urban areas only The municipality does not have a land fill site 	<ul style="list-style-type: none"> To render a sustainable, cost-effective refuse removal services to domestic as well as businesses in the entire municipal area To manage waste effectively To have a licensed land fill site

4.11.3 Community priorities

In order to understand the overall, extend of the challenges faced by communities, the priorities were analysed and arranged in chronological order, based on the most raised challenge and least raised challenge. Table 50 below gives a summary of community priorities:

Focus Area	Sub-Focus Area	Order of Priorities	Affected Areas/Wards
Spatial Development	Land	Land for development & human settlement in Hoedspruit	Hoedspruit
	SDF	Review and implementation of SDF	All wards
Social Services	Education	<ol style="list-style-type: none"> Repairs of storm damage schools Replace of old classrooms Extra classrooms Administration blocks Building of circuit offices Establishment of new schools in needy areas Institutions of higher learning 	The whole municipality (institution of higher learning and circuit administrative offices)
	Housing	<ol style="list-style-type: none"> RDP houses & repairing the existing houses 	All villages
	Health	<ol style="list-style-type: none"> New clinics Additional hospital 	All villages (except Hoedspruit, The Willows,
	Safety & security	<ol style="list-style-type: none"> Additional police stations at strategic areas Satellite stations Visibility of law enforcement areas on communities without stations 	All villages that are without these facilities

	Community facilities	<ol style="list-style-type: none"> 1. Community halls 2. Building and maintenance of sports facilities 3. New cemeteries and maintenance of existing cemeteries 	
Economic	Local Economic Development	<ol style="list-style-type: none"> 1. Job creation 2. Shopping malls 3. Resuscitation of defunct projects 4. Building capacity on SMMEs 5. Exploiting existing and new economic opportunities 	All villages
Infrastructural Development	Water	<ol style="list-style-type: none"> 1. Bulk supply 2. Reticulation 3. Boreholes and pump machines 4. Maintenance 	All villages
	Roads & storm water	<ol style="list-style-type: none"> 1. Tarring of access roads 2. Maintenance and grading 3. Storm water and drainage 4. Low level bridges 5. Robots at strategic areas 6. Speed humps 	All villages
	Sanitation	<ol style="list-style-type: none"> 1. VIP toilets 2. Sewer system 3. Replacement of the ageing sewer systems in Hoedspruit and Kampersrus 	All villages
	Electricity	<ol style="list-style-type: none"> 1. Electrification of the remaining households 2. High mast lights & maintenance of existing mast lights 	All villages (extensions only)
Environmental Management	Environmental and Waste management	Health environment and extending refuse removal to rural areas	Wards 2 - 14
Financial Viability	Revenue enhancement	Expand revenue base	The entire municipal area
Institutional Development	Organizational Development	<ol style="list-style-type: none"> 1. Filling of vacant S56 position 2. Staff capacity building 	Municipality

This Developmental Analysis comprises of the technical analysis and needs. Both provide a proper understanding of the status quo in the municipality. Having undertaken the various analysis approach to issues (per sector, per social strata etc), the municipality has come to understand the strengths, weaknesses, opportunities and threats of its own municipal area. The needs and technical issues raised in this Developmental Analysis are critical for the way forward because they are the foundation on which strategies, projects and implementation are based.

5. DEVELOPMENTAL STRATEGIES

Maruleng Local Municipality Integrated Development Plan (IDP) maps the needs of the community and also determines strategies and plans to address the needs as highlighted by the communities through the process of consultation. This section outlines the vision, objectives and strategies set by the municipality to achieve its developmental aims. The approach adopted in this section is based on developing a strategic intent which is firmly entrenched in:

- Responding to the gap analysis and ensuring a developmental approach and an integrated response

5.1. THE STRATEGIC INTENT OF MARULENG LOCAL MUNICIPALITY

An effective integrated planning review process which included a Strategic Planning session held on the 11-13 January 2023 culminated into the review of the strategic intent which ultimately is a summary of what the municipality intends to achieve. The foundation built through strategic planning will assist Maruleng Local Municipality to focus all efforts and actions towards the attainment of the objectives identified, enabling the municipality to live up to the expectations of the communities.

5.1.1. VISION

A vision is the most ambitious dream for the organization and as such it provides direction. A vision defines what the organization hopes to achieve in 5 or 10 years. Maruleng Local Municipality confirmed the already existing vision during the Strategic Planning session to be still steering the municipality as an organization to its dream.

The vision of Maruleng Local Municipality is:

“The powerhouse of socio-economic development through sustainable and integrated agriculture and tourism”

This vision culminates from the following factors: The diverse cultural opportunities within the Maruleng Local Municipality area should be developed into tourist attractions. The agriculture sector growth, and processing opportunities together with that, motivates the opportunity for even more superseded agricultural sector growth and processing.

Maruleng Local Municipality’s vision compliments the vision of Mopani District Municipality, which is: “To be the food basket of Southern Africa and tourism destination of choice” as well as the other municipalities within the District area in order for the District as a whole to succeed.

5.1.2. MISSION

A Mission Statement portrays the municipality’s reason for existence; it maps out how the vision of Maruleng Local Municipality as an organization is going to be achieved.

The reviewed mission of Maruleng Local Municipality is:

“Maruleng Local Municipality is committed to the accelerated provision of quality basic services and promotion of socio-economic development through the harnessing of all resource endowments in an integrated and sustainable manner.”

This mission addresses the objectives of local government section 152 of the constitution and also supports the key provisions of the System Act that is to: “...provide for the core principles, mechanisms and processes that are necessary to enable municipalities to move progressively towards the social and economic upliftment of local communities and ensure universal access to essential services that is affordable to all”

5.1.3. VALUES

The values describe the interrelationship between and the people they serve. As such it describes the business practice applied and values placed on certain principles. The following values were identified:

- Value for money
- Accountability
- Accessible
- Transparency
- Trustworthy
- Professionalism

VALUES	DESCRIPTION
Accountability	The obligation to account. To take responsibility for one's actions.
Accessibility	The obligation to be accessible to everyone.
Commitment	The state or quality of being dedicated to a cause or activity. Willingness to give time and energy to the municipality activities
Integrity	Living this value means that MLM representatives will display behaviour, attitudes and actions informed by honesty, commitment to the company, its policies, procedures and processes.
Professionalism	Living this value means that MLM representatives should treat its communities and customers in a manner that resonates with respect and responsiveness.
Transparency	The obligation to act in an open and transparent manner.
Value for money	Living this value means that MLM representatives ensure that the municipality has obtained the maximum benefit from the goods and services it both acquires and provides, within the resources available to it

5.1.4 SLOGAN

A slogan is a memorable motto or phrase used in a repetitive expression of an idea or purpose. A slogan expresses the uniqueness of an organization. The proposed slogan for Maruleng Local Municipality is:

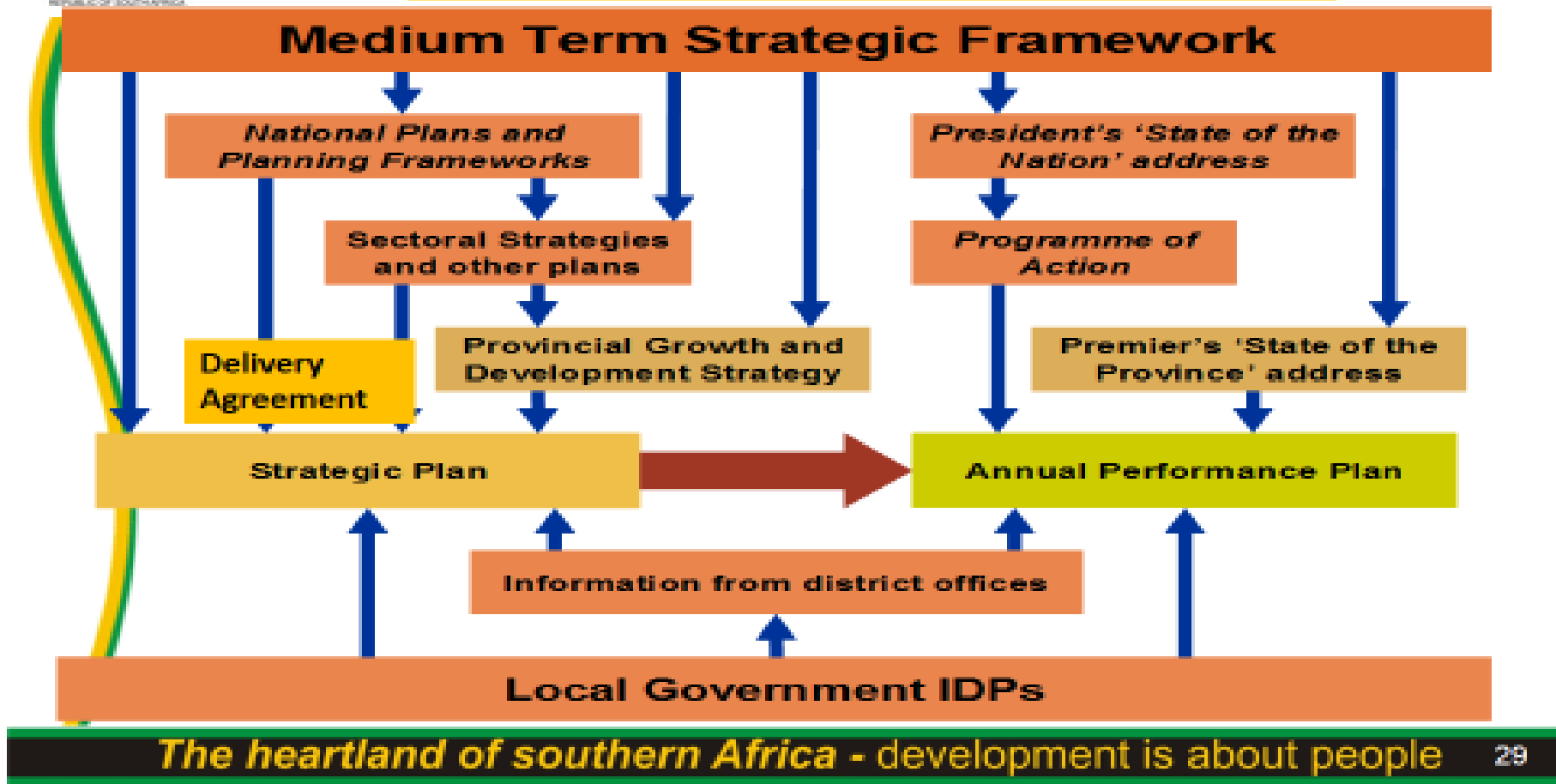
“Wildlife Haven”

This slogan is informed by the fact that the municipality has the largest game/wild farming in the world as part of the municipal area. Many of these game farms are also situated adjacent to the Kruger National Park and therefore provides access to this renowned international natural resource.

5.2. ALIGNMENT WITH PROVINCIAL AND NATIONAL PRIORITIES/STRATEGIES



Developing plans in context



The heartland of southern Africa - development is about people

NATIONAL PRIORITY AREAS

- **Creation of decent work and sustainable livelihoods.**
- **Education.**
- **Health.**
- **Rural development, food security and land reform; and**
- **The fight against crime and corruption**

NATIONAL OUTCOMES

- Improved quality of basic education
- Long and healthy life for all South Africans
- All people in South Africa feel and are safe.
- Decent employment through inclusive economic growth
- Skilled and capable work force to support inclusive growth path.
- An efficient, competitive, and responsive economic infrastructure network
- Vibrant, equitable and sustainable rural communities with food security for all
- Sustainable human settlement and improved quality of household life
- A responsive, accountable, effective, and efficient local government system
- Environmental assets and natural resources that are well protected and continually enhanced.
- Create a better South Africa and contribute to a better and safer Africa and World
- An efficient, effective and development oriented public service and empowered, fair and inclusive citizenship.

Long term planning

1. National Development Plan (Vision for 2030)

THE DIAGNOSTIC



THE PLAN



fric

The National Development Plan Priorities

- An economy that will create more jobs.
- Improving infrastructure.
- Transition to low carbon economy.
- Reversing the spatial effects of apartheid.
- Improving the quality of education, training, and innovation.
- Quality health for all.
- Social protection.
- Building safer communities; and
- Reforming the public sector

Provincial Objectives

- Create decent employment through inclusive economic development and sustainable livelihood.
- Improve the quality of life of citizens.
- Prioritize social protection and social investment.
- Promote vibrant and equitable sustainable rural communities.
- Raise the effectiveness and efficiency of developmental public services.
- Ensure sustainable development.

MTSF outcomes	NDP Chapters	LDP Objectives	Outcomes 9	Municipal Strategic Objectives
Improved quality of basic education	Improving education, training, and innovation	Raise the effectiveness and efficiency of a developmental public service		Building capable institution and administration
A long and healthy life for all South Africans	Promoting health	Improve the quality of life of citizens		Improve community well-being through accelerated service delivery.
All people in South Africa are and feel safe	Building safe communities Fighting corruption	Prioritize social protection and social investment	Deepen democracy through a refined ward committee model	Promote integrated human settlement and agrarian reform
Decent employment through inclusive economic growth	Economy and employment Economy infrastructure	Create decent employment through inclusive economic growth and sustainable livelihoods	Improved access to basic services	Building capable institution and administration
Skilled and capable workforce to support and inclusive growth path	Improving education, training, and innovation	Raise the effectiveness and efficiency of a developmental public service	Improve administrative capacity	Building capable institution and administration
An efficient, competitive and responsive economic infrastructure network	Economy infrastructure	Raise the effectiveness and efficiency of a developmental public service		Develop partnerships. Sound financial management

Sustainable human settlements and improved quality of household life	Transforming human settlement and the national space economy	Create decent employment through inclusive economic growth and sustainable livelihoods	Actions supportive to human settlement outcomes	
A responsive, accountable, and efficient local government system	Building a capable and a developmental state	Improve the quality of life of citizens	Implement a differentiated approach to municipal financing, planning and support.	
Environmental assets and natural resources that well protected and continually enhanced	Environmental sustainability: an equitable transition to low carbon economy	Prioritize social protection and social investment		Putting people first
Create a better South Africa and contribute to a better Africa and the world	Positioning South Africa in the World	Improve the quality of life of citizens	Single window of coordination	Promote intergovernmental function and coordination. Promote local economic development.
An efficient, effective and development orientated public service and empowered, fair and inclusive citizenship	Building a capable and a developmental state	Raise the effectiveness and efficiency of a developmental public service		Building capable institution and administration
Social protection	Social protection	Prioritize social protection and social investment		Putting people first
National Building	Transforming society and uniting the country	Improve the quality of life of citizens		Putting people first

During the strategizing process, further cognizance was taken of the national guidelines to guide local development. The localized strategic guidelines are an important element of the strategies phase that determines how development should be undertaken taking into cognizance the relevant policy guidelines and legislation. The rationale behind the need to develop localized strategic guidelines to ensure that cross cutting dimensions such as the spatial development principles, local economic development strategies, environmental sustainability and poverty alleviation and gender equity aspects are adequately considered when strategies and projects are planned. The localized strategic guideline discussed hereunder, outline the way in which the municipality development strategies and projects consider the national guidelines into consideration the specific conditions in the municipality as indicated in the analysis phase.

5.3. STRATEGY MAP

As part of the Balanced Scorecard methodology a strategy map is used to develop a picture of the strategy of the municipality. It depicts the objectives in support of the strategy in terms of different perspectives, namely the learning perspective, institutional perspective, the financial and the customer perspective. This step strategy formulation acts as the integration of strategy and operational planning. The following are the most important benefits of developing a strategy map:

- It focuses on the most important institutional processes that need to be addressed.
- It combines a growth strategy as well as a productivity strategy to be sustainable.
- It creates a foundation to be innovative.
- It focuses on both the tangible as well as intangible.
- The Strategy Map's methodology is aimed to steer away from a sectoral approach to ensure integrated development of the needs of the municipality.

The strategy map leads to the development of Scorecards at different levels that will be used as the management tool whereby planning, implementation, monitoring, review measurement and assessment can be facilitated. This approach aims to ascertain whether the Maruleng Local Municipality has made any progress towards attainment of its strategies and the objectives as identified. A good strategy map focuses on the strategic logic between cause-and-effect relationships and between current activities and long-term success. The revised strategy map is shown in the picture below:

The strategy map identifies the objectives that Maruleng Local Municipality will aim to achieve.

5.4 STRATEGIC OBJECTIVES

Using the perspectives of the Balanced Scorecard Methodology, the Strategy Map was developed by focusing on the Learning and Growth Perspective as point of departure:

Build capable institution and administration – In order for Maruleng Local Municipality to be able to deliver on its constitutional mandate there is a need to put in place a viable and practical workplace skills plan which will in result in the development of a strategy whereby skilled and capacitated employees will enable the municipality to deliver on their objectives and plans. Critical for the municipality is also to retain those employees who have been trained and capacitated and not to lose them to larger municipalities and other sector departments.

Focusing on the above objectives will enable the Municipalities to have a better equipped and capacitated workforce and thereby improve the institutional processes:

- **Promote integrated human settlement and agrarian reform** – In order for the municipality to achieve its vision, it needs to focus on planning to ensure co-ordination of all sector plans to avoid duplication of efforts and conflicting goals. The planning and implementation cycles within the municipality should be seamlessly integrated and efforts should be focused on to manage information more effectively, including the identification and determination of baseline information and smart application of information to achieve results.
- **Improve community well-being through accelerated service delivery** - In order to become an effective and efficient area, urgent attention needs to be paid to the provision of services (as per the constitutional requirements) to improve the accessibility of services to all members within the municipal area.
- **Build capable institution and administration** – To improve effectiveness and efficiency, standardized policies and procedures need to be established within the municipality. This will lead to open and transparent decision-making and sound governance practices.

Improved effectiveness and efficiency within the municipality will advance the utilization and allocation of financial resources:

- **Sound financial management**– The municipality needs to improve its financial position to ensure optimal utilization of financial resources and thereby becoming financially viable to ensure sustainable service delivery to the communities.
- **Develop partnerships** – The municipality will not be able to achieve financial viability on its own. Partnerships will have to be developed with private enterprises, NGO's, and other agencies with a view to increasing its financial viability.
- **Promote local economic development** – As a result of the high unemployment rate within the municipal area, special emphasis should be placed on local economic development and job creation initiatives.

The objectives within the three perspectives discussed above, will lead to addressing the strategic objectives on the community satisfaction and well-being perspective:

- **Putting people first**– The main focus will be on the upliftment of the socio-economic status of the communities within the municipal area. Maruleng will work to keep the town one of the safest in the country and to create "an informed, aware and involved community."

5.5. OUTCOMES

The Department of Co-operative Governance and Traditional Affairs (COGTA) has identified outcomes whereby the Strategic Agenda can be implemented and monitored. Of critical nature for the municipality will be to link its strategic objectives to Outcome 9. The table below provides the detail whereby the strategic objectives of the municipality can be linked to the six outputs, or five Key Performance Areas as stipulated by the Department of Co-operative Governance and Traditional Affairs (DCOGTA)

DPLG KPA	Outcome 9	Strategic Objectives
Municipal Transformation and Organizational Development	Implementation of differentiated approach to planning, financing, and administration. Administrative and financial capability	Building capable institution and administration
Basic Service Delivery	Improved access to basic services	Improve Community well-being through accelerated service delivery
LED	Community works programme	Promote Local Economic Development Develop Partnerships
Municipal Financial Viability and Management	Administrative and financial capability	Sound financial management
Good Governance and Public Participation	Deepen democracy through refined ward committee system	Putting people first Building capable institution and administration Improve intergovernmental function and coordination

5.6 OPERATIONAL STRATEGIES

Section 26 (1) (g) of the Municipal Systems Act (Act 32 of 200) clearly stipulate that the IDP should also contain the operational strategies of the municipality and Maruleng has achieved this by linking programmes implemented within the municipality to the KPA's identified and linked to the Strategic objectives as contained within the strategy map. Council also must be in a position to measure the impact that the program intends to achieve, and this is indicated by the intended programme result as shown in the tables below. This result must further be measured to determine and indicate progress towards the outcome and therefore a column indicating the programme KPI is also included in the table below. The development of a strategy means that the municipality must be able to plan on a longer term and the strategies should provide an indication on how the municipality intends to achieve the results as shown in the table below.

The operational strategies are represented below in terms of the different KPA's as mentioned previously, but due to the fact that the Integrated Development Plan should be implemented within a specific spatial area within the borders of South Africa all of this should be linked to the Spatial Rationale within which planning takes place.

5.6.1 SPATIAL RATIONALE

STRATEGIC OBJECTIVE: Promote integrated human settlement and agrarian reform.

Priority	Strategic Objective	Strategies	KPI	Baseline	5Yr. Targets (2023-28)	Annual Target (2023/24)
Planning and development	Ensure that planning & development (urban & rural) are done in terms of SPLUMA	Buy-in from traditional authorities. Public participation. Workshops & support planning tribunal	% of all land applications are approved according to SDF, LUMS & building regulations	100%	100%	100%
Land Audit	Ensure that the LUS, Valuation roll, and SDF are rationalised.	Conduct municipal-wide land use survey. Update GIS system in line with spatial changes	Number of settlements/villages surveyed.	0	10	2.5
Township establishment	Ensure that sites are demarcated	Demarcation of sites and township establishment	Number of sites demarcated	2000	2500	500
	Ensure that sites are formalized	Formalization of sites. Enhance infrastructure planning. Monitor compliance to SDF. Alignment of land use scheme management systems (LUMS, SDF, SPLUMA)	Number of sites formalized	3300	2400	500

5.6. 2 BASIC SERVICE DELIVERY

IMPROVE COMMUNITY WELL-BEING THROUGH ACCELERATED SERVICE DELIVERY

Priority	Strategic Objective	Strategies	KPI	Baseline	Target (2023/28)	Annual Target (2023/24)
Water	To ensure that all households have access to basic water by 2030	Liaise with MDM to fast-track the construction of water infrastructure and replace the ageing infrastructure.	Number of households with access to basic water	18216	28 777	20 000
Sanitation	To ensure that all households have access to basic sanitation by 2030	Liaise with MDM to fast-track the construction of sanitation infrastructure and replace the ageing infrastructure.	Number of households with access to basic sanitation	22 983	28 777	23 000
Refuse removal	To ensure that all households have access to basic refuse removal by 2030	Extending refuse removal to all households in the municipality	Number of households with access to basic refuse removal	20 020	28 777	21 000
Electricity	To ensure that all households have access to basic electricity by 2030	Develop strategies and liaise with ESKOM on how electricity will be provided to all households, provision of cost effective, sustainability, and also on maintaining municipality electricity assets. Explore alternative energy sources.	Number of households with access to basic electricity	23 065	28 777	24 000

Priority	Strategic Objective	Strategies	KPI	Baseline	5 Yr. Targets (2023-28)	Annual Target (2023/24)
FREE BASIC SERVICES	To ensure that all indigent households have access to free basic water by 2030	<ul style="list-style-type: none"> To establish backlogs on the provision of free basic services. Develop and implement strategies on the provisioning of Free Basic Services. Update indigent register on a regular basis. 	Number of indigent households with access to free basic water	800	1500	1 300
	To ensure that all indigent households have access to free basic sanitation by 2030		Number of indigent households with access to free basic sanitation	1300	1500	1400
	To ensure that all indigent households have access to free basic electricity by 2030		Number of indigent households with access to free basic electricity	1100	1500	1 300
	To ensure that all indigent households have access to free basic refuse removal by 2030		Number of households with access to free refuse removal	800	1500	1 300

Priority	Strategic Objective	Strategies	KPI	Baseline	5 Yr. Targets (2023-28)	Annual Target (2023/24)
Roads & Transport	To provide safe, affordable, reliable and fully integrated transport, roads and storm water infrastructure by 2030	Develop and implement road storm water management systems to assist in managing the provision of road infrastructure. Increased the accessibility of communities through provisioning of sustainable roads and storm water infrastructure. Development of infrastructure master plan.	Km roads tarred	396.2km	48km	11.25km
			Km roads bladed	188 km	188 km	37.6km
			Km roads maintained	188 km	188 km	37.6km
Human Settlement	To ensure that all households have access to proper and safe housing by 2030	Develop status quo of housing backlog in the municipality. Liaise with COGHSTA to eradicate housing backlog	Number of households with access to at least RDP standard housing	27 723	1 054	166

Priority	Strategic Objective	Strategies	KPI	Baseline	5 Yr. Targets (2023-28)	Annual Target (2023/24)
Maintenance of infrastructure	To ensure that all buildings are maintained	Ensure appropriate maintenance of buildings	Number of buildings maintained	13	20	14
	To ensure that all municipal parks are maintained	Ensure appropriate maintenance of parks and gardens	Number of parks and gardens maintained	4	6	6
	To ensure that all municipal street lighting are maintained	Ensure appropriate maintenance of street lighting	Number of street lighting maintained	148	160	148
Recreational facilities	To ensure that community members have access to recreational facilities.	Develop status quo on recreational facilities. Liaise with DSAC to eradicate sporting facilities. Prioritize recreational facilities to be provided through MIG.	Number of recreational facilities to be constructed	15	20	16

ECONOMIC DEVELOPMENT

PROMOTE LOCAL ECONOMIC DEVELOPMENT AND DEVELOP PARTNERSHIPS

Priority	Strategic Objective	Strategies	KPI	Baseline	5 Yr. Targets (2023-28)	Annual Target (2023/24)
Job creation	Ensure the creation of jobs through EPWP and other initiatives	Implementation and monitoring of LED strategy/plans. Labour intensive initiatives.	Number of jobs created through EPWP and other initiatives.	150	750	150
Local Economic Development	To eradicate poverty through tourism initiatives	Intensify functionality of Tourism Forum. Establish partnerships with tourism operators. Mobilize funding for emerging operators.	Number of jobs created through tourism initiatives	50	450	120
	To eradicate poverty through agricultural initiatives	Develop partnerships with agricultural businesses. Develop strategies to assist emerging farmers. Establish partnerships for skills transfers to emerging farmers.	Number of jobs created through agricultural initiatives	100	790	250
	To eradicate poverty through enterprise initiatives	Support the establishment of SMMEs and local service provider's programs. Establishment of partnerships (PPP) with established businesses and monitor sustainability.	Number of SMMEs supported	100	700	110
	To promote the municipality in South Africa and international to ensure economic growth	Develop marketing strategies to promote the municipality. Promote the municipality and develop marketing initiatives	% increased investment in the municipality	4%	10%	1.5%

FINANCIAL VIABILITY

SOUND FINANCIAL MANAGEMENT

Priority	Strategic Objective	Strategies	KPI	Baseline	5 Yr. Targets (2023-28)	Annual Target (2023/24)
Revenue	To increase revenue to become financially sustainable by 2030	Implementation of revenue collection strategy. Ensure that measures are put in place for cost recovery and credit control.	% revenue collected	70%	100%	90%
Expenditure & Budget Management	Ensure expenditure as per budget	Ensure the appointment of service providers in done per procurement plan. Users of procurement plan are trained	% budget spent	75%	100%	95%
MIG	To ensure optimum utilization of MIG	Forward planning and monitoring of projects plan to ensure that MIG is spend accordingly	% MIG budget allocation spent	100%	100%	100%
SCM	Compliance with SCM regulations	Adherence to all pieces of legislation governing municipal finance, such Constitution sec.217, MFMA, PPPFA, SCM regulations	% compliance to SCM policies	80%	100%	100%

Priority	Strategic Objective	Strategies	KPI	Baseline	5 Yr. Targets (2023-28)	Annual Target (2023/24)
Asset and inventory management	To manage, maintain and upgrade asset in terms of GRAP 17	Updating of asset register in terms of legislation. Ensure that the asset management unit is resourced. Atleast update asset register twice per annum	% asset GRAP compliance	100%	100%	100%
Fleet management	To ensure that municipal fleet is managed effectively	Ensure that fleet is maintained regularly. Replacement of old fleet.	Number of fleet management reports submitted to council	12	12	12
Investment	Financial mobilization and maximization of interest for surplus cash	Implementation of the policy. Ensure that investment is made with credible financial institutions. Proceeds from investments are utilized for infrastructure development. Invest with institutions that offer the highest interest	% growth in investment account	52%	65%	55%
General Valuation Roll 202-2027	To have accredited GVR	Maintenance of the GVR through section 78 of MPRA	Number of accredited and credible GVR developed	1	1	1

GOOD GOVERNANCE AND PUBLIC PARTICIPATION

PUTTING PEOPLE FIRST, BUILD CAPABLE INSTITUTION AND ADMINISTRATION AND PROMOTE INTER-GOVERNMENTAL FUNCTION AND CO-ORDINATION

Priority	Strategic Objective	Strategies	KPI	Baseline	5 Yr. Targets (2023-28)	Annual Target (2023/24)
Auditing	Ensure improved audit outcome and internal control	Monitoring of action plan and monthly reporting of progress to management and quarterly to council.	% AG queries resolved	94%	100%	100%
			% internal audit findings resolved	60%	100%	100%
		Development of procedure manual by division and performance operation risk management	% of procedure manuals in place	100%	100%	100%
	Ensure sound governance practice	Monthly monitoring of resolutions by management and reporting to progress quarterly to audit committee and council	% of MPAC resolutions implemented	100%	100%	100%
			% of Audit committee resolutions implemented	64%	100%	100%

Priority	Strategic Objective	Strategies	KPI	Baseline	5 Yr. Targets (2023-28)	Annual Target (2023/24)
Risk Management	Ensure risk management processes are aligned to budget	Complying to the schedule of meetings	Annual review of strategic risk register	Risk register reviewed	Risk register reviewed	Risk register reviewed
	Ensure effective mitigation of risks	Monthly monitoring of risks and reporting progress monthly to management and quarterly to risk, audit committee and council	% implementation of identified risks mitigations	100%	100%	100%
Fraud and corruption	Ensure reported cases are resolved	Monthly reporting and monitoring of fraud and corruption cases reported.	% of complaints, fraud and corruption cases reported and resolved	100%	100%	100%

PUTTING PEOPLE FIRST, BUILD CAPABLE INSTITUTION AND ADMINISTRATION AND PROMOTE INTER-GOVERNMENTAL FUNCTION AND CO-ORDINATION

Priority	Strategic Objective	Strategies	KPI	Baseline	Targets (2023-23)	Annual Target (2023/24)
Public Participation	To promote community participation and accountability	Development of public participation programme. Intensify public participation	Number of public participation (imbizos) held	4	60	12
			% of complaints resolved	100%	100%	100%
			Number of functional ward committees	14	14	14
Disaster Management	Ensure appropriate response to disaster management	Development and implementation of Disaster Risk Management Plan	% of disaster prevented, mitigated and level of preparedness against the number of disasters occurred	100%	100%	100%
Intergovernmental Relations	To establish and develop sound inter-governmental relations	Identify and engage prospective partners. Establish status quo on the implementation of critical programmes through IGR structures. Development of corporate Inter-governmental calendar. Evaluate the impact of partnership.	% increase in the sustainable cooperative governance.	80%	100%	100%
Effective council structures	Ensure strengthened Council structures for effective oversight role	Regular capacitating of all municipal council structures	% effectiveness of council structures	100%	100%	100%

PUTTING PEOPLE FIRST, BUILD CAPABLE INSTITUTION AND ADMINISTRATION AND PROMOTE INTER-GOVERNMENTAL FUNCTION AND CO-ORDINATION

Priority	Strategic Objective	Strategies	KPI	Baseline	Targets (2023-28)	Annual Target (2023/24)
Information Technology	Ensure adequate and effective IT infrastructure	Upgrading and maintaining of IT infrastructure	Number of back-up servers procured	6	5	1
		Review of IT plans annually	Number of IT plans reviewed	1	5	1

MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT

BUILD CAPABLE INSTITUTION AND ADMINISTRATION

Priority	Strategic Objective	Strategies	KPI	Baseline	Targets (2021-26)	Annual Target (2023/24)
IDP	Ensure that IDP/Budget are done within the legislated framework	Development and implementation of IDP process plan and	IDP/Budget adopted by council by 31 May	IDP/Budget adopted by council on the 31 May 2022	IDP/Budget adopted by council by 31 May	IDP/Budget adopted by council by 31 May
PMS	To promote accountability and compliance	Conduct regular reporting, assessment, reviews, and capacity building of PMS management	% compliance to PMS regulations	60%	100%	100%
Skills Development	Ensure that all skills development is implemented according to the WSP	Enroll all identified personnel as per WSP	% of trainings conducted	40%	100%	100%
Employment Equity	Ensure compliance to EEP	Appoint people from equity group to the three highest levels in terms of equity target	% of people appointed in three highest levels from equity target	35%	50%	50%
BUILD CAPABLE INSTITUTION AND ADMINISTRATION						
Occupational Health and Safety	To ensure safe working environment	Develop and implement OHS program	Reduction of number of incidents by 1%	1%	0%	1%
Labour relations	Ensure sound labour relation	Functional and effective Local Labour Forum	% of functional and effective forum	100%	100%	100%
Policy and By-laws development	Providing and improving compliance to municipal regulatory environment	Develop and implement policies and by-laws	% of development and implementation of identified policies and by-laws	80%	100%	100%
Legal Services: contracts management	Ensure that the municipality has SLA with all service providers	Conclude SLA with all service providers within 14 days	% of SLA signed within 14 days of the agreement.	100%	100%	100%

DISASTER RISK MANAGEMENT

PUTTING PEOPLE FIRST

Priority	Strategic Objective	Strategies	KPI	Baseline	Targets (2021-26)	Annual Target (2023/24)
Disaster Management	Ensure appropriate response to disaster management	Development and implementation of Disaster Risk Management Plan	% level of preparedness against the number of disasters occurred	100%	100%	100%

ENVIRONMENTAL MANAGEMENT

PUTTING PEOPLE FIRST

Priority	Strategic Objective	Strategies	KPI	Baseline	Targets (2023-28)	Annual Target (2023/24)
Environmental Health Management	To provide a safe, healthy and sustainable environment	Development and implementation of environmental policies. Total environmental quality management.	% reduction in air pollution and other environmental challenges	20%	90%	40%
Climate Change	Mitigate against climate	Development and implementation of climate change mitigation strategy	% development and implementation of climate change mitigation strategy	0%	100%	50%
Environmental protected areas	Actively protect, enhance, and manage the natural environmental assets of the municipality	Update Kruger to Canyon Biosphere zoning to include all protected areas and nature reserves as part of core Zone.	% update and implementation of K2C Biosphere zoning strategy	40%	100%	100%

SPECIAL PROGRAMMES OF COUNCIL

Specific Priority Issue	Strategic Objectives	Strategies/Interventions	Performance Indicator	Baseline	Target (2023-28)	Annual Target (2023/24)
Youth Development	Ensure quality of life for youth through national, provincial, municipal and other initiatives	Intensify the involvement of youth in these initiatives and programmes	% increase in participation by youth in municipal initiatives and mainstream programmes	70%	100%	100%
Disability Development	Ensure the quality of life of people with disability	Intensify the involvement of people with disability in these initiatives and programmes	% increase in participation by people with disability in municipal initiatives and mainstream programmes	50%	100%	100%
Gender Development	To ensure that gender equality is promoted through government initiatives	Intensify the support and promotion of gender equality in the municipality	% increase in participation of communities in gender municipal initiatives and mainstream programmes	60%	100%	100%
Programme for the Elderly	Ensure that elderly people are taken care	Support and promotion of elderly programmes	% increase in participation by elderly in municipal initiatives and mainstream programmes	50%	100%	100%
HIV/AIDS Programmes	Promoting mainstreaming of HIV/AIDS issues in the programmes of the municipality	Mainstreaming of HIV/AIDS issues in all municipal programmes	% increase in HIV/AIDS programmes in the municipality	26.8%	90%	50%

SOCIAL SERVICES

PUTTING PEOPLE FIRST

Priority	Strategic Objective	Strategies	KPI	Baseline	Targets (2023-28)	Annual Target (2023/24)
Education	Ensure the provision of educational facilities.	Liaise with Department of Education to provide requisite educational facilities. Liaise with the Department of Higher Education for the establishment of higher institution of learning in the municipality.	% reduction in educational facilities backlog	66 classrooms	33	33
Health and social development services	Ensure accessible and affordable health and social services	Liaise with Departments of Health and Social development to provide services	Number increased of health social services in the municipality	30%	30%	5%
Sports, Arts & Culture	To ensure a mental and physical health nation	Develop SAC programs. Liaise with DSAC in coordination of programs	Number of people participating in DSAC activities	1000	10 500	2000
Safety and security	Ensure the safety of community and visitors	Liaise with the Department of Safety and Security to provide personnel and facilities and implementation of safety programs	% reduction in crime in the municipality	20%	20%	15%
Telecommunication	Ensure that all households have access to telecommunication services	Liaise will all telecommunication service providers in order to ensure provision of telecommunication services	% access to telecommunication services	50%	100%	70%

6. PROJECTS PHASE

This phase involves the design and specifications of projects identified in the strategy phase by proving clear target to measure performance and impact of the project, timeframe, responsible agent to manage the project, cost implication of the project and the who will be funding the projects.

6.1. KPA: SPATIAL RATIONALE (spatial planning)

Strategic Objective: Facilitate integrated human settlements.

Project Name	Project Description	Project Location	Baseline	Annual Performance Indicator	Annual Target	Medium Term Expenditure Framework			Implementing Agent
						2023/2024	2024/2025	2025/2026	
SDF	Implementation of the reviewed SDF	Municipality	Reviewed SDF	Number of SDF implemented	1	OPEX	OPEX	OPEX	MLM
Update of LUMS	Updating of Land Use Management Scheme to address land usage and expansion in the municipality	Municipality	100%	% of land use applications processed within 30 days from the date received with completed documents	100%	OPEX	OPEX	OPEX	MLM
			100%	% of buildings plans applications processed within 30 days from the date received with completed documents	100%	OPEX	OPEX	OPEX	MLM
Update of GIS	Updating of new information in the GIS	Municipality	4	Number of GIS updates conducted	40	OPEX	OPEX	OPEX	MLM
Township Establishment (Berlin portion 39)	Development of a new township in Hoedspruit	Hoedspruit	New	Number of new townships established	1	200,000	-	-	MLM

6.2 KPA: BASIC SERVICES AND INFRASTRUCTURE DEVELOPMENT

Strategic Objective: Improve community well-being through accelerated service delivery.

6.2.1 Priority: Roads, Storm water and Bridges

Project Name	Project Description	Project Location	Baseline	Annual Performance Indicator	Annual Target	Medium Term Expenditure Framework			Implementing Agent
						2023/2024	2024/2025	2025/2026	
Maruleng low level bridges	Construction of low-level bridges	Maruleng villages	2	Number of low-level bridges constructed	3	10,000,000	10,000,000	5,000,000	MLM
Balloon internal street	Construction of km gravel road to paved road	Balloon	Designs	Number of bridges constructed	2	10,848,081	15,986,848	11,422,451	MLM
Mabins cross access road	Construction of km gravel to paved road	Mabins	1.3km	Number of metres of Mabins access road	1.3km	16,450,000	-	-	MLM
Sofaya to Mahlomeng access road	Construction of km gravel road to surface	Sofaya to Mahlomelong	2km	Number of km of Sofaya to Mahlomelong road surfaced	2.5km	20,000,000	-	-	MLM
Rehabilitation of Ga-Sekororo access road	Rehabilitation of a road	Ga-Sekororo	3 km	Number of km of Ga-sekororo road rehabilitated	0.2km	5,300,000	-	-	MLM
Rehabilitation of Kampersrus road	Rehabilitation of a road	Kampersrus	2km	Numbers of km Kampersrus road rehabilitated	0.45km	3,000,000	-	-	MLM

Project Name	Project Description	Project Location	Baseline	Annual Performance Indicator	Annual Target	Medium Term Expenditure Framework			Implementing Agent
						2023/2024	2024/2025	2025/2026	
Scotia internal street	Construction of km gravel road to paved	Scotia	Designs	Number of km of Scotia internal streets paved	0.8km	10,000 000	10,000,000	10,000,000	MLM
Sedawa internal street (Block 7)	Construction of km gravel road to paved	Sedawa	New	Designs developed	Designs	2,000,000	1,304,348	8,566,609	MLM
Shikwane access road	Construction of km gravel road to paved	Shikwane	Designs	Number of km of Shikwane road paved	1 km	15,067,981	6,957,413	-	MLM
Rehabilitation of Metz access road	Rehabilitation of a road	Metz	3 km	Number of km of Metz access road rehabilitated	2 km	9,000,000	-	-	MLM
Madeira access road	Construction of km gravel road to paved	Madeira	New	Designs developed	Designs	3,000,000	-	-	MLM
Rehabilitation of Lorraine access road	Rehabilitation of a road	Lorraine	Damaged road	Designs developed	Designs	1,600,000	-	8,000,000	MLM
Butswana access road	Construction of km gravel road to paved	Butswana	3.4 km	Number of km of Butswana access road paved	3.4 km (culverts)	250,000	-	-	MLM

Project Name	Project Description	Project Location	Baseline	Annual Performance Indicator	Annual Target	Medium Term Expenditure Framework			Implementing Agent
						2023/2024	2024/2025	2025/2026	
Santeng Molalane access road	Construction of kilometres of gravel to paved	Santeng Molalane	New	No target	No target	-	1,000,000	11,000,000	MLM
Molalane access road	Construction of km gravel road to paved road	Molalane	New	Designs developed	Designs	2,300,000	8,000,000	12,000,000	MLM
Mashoshing internal street	Construction of km gravel road to paved road	Mashoshing	Designs	Number of km of Mashoshing internal street paved	1.5km	12,300,000	12,600,000	-	MLM
Metz internal street	Construction of km gravel road to paved road	Metz (Ward 9)	New	Designs developed	Designs	1,000,000	8,000,000	-	MLM
Essex road	Construction of km gravel road to paved road	Essex	New	Number of km of Essex Road developed	1km	15,000,000	20,000,000	27,000,000	MLM
Makgaung internal street	Upgrading of gravel to paved road	Makgaung (Ward 8)	Designs	Number of km of Makgaung internal street paved	0.5km	4,500,000	10,000,000	10,000,000	MLM

Project Name	Project Description	Project Location	Baseline	Annual Performance Indicator	Annual Target	Medium Term Expenditure Framework			Implementing Agent
						2023/2024	2024/2025	2025/2026	
Guernsey access road	Upgrading of gravel to paved road	Guernsey	New	No target	No target	-	1,000,000	8,000,000	MLM
Liverpool access road	Upgrading of gravel to paved road	Liverpool	New	No target	No target	-	1,000,000	8,000,000	MLM
Lorraine-Belleville-Nkopedji road	Upgrading of gravel to paved road	Lorraine-Belleville-Nkopedji	New	Designs completed	Designs	1,600,000	1,304,348	9,299,214	MLM
Makgaung ring road	Upgrading of gravel to paved road	Makgaung	New	No target	No target	-			MLM
Bismarck access road	Upgrading of gravel to paved road	Bismarck	New	Designs completed	Designs	200,000	1,500,000	-	MLM
Rehabilitation of Oaks – Finale Road	Rehabilitation of a road	Oaks – Finale	Damaged road	No target	No target	-	1,000,000	-	MLM
Rehabilitation of Hlohlokwe-Sofaya road	Rehabilitation of a road	Hlohlokwe-Sofaya	Damaged road	No target	No target	--	-	1,000,000	MLM

6.2.2 Priority Issues: Maintenance and Repairs

Project Name	Project Description	Project Location	Baseline	Annual Performance Indicator	Annual Target	Medium Term Expenditure Framework			Implementing Agent
						2023/2024	2024/2025	2025/2026	
Roads & bridges	Routine maintenance of municipal roads and bridges	Maruleng municipal area	1 270 339.72 sq.	Number msq of municipal roads maintained	319 834.93 msq	2,500,000	2,622,500	2,745,757	MLM
Buildings	Routine maintenance of 13 municipal buildings	Maruleng municipal area	13	Number of municipal buildings maintained	13	750,000	786,750	823,727	MLM
Machines	Routine maintenance of municipal heavy machinery	Maruleng municipal area	3	Number of municipal machines maintained	3	2,000,000	2,098,000	2,196,606	MLM
Speed Machine	Routine Maintenance of speed machines	Maruleng municipal area	2	Number of speed machines maintained	2	50,000	52,450	54,915	MLM
Solar	Installation of solar in municipal buildings	Municipal buildings	New	Number of municipal buildings with solar installation	3	3,550,000	-	-	MLM
Vehicles	Routine maintenance of vehicles	Maruleng municipal area	14	Number of vehicles maintained	14	1,000,000	1,049,000	1,098,303	MLM
High mast lights	Construction of high mast lights	Maruleng municipal area	New	Number of high masts constructed	2	2,000,000	1,000,000	-	MLM
Streetlights	Routine maintenance of streetlights	Maruleng municipal area	0	Number of streetlights maintained	148	300,000	314,700	329,490	MLM

Parks & gardens	Routine maintenance of 4 municipal parks and gardens	Maruleng municipal area	6	Number of municipal parks and gardens maintained	6	200,000	209,800	219,660	MLM
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6.2.3 Priority Issue: Electricity.

Project Name	Project Description	Project Location	Baseline	Annual Performance Indicator	Annual Target	Medium Term Expenditure Framework			Implementing Agent
						2023/2024	2024/2025	2025/2026	
High mast light	Construction of high mast lights	Maruleng Municipal Area	4	Number of high mast lights constructed	2	2,000,000	1,419,609	1,477,565	MLM
Solar	Installation of solar in municipal buildings	Municipal Buildings	New	Number of municipal buildings with solar installed	3	3,550,000	-	-	MLM

6.2 .4 Priority Issues: Recreation & other facilities

Project Name	Project Description	Project Location	Baseline	Annual Performance Indicator	Annual Target	Medium Term Expenditure Framework			Implementing Agent
						2023/2024	2024/2025	2025/2026	
Maruleng indoor sports center	Construction of indoor sports center	Madeira	70%	% of indoor sports center completion	80%	1,000,000	-	-	MLM
Fencing of cemeteries	Fencing of community cemeteries	Maruleng villages	3	Number of cemeteries fenced & Number of Turkey community hall fenced	3	1,500,000	1,500,000	1,000,000	MLM
Lorraine community hall	Construction of a community hall	Lorraine	90%	% completion of a hall	100%	1,300,000	-	-	MLM
Community hall	Construction of a community hall	Ward 10	New	No target	No target	-	-	1,000,000	MLM

6.2.5 Other Assets

Project Name	Project Description	Project Location	Baseline	Annual Performance Indicator	Annual Target	Medium Term Expenditure Framework			Implementing Agent
						2023/2024	2024/2025	2025/2026	
Vehicles	Purchasing of municipal vehicles	Municipality	14	Number of vehicles purchased	3	7,500,000	2,500,000	5,000,000	MLM
Air-conditioners	Purchasing of Air-conditioners	Municipality	30 air conditioners	Number of air conditioners purchased	5	100,000	200,000	200,000	MLM
Access control	Installing of access control equipment	Municipality	4	Number of access control upgraded	4	-	250,000	2,500,000	MLM
IT Equipment	Purchasing of IT equipment	Municipality	50	Number of IT equipment purchased	50 laptops purchased	1,000,000	270,000	250,000	MLM
Office furniture	Purchasing of office furniture	Municipality	20 tables and 70 chairs	Number of office furniture purchased	2 Executive Tables,3 ordinary tables, 65 high back chairs,70 visitors' chairs,14 boardroom chairs and 600 chairs for 3 community halls	1,000,000	850,000	900,000	MLM

Software	Regular upgrading of software	Municipality	Software updated	Software updated	Software updated	2,000,000	450,000	500,000	MLM
Plant and Equipment	Purchasing of plant and equipment (lawn mowers)	Municipality	0	Number of lawn movers purchased	10 lawn mowers	100,000	370,000	320,000	MLM
Office Equipment	Purchasing of office equipment	Maruleng municipal Offices	0	Number of office equipment purchased	5	100,000	370,000	320,000	MLM
Road signs	Erection of road signs	Maruleng municipal areas	New	Number of road signs erected	15	300,000	-	-	MLM

6.2.6 Priority Issue: Free Basic Services

Project Name	Project Description	Project Location	Baseline	Annual Performance Indicator	Annual Target	Medium Term Expenditure Framework			Implementing Agent
						2023/2024	2024/2025	2025/2026	
Free basic electricity	Provision of free basic electricity to indigent households	Maruleng Municipal area	1100	Number of indigent households with access to free basic electricity	1500	1,000,000	1,049,000	1,098,303	MLM
Free basic refuse removal	Provision of free basic refuse removal to indigent households	Maruleng Municipal area	1100	Number of indigent households with access to refuse removal	1400	OPEX	OPEX	OPEX	MLM

6.3 KPA: LOCAL ECONOMIC DEVELOPMENT

Promote local economic development.

Project Name	Project Description	Project Location	Baseline	Annual Performance Indicator	Annual Target	Medium Term Expenditure Framework			Implementing Agent
						2023/2024	2024/2025	2025/2026	
LED Programs	Provision of support to LED initiatives and programs	Municipal area	80	Number of LED programs supported	80	100,000	104,900	109,830	MLM
K2C Support	Provision of support of K2C Biosphere	Hoedspruit Ward 1	2	Number of K2C programs supported	4	100,000	104,900	109,830	MLM
Animal pounding	Construction of an animal pound	Municipal area	Designs	Number of animal pounds facility constructed	1	3,000,000	-	-	MLM
Agricultural forum	Coordination of agricultural forum	Municipal area	New	Number of agricultural forums coordinated	4	OPEX	OPEX	OPEX	MLM
LED Forum	Coordination of LED forum	Municipal area	New	Number of LED forums coordinated	4	OPEX	OPEX	OPEX	MLM
EPWP	Job creation through EPWP	Municipal area	131	Number of work opportunities created through EPWP	150	2,700,000	-	-	MLM

6.4 KPA: FINANCIAL VIABILITY

Strategic Objective: Sound financial management

6.4.1 Priority Issues: Financial & Asset Management

Project Name	Project Description	Project Location	Baseline	Annual Performance Indicator	Annual Target	Medium Term Expenditure Framework			Implementing Agent
						2023/2024	2024/2025	2025/2026	
Supplementary valuation roll	Development of supplementary valuation roll	Municipality	2022/23 Valuation Roll	Number of supplementary valuation roll developed	1	OPEX	OPEX	OPEX	MLM
Revenue enhancement	Review revenue enhancement strategy	Municipality	2022/23 Revenue Enhancement Strategy	Number of Revenue enhancement strategy reviewed	1	OPEX	OPEX	OPEX	MLM
Cost Coverage	Municipal sustainability rate	Municipality	9 months	Number of acceptable months for municipal sustainability	3 months	OPEX	OPEX	OPEX	MLM
Revenue collection	Revenue collected monthly	Municipality	70%	% of revenue collected monthly	80%	OPEX	OPEX	OPEX	MLM
Debt coverage	Management of debt	Municipality	0%	0%	0%	OPEX	OPEX	OPEX	MLM

Outstanding service debtors to revenue	Management of debtors	Municipality	44%	% of outstanding debtors to the revenue collected	60%	OPEX	OPEX	OPEX	MLM
Asset & inventory management	Development of fully GRAP compliant asset register	Municipality	80%	% compliance to Asset Standard (GRAP 17)	100%	OPEX	OPEX	OPEX	MLM
Asset & inventory management	Development of fully GRAP compliant asset register	Municipality	12	Number of assets update schedules	12	OPEX	OPEX	OPEX	OPEX
Supply chain management	Compliance to Supply chain management regulations	Municipality	80%	% compliance to SCM Regulations	100%	OPEX	OPEX	OPEX	MLM
			4	Number Of compliant in year SCM reports submitted on time to council and Treasury	12	OPEX	OPEX	OPEX	MLM
MSCOA	Uniform reporting for municipality	Municipality	100%	% implementation of MSCOA	100%	OPEX	OPEX	OPEX	MLM

6.4.2 Priority Issues: Financial & Asset Management

Project Name	Project Description	Project Location	Baseline	Annual Performance Indicator	Annual Target	Medium Term Expenditure Framework			Implementing Agent
						2023/2024	2024/2025	2025/2026	
MFMA implementation	Compliance to MFMA	Municipality	100%	% compliance to MFMA	100%	OPEX	OPEX	OPEX	MLM
MFMA reports	Compliance to MFMA reporting	Municipality	20 reports	Number of MFMA reports submitted to Council	20 reports	OPEX	OPEX	OPEX	MLM
Monthly reports	Submission of monthly reports	Municipality	12 reports	Number of Sec 71 reports submitted to the mayor and provincial treasury within 10 working days of the start of the month	12	OPEX	OPEX	OPEX	MLM
Quarterly reports	Submission of quarterly reports	Municipality	4 reports	Number of S52 reports submitted to council within 30 days of the end of each quarter	4	OPEX	OPEX	OPEX	MLM
Mid-year report	Submission of mid-year report	Municipality	1 mid-year report	Number of sec 72 reports submitted to Council and Provincial Treasury after assessment by accounting officer by 25 January	1	OPEX	OPEX	OPEX	MLM

Budget Adjustment	Submission of adjusted budget	Municipality	1 budget adjustment report	Number of adjustment budget reports submitted to council in terms of S28	1	OPEX	OPEX	OPEX	MLM
Annual Financial Statement	Submission of AFS	Municipality	Submitted within prescribed timeframes	Submission of annual financial statements to A-G within prescribed time frames	AFS submitted to A-G by 31/08/2023	OPEX	OPEX	OPEX	MLM
Annual Performance Report	Submission of APR	Municipality	Submitted within prescribed timeframes	Annual performance report submitted within regulated time	Annual performance report to AG 31/08/2023	OPEX	OPEX	OPEX	MLM

6.4.3 Priority Issues: Financial & Asset Management

Project Name	Project Description	Project Location	Baseline	Annual Performance Indicator	Annual Target	Medium Term Expenditure Framework			Implementing Agent
						2023/2024	2024/2025	2025/2026	
Personnel Expenditure	Expenditure on personnel budget	Municipality	74%	% of personnel budget spent	100%	112,197,566	117,708,662	123,283,228	MLM
MIG Expenditure	Compliance to MIG expenditure	Municipality	100%	% compliance to MIG expenditure	100%	31,372,000	32,651,000	33,984,000	MLM
Maintenance expenditure	Expenditure on maintenance budget	Municipality	49%	% of maintenance budget spent	100%	6,950,000	7,290,550	7,633,205	MLM
Capital Expenditure	Expenditure on capital budget	Municipality	80%	% of capital budget spent	100%	161,466,000	115,112,565	137,943,739	MLM
Fleet management	Management of municipal vehicles	Municipality	12	Number of monthly reports submitted on fleet management	12 reports	OPEX	OPEX	OPEX	MLM

6.5 KPA: GOOD GOVERNANCE AND PUBLIC PARTICIPATION

Strategic Objective: putting people first.

6.5.1 Priority Issue: Governance

Project Name	Project Description	Project Location	Baseline	Annual Performance Indicator	Annual Target	Medium Term Expenditure Framework			Implementing Agent
						2023/2024	2024/2025	2025/2026	
External auditing	Auditing by the office of Auditor-General	Municipality	1(Unqualified audit opinion	Number of improved audit opinion (clean audit opinion)	1	6,000,000	6,294,000	6,598,818	MLM
			100%	% compliance of AG audit action plan (external auditing	100%	OPEX	OPEX	OPEX	MLM
			90%	Submit AG action plan to council by 31 January	Submit AG action plan	OPEX	OPEX	OPEX	MLM
			90%	% of AG queries		OPEX	OPEX	OPEX	MLM
Internal auditing	Audit plans & programs	Municipality	4	Number of quarterly internal audit reports with recommendations generated	4	1,000,000	1,049,000	1,098,303	MLM
			Risk based plan	Number of risks based internal audit plan approved	1	OPEX	OPEX	OPEX	MLM
			100%	% of audit and performance resolutions implemented	100%	OPEX	OPEX	OPEX	MLM

			4	Number of PMS audit conducted	4	OPEX	OPEX	OPEX	MLM
Audit Committee	Functionality of Audit Committee	Municipality	4	Number of Audit committee meetings held	4	1,200,000	1,258,000	1,317,963	MLM
Fraud and corruption	Minimization of corrupt activities	Municipality	0	Number of fraud and corruption cases investigated	All reported cases	OPEX	OPEX	OPEX	MLM
Risk Management	Risk management	Municipality	1 (risk-based plan)	Number of annual review of strategic risk plan	1	-	-	-	MLM
Risk Management	Risk management	Municipality	100%	% of risk mitigation measures implemented	1	OPEX	OPEX	OPEX	MLM
Risk assessment	Conducting risk assessments	municipality	1	Number of risk assessment conducted	2	OPEX	OPEX	OPEX	MLM
Risk management	Risk management	municipality	4	Number of institutional risk management committee meeting held	4	OPEX	OPEX	OPEX	MLM

6.5.2 Priority Issue: Governance

Project Name	Project Description	Project Location	Baseline	Annual Performance Indicator	Annual Target	Medium Term Expenditure Framework			Implementing Agent
						2023/2024	2024/2025	2025/2026	
MPAC	Council oversight role	Municipality	100%	% of MPAC resolutions implemented	100%	OPEX	OPEX	OPEX	MLM
			5	Number of MPAC meetings held	4	300,000	341,700	329,490	MLM
Council function & support	Functionality of Council structures	Municipality	8	Number of Council sitting supported	4	OPEX	OPEX	OPEX	MLM
			7	Number of scheduled executive committee meeting held	12	OPEX	OPEX	OPEX	MLM
			16	Number of scheduled portfolio committee meetings held	16	OPEX	OPEX	OPEX	MLM

6.5.3 Priority Issue: Public Participation

Project Name	Project Description	Project Location	Baseline	Annual Performance Indicator	Annual Target	Medium Term Expenditure Framework			Implementing Agent
						2023/2024	2024/2025	2025/2026	
Public Participation	Mayoral public participation meetings	Municipality	14	Number of public participation meetings held	4	1,000,000	1,049,000	1,098,303	MLM
	Community feedback meeting	Municipality	49	Number of community feedback meeting held	56 (4 per ward)	OPEX	OPEX	OPEX	MLM
Complaints management	Promote accountability	Municipality	100%	% of complaints resolved	100%	OPEX	OPEX	OPEX	MLM
Ward committees support	Support to wards	Municipality	14	Number of functional wards	14	3,820,000	4,007,180	4,195,517	MLM
			168	Number of monthly ward committee reports submitted	168	OPEX	OPEX	OPEX	MLM
Communication	Review of the strategy	Municipality	2022/23 Communication Strategy	Number of Communication strategy reviewed	1	60,000	62,940	65,898	MLM
Mayoral bursary fund	Bursaries to needy and deserving matriculates	Municipality	4	Number of learners supported	7	2,000,000	2,098,000	2,196,606	MLM

Traditional Leaders Allowance	Allowance given to Traditional Leaders attending council meetings	Municipality	2	Number of traditional leaders receiving allowance	4	15,000	15,735	16,474.55	MLM
Licensing and administration	Monitor and oversee implementation of daily licensing and administration	Municipality	100%	% monitoring of daily licensing	100%	OPEX	OPEX	OPEX	MLM
Traffic law and enforcement	Monitor compliance to traffic and law enforcement	Municipality	100%	% compliance to traffic law enforcement regulations	100%	OPEX	OPEX	OPEX	MLM
Thusong center services	Ensure that Thusong services delivered are fully operational and effective	Maruleng Thusong center	100%	% effectiveness of services provided at Thusong centre	100%	OPEX	OPEX	OPEX	MLM

6.6 KPA: MUNICIPAL TRANSFORMATION AND ORGANIZATIONAL DEVELOPMENT

Strategic Objective: building capable institution and administration.

6.6.1 Priority issues: IDP & PERFORMANCE MANAGEMENT

Project Name	Project Description	Project Location	Baseline	Annual Performance Indicator	Annual Target	Medium Term Expenditure Framework			Implementing Agent
						2023/2024	2024/2025	2025/2026	
IDP Review	IDP Review process	Municipality	IDP/Budget Adopted by council 31 May 2022	IDP/budget adopted by Council by 31 May 2023	Adopted by Council by 31 May 2023	200,000	209,800	219,660	MLM
IDP/PMS strategic planning session	IDP strategies review	Municipality	1	Number of strategic planning session held	1	550,000	576,950	604,066	MLM
PMS	Performance management	Municipality	4	Number of signed performance agreements for S 54 & 56 within prescribed time	6	OPEX	OPEX	OPEX	MLM

Project Name	Project Description	Project Location	Baseline	Annual Performance Indicator	Annual Target	Medium Term Expenditure Framework			Implementing Agent
						2023/2024	2024/2025	2025/2026	
PMS	S54 & 56 Assessments	Municipality	1	Number of formal assessments conducted (sec 54&56)	2	OPEX	OPEX	OPEX	MLM
	Performance Plans	Municipality	170	Number of officials other done S56 managers with performance plans	170	OPEX	OPEX	OPEX	MLM
	PMS reports	Municipality	4	Number of in year performance management reports submitted to council	4	OPEX	OPEX	OPEX	MLM
	Oversight Report	Municipality	1	Number of oversight report on annual report adopted within stipulated time frames	1	OPEX	OPEX	OPEX	MLM

6.6.2 HUMAN RESOURCE DEVELOPMENT

Project Name	Project Description	Project Location	Baseline	Annual Performance Indicator	Annual Target	Medium Term Expenditure Framework			Implementing Agent
						2023/2024	2024/2025	2025/2026	
Skills Development Workplace skills plan	Skills development for staff and councilors	Municipality	23	Number of employees and councilors capacitated in terms of workplace skills plan	70	2,000,000	2,098,000	2,196,606	MLM
	Appointment of people with necessary skills to accelerate service delivery	Municipality	3	Number of personnel with technical skills (technicians and engineer)	3	OPEX	OPEX	OPEX	MLM
	Appointment of municipal minimum competency requirements	Municipality	7	Number of municipal personnel with financial minimum competency requirements	7	OPEX	OPEX	OPEX	MLM
Employment Equity	Compliance to EPP	Municipality	15	Number of people from equity target employed in the three highest levels of the municipality	2	OPEX	OPEX	OPEX	MLM
		Municipality	5	Number of staff complement with disability	5	OPEX	OPEX	OPEX	MLM
Policy development, by-laws & reviews	Review and development of Council policies and review	Municipality	57 policies & 2 by-laws	Number of policies & by-laws developed/ Reviewed	57 policies & 2 by-laws	OPEX	OPEX	OPEX	MLM

Policy workshop	Development and review of municipal policies	Municipality	1	Number of policy workshops held	1	300,000	314,700	329,490	MLM
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6.6.3 LEGAL, OVERTIME AND PAYROLL MANAGEMENT

Project Name	Project Description	Project Location	Baseline	Annual Performance Indicator	Annual Target	Medium Term Expenditure Framework			Implementing Agent
						2023/2024	2024/2025	2025/2026	
Legal Services	Legal services needs	Municipality	100%	% of service providers with signed Service Level Agreement	100%	3,500,000	3,3671,000	3,844,060	MLM
Labour Forum	Sound labour relations	Municipality	4	Number of Local Labour Forum meetings held	4	OPEX	OPEX	OPEX	MLM
Payroll Management	Management of salaries and benefits of councilors and staff	Municipality	100%	% accuracy on payroll information	100%	112,197,566	117,708,662	123,283,228	MLM
Overtime Management	Management of overtime of employees required to work overtime	Municipality	100%	% compliance to overtime management	100%	3,300,000	3,461,700	3,624,399	MLM
OHS	Adherence to health and safety standards	Municipality	4	Number of compliance reports generated	4	300,000	314,700	329,490	MLM

6.7 Priority Issue: Waste management and Environmental Management

Project Name	Project Description	Project Location	Baseline	Annual Performance Indicator	Annual Target	Medium Term Expenditure Framework			Implementing Agent
						2023/2024	2024/2025	2025/2026	
Refuse removal	Refuse removal from households to the landfill site in Worcester	Maruleng municipal area	20 020 households	Number of households with basic waste collection	20 020 Households	9,000,000	9,441,000	9,884,727	MLM
Refuse removal	Refuse removal from households to the landfill site	Maruleng municipal area	71 businesses	Number of commercial, institutional, and industrial centers with access to solid waste management	71				

6.8 DISASTER RISK MANAGEMENT

Strategic Objective: Build capable institution and administration.

Project Name	Project Description	Project Location	Baseline	Annual Performance Indicator	Annual Target	Medium Term Expenditure Framework			Implementing Agent
						2023/2024	2024/2025	2025/2026	
Disaster Risk Management (DRM) awareness campaigns	Awareness campaigns on disaster risks and management	Municipality	4	Number of awareness campaigns on disaster risks management held	4	700,000	734,300	768,812	MLM
DRM strategic planning session	Strategic planning session on DRM	Municipality	1	Number DRM strategic planning session held	1				MLM
Disaster relief	Providing relief to the victims of disaster	Municipality	New	% of households affected by disaster provided with relief	100%				MLM
Review of the DRM Plan	DRM Plan review	Municipality	Draft DRM Plan	Number of Disaster Risk Management plan reviewed	1	OPEX	OPEX	OPEX	MLM

6.9 CATALYTIC PROJECTS

No.	PROJECT NAME	PROJECT DESCRIPTION	STATUS	IMPLEMENTING AGENCY
1	Maruleng Mall	Construction of the new mall	Construction has started	Private
2	Township Establishment	Establishment of mix residential settlement in Hoedspruit	Township establishment processes	COGHSTA
3	International Licence	Acquiring of international license in Hoedspruit East gate	Dealt with at the level of MEC of Transport and standing meetings are held	Private
4	Rehabilitation of D2259 road	Rehabilitation of D2259 joining R40 from the airport	Road 80% completion	Public Works
5	Police Station	Establishment of a police station between Mahlakung mall and Thusong centre	Town planning for the rezoning of land. PTO granted by the Traditional Authority	SAPS
6	Private Hospital	Establishment of a private hospital in Hoedspruit (200 beds)	Town planning processes	Private
7	Solar Plant	Establishment of a solar plant in Hoedspruit	Panel of investors to source funding appointed	Private
8	Hoedspruit R40 intersection road	Upgrading and establishment of Hoedspruit intersection in the R40 road	Re-design to accommodate inputs from the public participation processes	SANRAL
9	TVET College	Introduction of institution of higher learning	Skills development in partnership with Letaba TVET college – first in-take expected	Department of Higher Education/ Letaba TVET college

6.10 MOPANI DISTRICT MUNICIPALITY

Project Name	Project Location	Medium Term Expenditure Framework			Implementing Agent
		2023/2024	2024/2025	2025/2026	
Hoedspruit bulk water supply	Hoedspruit, SANDAF Military base, Drakensig	10,689,867	11,003,198	11,529,021	MDM
The Oaks water works	The Oaks	200 000	200 000	1 500 000	MDM
Mametja Sekororo water works	Maruleng area	1 000 000	1 000 000	1 500 000	MDM
Rural Household sanitation	Maruleng area	46,665,811.00			MDM

6.11 SECTOR DEPARTMENTS PROJECTS

Project Name	Project Description	Medium Term Expenditure Framework			Implementing Agent (Department)
		2023/2024	2024/2025	2025/2026	
Human settlement (45 RDP)	Construction of 45 RDP housing units	4 890 270	62 868	139 722	COGHSTA
Human settlement (26 RDP- Geo Tech)	26 RDP-Geo Tech	1 033 28	6 287 721	8 008 046	COGHSTA
Human settlement (80 RDP)	Construction of 80 RDP housing units	2 573 986	14 057 898	5 029 992	COGHSTA
K2C Biosphere Reserve	K2C Biosphere	307 666	-	-	LEDET
Sekororo Hospital	Upgrading project- initiation /pre-feasibility	5 300	-	-	HEALTH
Maalobana High School	Construction	1 301 000	-	-	EDUCATION
Khudu High School	Construction	625 000	-	-	EDUCATION
Ngwanamakhutswe High School	Construction	1 770 000	-	-	EDUCATION
Diphuti Primary School	Construction	100 000	-	-	EDUCATION
Metz-Bismarck Road	Planning and designs	5 503 151	-	-	RAL
T1341	Regravelling of road D3878 in Maruleng municipality	8,000, 000	-	-	RAL
Households routine maintenance	Road maintenance	Rate based contract	Rate based contract	Rate based contract	Public Works
Calais-Sekororo Road	Gravel-surfaced standard (12.4km)	22,000 000	-	-	RAL/SANRAL

7. 2023-2025 BUDGET (MEDIUM TERM REVENUE EXPENDITURE FRAMEWORK)

7.1. Budget Summary

The Maruleng budget is MFMA complaint, but the municipality needs to address its financial challenges on the following basis:

- Ensuring that the systems introduced continuously improved during the year.
- Preserving the municipality's cash flow position
- Introducing efficiency measures to provide resources to ensure value for money for taxpayers.
- Further enhancing public participation in the next budget cycle
- Continuing to improve on information provided to decision makers.
- Ensuring that growth in services is more closely aligned with citizen's expectations.

The tables below give comparative analysis of the previous MEF Cycle, current year as well as the next Cycle in terms of:

- ❖ Financial Performance
- ❖ Revenue and Expenditure by Source
- ❖ Capital Expenditure
- ❖ Revenue and Expenditure by Municipal Vote
- ❖ Capital Expenditure Program per Vote

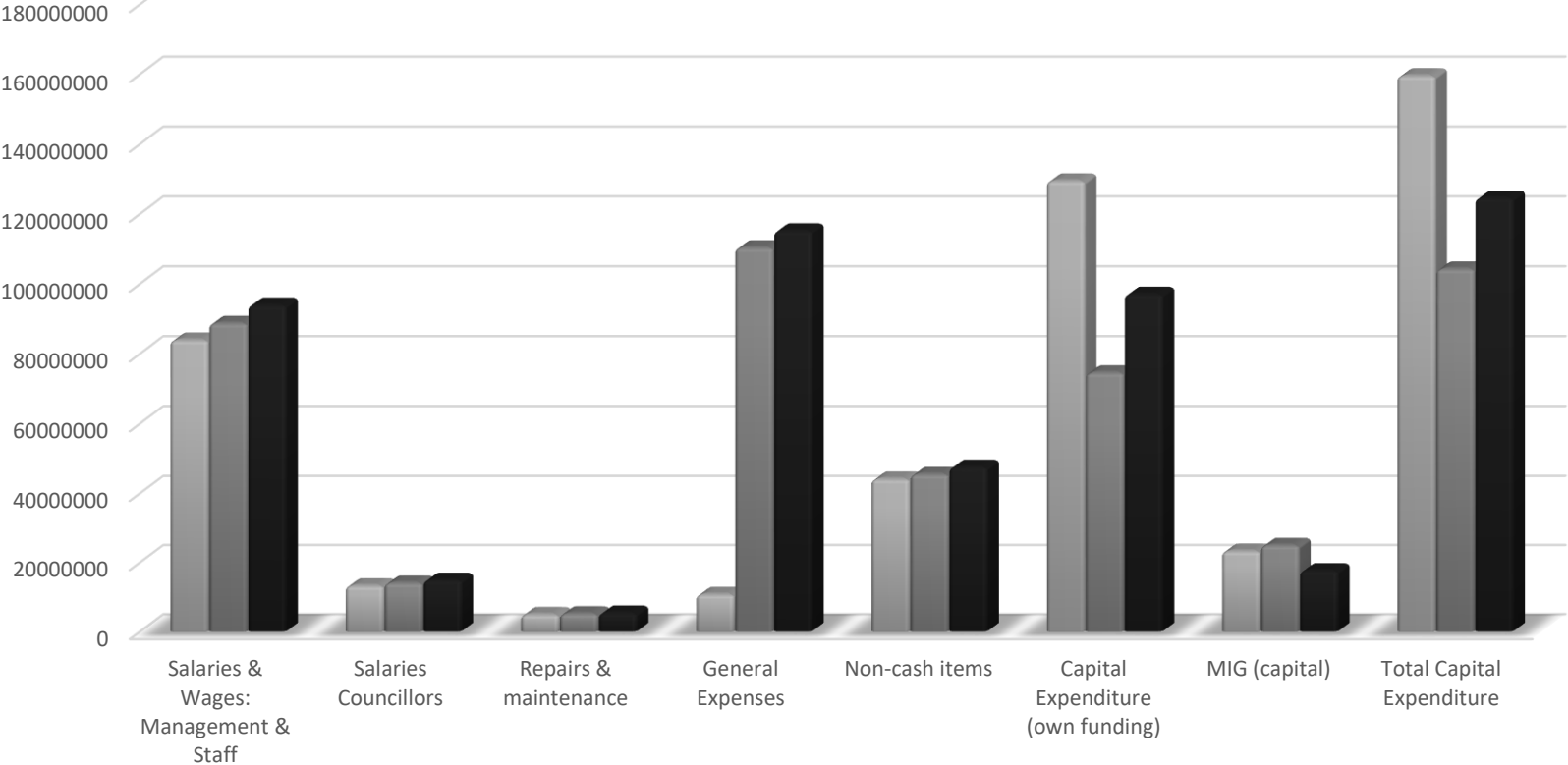
SCHEDULE 1	REVENUE BY SOURCE				Draft Budget	Draft Budget
					Year +2	Year +3
					2024/25	2025/26
REVENUE BY SOURCE	Adjusted Budget 2022/23 A	Difference	Draft Budget 2023/24 B	Full Year Forecast C	Budget D	Budget E
Operating Revenue by Source						
Property rates	144 127 919.60	7 872 080.40	152 000 000.00	152 000 000.00	159 448 000.00	166 942 056.00
Service charges refuse removal from tariff billings	4 900 000.00	300 000.00	5 200 000.00	5 200 000.00	5 454 800.00	5 711 175.60
Service charges clearance certificate	250 000.00	13 250.00	263 250.00	263 250.00	276 149.25	289 128.26
Service charges building plans	1 800 000.00	100 000.00	1 900 000.00	1 900 000.00	1 993 100.00	2 086 775.70
Service charges town planning fees	370 000.00	19 610.00	389 610.00	389 610.00	408 700.89	427 909.83
Rezoning	178 999.45	10 000.55	189 000.00	189 000.00	198 261.00	207 579.27
Building inspection fees	335 300.00	19 700.00	355 000.00	355 000.00	372 395.00	389 897.57
Trading licence fees/LIBRA	50 000.00	2 650.00	52 650.00	52 650.00	55 229.85	57 825.65
Swimming pool application fees	45 000.00	2 385.00	47 385.00	47 385.00	49 706.87	52 043.09
subdivision/ consolidation	75 000.00	3 975.00	78 975.00	78 975.00	82 844.78	86 738.48
Sign board/billboards	155 000.00	8 215.00	163 215.00	155 000.00	171 212.54	179 259.52
Rental of facilities and equipment	444 575.22	23 562.49	468 137.71	468 137.71	491 076.46	514 157.05
Interest earned external investments	6 500 000.00	500 000.00	7 000 000.00	7 000 000.00	7 343 000.00	7 688 121.00
Interest earned outstanding debtors	13 563 000.00	718 839.00	14 281 839.00	14 281 839.00	14 981 649.11	15 685 786.62
Traffic motor licensing (80%)	13 379 751.02	709 126.80	14 088 877.83	14 088 877.83	14 779 232.84	15 473 856.79
Traffic learners	2 515 200.00	184 800.00	2 700 000.00	2 700 000.00	2 832 300.00	2 965 418.10
Tender documents	360 000.00	19 080.00	379 080.00	379 080.00	397 654.92	416 344.70
SETA Training Refund	71 196.93	3 803.07	75 000.00	75 000.00	78 675.00	82 372.73
Penalties	8 388.19	611.81	9 000.00	9 000.00	9 441.00	9 884.73
VAT Recovey	18 500 000.00		17 500 000.00	17 500 000.00	18 357 500.00	19 220 302.50
Income from accumulated funds			50 000 000.00	50 000 000.00	-	15 000 000.00
Government grants & subsidies	198 449 653.00	1 055 347.00	199 505 000.00	199 505 000.00	211 377 000.00	209 279 000.00
Membership fees Library	2 000.00	1 000.00	3 000.00	3 000.00	3 147.00	3 294.91
Traffic fines	681 200.00	68 800.00	750 000.00	750 000.00	786 750.00	823 727.25

Total Revenue By Source	406 762 183.42	60 636 836.12	467 399 019.54	467 390 804.54	439 947 826.50	463 592 655.34
BREAK DOWN OF GOVERNMENT GRANTS 2023/2024	GRANTS AS PER DORA				Year +2 2024/25	Draft budget+3 2025/26
EQUITABLE SHARE	153 904 000.00	11 084 000.00	164 988 000.00	164 988 000.00	176 876 000.00	173 345 000.00
FMG GRANT	1 850 000.00	-	1 850 000.00	1 850 000.00	1 850 000.00	1 950 000.00
MIG GRANT	41 449 653.00	-10 077 653.00	31 372 000.00	31 372 000.00	32 651 000.00	33 984 000.00
EPWP	1 246 000.00	49 000.00	1 295 000.00	1 295 000.00		
TOTAL GRANTS	198 449 653.00	1 055 347.00	199 505 000.00	199 505 000.00	211 377 000.00	209 279 000.00

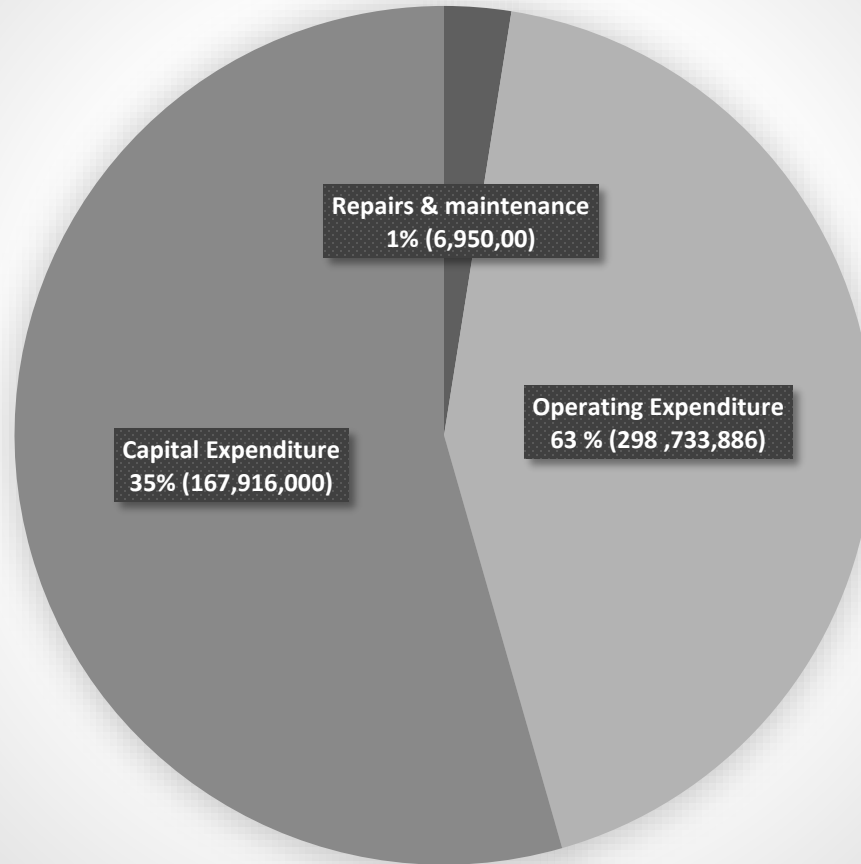
Expenditure

Type of Expenditure	Draft Budget 2023/24	Budget Year +2 2024/25	Budget Year +3 2025/26
Salaries & Wages: Management & Staff	98,781,840.28	103,622,150.45	108,492,391.53
Salaries Councillors	13,415,726.68	14,086,513.03	14,790,838.67
Repairs & maintenance	6,950,000.00	7,290,550.00	7,633,205.85
General Expenses	129,095,963.00	132,274,666.15	138,491,517.46
Capital Expenditure (own funding)	126,300,000.00	83,100,000.00	100,000,000.00
MIG (capital)	31 372 000.00	32 651 000.00	33 984 000.00
Total Capital Expenditure	167,916,000.00	155,112,565.52	13,943,739.13

EXPENDITURE OPERATING MTREF



EXPENDITURE CAPITAL



8. INTEGRATION PHASE

The major output of this phase is the integration of plans and programs.

8.1 OVERVIEW OF SECTOR PLANS

8.2 SPATIAL DEVELOPMENT FRAMEWORK (SDF)

Legislative imperative

Municipal Systems Act, 32 of 2000) requires a municipality to compile a Spatial Development Framework (SDF) for its area of jurisdiction to serve as a core component of its IDP.

In addition to the aforementioned Act, the formulation of a SDF for a municipal area is also guided by the following:

- Municipal Planning and Performance Management Regulations,2001
- White Paper on Spatial Planning and Land Use Management,2001

The Municipal SDF together with the IDP must:

- Give effect to the principles contained in chapter 1 of the Development Facilitation Act,1995
- Set out objectives that reflect that desired spatial form of the municipality.
- Contain strategies and policies regarding the manner in which to achieve the objectives referred to, which strategies and policies must:
 - Indicate the desired patterns of land use within the municipality.
 - Address the spatial reconstruction of the location and nature of development within the municipality.
 - Provide strategic guidance in respect of the location and nature of development within the municipality.
 - Set out basic guidelines for a land-use management system in the municipality.
 - Set out a capital investment framework for the municipal's development programs.
 - Contain a strategic assessment of the environmental impact of the spatial development framework.
 - Identify programs and projects for the development of land within the municipality.
- Be aligned with the spatial development frameworks reflected in the integrated development plans of neighboring municipalities, etc.

Executive Summary of Maruleng SDF

The SDF for the municipality, which forms part of Mopani District Municipality in the Limpopo Province, which was adopted by council in one of its sittings in January 2008, focuses on the spatial dimensions of development in Maruleng and, as such, is a core component of the municipal IDP. The SDF seeks to create a spatial environment that supports economic growth and development to the benefit of the people of Maruleng.

The analysis of development in Maruleng revealed that most people are poor, with at least half unemployed. They live in rural villages in which the level of economic activity is low with most people being dependent on subsistence living. Places of employment are generally far from the villages, where more than ninety percent of the people live. While the situation is improving, many residents have limited or no access to basic services.

Tourism and agriculture are cornerstones of the Maruleng economy. Hoedspruit is the only urban node of note, with growth of the town driven by tourism. Maruleng is blessed with tremendous natural assets, including rivers and mountain areas, an abundance of wildlife, and areas of great natural beauty. Maruleng contains a large part of the most extensive area of private game reserves on earth, making it an international tourist destination. The world-famous Kruger National Park is situated to the east of Maruleng and the SDF include the following:

- Intensification and expansion of the provincial growth node at Hoedspruit
- Establishment of a municipal development corridor linking the rural villages (The Oaks-Metz-Trichardtsdal development corridor)
- Development of a municipal growth node at Metz Central
- Concentration of economic activity at a strategic location within each village
- Establishment of Drakensberg Environmental Zone (K2C Biosphere)
- Extensive land areas devoted to agriculture, which include agricultural processing facilities and areas devoted to game reserve.

Alignment with SPLUMA Principles

The MLM SDF is compatible and supportive of the principles /norms pertaining to spatial planning and LUMS as contained in Chapter 2, Sections 7 and 8 of the Spatial Planning and Land Use Management Act (SPLUMA). The MLM SDF incorporates and functionally integrates a wide range of developmental disciplines. These development disciplines are interdependent and collectively contribute towards achieving the principles stipulated in SPLUMA.

8.3. LAND USE MANAGEMENT SCHEME

Background

The Council at its sitting of the 2008 adopted the Land Use Management Scheme which determines and regulates the use and development of land in the municipal area in accordance with the Town-planning and Township Ordinance, 1986 (Ordinance No. 15 of 1986) and is a component of land use management.

Purpose

- Land Use Management Scheme enables the municipality to enforce SDF.
- LUMS is an implementation tool of the Spatial Development Framework

Components of LUMS

In the LUMS contains the following important components:

- General conditions applicable to all properties
- Interpretation of use zones and use of land and buildings
- Specific conditions and development criteria applicable to use zones
- Special, written, and temporary consent of the local municipality, and
- Application of scheme and powers of the local municipality.

8.4. LOCAL ECONOMIC DEVELOPMENT (LED) STRATEGY

The LED is aligned to the National Development Plan (NDP), New Growth Path, Limpopo Employment, Growth and Development Plan (LEGDP), Mopani LED strategy, Maruleng IDP and other national, provincial, and local plans that guide development within the Republic of South Africa. These policies are guided by the Constitution of South Africa which empowers all local authorities to promote economic development. Policy and strategy formulation in a democracy should be as consultative as possible otherwise it would lack credibility and acceptance among the stakeholders. On the other hand, the implementation of the policy should be guided by a strategy and plans that is a product of a thorough analysis of the environment in which the policy would be implemented. Therefore, a broad and meaningful consultation with all the critical stakeholders was done to have a simple, practical and empowering approach.

Summary of identified critical intervention.

- Tourism as a sector having a high performing trade and services in the district. The sector reflects the strength, opportunities, uniqueness characteristics and potential for growth and development. There are about 2million visitors who visit Mopani District per year for day and overnight. They spent around 15 billion annually. The Maruleng Municipality has a large game farm from which the municipality can grow its tax base. This could be achieved through trophy hunting, wildlife festivals and shows.
- Agriculture is the fourth largest contributor to Maruleng economy. It contributes 9% to the local economy. It employs 17% of the labour force making it the largest single employer. The contribution of this sector to the district agriculture is 14% whilst making a contribution of 13% to the district employment in the agricultural sector. Most of the land claims has been settled, however, there is a need to re-develop some of the land-claimed farms.
- Hoedspruit Eastgate Airport has applied for international customs point licence which is on process. The approval of custom points licence will impact on the increase in tourism visitor's status and expenditure patterns within Maruleng areas. As a means of advertising the Eastgate Airport has to increase signage to the airport on the R40 driving from Ba-Phalaborwa and Acornhoek,
- Aerotel (Aeroplane-Hotel) is a recycled boeing 737-200, it was converted into a 12-sleeper boutique hotel. The hotel is situated in Zandspruit Bush Aero Estates in Hoedspruit-Limpopo under Maruleng Municipality which is on the R527 Provincial Road.



8.5. Integrated Waste Management Plan

Overall aims and goals.

The Integrated Waste Management Plan was developed so that the municipality is able to provide services on waste management to all households and businesses in its municipal area. The IWMP provides universal services, cost effectiveness, reduce the negative impact of waste on human health and the environment, maximize job creation and create opportunity to promote Broad-Based Black Economic Empowerment.

Collection

The municipality provides waste collection services in three urbanized areas: Hoedspruit, Kampersrus and Drakensig for a total of 660 households and 17 955 rural households. Collection in urban households is done once per week.

Transporting waste

The municipality has outsourced collection and transportation. The municipality provides a collection service only for garden waste. Waste is removed from households and businesses in Hoedspruit and Kampersrus directly to the disposal site.

Recycling

A recycling company from Phalaborwa collects materials from a recycling collection point at the gate of the Timbavati Game Reserve. No recycling companies were identified that are based in Maruleng.

Disposal

All collected waste is disposed at the Worcester landfill site.

8.6 AN INTEGRATED HIV/AIDS POLICY

Background

Municipalities have a constitutional mandate to promote a safe and healthy environment. But during the past decades, there has been an exponential growth in the number of HIV/AIDS infections in South Africa. This growth has been accompanied by greater visibility of the epidemic, especially owing to the increased number of AIDS deaths. Mopani District Municipality has the highest HIV/ AIDS prevalence which has resulted in the increase of child-headed families without any source of income and Maruleng Municipality is no exception as the HIV prevalence rate has sharply increased from 1996 to 2000 and it stands at 27%.

The contributory factors for high prevalence of HIV/AIDS and related diseases amongst others are:

- Poverty, gender inequality and orphanage
- Rapid urbanization and cultural modernization
- Cross border gates and national routes
- Dynamics of growing economy
- Increased in the commercialization of sexual activities.
- High unemployment rate
- Low literacy rate
- Alcohol and substance abuse
- High crime rate
- The municipality has developed an HIV/AIDS program in line with the National Policies and Guidelines.

Objectives

- To ensure that there will be a collaborative effort by all in ensuring that a program is put in place and implemented to support those living with HIV/AIDS
- To prevent the spread of the disease
- To provide clear guidelines in line with legal mandates on dealing with this scourge
- The management of HIV/AIDS will include that of STDs as there is a linkage between them.

Legal Mandates

- Labour Relations Act
- Basic Condition of Employment Act
- The Constitution of RSA
- National HIV/AIDS policy guidelines
- Occupational Health and Safety Act
- Compensation for Occupational Injuries and Disease Act

Interaction With stakeholders

The municipality will endeavor to interact and utilize available resources to ensure its contributions to the fight against HIV/AIDS. The municipality will interact with sector departments, private sector, CBOs, NGOs etc. and participate in their programs. Moreover, the municipality has committed itself to prioritization of HIV/AIDS awareness in all internal and external programs of the municipality.

8.7 SKILLS DEVELOPMENT PLAN

The municipality places greater emphasis towards capacitating its personnel in line with the Skills Development Act (Act.NO.97 of 1998) and the Skills Development Levies Act (Act No. 9 of 1999).

The municipality has developed a comprehensive Work Skills Plan of which the Equity Plan forms an integral part and has registered with the Local Government Sector Education and Training Authority.

This legal framework and the National Skills Development Strategy are intended to encourage employers to comply with legislations by so doing:

- Support economic growth for employment creation and poverty eradication
- Promote productive citizens by aligning skills development with national strategies for growth and development.
- Accelerate Broad based Black Economic Empowerment and Employment Equity, and
- Help to create a competitive and productive work environment.

8.8 EMPLOYMENT EQUITY PLAN

Preamble

Maruleng Municipality has taken into cognizance the history of apartheid laws and practices with the resultant disparities and inequalities, in the spirit of Employment Equity Act is geared towards achieving employment equity across all occupational levels and categories.

It is further committed to the right to equality as clearly enshrined the Constitution of the Republic of South Africa.

Attempts will be made in order to ensure that the workforce is a true reflection of the demographics of the municipal area, the province and the country.

The plan is also aimed at ensuring that South Africa fulfills her obligations as a member of the International Labour Organization.

Objectives

- To do away with all forms of unfair discrimination with regard to employment practices and policies.
- To develop and communicate a sexual harassment policy that is in line with the Code of Conduct on Sexual Harassment
- To eradicate all barriers that may hamper the advancement of the designated groups.
- To create a corporate culture that affirms and exploits workplace diversity.
- To ensure that management is actively committed to implementing employment equity.
- To create IDP related strategies that can be employed to make reasonable and serious progress on employment equity on all occupational levels and categories.

8.9 HOUSING CHAPTER

Background

The following matters were highlighted by the municipality as being the major housing related problems/concerns in the municipality:

The municipality does not have a dedicated housing unit. At the moment the housing function is housed with the PMU, which only deals with the monitoring of both the waiting list and construction of RDP housing units allocated by the Department of Local Government and Housing. The previous housing facilitator has also resigned, and the duties are currently handled by the Building Inspector.

The municipality does not own any land, both in Hoedspruit and its outposts.

The municipality is unable to access land for low to middle income housing development in and around the town of Hoedspruit. This is because most of the land is privately owned and also priced way above what the municipality can afford to pay. At the moment the municipality does not own any land. However, some government departments and parastatals own portion of land in the area:

- National Department of Public Work owns land on Berlin 209 KT and Amsterdam 208 KT,
- Limpopo Department of Public Works owns land at Bedford 419 KT. These three portions are strategically situated to address the issue of integrated housing development within the town, if only negotiations with the sister departments can succeed, and
- Transnet owns property in town and the houses are currently occupied by illegal tenants. (Transnet is no longer operational in the area). This fact adds to the strain on municipal infrastructure because there is no management therefore there is no payment for municipal services used. Illegal occupation has led to overcrowding and construction of informal structures.
- Applications to the COGHSTA to assist in purchasing such land is ongoing, but it takes too long, and it is also overtaken by private developer driven residential projects
 - The lack of racial and economic integration within the municipality, i.e., the residents in the Hoedspruit town are predominantly white and affluent, whilst those that live almost 40km northwest are predominantly black and poor. High prices of land and houses in and around town. This fact makes it almost impossible for the black people who work in town to afford property nearer their places of work.
 - Residential development is largely developer driven, making it a challenge for the municipality to have control over housing development.
 - The over-extended bulk infrastructure in the town of Hoedspruit, which needs an upgrade. At the moment the municipality lacks the capacity and funds to deal with this problem. However, Mopani District Municipality has appointed service providers to upgrade the current bulk water and sewerage infrastructure.
 - Minimal or total lack of bulk infrastructure in the villages. Municipality lacks capacity and funds to address current backlog.

The municipality also raised challenges in relation to the way the COGHSTA deals with issues without proper consultations with the municipality. The following issues were listed:

- Blocked projects – housing units that are either incomplete or of poor quality,
- The allocation of houses and beneficiary screening,
- Appointment of developers, and how their work needs to be monitored, and
- The non-payment of local labourers by developers

8.10 STRATEGIC AUDIT PLAN

Purpose of this document

This document sets out the Strategic Three-year rolling Internal Audit Plan as well as the Annual Internal Audit Plan for the financial year ending 30 June 2018 (collectively referred to as the Internal Audit Plan), for consideration and approval by the Audit Committee. It was prepared on the combined assurance principle with the aim to avoid excessive duplication of effort between the various assurance providers of serving Maruleng Local Municipality.

The Internal Audit Plan for Maruleng Local Municipality was prepared to provide an efficient and effective assurance service to: The Mayor, The Executive Council, Municipal Manager, The Audit Committee; and Line Management.

The approach was to formulate a risk-based plan to align the priorities of the Maruleng Local Municipality Internal Audit with the objectives and goals of the municipality and the related strategic risks as identified for the three years 2017/18 to 2020/21

Restriction on distribution of this document

This document has been prepared for the sole and exclusive use of Maruleng Local Municipality and may not be made available to anyone other than authorised persons within Maruleng Local Municipality, nor relied upon by any third party without the prior written consent of Maruleng Local Municipality Internal Audit.

Internal Audit Roles and responsibilities

The Institute of Internal Auditors defines internal auditing as follows:

“An independent, objective assurance and consulting activity designed to add value and improve an organisation’s operations. It helps an organisation accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control and governance processes.”

Maruleng Local Municipality Internal Audit therefore evaluates and contributes to the improvement of risk management, control and governance systems.

Governance

Internal Audit should assist Council and Management in achieving goals of Maruleng Local Municipality by evaluating the process through which:

Goals and values are established and communicated.

Goals are accomplished and monitored; and

Accountability is ensured and corporate values are preserved.

Risk Management

The Maruleng Local Municipality Internal Audit should assist the municipality in identifying, evaluating, and assessing significant organisational risks and should provide assurance as to the effectiveness of related internal controls regarding the focus areas reviewed.

Furthermore, Internal Audit should evaluate the risk management process of the municipality for efficiency and effectiveness.

Controls

Internal audit should evaluate if the controls of the focus areas as set out in the Internal Audit Plan and which management relies on to manage the risks down to acceptable levels, are appropriate and functioning as intended (i.e., are they effective and efficient) and make recommendations for enhancement or improvement of the current system of internal control.

It must be stressed that Internal Audit is not responsible for implementing and managing controls. Internal Audit is responsible for reporting on the effectiveness of the control environment.

Internal Audit is authorised to:

Have unrestricted access to all functions, records, property and personnel.

Have full and uninhibited access to the Audit Committee.

Allocate its own resources; determine frequencies, subjects, scope of work to be performed; and apply the techniques required to accomplish its audit objectives; and

Obtain the necessary assistance of personnel in departments and functions of Maruleng Local Municipality where they perform audits, as well as other specialised services from within or outside the organisation.

Internal Audit is not authorised to:

Perform any operational duties for Maruleng Local Municipality.

Initiate or approve accounting transactions external to the internal auditing function; and

Direct the activities of any employee outside Internal Audit, except to the extent that such employees have been appropriately assigned to auditing teams or to otherwise assist Internal Audit in carrying out its functions.

8.11 RISK MANAGEMENT POLICY

According to sec 62(1)(c) of the MFMA, 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 and efficient and transparent systems:

- i. Of financial and risk management and internal control; and
- ii. Of internal audit operating in accordance with prescribed norms and standards.

The municipality subscribe to the fundamental principles that all resources will be utilized economically to ensure:

- ❖ Maintain the highest standards of service delivery.
- ❖ Management system containing the appropriate elements aimed at minimising risks and costs in the interest of all stakeholders.
- ❖ Educating and training of all our staff members to ensure continuous improvement in knowledge, skills and capabilities which facilitate constituent conformance to stakeholders' expectations; and
- ❖ Maintaining an environment, which promotes the right attitude and sensitivity towards internal and external stakeholder satisfaction.

8.12. ANTI-CORRUPTION POLICY

Introduction

The MLM as established through Systems Act of 2000 is one of the high interactive government levels. The inter-activeness nature has a potential to generate illegal, fraudulent, and corrupt activities. The MLM has zero tolerance to illegal activities inclusive fraud and corruption. This policy is intended to stop and limit corruption and fraud friendly environment.

Objectives

- To give effect to prevention and combating of corrupt activities in terms of Act 12 of 2004, MFMA, MLM Code of Conduct and MLM Supply Chain Policy
- To prevent and combat fraud and corruption and related corrupt activities.
- To punish perpetrators of corruption and fraud
- To safeguard MLM properties, funds, business, and interest

8.13 DISASTER RISK MANAGEMENT PLAN

Background

With the new Disaster Management Act (Act 57 of 2002), disaster management is approached in South Africa has undergone major reform when government took the decision to move away from the customary perception that disasters were inevitable and therefore could only be dealt with once they had occurred. The essence of the Disaster Management Act can broadly be summarized as:

- The integration of risk reduction strategies into development initiatives.
- The development of a strategy to reduce the vulnerability of South Africans especially poor and disadvantaged communities – to disasters.
- The establishment of a National Disaster Management Centre to:
 - Ensure that an effective disaster management strategy is established and implemented.
 - Co-ordinate disaster management at various levels of government.
 - Promote and assist the implementation of disaster management activities in all sectors of society.
- The introduction of a new disaster management funding system which:
 - Ensures that risk reduction measures are taken.
 - Builds sufficient capacity to respond to disasters.
 - Provides adequate post-disaster recovery.
- The new Disaster Management Act.
 - Brings about uniform approach to disaster management.
 - Seeks to eliminate the confusion created by current legislation regarding declarations of disasters.
 - Addresses legislative shortcomings by implementing key policy objectives.
- The establishment of a framework (strategic policy) to enable communities to be informed, alert and self-reliant and capable of supporting and co-operating with government in disaster prevention and mitigation.

8.14 INSTITUTIONAL PLAN AND HUMAN RESOURCE MANAGEMENT STRATEGY

Preamble

The Maruleng Municipality has observed with concern the rate at which staff members are exiting the municipality. Such a phenomenon has the potential to frustrate efforts towards the achievements of the municipality's objectives as outlined in the IDP and SDBIP. The municipality needs to ensure that the above situation is addressed. For example, it has been observed that certain specific occupational categories are characterized by resignations of staff due to a variety of reasons such as lower salaries, career advancement and general working conditions, etc. In addition, notwithstanding the fact that the Municipality does assist its employees to achieve some tertiary qualifications, and there are those employees who pursue those qualifications at their own expense, it has also been observed that no follow-up is made by the Municipality to ensure that the employees are correctly placed and effectively utilized after the completion of their studies. All the above anomalies and /or omissions have to be addressed by the Municipality if it is to retain and attract competent staff from the labour market.

Objectives

To ensure a conducive and harmonious working environment for employees throughout the Municipality

- To attract and retain competent staff.
- To retain staff members whose services are regarded as critical.
- To identify the individual's potential for assuming a higher degree of responsibility
- To help develop a skills base for succession planning.
- To ensure career development for staff

Mandates and legislative Framework

- Recruitment and Selection Policy
- Employment Equity Act 55,1998
- Performance Management Policy
- Affirmative Action and Employment Equity Plan
- Skills Development Act 97,1998
- Bursary Policy
- Labour Relations Act, 1995 cleaning team to check the relevancy.
- Systems Act
- Basic Condition of Employment Act

The municipality has developed the following policies as part of its human resource development (strategy):

- Career management and retention policy
- Leave policy.
- Overtime policy
- Policy on training and development
- Employees bursary policy succession planning policy
- Ill Health policy
- Records management policy
- Employee performance policy

8.16 PUBLIC PARTICIPATION STRATEGY

MLM is a sphere of government established by the Constitution of the RSA and MSA OF 1998 premised on constitutional democracy. The legal framework obligates municipalities to establish and maintain systems for participatory governance through involvement of the public.

The purpose of the Public Participation Strategy is to guide and regulate public participation in the municipality. To outline roles and responsibilities of councilors, council officials and the members of the public during public participation meetings.

The process of community involvement must be premised on inclusivity. All sections of the community must be catered for within the framework of the municipality, there must be arrangements and mechanisms for support the elderly and disabled.

The language barrier and literacy levels must be factored during public participation meetings.

8.17 PERFORMANCE MANAGEMENT SYSTEM

Background

The Municipal Systems Act of 2000 requires municipalities to develop a PMS. It concludes that Integrated Development Planning, Budgeting and Performance Management are essential aspects that can assist municipalities to develop an integrated perspective on development in their areas. It is against this background that this policy document for developing and implementing a PMS for the Maruleng Local Municipality should be approached.

The purpose of this policy document is to develop a performance management framework for the MLM. This framework caters for the initiation, development, implementation, reporting and rewarding of performance management within the Municipality.

The policy framework offers the MLM a platform to implement, assess, monitor, measure, review, manage and reward performance throughout the municipality. It is important to note that that a PMS is dynamic and will change and develop over time to reflect the unique features of Maruleng municipal environment. This policy framework aligns itself with improved performance in the MLM with the express aimed of achieving its stated objectives and levels of performance.

A “system” implies the integration of all processes, which collectively cause such a system to function. A system is therefore made up of separate, but inter-related parts or components that are linked together and which collectively operate as a system. Performance management is largely dependent on other processes such as IDP, budgeting and human resource management and development. A performance Management System (PMS) therefore also integrates distinctive processes or components around performance in order for such a system to be developed, managed and operated.

9. CONCLUSION

Maruleng Local Municipality addressed gaps that were identified by adopting a developmental approach and by ensuring that it can respond to and meet the challenges it faces as an organization. The municipality has developed its strategic focus within its integrated developmental processes with programs based on both national KPA's and municipal strategic priorities.

Maruleng Local Municipality has properly planned on how it will be able to deliver services efficiently, effectively and economically and complying with the identified needs. The Balanced Scorecard methodology will help the municipality to focus on attainment of its strategic objectives and measurements of effective implementation of its strategies.