

MOPANI DISTRICT MUNICIPALITY



DRAFT INTEGRATED DEVELOPMENT PLAN 2024-2025



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Executive Mayor



Mopani District
Municipality



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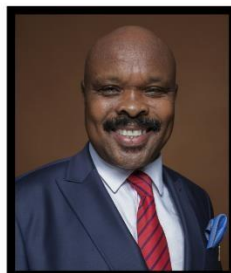
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"To be the food basket of Southern Africa and the tourism destination of choice"

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GLOSSARY

<p>AIDS – Acquired Immune Deficiency Syndrome</p> <p>BPM – Ba-Phalaborwa Municipality</p> <p>CAPEX – Capital Expenditure</p> <p>CBD – Central Business District</p> <p>CBOs – Community Based Organisations</p> <p>COGTA – Cooperative Governance and Traditional Affairs</p> <p>CoGHSTA- Cooperative Governance, Human Settlements and Traditional Affairs</p> <p>CPFs – Community Policing Forums</p> <p>CRDP – Comprehensive Rural Development Programme</p> <p>DDM - District Development Plan</p> <p>DEA – Department of Environmental Affairs</p> <p>DoE - Department of Education</p> <p>DoH - Department of Health</p> <p>DPWRI – Department of Public Works, Roads & Infrastructure</p> <p>DWA – Department of Water Affairs</p> <p>EPWP – Extended Public Works Programme</p> <p>ESKOM – Electricity Supply Commission</p> <p>GEAR – Growth, Employment and Redistribution</p> <p>GGM – Greater Giyani Municipality</p> <p>GLM – Greater Letaba Municipality</p> <p>GTM – Greater Tzaneen Municipality</p> <p>HIV – Human Immune Deficiency Virus</p> <p>IDP – Integrated Development Plan</p> <p>IDT – Independent Development Trust</p> <p>IGR – Inter-Governmental Relations</p> <p>ISRDP – Integrated Sustainable Rural Development Programme</p> <p>KNP – Kruger National Park</p> <p>KPAs – Key Performance Areas</p> <p>KPIs – Key Performance Indicators</p> <p>LED – Local Economic Development</p> <p>LEDET - Limpopo Economic Development, Environment & Tourism</p>	<p>LEGDP – Limpopo Employment Growth and Development Plan</p> <p>LDP - Limpopo Development Plan</p> <p>LUMS – Land Use Management Scheme</p> <p>OPEX – Operational Expenditure</p> <p>MDM – Mopani District Municipality</p> <p>MEC - Member of Executive Council</p> <p>MFMA – Municipal Finance Management Act</p> <p>MIG - Municipal Infrastructure Grant</p> <p>MLM – Maruleng Local Municipality</p> <p>MSA - Municipal Systems Act</p> <p>Mscoa - Municipal Standard Chart of Account</p> <p>MTSF – Medium Term Strategic Framework</p> <p>NGOs – Non- Governmental Organisations</p> <p>NPOs – Non Profit Organisations</p> <p>PMS – Performance Management Systems</p> <p>PPPs – Private Public Partnerships</p> <p>RAL – Road Agency Limpopo</p> <p>SCM – Supply Chain Management</p> <p>SDBIP – Service Delivery Budget Implementation Plan</p> <p>SDF – Spatial Development Framework</p> <p>SDI – Spatial Development Initiative</p> <p>SMMEs – Small Medium and Micro Enterprises</p> <p>SODA – State of the District Address</p> <p>SONA – State of the Nation Address</p> <p>STATSSA – Statistics South Africa</p> <p>SWOT - Strengths, Weaknesses, Opportunities, Threats</p> <p>UN - United Nations</p> <p>UNESCO - United Nations Education, Scientific and Cultural Organisation</p> <p>WSIG - Water Services Infrastructure Grant</p> <p>WSDP – Water Services Development Plan</p>
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VISION

“To be the Food Basket of Southern Africa and the Tourism Destination of Choice”

MISSION

“To provide integrated sustainable services through democratic responsible and accountable governance. Promoting the sustainable use of resources for economic growth to benefit the community”.

VALUES

- ❖ Innovation
- ❖ Excellence
- ❖ Commitment
- ❖ Care
- ❖ Ubuntu

I. EXECUTIVE MAYOR'S FOREWORD



The Mopani District has walked the daunting task of public engagements regarding the IDP/Budget/PMS for the year ahead and the outer years. We have learnt lessons and also applied very difficult costs benefits, all these in the quest to have a credible budget but most importantly keeping course of the service delivery journey. The previous budget was not fully funded and throughout the budget cycle no thought or effort was spared in the quest to have a fully funded budget.

It should be noted that the District is having historical issues that need financial attention and at the same time the aspirations of the people cannot be held in suspense. Striking a perfect balance between service delivery, historical issues and a fully funded budget is a daunting task that the Council has to grapple with without failure.

I'm convinced that costs cutting, and efficiencies are some of the tools that can assist us to emerge with a credible budget. We are also called upon to manage our finances in a manner that gives the public comfort that we are responsible and accountable trustees that act in their best interest.

Every cent in the budget will be accounted for accordingly by complying with legislation. The IDP/Budget/PMS has accorded the council an ample opportunity to introspect and to choose wisely. It is our held view that the budget for 2023/2024 represents the best choices under the prevailing circumstances will deepen our strides towards providing water to the people of Mopani at the same time investing in the fifty years' horizon plan.

CLLR P.J SHAYI
EXECUTIVE MAYOR

II. MUNICIPAL MANAGER OVERVIEW



The IDP is the key strategic planning tool that directs and informs all planning, budgeting, administration, and decision-making in the municipality. It is reviewed annually as a tool for closing the gap between the present circumstances and the ideal of effectively and sustainably meeting everyone's demands. It tries to coordinate the efforts of regional and other domains of government into a cogent strategy to raise the standard of living for everyone residing in Mopani District. The IDP, budgets, and Performance Management System in Mopani District Municipality have been integrated in a radical process. The circumstances, issues, and development-related resources that are already in place were considered in this IDP.

As the Municipal Manager, I am cognizant of the significant gaps that have grown within the organisation over the past years. The municipality is up against a plethora of obstacles, which include: infrastructure and environmental deterioration, poor revenue collection; global climate change, emerging economic and social challenges. This corporate overall breakdown necessitates a thorough review of our strategies, programmes, plans, and policies, and most significantly, an evaluation of our infrastructure.

Our primary goal as a municipality is to provide services, which are backed up by core operations from our internal departments that communicate decisions made by the council and the administration to all levels across Mopani District Municipality. As a district municipality we are the Water Service Authority, the executive authority of providing water services within our jurisdiction lies with us, this on its own necessitates a review of programmes and policies, hence it is important to review the IDP annually. As a strategic plan, the IDP document suggests an approach that begins with an evaluation of the present situation and a process that assists the municipality to identify its strengths and shortcomings and establish priorities for the needs of our communities. The strategy takes into account the district's overall social and economic growth and provide guidelines for the appropriate use of land, the necessary

infrastructure and services, and the preservation of the environment. The strategy is also considerate of District Development Model and one Plan processes.

In order to realise the vision of our district municipality it is of paramount importance for administration, Council, and our entire community to work together. Consequently, this IDP must be viewed as a ray of optimism that will continue to lead us over the course of the upcoming financial year in our collaborative efforts to create a better living for all of our communities.

MR TJ MOGANO
MUNICIPAL MANAGER

Draft IDP 2024/2025

III. EXECUTIVE SUMMARY

Mopani District Municipality has embarked upon a revolutionary process of integrating the IDP's, budget and Performance Management Systems of all service delivery sectors within its space. The issues to be highlighted will be discussed in more detail in each of the relevant IDP phases. In terms of the CoGTA Guidelines for Performance Management, the relationship between the Integrated Development Planning processes and Performance Management are described as follows:

- The IDP/ Budget processes and the Performance Management System should be seamlessly integrated;
- Performance Management fulfils the implementation, management, monitoring and evaluation of the IDP.

Following the above, the IDP Review, Performance Management System and Budget processes should therefore roll out concurrently so that the final plan is authentic, measurable and realistic. The plan ensures that accountability of employees is integrated and well-coordinated. The IDP review process has progressed in alignment with the following phases: Analysis Phase, Strategies Phase, Projects Phase, Integration Phase and Approval Phase. During the Analysis Phase, an analysis was conducted in terms of the current developmental status of Mopani District Municipality.

During this review process Strategic Key Performance Indicators had to point clearly what the municipality intends to achieve in a period spanning from year 2024 and beyond, as the IDP gets reviewed annually. In order to strengthen impact, strategic developmental corridors have been identified where investors and any value adding organ of state, parastatal, etc. could put their resources with good potential gains.

The corridors are also supporting the District growth nodes. For implementation purposes, in the Projects Phase, the Operational Strategies of the municipality were determined by means of identification of projects and initiatives which will ensure the achievement of the Intent of the municipality. A crucial element of this phase is to ensure that the budget is aligned and integrated through allocating and apportioning of funds for the programmes/ projects and initiatives identified.

The Service Delivery and Budget Implementation Plan (SDBIP), as prescribed by the Municipal Finance Management Act remains the integral tool for monitoring the implementation of the IDP on annual basis as per the reviewed IDP of the District Municipality. Supplement to that are the Annual Performance Plans of sector departments that have projects within the District/ Local municipalities. Performance Management System of MDM is integrated with the IDP and SDBIP. It is an enabler for MDM to Report, Monitor and Review the implementation of IDP for better accountability and benchmarking amongst its municipalities. It also forms the basis for mid-year budget adjustment and performance contracts of both Municipal Manager and senior managers who are reporting directly to MM.

It goes without a say that IDP is a plan of government. Therefore, all role players committing their resources into Mopani strategic intent, will accelerate impact to the wellbeing of our communities. The district wide strategic planning session that took place on 05 – 07 February 2024 to review the overall Strategy of the municipality, confirmed the vision and values as had been. However, the mission was amended as follows: To provide integrated sustainable services through democratic responsible and accountable governance. Promoting the sustainable use of resources for economic growth to benefit the community”. The Council’s goals and objectives were reviewed and amendments and additions made and further aligned programmes to the current government plan, i.e. National Development Plan and District Development Plan/One Plan.

Emphasis was made on District Development Model as the’ approach that would remove the silos development planning and have robust engagement of private sector in the Local Development Agenda. In this approach the District is the planning platform at Local government level by all spheres of government, monitored from the Presidential office. Indeed, the projects packaged herein are aimed at addressing that. This plan is to be implemented the revamped governance systems and the district adopt a different service delivery posture.

1. CHAPTER ONE: INTRODUCTION AND POLICY IMPERATIVES

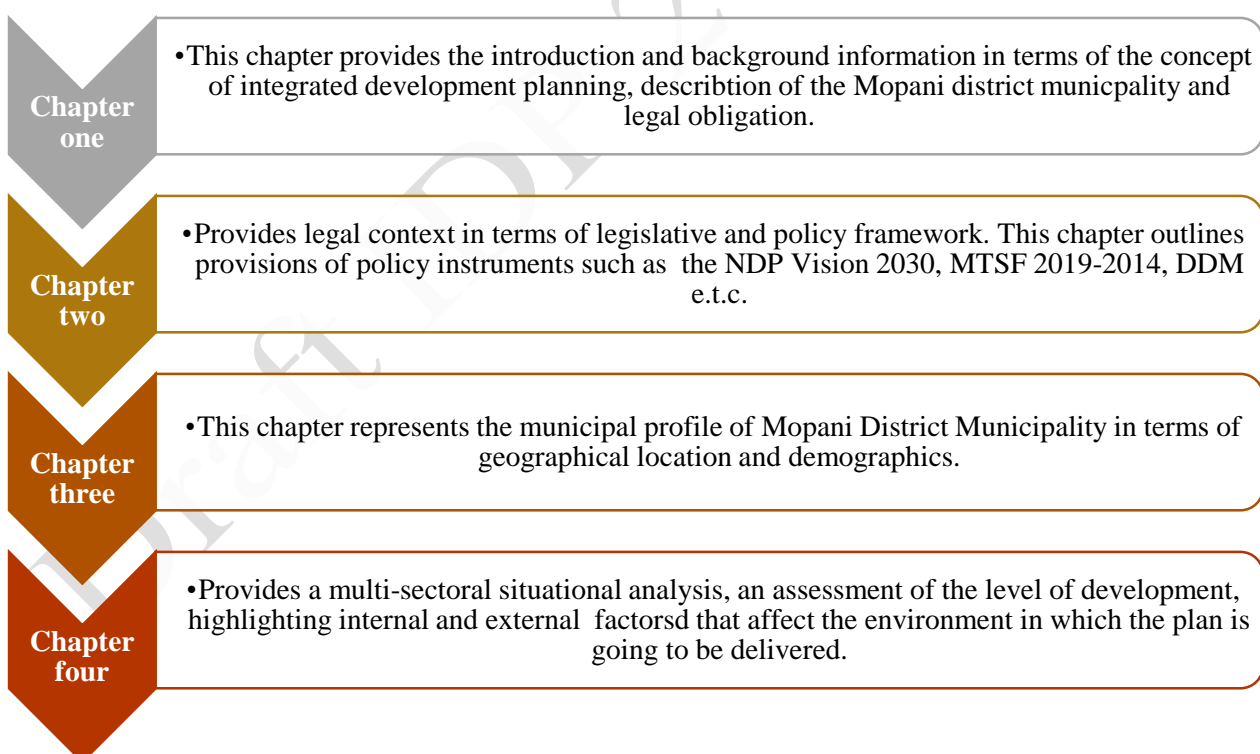
1.1 INTRODUCTION AND BACKGROUND

This document represents the Integrated Development Plan of Mopani District Municipality as a strategic plan and an instrument that provides guidance in terms of budgeting and decision making of the municipality to improve the quality of life for communities residing in Mopani District Municipality. It is prepared in fulfilment of the municipality's legal obligation in terms of section 34 of the local government: Municipal Systems Act 2000 (Act No. 32 of 2000).

Mopani District is a category C municipality, which is a municipality that has municipal executive and legislative authority in an area that encompasses more than one municipality. It is one of the five district that make up the Limpopo province, situated in the north-eastern part of the province. Mopani district comprises five local municipalities namely, Maruleng Local Municipality, Greater Tzaneen local municipality, Greater Letaba local municipality, Greater Giyani local municipality and Ba-Phalaborwa local municipality.

1.2 STRUCTURE OF THE IDP

The structure of the Mopani District Municipality is as follows:



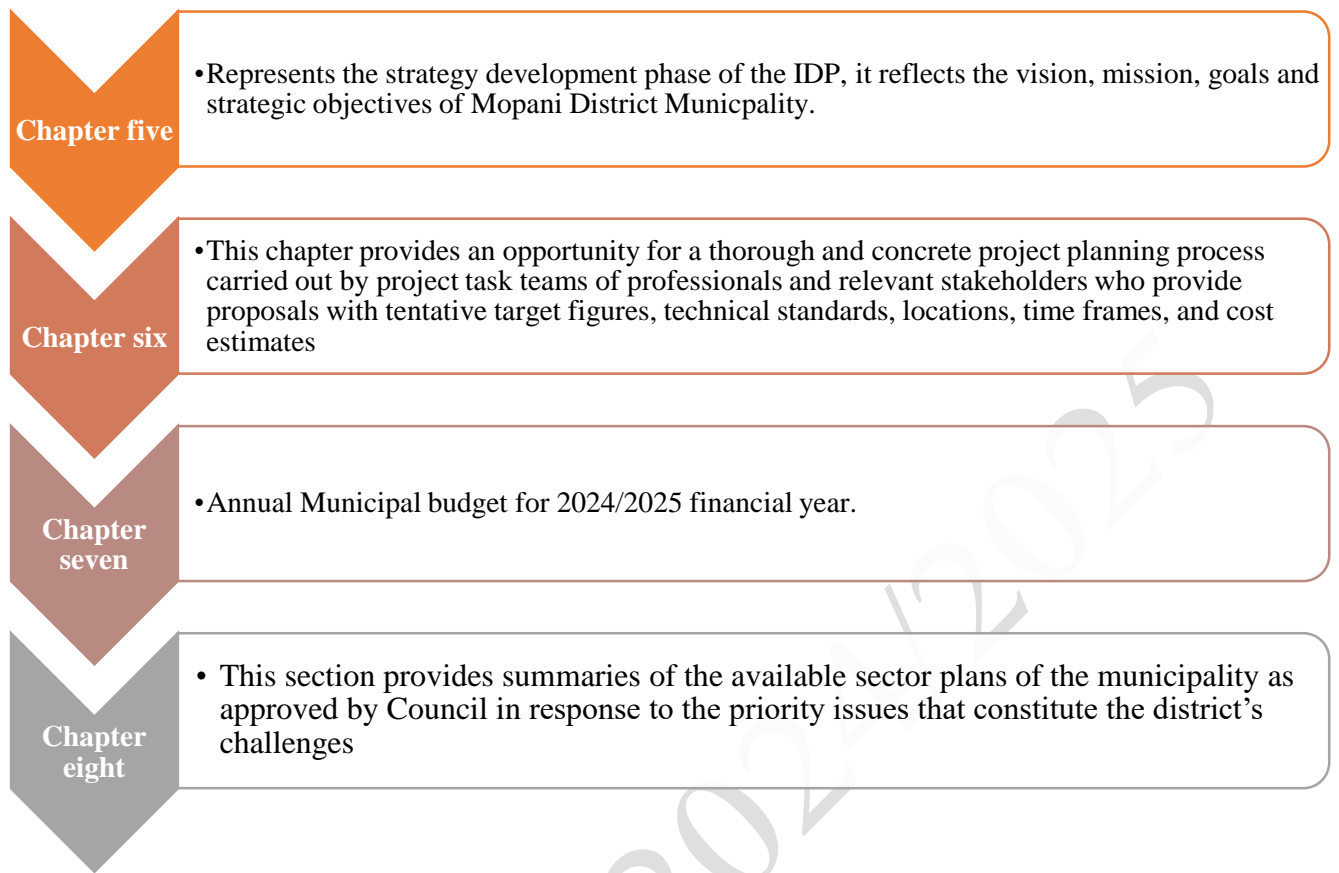


Figure 1 Structure of the IDP

2 CHAPTER TWO: POLICY IMPERATIVES AND CONTEXT ALIGNMENT

2.1 LEGAL FRAMEWORK AND MANDATE

It is the purpose of the IDP to give effect to the constitutional and legislative mandate of Mopani District 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 municipalities have been mandated to undertake planning and budgeting functions to give priority to the basic needs of their communities and to foster social and economic development.

Municipal Structures Act 117 of 1998

Section 84 subsection 1 of the Municipal Structures Act 117 of 1998 outlines the powers and functions of district municipalities, the first one being integrated development planning for the district as a whole and the development of a district framework to inform the development of IDPs of local municipalities within the district jurisdiction.

Municipal Systems Act 32 of 2000

Municipal Systems Act 32 of 2000 defines the IDP as one of the 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 development of the municipality. It should also align the municipality's resources and capacity with the implementation of the plan, it should form the policy framework and general basis on which annual budgets must be based; and be compatible with national and provincial development plans and planning requirements. The act also provides for the following:

Section 26 – Core components of the IDP

Section 27 - Framework for IDP

Section 28 – Adoption of the process

Section 29 – Process to be followed

Section 34 - Annual review and amendment of the IDP

2.2 INTERNATIONAL, NATIONAL, PROVINCIAL AND LOCAL DEVELOPMENT PLANS

SUSTAINABLE DEVELOPMENT GOALS: THE 2030 AGENDA.

The sustainable development goals: Agenda 2030 is an action plan for the welfare of people, the environment, and economic growth. It aims to advance more freedom while bolstering universal peace. We acknowledge that ending poverty in all of its manifestations and dimensions is the biggest global challenge and a crucial prerequisite for sustainable development. All nations and all stakeholders will implement this plan in a cooperative collaboration.

The 17 Sustainable Development Goals that were announced show the scope and ambition of this new global agenda. They aim to build on the Millennium Development Goals and finish what they left unfinished by realizing human rights for all, achieving gender equality, and empowering all women and girls. They are integrated and indivisible and strike a balance between the three pillars of sustainable development: economic, social, and environmental.



Figure 2 Sustainable Development Goals

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 National Development Plan is to eradicate poverty and bring down inequality by 2030.

Key targets of the National Development plan are;

- **Economy & employment**
 - Reduce unemployment to 6% by 2030;
 - Proportion of adults working to increase from 41% to 61%; and
 - Have an annual GDP growth of 5.4% over the period.
- **Economic Infrastructure**
 - Increase the number of people with access to electricity;
 - Ensure that all people have access to clean portable water and that there is enough water for agriculture and industry;
 - Have user friendly, cheaper and integrated public transport by 2030; and Develop an ICT sector that enables economic activity.
- **Human settlements**
 - More jobs in and close to dense urban townships;

- More people living closer to their places of work; and
- Better quality public transport
- **Building a capable state**
- A capable and effective state able to enhance economic opportunities
- **Fighting corruption and enhancing accountability**
- Have a corruption free society with high adherence to ethics

INTEGRATED URBAN DEVELOPMENT FRAMEWORK

The Integrated Urban Development Framework (IUDF) is a policy initiative of the Government of South Africa, coordinated by the Department Of Cooperative Governance and Traditional Affairs(COGTA). The IUDF seeks to foster a shared understanding across government and society about how best to manage urbanization and achieve the goals of economic development, job creation and improved living conditions for our people. One of the challenges identified in the IUDF is weak planning and coordination within government and private sector. This is because there is lack of vertical and horizontal alignment of plans, resulting in parts of the government disregarding the SDF when investing. In other cases, even municipal investments are not guided by the SDF. The IUDF calls for urgent linkages between the SDF, IDP, capital investment framework and land use management framework.

IUDF Policy levers:

- Integrated urban planning and management
- Integrated transport and mobility
- Integrated sustainable human settlements
- Integrated urban infrastructure
- Efficient land governance and management
- Inclusive economic development

MEDIUM TERM STRATEGIC FRAMEWORK 2019-2024

The Medium Term Strategic Framework for 2019-2024 is the second 5-year implementation plan for the National Development Plan. The NDP sets out the country's long term vision to promote radical economic transformation. The 2014-2019 Medium Term Strategic Framework laid out the plan and outcome based monitoring for Implementing the NDP. The 2019-2024 MTSF is the country's current plan which outlines the implementation priorities for the sixth administration. Based on the country's situational analysis report South Africa has made significant progress towards national development in expansion and service delivery of basic services and improvement on access to public facilities has been noted. Access to basic education has improved, access to primary health care services has expanded and health status indicators have improved. However, the country still confronts the triple challenge of poverty, unemployment and inequality.

The Gini coefficient in South Africa is still at 0.68 which means South Africa remains the most unequal country in the world. The MTSF 2019-2024 aims to address the triple challenge through three pillars which are, achieving a more capable state, driving a strong and inclusive economy and building and strengthening the capabilities of South Africans.

It is therefore pivotal to align the Mopani District Municipality IDP with the priorities of the MTSF 2019-2024 as it promotes coordination, alignment and full integration of all development planning instruments. This is critical to steer clear of duplication and contradictions. The three pillars set out in the MTSF 2019-2024 form basis of seven identified priorities to be achieved through joint collaboration of joint collaboration of the three spheres of government, civil society and private sector. The seven priorities to be aligned with MDM priorities are as follows:

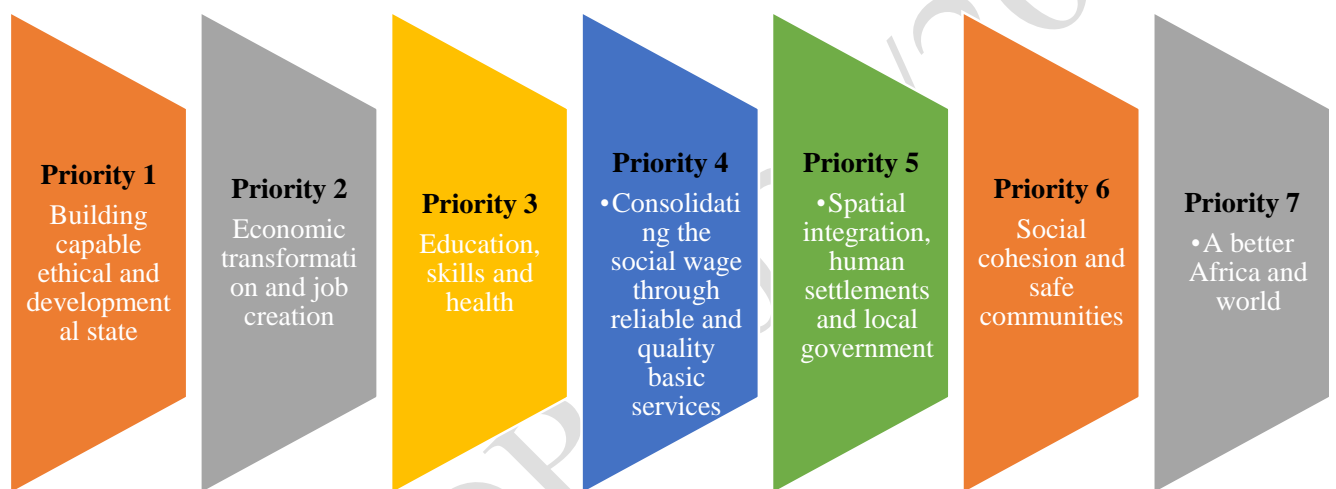


Figure 3 MTSF Priorities

DISTRICT DEVELOPMENT MODEL.

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

The pronouncement 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 the DDM seeks to strengthen the integrated planning process and through this model, all developmental initiatives will be viewed through a district-level lens 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. It is an all government approach to improve integrated planning and service delivery. Sector departments, all local municipalities and the private sector are to have joint planning and

subsequently One budget to deliver integrated services. COGTA provides a hub that will interface with district, local municipalities, civil society, private and other sector departments. COGHSTA plays a role in at the provincial level of coordination to ensure alignment. The One Plan is a bold and revolutionary strategy that addresses the linked DDM core transformation focus areas, subject themes, or guiding principles shown on the diagram below:

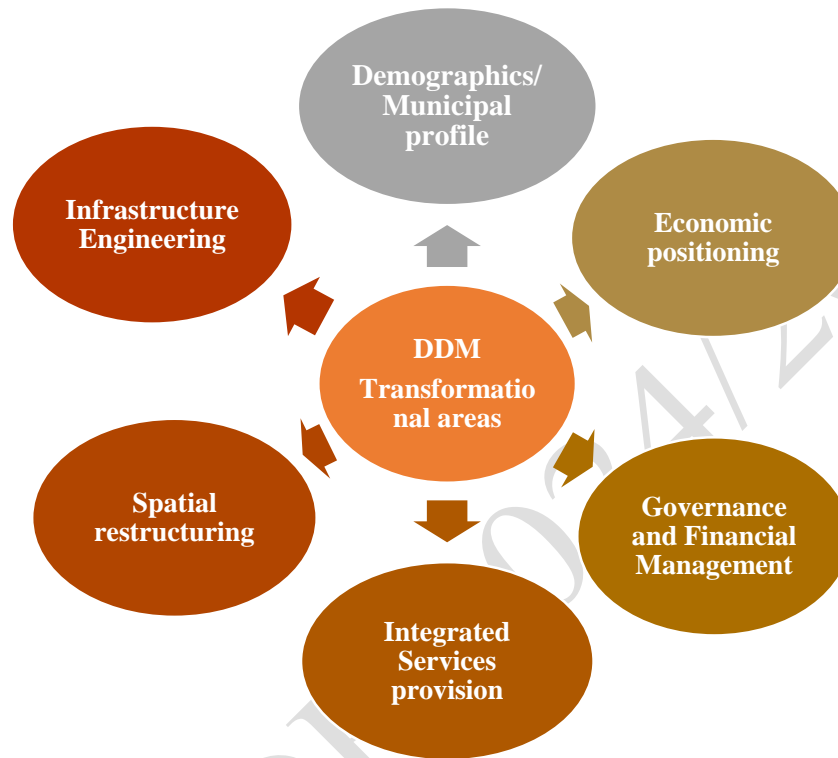


Figure 4 DDM Transformational Areas

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 the province. With a view to guaranteeing sustainable livelihoods, the plan seeks to transform the province's potential for production while addressing its underlying socioeconomic problems. LDP aspires to ensure that government resources, efforts, and energy are directed toward fostering an environment that gives the residents of the province the chance to actively participate in sustainable growth and development that can enhance their quality of life. The LDP Development Strategy is expressed in terms of the following eight priorities, as aligned with the MTSF priorities:

LDP 2020-2025 PRIORITIES

- Transform the public service for effective and efficient service delivery
- Transformation and modernization of the provincial economy
- Provision of quality education and a quality healthcare system
- 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

12 NATIONAL OUTCOMES

The government has created 12 performance outcomes that will be used to monitor public sector delivery and create departmental action plans. The results were a new government project created to boost efficiency and enable more targeted delivery. Performance and delivery agreements between ministers or groups of ministers and the president will be based on the results. To determine whether results are being accomplished, the various priority outcomes will be measured. The outcomes method is made to guarantee that the government is committed to bringing about the anticipated genuine improvements in everyone's quality of life in South Africa. The outcomes approach makes clear what we hope to achieve, how we hope to achieve it, and how we will know whether we are successful. By focusing on improving residents' lives rather than just performing our duties, it will be easier for government spheres to achieve their goals.

Twelve (12) National Outcomes

- Outcome 1: Improved quality of basic education.
- Outcome 2: A long and healthy life for all South Africans.
- Outcome 3: All people in South Africa are and feel safe.
- Outcome 4: Decent employment through inclusive economic growth.
- Outcome 5: A skilled and capable workforce to support an inclusive growth path.
- Outcome 6: An efficient, competitive and responsive economic infrastructure network.
- Outcome 7: Vibrant, equitable and sustainable rural communities with food security for all.
- Outcome 8: Sustainable human settlements and improved quality of household life.
- Outcome 9: A responsive, accountable, effective and efficient local government system

2.3 ALIGNMENT OF DEVELOPMENTAL PLANS

INTERNATIONAL CONTEXT	NATIONAL CONTEXT			PROVINCIAL CONTEXT	LOCAL CONTEXT	
SDG: THE 2030 AGENDA	NDP Vision 2030	MTSF 2019- 2024	12 National Outcomes	LDP 2020-2025	DDM	MDM Priorities
Goal 8. Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all	Economy and Employment	Economic transformation and job creation	Outcome 4: Decent employment through inclusive economic growth.	Economic transformation and job creation through regional integration	Economic Positioning	Growing the economy
Goal 9. Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation	Economic Infrastructure	A better Africa and world	Outcome 6: An efficient, competitive and responsive economic infrastructure network.	Integrated and sustainable socio-economic infrastructure development	Infrastructure Engineering	Provision of infrastructure and social services

Goal 11. Make cities and human settlements inclusive, safe, resilient and sustainable	Human Settlements	Spatial integration, human settlements and local government	Outcome 7: Vibrant, equitable and sustainable rural communities with food security for all. Outcome 8: Sustainable human settlements and improved quality of household life.	Spatial transformation for integrated socio-economic development Accelerate social change and improve quality of life of Limpopo's citizens	Spatial Restructuring	Provision of environmental management services
Goal 17. Strengthen the means of implementation and revitalize the global partnership for sustainable development	Building a capable state	Building capable ethical and developmental state	Outcome 5: A skilled and capable workforce to support an inclusive growth path.	Transformation and modernization of the provincial economy	Governance, And Financial Management	Promoting the interests of marginalized groups
Goal 16. Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels	Building safer communities	Social cohesion and safe communities	Outcome 2: A long and healthy life for all South Africans. Outcome 3: All people in South Africa are and feel safe.	Strengthen crime prevention and social cohesion	Integrated Services Provisioning	Provision of safety and security. Provision of disaster management and emergency services

Goal 4. Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all	Education, training and innovation	Education, skills and health	Outcome 1: Improved quality of basic education.	Provision of quality education and a quality healthcare system	Integrated Services Provisioning	Institutional development
Goal 16. Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels	Fighting corruption and enhancing accountability	Consolidating the social wage through reliable and quality basic services	Outcome 9: A responsive, accountable, effective and efficient local government system	Transform the public service for effective and efficient service delivery	Governance, And Financial Management	Institutional development

Table 1 Alignment of Development Plans

2.4 POWERS AND FUNCTIONS OF MOPANI DISTRICT MUNICIPALITY

	POWERS AND FUNCTIONS OF MDM	Legislative reference	Effective/	Comment
(a)	Integrated Development Planning for the district municipality as a whole, including a framework for integrated development plans for the local municipalities within the area of the district municipality, taking into account the integrated developments plans on those local municipalities,	Mandates: ➤ Sections 83 and 84 of the Municipal Structures Act, 1998, ➤ Limpopo Provincial Notice No. 309 of 2000, Government Gazette No. 615 of 1st October 2000. ➤ Limpopo Provincial Notice no 356, Gaz. No. 1195 of 14th October 2005.	Effective	The IDP Framework is reviewed annually with Locals and approved by MDM Council.
(b)	Bulk supply of water that affects a significant proportion of municipalities in the district		Effective	MDM as the WSA and DWS are responsible for bulk water supply in the District
(c)	Bulk supply of electricity that affects a significant proportion of municipalities in the district.		Not Effective	ESKOM is responsible.
(d)	Bulk sewerage purification works and main sewage disposal that affects a significant proportion of the municipalities in the district.		Effective	Water purification plans are operational
(e)	Solid waste disposal sites serving the area of the district municipality as a whole.		Effective	Allocated to Locals
(f)	Municipal roads which form integral part of a road transport system for the area of the district municipality as a whole		Not Effective	DPWRI perform the function.
(g) *	Regulation of passenger transport services		Effective	DoT
(h) *	Municipal Airport serving the area of the district municipality as a whole		Not effective	DoT and Private
(i)	Municipal Health Services serving the area of the district municipality as a whole		Effective	MDM
(j)*	Fire Fighting services serving the area of the district municipality as a whole		Effective	MDM

(k)	The establishment conducts and control of fresh produce markets and abattoirs serving the area of the district municipality as a whole			MDM made funds available for 2019/20 for business plans on agro-processing. LDARD is more active on food production market. DRDLR has initiative on agri-hub + FPSU which are in planning phase.
(l)	The establishment, conduct and control of cemeteries and crematoria serving the area of the district municipality as a whole		Effective	LMs responsible.
(m)	Promotion of local Tourism for the area of the district municipality as a whole		Effective	The function need active Tourism associations and strategy to market further. National Tourism Department is part of the Technical committee of the District for integration.
(n)	Municipal public works relating to any of the above functions or any other functions assigned to the district municipality		Not Effective	However, MDM will be signing MOU with DPWRI on Vukuphile programme to empower new businesses.
(o)	The receipt, allocation and if applicable, the distribution of grants made to the district municipality		Effective	No distribution of grants
(p)	The imposition and collection of taxes, levies and duties as related to the above functions or as may be assigned to the district municipality in terms of national legislation.		Not applicable	Not applicable
(g')	Public transport in Greater Tzaneen and Greater Letaba municipalities.	Adjusted mandates: Provincial Gazette No. 878, dated 07 March 2003	Not Effective	BPM, MLM and GGM should be responsible for theirs.
(h')	Municipal airport services in Greater Letaba, Greater Giyani and Ba-Phalaborwa municipalities		Not Effective	GTM and MLM should be responsible for own airports
(j')	Firefighting services in Greater Giyani, Greater Letaba and Greater Tzaneen, Ba-Phalaborwa and Maruleng municipalities.		Effective	Fully-fledged Fire services unit is established
	Solid waste disposal sites serving the area of the district municipality as a whole.		Effective	Allocation to Locals but District is still assisting.

	OTHER FUNCTIONS THAT ARE DONE YET NOT LISTED/ COVERED ABOVE	LEGISLATION(S)	COMMENT
(i)	Disaster Management services	Disaster Management Amendment Act 16 of 2015	Service is effective
(ii)	Provision of the water and sanitation services	Water Services Act no. 108 of 1997.	Effective

Table 2 Powers and functions of Mopani District

Draft IDP 2024/25

2.5 IDP REVIEW PROCESS

The Municipal Systems Act 32/2000 on section 28 requires that each municipal Council should adopt a process that would guide the planning, drafting, adoption and review of the IDP and Budget. Clear and established mechanisms, procedures and processes for consulting with communities are imperative and should have been followed before such plan is adopted by Council.

Stages/Phases of IDP

The table below shows the phases/ stages of the IDP process and activities entailed for the Review process of the IDP.

STAGES/ PHASES OF THE IDP PROCESS	
IDP PHASES	ACTIVITIES
PREPARATORY July - August 2023	<ul style="list-style-type: none"> - Identification and establishment of stakeholders and or structures and sources of information. - Development of the IDP Framework and Process Plan.
ANALYSIS PHASE August - September 2023	<ul style="list-style-type: none"> - Compilation of levels of development and backlogs that suggest areas of interventions.
STRATEGIES PHASE October - December 2023	<ul style="list-style-type: none"> - Reviewing the Vision, Mission, Strategies and Objectives.
PROJECTS PHASE January - February 2024	<ul style="list-style-type: none"> - Identification of possible projects and their funding sources.
INTEGRATION PHASE February – March 2024	<ul style="list-style-type: none"> - Sector Plans Summary inclusion and programmes of action.
APPROVAL PHASE March - May 2024	<ul style="list-style-type: none"> - Submission of Draft IDP to Council. - Publication and Road-show on Public participation. - Amendments of draft IDP/Budget according to comments/ inputs. - Submission to Council for approval and adoption.

Table 3 IDP Stages/ Phases

IDP STRUCTURES/DRIVERS OF THE IDP PROCESS

The following structures are responsible for the development, implementation and monitoring of the IDP of MDM. The Municipal Manager and the IDP Manager shall facilitate all IDP processes. The Municipal Manager shall also provide administrative accountability to political oversight in the drafting of the IDP.

STRUCTURES	COMPOSITION	ROLE
Council	Members of Council (Chair: Speaker)	Approve/ adopt IDP. Section 25(1) Municipal Systems Act 32/2000.
IDP Representative forum	Government Departments, Local Municipalities (LMs), Traditional Leaders, CBOs, SOEs, NPOs, CDWs, Associations, Interest groups and Resource persons. District Managers (senior & middle) and Councillors. (Chair: Executive Mayor)	Debate and confirm priorities of the municipality in terms of Analysis, Strategies, Projects and Integration phases. Represent communities at strategic decision-making level.
Mayor's IDP Meeting	Executive Mayor, Members of Mayoral committee, Municipal Manager and Senior Managers/ Directors. (Chair: Executive Mayor).	Provide input to IDP & Budget and support the IDP Rep forum. Present at IDP Rep. forums.
IDP Steering committee	Municipal Manager, Senior Managers/ Directors and IDP Manager as core members. Middle Managers are also to attend. (Chair: Municipal Manager)	<ul style="list-style-type: none"> - Responsible for drafting the IDP - Alignment of processes & plans - Horizontal alignment of DM and LMs plans. - Plan and prepare for IDP meetings. - Alignment of planning processes (IDP & Budget) - Consultation with various sectors on IDP. - Secretarial services to the IDP Rep forum.
Budget Steering committee	MMC-Finance, Directors, CFO, Managers. Chair: CFO	Budgetary processes in alignment with IDP. Budget Adjustment activities.

IDP Technical committee	(IDP Managers, PMS (LMs & MDM). (Chair: IDP Manager)	<ul style="list-style-type: none"> - Preparation of the District IDP Framework, Process plan and Code of Conduct for IDP Representative forum. - Compile/ coordinate reports for District Engagement sessions.
District Engagement sessions/ Development Planning forum	Sector depts., LMs, MDM & SOEs as per need. (Chair: OtP & CoGHSTA)	<p>Vertical alignment of plans and implementation. Reporting of progress.</p> <p>Integration of Sector departments plans with municipal plans, Sharing common planning platform.</p>
Cluster committees	Members of portfolio committees and support Directorates. Chair:MMC	Support the IDP Process with input.
IGR-Technical Committees:	<ul style="list-style-type: none"> - Economic & Spatial Technical committee - Social Technical Committee: - Justice, Crime Prevention and Safety Technical committee: - Transformation and Organisational Development Technical committee: - Good Governance Technical committee. - Infrastructure Committee - Finance Technical committee 	<ul style="list-style-type: none"> - Implement the IDP - Develop Sector plans - Initiate projects - Progress reporting on implementation
Provincial Government	MEC for Local Government (CoGHSTA).	Assess/Evaluate the IDP, comment and monitor its implementation.

Table 4 IDP Structures, composition and roles

Public participation

IDP Process should allow for community involvement throughout the phases as well as in the implementation. The IDP Representative Forum is the core structure that will provide effective participation and representation of communities in the IDP Process. At the lowest level the structure that provides avenue for community participation in the form of information sharing in the IDP/ Budget Process is the District

Ward Committee Forum. The following mechanism are used in Mopani District municipality for public participation:

Mechanisms of Public participation

- IDP Rep Forum
- Public participation road shows
- Electronic and print media (Local Newspaper, Municipal website)

Draft IDP 2024/2025

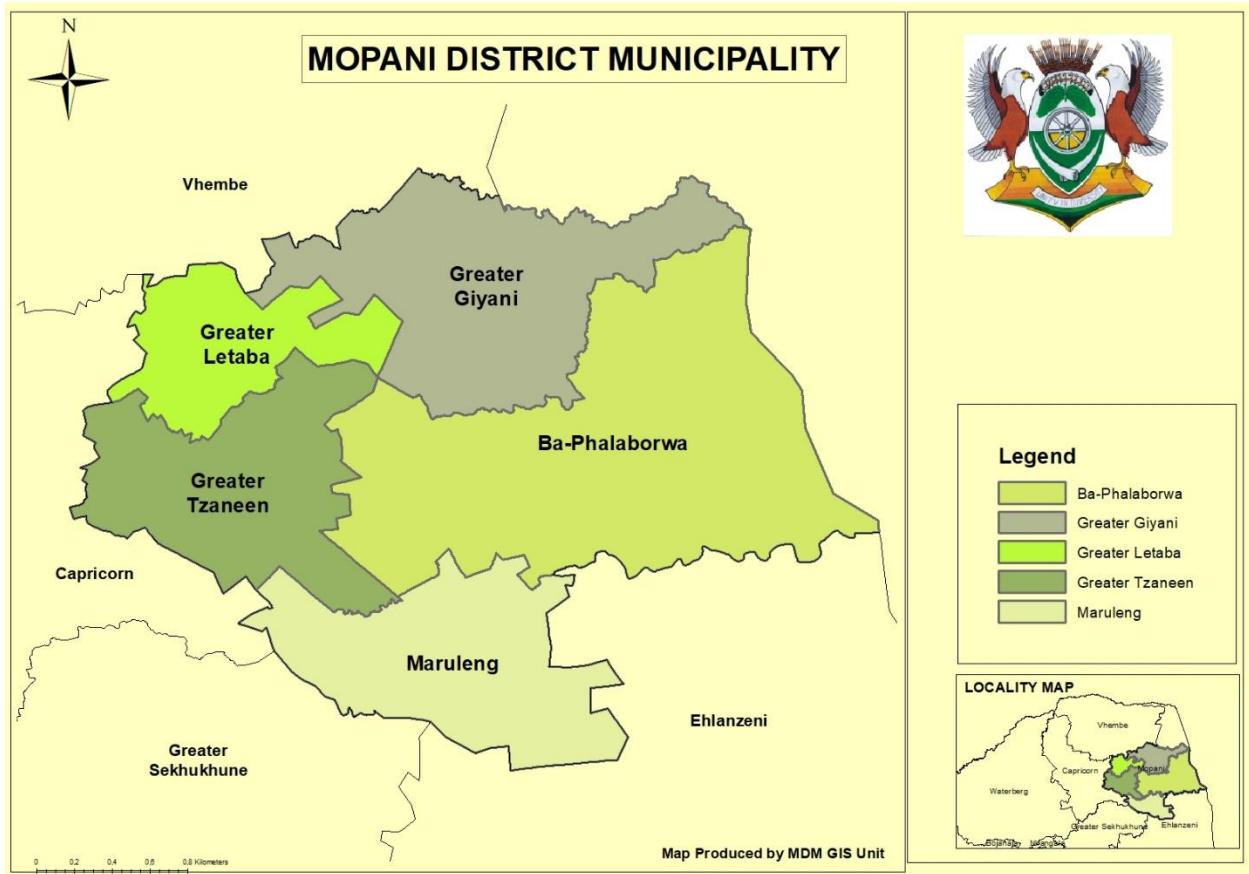
3 CHAPTER THREE: MUNICIPAL PROFILE

3.1 Geographic location and key features

Mopani District municipality is situated in the North-eastern part of the Limpopo Province, 70 km and 50km from Polokwane (main City of the Limpopo Province), along provincial roads R81 and R71 respectively. It is located, on global view, between the Longitudes: 29° 52'E to 31° 52'E and Latitudes: 23° 0'S to 24° 38'S, with 31° E as the central meridian. It is located in the Degree square 2431 Topographical sheets. Tropic of Capricorn (Lat 23°26'12.0") passes through the District along Jamela village and Mopani Camp in Kruger National Park (KNP).

It is bordered in the east by Mozambique, in the north, by Vhembe District Municipality through Thulamela & Makhado municipalities, in the south, by Mpumalanga province through Ehlanzeni District Municipality (Bushbuckridge, Thaba-Chweu and Greater Tubatse) and, to the west, by Capricorn District Municipality (Molemole, Polokwane & Lepelle-Nkumpi), in the south-west, by Sekhukhune District Municipality (Fetakgomo). The district spans a total area of 2 001 100 ha (20 011 km²), inclusive of portion of Kruger National Park from Olifants to Tshingwedzi camps or Lepelle to Tshingwedzi rivers. There are 16 urban areas (towns and townships), 354 villages (rural settlements) and a total of 129 Wards.

The district is named Mopani because of the abundance of nutritional Mopani worms found in the area. By virtue of the Kruger National Park being part of Ba-Phalaborwa and Greater Giyani municipalities, Mopani District is part of the Great Limpopo Transfrontier Park, the park that combines South Africa, Mozambique and Zimbabwe. The strategic location of the District embodies both advantages and disadvantages. The communities of Mopani should be well positioned, in order to harness advantages that come with their neighborliness with Mozambique.



Map 1 Spatial Representation of Mopani District Municipality

Table below shows the extent of Mopani and its components in terms of Wards, Villages and Urban areas. It should be noted that the area occupied by Kruger National park, is devoted largely to nature conservation. Both Maruleng and Ba-Phalaborwa are least in terms of number of wards and villages and they are largely occupied by game farms. It should also be noted that number of villages has increased over the years imposing a high demand in the provision of basic services facilities.

Wards per local municipality in Mopani, as revised during 2011 & 2016 boundaries re-determination

Local Municipality	Total Area	Number of Reg. Voters		Councilors		Wards			Current No. Villages	Current No. Urban Areas
		2011	2016	2011-2016	2016-2021	2006-2011	2011-2016	2016-2021		
Greater Giyani (LIM331)	4 171,6 km ²	107820	127 728	60	62	30	30	31	93	1

Greater Letaba (LIM332)	1 890,9 km ²	95192	110 301	57	60	26	29	30	80	3
Greater Tzaneen(LIM333)	3 242,6 km ²	171887	184 324	68	69	34	34	35	125	5
Ba-Phalaborwa (LIM334)	7 461,6 km ²	59188	70 416	36	37	16	18	19	23	4
Maruleng (LIM335)	3 244,3 km ²	44963	52 535	27	27	12	14	14	33	3
Mopani (DC33) Total	20 011,0 km²	479 050	545 304	51	53	118	125	129	354	16

Table 5 Local Municipalities and Number of wards

Source: Municipal Demarcation Board

Following the reconfiguration of wards by Municipal Demarcation Board, 2015, all except Maruleng Local municipality, have one additional ward each, resulting with **GGM = 31 wards; GTM = 35 wards, BPM = 19 wards, GLM = 30 wards and Maruleng = 14**. Total wards for Mopani District Municipality is now 129.

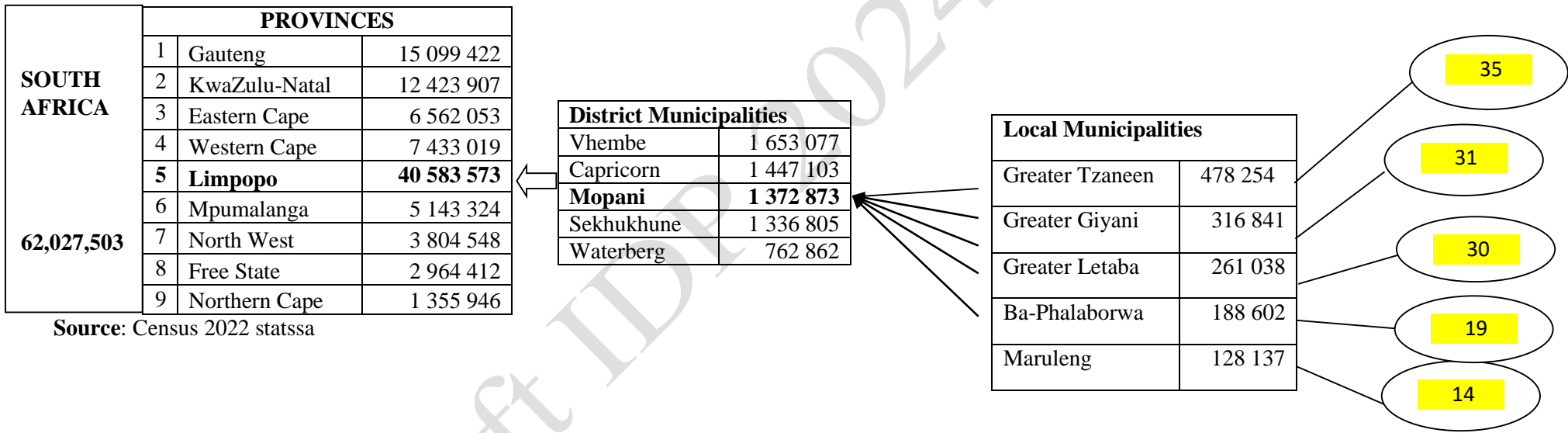
3.2 Demographics

The following analogy provides an overview and critique of the important demographic indicators of the Mopani District. It covers the population size, age distribution, unemployment, income generation, educational levels and services backlogs in the district. The socio-economic profile of the district provides an indication of poverty levels and development prospects.

South African Population Number(s)

South African Population numbers

No. of Wards



Source: Census 2022 statssa

Population and households' growth trends

Population Trends 2011-2022

Province, district and local municipality	MIIF CATEGORY	Government transfers and subsidies as a % of revenue	CENSUS 2011					CENSUS 2022					Growth Rate
			Total population			School attendance (5-24 years)	Sex Ratio	Total population			School attendance (5-24 years)	Sex Ratio	
			Male	Female	Total			Male	Female	Total			
Limpopo			2 524 136	2 880 732	5 404 868	1 837 198	87,6	3 099 416	3 473 304	6 572 721	1 850 035	89,2	1,9
Mopani	C2	84,1%	501 581	590 926	1 092 507	375 730	84,9	634 524	738 349	1 372 873	389 683	85,9	2,2
LIM331 : Greater Giyani	B4	74,9%	107 606	135 380	242 986	93 445	79,5	143 873	172 968	316 841	99 474	83,2	2,6
LIM332 : Greater Letaba	B4	88,6%	95 823	118 109	213 932	77 593	81,1	117 818	143 220	261 038	76 245	82,3	1,9
LIM333 : Greater Tzaneen	B4	40,0%	181 316	208 307	389 623	124 076	87,0	223 101	255 152	478 254	124 420	87,4	2,0
LIM334 : BaPhalaborwa	B3	33,4%	73 017	77 620	150 637	47 542	94,1	90 254	98 348	188 603	54 740	91,8	2,2

LIM335 Maruleng	:B4	48,6%	43 819	51 510	95 328	33 075	85,1	59 477	68 660	128 137	34 803	86,6	2,9
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Distribution by broad age

Province, district and local municipality	CENSUS 2011					CENSUS 2022				
	0 - 4	5 - 14	15 - 34	35 - 59	60 +	0 - 4	5 - 14	15 - 34	35 - 59	60 +
Limpopo	680 163	1 154 849	1 960 627	1 141 866	467 363	753 127	1 326 140	2 143 807	1 677 700	671 671
Mopani	138 761	230 755	402 713	233 365	86 914	167 865	287 883	434 142	351 797	131 127
LIM331 : Greater Giyani	31 976	57 324	88 866	46 031	18 789	40 294	71 796	98 776	75 700	30 271
LIM332 : Greater Letaba	27 302	46 554	78 262	41 853	19 961	33 483	58 047	79 109	62 705	27 692
LIM333 : Greater Tzaneen	47 963	76 171	143 850	89 867	31 772	56 274	94 078	151 866	129 839	46 147
LIM334 : Ba-Phalaborwa	19 437	30 138	56 471	35 468	9 123	21 994	37 941	64 102	50 158	14 407
LIM335 : Maruleng	12 082	20 567	35 263	20 147	7 268	15 820	26 021	40 288	33 394	12 611

Table 6 Population trends from 1996-2016

Population and household's growth/ trend: Census 2011 and Census 2022 data

Since population sizes vary from municipality to municipality, it is important to allocate resources proportionately while still taking into account other relevant criteria, such as service backlogs, poverty-stricken areas, identified growth areas, etc.

Province, district and local municipality	MIIF Category	Government transfers as a % of total revenue	Households				Type of main dwelling							
			2011		2022		2011				2022			
			Total households	Average household size	Total households	Average household size	Formal dwelling	Traditional dwelling	Informal dwelling	Other	Formal dwelling	Traditional dwelling	Informal dwelling	Other
Limpopo			1 418 085	3,8	1 811 565	3,6	1 272 954	63 974	73 712	7445	1 715 069	40 391	49 298	6 807
Mopani	C2	84,1%	296 314	3,7	358 153	3,8	273 242	15 003	6 628	1 441	342 857	10 596	3 418	1 282
LIM331 : Greater Giyani	B4	74,9%	63 193	3,8	79 735	4,0	55 593	5 939	1 483	177	73 776	5 093	726	140
LIM332 : Greater Letaba	B4	88,6%	58 612	3,6	65 220	4,0	53 830	2 447	1 955	381	61 580	2 437	1 130	74
LIM333 : Greater Tzaneen	B4	40,0%	108 705	3,6	129 579	3,7	100 495	4 823	2 747	640	125 867	1 784	1 267	660
LIM334 : Ba-Phalaborwa	B3	33,4%	41 114	3,7	51 651	3,7	39 634	1 149	213	118	50 653	741	132	124
LIM335 : Maruleng	B4	48,6%	24 689	3,9	31 968	4,0	23 690	644	231	124	30 982	541	162	284

3.3 Age structures and Gender composition (Statssa 2011 Census)

The age and gender structure is by and large influenced by levels of fertility, mortality and migration. These factors are also influenced by socio-economic circumstances such as education, level of affluence (income) and location. There are typically more women than men in small communities. Greater Giyani and Greater Letaba municipalities, which are predominantly rural or non-urban in nature, are where this is most prominent. The situation may be attributed to the low levels of education and wealth in these communities, which have been made worse by males leaving to find work elsewhere. While there is a similar ratio of males to females in Ba-Phalaborwa, there are more males than females in working age groups. That is ascribed to young women who are unprepared for dirty and difficult professions and young men working in the mining industry in the Phalaborwa and Gravelotte mines.

Age	Greater Giyani		Greater Letaba		Greater Tzaneen		Ba-Phalaborwa		Maruleng		Mopani District Municipality		
	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Males	Female	Persons
00 – 04	16074	16068	13539	13597	24007	24002	9722	9715	6039	5997	69381	69379	138761
05 – 09	14594	14591	11381	11577	18877	18989	7536	7850	5201	5153	57589	58160	115749
10 – 14	14623	13818	11983	11311	19714	18606	7531	7221	5244	4954	59095	55910	115006
15 – 19	16205	15848	14501	13775	21780	21502	7125	7558	5704	5589	65315	64272	129587
20 – 24	12012	13407	11160	10972	20565	19949	8142	7998	4796	4915	56675	57241	113916
25 – 29	7297	10782	6611	8924	15951	17852	6845	7374	3467	4497	40171	49429	89599
30 – 34	5122	8594	4727	7193	11910	14523	5406	6022	2556	3558	29721	39890	69610
35 – 39	4208	7982	4246	6522	10160	13470	4658	5399	2081	3067	25353	36440	61792
40 – 44	3539	6598	3328	6001	8753	11985	3892	4402	1861	2865	21373	31851	53223
45 – 49	3273	6289	2908	5679	7454	11561	3105	3790	1602	2512	18342	29831	48174
50 – 54	2708	5454	2525	4482	5909	8748	2697	2853	1321	2026	15160	23563	38722
55 – 59	2300	3908	2211	3723	5161	6877	2420	2253	1071	1531	13163	18292	31454
60 – 64	1866	2836	1979	3133	4183	5304	1664	1622	975	1227	10667	14122	24788
65 – 69	1425	2644	1496	2964	2720	4115	961	1206	653	874	7255	11803	19058
70 – 74	1341	2871	1325	2936	2134	3902	654	959	475	809	5929	11477	17407
75 – 79	736	1854	600	1827	1003	2775	339	632	231	702	2909	7790	10699
80 – 84	459	1448	416	1508	685	2451	203	444	181	575	1944	6426	8369
85+	343	1102	369	1273	592	1928	118	321	118	430	1540	5054	6592
Totals	108125	136094	95305	117397	181558	208539	73018	77619	43576	51281	501582	590930	1092506
Person	244 219		212 702		390 097		150 637		94 857		1092506		

Table 7 Age structure and Gender Composition

3.4 Population Movements (in-migration and out-migration)

The STATSSA figures show that despite having little economic activity, rural areas are nevertheless very populous. In the municipalities of Greater Giyani and Maruleng, these tendencies are clearly visible. Possible explanations for these trends include: (1) the rural areas' comfort with cultural norms that are respected; (2) the low cost of land in rural areas; (3) rising levels of affluence (in mobility) among Black South Africans; (4) enhanced delivery of essential services in rural areas; and (5) maintaining families (increased level of choices due to improved commuter transport). The points raised above highlight the importance of putting an emphasis on rural development so that services can be offered where people desire to live. That puts to the test a municipality's decision-making about growing areas.

A significant influx of foreign nationals occurs frequently in Mopani. When supplying our residents with basic amenities like water, sewage, power, housing, healthcare, and education, they are frequently overlooked. As a result, services and facilities are overworked, which lowers their quality because more people must be served with the limited resources that are intended for a select few (registered citizens). Even while the delivery of services in rural areas has significantly improved, the demand outweighs the supply, which leads to low service quality. This has turned into a driving force, creating an influx of (households) settlements in the periphery of urban centres in search of better services, resulting in land-lock against the growth of those areas, such as Giyani town. It has been observed that people are moving from urban and rural locations for various reasons. Therefore, the issues that keep coming up are:

- Land unavailability in urban areas,
- Need for creation of jobs and provision of sufficient and sustainable services in rural areas,
- Strengthening of border control mechanisms and systems and
- Public safety against increasing crime prone spots in municipalities.

3.5 People with disabilities in the district (no. Of persons)

Type of disability	GGM		GLM		GTM		BPM		MLM		MDM			
	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Persons	Total
Sight: a lot of difficulty Cannot do at all	550 197	1006 269	588 147	1123 248	1130 351	1988 395	399 103	605 107	254 51	443 84	2921 849	5165 1103	8086 1952	10038
Hearing: a lot of difficulty	247 188	388 188	317 178	553 262	550 358	870 395	205 109	242 132	176 70	239 81	1495 903	2292 1058	3787 1961	5748

Cannot do at all														
Communication a lot of difficulty Cannot do at all	413 722	366 685	561 942	595 932	820 1319	831 1396	330 618	324 586	158 294	177 308	2282 3895	2293 3907	4575 7802	1237 7
Physical a lot of difficulty Cannot do at all	454 612	951 606	554 696	1042 769	860 1079	1615 1231	264 523	506 510	189 204	358 270	2321 3114	4472 3386	6793 6500	1329 3
Wheel chair	129 7	1680	123 4	1455	2519	2731	885	845	640	737	6575	7448	14023	1402 3
Totals by gender	468 0	6139	521 7	6979	8986	11452	3436	3857	2036	2697	2435 5	31124	55479	55479
No. of disabled persons	10 819		12 196		20 438		7 293		4 733		55 479			
People can do sign language	125	152	138	155	284	316	69	60	40	38	655	722	1377	1377
	277		293		600		129		78		1377			

Table 8 People with Disabilities

Services to people with disabilities

There are five special schools in the district that cater for the learners with special needs, namely the blind, the deaf and the physically challenged. The schools are Letaba & Yingisani (both at Nkowankowa) and Pfunanani at Giyani, Nthabiseng and Franchipan both at Phalaborwa. There is one flagship life-care centre in the district, namely Shiluvana centre that caters for homeless and severely disabled people. eVuxakeni is now converted into fully functional hospital. In addition, there are 171 normal schools that have infrastructure access facilities for disabled. This total constitutes 24% of all schools in Mopani, which is still low when compared with programmes to integrate disabled learners in the normal schools, i.e the blind and the crippled. Shortage of supporting infrastructure in most schools is still a serious challenge. However, currently new schools that are being established have full plan to accommodate the disabled. Mentally disabled and the deaf are still problematic cases that may not be easily mainstreamed into normal schools. Such disabled will always need care in special schools.

Challenges of people with disabilities

- Lack of skills
- Lack of employment opportunities
- Lack of assistive devices like wheel chairs, canes (walking sticks), hearing aids, magnified glasses, etc.

- Lack of capacity within public institutions in handling disabled in an integrated manner due to lack of understanding by the majority of people,
- Lack of Braille resources
- Lack of sign language interpretation services/ specialists,
- Inaccessibility to government buildings and public transport.
- Again, disabled people are best understood by their family members and they are thus socially cut off from public, e.g, not many people understand Sign language.
- In public meetings provisions are rarely made for the deaf and the blind to be on board.
- Further challenges are apparent in public amenities, e.g lack of facilities at taxi ranks, lack of walking lanes alongside main roads and general stigma that disabled persons are incomplete persons and would not have leisure needs.

Despite the efforts by the District for disabled persons to apply for jobs or tendering, there is still poor participation since most of them do not have businesses. There are few who do apply and often they do not meet the necessary requirements.

Participation of disabled persons in various structures				
Political structures	Municipal structures	Sector Departments	CBOs	Non-participating
5,5%	7,4%	3,9%	5,2%	78%

Source: Empirical data from municipalities through CDWs, 2021

The Mopani District Municipality has established the functional Disability desk in line with the provincial and national functions located in the Office of the Presidency and Office of the Premier. This function is one of the special programmes in the Office of the Executive Mayor with its major role of coordinating the implementation of the Integrated National Disability Strategy in the district. The Disability Desk intends to play advocacy role in highlighting the needs of disabled people with emphasis on the following key area: mainstreaming, capacity building, civic education and raising awareness on disability issues.

3.6 Labour statistics in Mopani District

The following industries employ people in the Mopani district: agriculture, industry, mining, trade, government, transport, tourism, manufacturing, building, and energy. According to Statssa (Census 2011) the district's major employer is the government sector. The farming sector is the second largest employer in the Mopani district. This is not the case, though, when the towns are taken into account independently, with the mining industry employing 19,5% of the Ba-Phalaborwa population, the second-highest percentage.

The highest employment contributor is Greater Tzaneen municipality @ 42%. The highest unemployment is in Greater Tzaneen municipality @ 41%.

Labour status (Source: Census 2011, Statssa)

Municipality	Employed				Unemployed					Discouraged job seekers Persons	Not economically active Persons
	Male	Female	Total	% of District	Male	Female	Total	% of munic	% of District		
Greater Giyani	12028	13441	25469	15%	8696	13900	22596	47%	20%	3701	34104
Greater Letaba	14884	12954	27838	16%	7439	11367	18806	40%	17%	2666	29207
Greater Tzaneen	39855	33627	73482	42%	17572	24965	42537	37%	38%	5147	49253
Ba-Phalaborwa	20125	13834	33959	19%	8267	12014	20281	37%	18%	1413	16147
Maruleng	7125	6368	13493	8%	3501	5443	8944	40%	18%	1667	13142
Mopani District	94017	80224	174241	100%	45475	67689	113164	39%	100%	14594	141853

Table 9 Labour status (Source: 2011 Census)

- The highest employment contributor is Greater Tzaneen municipality @ 42%
- The highest unemployment is in Greater Tzaneen municipality @ 38%
- There is appreciable decrease in unemployment across all Local municipalities

Income categories (Census 2011, Statssa)

Monthly income of persons by Municipalities							
	Greater Giyani	Greater Letaba	Greater Tzaneen	Ba-Phalaborwa	Maruleng	Mopani	
No income	111983	89550	160254	63891	42564	468242	43%
R 1 - R 400	74051	63803	105823	36572	26034	306283	28%
R 401 - R 800	8638	9888	15004	5232	2578	41340	4%
R 801 - R 1 600	25150	30112	56634	14672	12489	139057	13%
R 1 601 - R 3 200	5143	4650	15148	6632	2261	33834	3%
R 3 201 - R 6 400	3815	2437	8057	5268	1374	20951	2%
R 6 401 - R 12 800	3505	2651	7793	5375	1625	20949	2%
R 12 801 - R 25 600	2771	1767	5779	3746	1085	15148	1%
R 25 601 - R 51 200	413	347	1507	920	288	3475	-
R 51 201 - R 102 400	54	60	367	177	54	712	-

R 102 401 - R 204 800	54	106	226	64	57	507	-
R 204 801 or more	60	78	190	78	38	444	-

Table 10 Income categories Census 2011

Language diversity

Census	Tsonga	N.Sotho	Afrikaans	Sotho	English	Venda	Zulu	Swati	Tswana	Xhosa	Ndebele	Sign
2001	48,6%	46,4%	1,88%	1,4%	0,6%	0,47%	0,22%	0,21%	0,11%	0,09%	0,03%	0,10%
2011	44%	46%	2,0%	2,8%	1,3%	0,5%	0,5%	0,2%	0,2%	0,1%	0,2%	0,1%

Table 11 Language diversity

Indigent households as per income criterion (statssa, census 2011)

Table 13: Indigent Households								
Local Municipality	Municipal determination of indigent household (2011)	Total H/H	Total Indigents		Indigents benefitting		Indigents NOT benefitting	
			No.	%	No.	%	No.	%
Greater Tzaneen	0 ≤ (h/h income) ≤ R3 000 pm	108926	86 343	79,3	32 573	37,7	53 770	62,3
Greater Giyani	0 ≤ (h/h income) ≤ R1 400 pm	63548	40 873	64,3	336	0,8	40 537	99,2
Greater Letaba	0 ≤ (h/h income) ≤ R3 000 pm	58261	49 935	85,7	898	1,8	49 037	98,2
Maruleng	0 ≤ (h/h income) ≤ R1 500 pm	24470	15 333	62,7	1 365	8,9	13 968	91,1
Ba-Phalaborwa	0 ≤ (h/h income) ≤ R3 000 pm	41115	27 221	66,2	2 275	8,4	24 946	91,6
Total/Mopani DM		296320	219 705	74,1	37 447	17,0	182 258	83,0

Table 12 Indigent Households

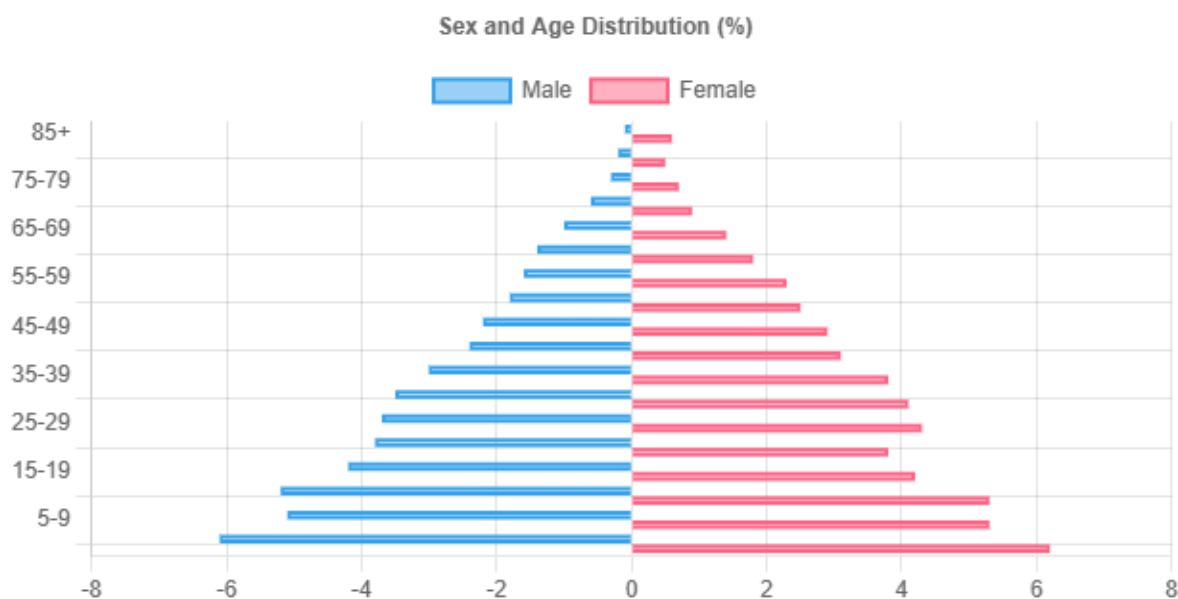
Poverty stricken wards in Mopani District

Local Municipality	Number of Wards	Affected Wards	Villages/Areas
Greater Giyani Local Municipality	13 (1 is deprived in all domains)	1,3,12,13,14,16,18,20,21,22,23,24,25	Giyani A, Homu 14B, Homu 14C
Greater Letaba Local Municipality	16 (5 are deprived in all domains)	1,2,5,7,9,10,11,12,13,14,15,16,19,20,21,23	Matshwi -4, Tlhabeng-4, Morwatshehla-2, Raselaka & Satlalani-1, Mollong-1, Iketleng-1, Maraka-1, Robothatha-1, Makhurape-

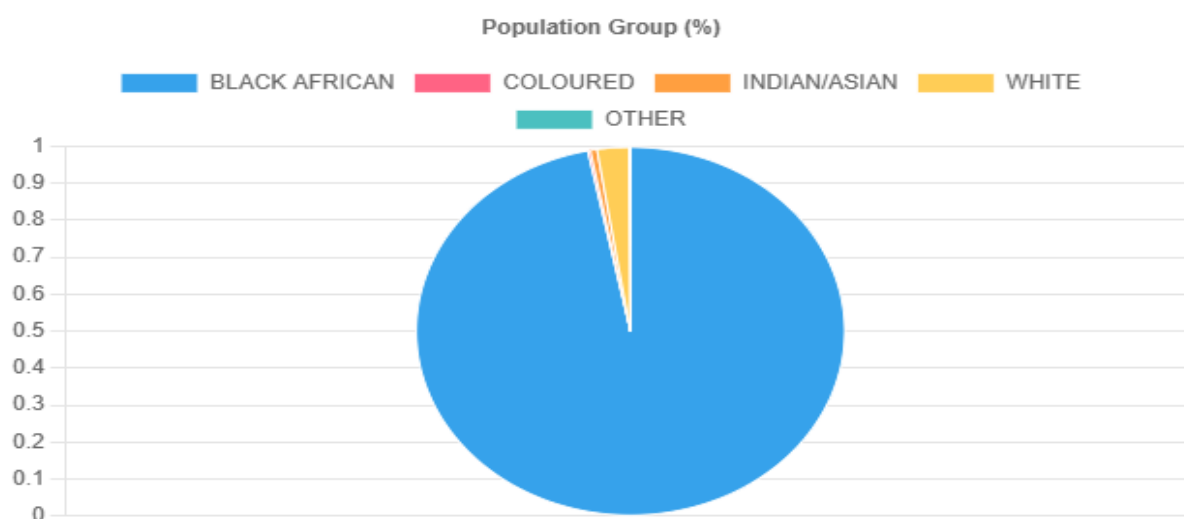
			1,Mmamakata-1, Rasodi- 1,Khekhutini-1, Molelema-1, Mohlaka mosoma
Greater Tzaneen Local Municipality	8	22,24,25,26,29,30,31,32	Moime, Mokomotji, Mohlaba Cross
Maruleng Local Municipality	3	2,6	Finale, Bismark
Ba-Phalaborwa Local Municipality	1	4	
MOPANI DISTRICT MUNICIPALITY	41		

Table 13 Poverty Stricken wards

AGE PYRAMID



Population structures

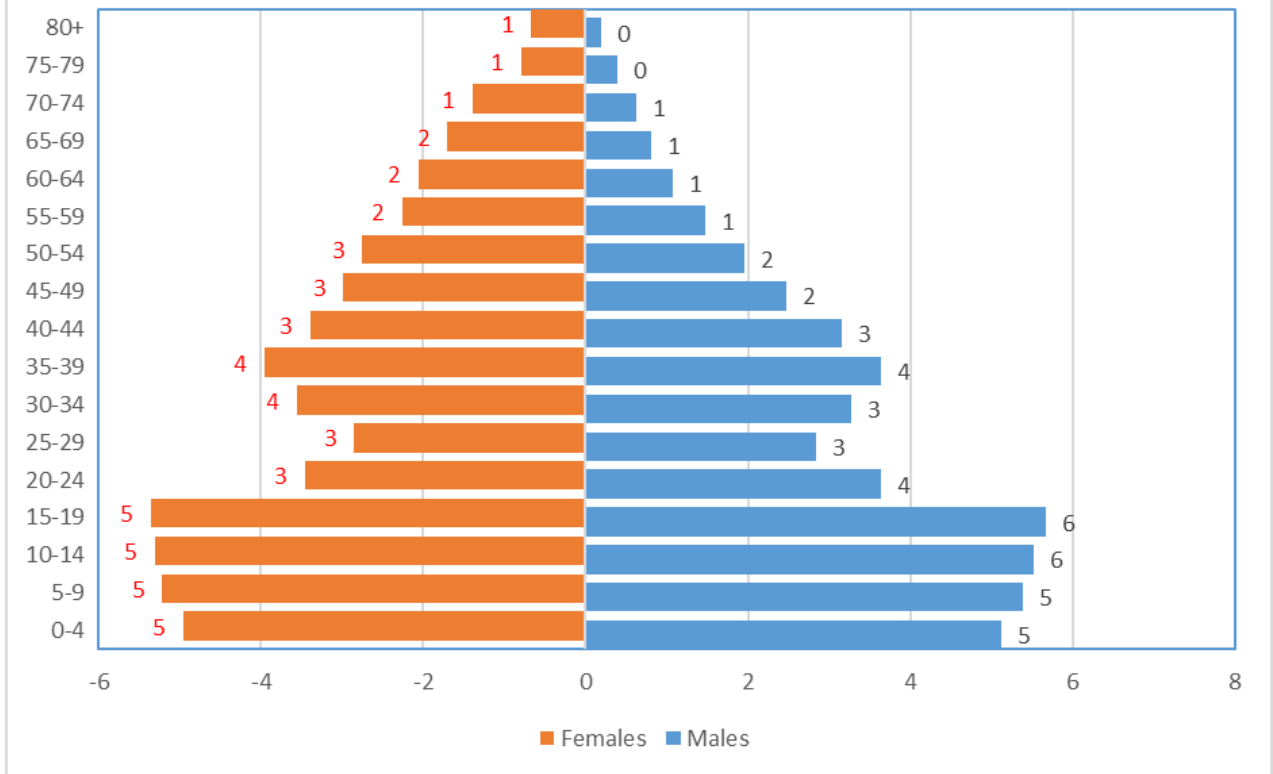


Name	Frequency	%
Black African	1 329 411	96,8%
Colored	2 600	0,2%
Indian/Asian	6 231	0,5%
White	33 048	2,4%
Other	1 412	0,1%

POPULATION PROJECTION

Draft IDP

Mopani Projected 2026 Population



KEY STATISTICS

Name	Census 2022	Census 2011
Total population	1 372 873	1 092 507
Young children (0-14 years)	33,2%	33,8%
Working age population (15-64 years)	60,4%	60,5%
Elderly (65+ years)	6,4%	5,7%
Dependency ratio	65,6	65,3
Sex ratio	85,9	84,9
No schooling (20+ years)	18,9%	21,2%
Higher education (20+ years)	8,2%	7,9%
Number of households	358 153	296 314

Average household size	3,8	3,7
Formal dwellings	95,7%	92,2%

DEPENDENCY RATIO

Draft IDP 2024/2025

4 CHAPTER FOUR: SITUATIONAL ANALYSIS

4.1 KPA Spatial Rationale

Background

The spatial analysis provides a visual picture of the existing spatial patterns (that is nodes, networks and areas) that have emerged in the municipal area. This analysis serves to describe the municipal area in spatial terms and understand how space is utilized in the district. It looks at settlement patterns and growth points (nodes), population concentration areas, illegal land occupation and 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.

Mopani District developed its Spatial Development Framework guided by a set of international, regional, national, provincial, district and local development policies. The Mopani District Spatial Development Framework 2018 forms an integral part of the Mopani District integrated development planning process. The aim of the Spatial Development Framework is to give direction to spatial development within the district:

- Ensuring compliance with the SPLUMA legislation and principles.
- Aligning Spatial Development Frameworks of municipalities within the district and adjoining municipalities.
- Aligning Spatial development within the district with International and national spatial initiatives and plans.
- Coordinating land use management actions within the district.

The Mopani District Spatial Development Framework has the function at a district strategic level to plan and co-ordinate the broad spatial structure of the area, within the policy frameworks set by the national and municipal spheres of government and to ensure the integration and alignment of municipal spatial frameworks and policies.

The Spatial Vision of Mopani District Municipality is as follows:

“Communities living in transformed urban and rural places supported by an integrated, inclusive and sustainable space economy having equitable access to economic, engineering and social infrastructure networks and the responsible use of natural resources providing sustainable livelihoods for all.”

Greater Tzaneen municipality is surrounded by the municipalities of Maruleng on the south, Lepelle-Nkumpi on the south-west, Molemole on the west, Greater Letaba on the north, Greater Giyani on the north-east, and Ba-Phalaborwa on the east. A land area of 3242.6 km² makes up the municipality. It stretches about 85 kilometers (km) from haenertsburg in the west to rubbervale in the east, and from modjadjiskloof just south of it in the north to trichardtsdal in the south (47km). The greater tzaneen municipality includes tzaneen, nkowankowa, lenyenye, letsitele, and haernetzburg, all of which have been officially recognized as towns. As can be seen above, these regions serve as the points of economic growth on the province, district, and municipal scales. 125 rural settlements are also present.

➤ **Greater Letaba**

The Greater Letaba Municipal area is situated on the north-west of Mopani District. Greater Giyani is on the north-east, Molemole is on the west, Makhado is on the north-west, and Greater Tzaneen is on the south. Its three officially recognized towns, Modjadjiskloof, Ga-Kgapane, and Senwamokgope, are the center of the region's economic activity. The area covered by the 80 settlements in the Greater Letaba Municipality is 189096.07ha (1891 km). 59 (MDM SDF 2007). According to total area, the Greater Letaba Municipality is the district's smallest local municipality. Additionally, the Municipality is distinguished by contrasts including varying geography, population concentrations, and vegetation. North-east of the municipality has a denser population than the south, whereas the south has a denser (timber) vegetation. Throughout the municipality, resources are not abundant. At its boundary with Greater Tzaneen, the municipality is located close to various natural resources. The natural splendor, dams, waterfalls, greenery, and nature reserves in the Tzaneen and Heanertsburg regions draw tourists. The Municipality is able to benefit from both these resources and the more robust economic activity in Tzaneen town.

Greater Giyani

The municipal area borders the following municipalities: Greater Letaba Municipality on the west, Ba-Phalaborwa on the south, Greater Tzaneen on the south-west, and Thulamela and Makhado municipalities in the north-west. It includes the area south of the Shingwedzi River of the Kruger National Park. The District Municipal offices, which formerly held the administrative offices for the Gazankulu homeland, are also located in Giyani. Greater Giyani Municipality contains 93 poorly populated villages spread across an area of 4 171,6 km². It is the location of Muyexe Village, the center of the 17 August 2009-launched South African National Rural Development Programme pilot project. However, a number of obstacles, including geographic location (distance to markets), skill scarcity, inadequate infrastructure, climatic conditions, and diseases, have a detrimental impact on economic growth. The municipality faces an influx of foreigners from Mozambique and Zimbabwe who are refugees and have significant social needs, including land, as a result of the proximity to both countries through Kruger National Park. Therefore, the Hluphekani informal settlement surrounds Giyani, formerly a "camp for refugees." Due to the area's natural heritage sites, mining, latent farming plans, and processing of natural goods, the municipality has potential for tourist and

conservation development (Mopani worm and Marula fruit). The Kruger National Park is also debating whether to open Shangoni gate, a commercial entrance near Muyexe. This has already been encouraged by the tarring of the route from Giyani to

Ba-Phalaborwa

Greater Giyani and Greater Tzaneen municipalities border the municipality to the north, Maruleng Municipality to the south, and Mozambique to the east. This area of the Kruger National Park comprises the Olifants, Letaba, Mopani, and Shimuwini (bush) camps (north of Lepelle river). The Great Limpopo Trans-Frontier Park includes it. There are 4 towns and 23 villages in it. The main regions of population concentration in Ba-Phalaborwa are the town of Phalaborwa, the neighbouring towns of Namakgale and Lulekani, and the surrounding villages. Seloane/Nondweni, a less densely populated rural area with the adjacent resort town of Eiland, is another. The region offers a distinctive natural environment that includes development of ecotourism and conservation zones. Key economic factors include both of these and the extensive mining development.

Although mining is presently the largest sector in Ba-Phalaborwa, creating many job opportunities and providing the highest GVA in the District, it can also become a constraint in the future due to short-lived mining production expectancy period which eventually close. There is a large amount of land in Ba-Phalaborwa that is currently under land claims. This is that land that can potentially be used especially for tourism development. The municipality is also challenged with accommodating Mozambique refugees (now residence) in terms of land and other living necessities, especially along the Kruger National Park boundaries. Hence the ultimately accepted Humulani settlement around Lulekani township.

Maruleng

The Maruleng Municipality is situated in the south of Mopani District Municipality. It is bordered by Kruger National Park in the east, the Ba-Phalaborwa and Greater Tzaneen in the North, the Lepelle Nkumpi Municipality to the west, and Thaba-chweu, Tubatse and Bushbuckridge Municipalities in the south. The municipal area extent is 3244.3 km² and it comprises of 33 rural villages and 3 urban areas. The municipal area is characterised by typical Lowveld vegetation and is evenly sloped with isolated kopies and ridges. To the south, the municipal area is also bordered by the Drakensberg escarpment in Thaba-chweu. Population densities vary from sparse in the east, to relatively dense in the South – West.

Maruleng shows clear fragmentation between rural and urban area as perpetrated by the apartheid government. Rural communities who constitute over 90% of the entire population are occupying less than 20% of the Municipal area (around Sekororo area) when the remainder is used for first and second order settlements and game farming owned by whites. The three urban areas (Hoedspruit, Kampersrus & Mica) are still predominantly white areas. However, that has improved drastically since 2001. There is still a serious

challenge on the release of land formerly owned by whites. The costs are exorbitant for the willing seller and buyer. That hampers further growth of the town Hoedspruit and other developments.

Settlement patterns in the district

The district municipality has approximately 354 settlements, which include 82 first order settlements and 35 second order settlements, 237 third and fourth order settlements. The third and fourth order settlements have 43,6% of the district's population. There is poor accessibility to most villages due to inadequate access roads and internal street networks. The Mopani district is well-served by major arterial routes which links Giyani to Tzaneen, Polokwane, Modjadjiskloof, Phalaborwa and Lydenburg.

The settlements identified as District growth points in the area include Namakgale, Gravelotte, Ndhambi/Mageva, GaKgapane, Nkowankowa, Lenyenyene and Giyani. The District Growth Points provide some jobs with various high order social facilities and government offices. These growth points or settlements include small government offices for service delivery. Social facilities such as schools, health facilities and police stations are also present at lower level. In order to ensure economic development in these settlements basic services and social services should be improved. These settlements play important role in several sectors such as mining (Gravelotte), retail trade (Namakgale and Ga-Kgapane) and manufacturing (Nkowankowa).

Mopani is regarded as a rural district with 87.8 % of the population residing in rural areas and 4.8% in non-urban areas providing a low urbanization level of 7.4%, Greater Giyani (13.4%), Greater Tzaneen (7.0%) and Ba-Phalaborwa (8.7%), respectively accommodating urban areas of Giyani, Tzaneen and Phalaborwa, experience the highest levels of urbanization within the Mopani district.

Settlement Patterns Rural/ Urban Levels 2011

Municipality	Total	Rural settlements	Non-urban	Urban
Greater Giyani	100.0%	85.7%	0.9%	13.4%
Greater Letaba LM	100.0%	92.8%	5.1%	2.1%
Greater Tzaneen LM	100.0%	86.6%	6.4%	7.0%
Ba-Phalaborwa LM	100.0%	87.0%	4.3%	8.7%
Maruleng LM	100.0%	88.0%	8.0%	3.4%

Table 15 Settlement patterns

Settlement Hierarchy. 1st, 2nd and 3rd Order Nodes.

Local Municipality	Nodal Order	Settlement Name	Concentration Point
Ba-Phalaborwa	1	Phalaborwa	
	2	Namakgale	Lulekani
	2	Gravelotte	
	3	Lulekani	
Greater Giyani	1	Giyani	
	3	KaMakoxa, KaSiandana, Shamavunga, Kremetart Hlopekani, Hluphekani, KaHomu, Mbatlo, KaMavalani KaXikukwani	Hlupekhani
	3	KaMaswangani Bode	KaMaswangani
	3	KaDizingidzingi KaDizingidzingi Zone 2	KaDizingidzingi
	3	Thomo Ntsanwisi Dam Settlement	Thomo
	3	KaNkomo 2 KaNkomo 1 KaNkomo 3	KaNkomo
	3	Xawela KaXikhumba	Xawela
	3	Maxabela, Ghandlanani, Basani Makgagapatse, KaNwamakena	KaNwamakena
	Greater Letaba	1	Modjadji
2		Jamela, Mobungung, Satlalani, Moropeni, Boshakge	Ga-Kgapane

		Sekgothi, GaMahulana B, GaMahulana A, Naledi A 1 Ithlabeleng, Lenokwe, Kopje, Sebepe, Mabumuleng, Motlhakamasoma, Rasobi, Madibeng 2, Thibeni , Shotong, Sekhuteni, Malematsa, Mapaana, Tshabelammatswale, Naledi 4, Mandela Park, Rapitsi, Bakinofaso, Ga-Kgapane	
		Modjadji Head Kraal, Bolobedu, Mollong, Maraka Eketeng B, Rabothatha, GaMokwasela, Makhupe, Mamakata A, Motsinoni, Ramphenyane, Sephatwene, Moshakga, Mamphakathi	Bolobedu
	3	Mukwakwaila , Senakwe, Ga-Matipane Bulasini, Ga-Mothombeki, Mathipane	Bulasini
	3	Iketleng, Kwatane, GaPhooko, Staseni, Raphahlelo Mahembeni, Makwidibung, Moshate, Roerfontein Rakgara, Vaalwater B, Chabelane, Senwamokgope Eketeng A, Nyakelang	Senwamokgope
	3	Makgakabeng, Mohlabeng, Lebaka, Plantane Sethabane, Nkwelemotse, Naledi A 2, Xawela Ditshoseng, Twoline	Makgakabeng
	3	Mamaila, Nakampe, GaMaupa, Bellevue, Sefofosetse	Mamaila
GreaterTzaneen	1	Tzaneen	Tzaneen
	2	Nkowakowa	Nkowakowa
	2	Sethone B, Bokhuta, Mapitula Ga-kubjana, Leokwe, Fobeni, Thapane, Modjadji, Ga-Modjadji, Mothomeng, Kgwekgwe, Shotong,	Moleketla

		PJapjamela, SethoneA, Botludi, Moruji, Thako, Mamphakhathi, Moleketla, Motupa, Mariron, Relela	
	2	Mokgolobotho, Dan, KaMayomela, Petanenge, Lenyenye	Lenyenye
	3	Ka-Xihoko, Ga-Mookgo 6, Ga-Mookgo 7, Shirulurulu Runnymede	Runnymede
	3	Letsitele	Letsitele
	3	Mandlhakazi	Mandlhakazi
	3	Clearwaters Cove, Misty Crown, Haenertsburg	Haenertsburg
	3	Moime, Mariveni, Shihungu, Ka-Xipalana, Sasekane KaXikwambana, Rita, Marumufase, Tikiline, Ritakop Mangwen, Gabaza, Burgersdorp, Mokokotsi, Sunnyside Myakayaka, Makudibung, Serare, Maake, Maselapata Shiluvane, Lenyenye	Maake
Maruleng	1	Hoedspruit	Hoedspruit
		Metz, Moetladimo 1, Madeira, Butchwana, Molalane Sandton, Sadawa, Mamietja, Loraine, Moshate	Metz Loraine
	3	Jerusalem, Kanana, Hlohlokwe, Shikwane, Sofaya Mathlomelong, The Oaks, The Willows	The Oaks

Table 16 Settlement Hierarchy

Illegal occupation of land

The issue that need earnest attention is the illegal occupation and unsustainable use of land, which deepen our communities in serious and unacceptable conditions of living and then put pressure on government to attend to damage control instead of properly planned development. Most often transgressors use the prime land which could be utilized for agriculture for food security or mining exploration. In terms of Labour Tenants rights act 3 of 1996, Interim Protection of Informal Land Rights Act 31 of 1996) and Extension of Security of Tenure Act, 1997 (ESTA), illegal occupants may claim protection when the challenge of removal is imposed on them. Across the district the following areas are vulnerable to this challenge:

Areas that are illegally occupied			
MUN'PALITY	AREA/ LOCATION	OWNER	COMMENT
GGM	Hluphekani (next to Giyani township)	Hosi Homu (Trust land)	Formally camping site for Mozambique refugees and they are still residing there.
	Giyani meat Abbattoire area	Hosi Ngobe (Trust land)	Residents are working in the abbattoire & in Giyani town.
	B9, between Giyani & Makosha village	Municipality	About 500 residents settled the area
MLM	Hoedspruit: Abandoned Transnet properties/ area.	Transnet	More than 20 people pitched shacks and some occupying abandoned Transnet structures with unkempt toilets, shebeens and also doing Car wash, refuse dumping and Driving school.
	Hoedspruit: Buffel street next to market	Municipality	Shacks pitched and occupied by foreign nationals & some South Africans.
GLM	Makgoba @ Modjadjiskloof, Mešašeng @ Ga-Kgapane, Masenkeng @Tshamahansi/ Los-my-cherry.	Municipality	About 275 families (h/h) have occupied Makgoba whereas Mešašeng is occupied by 70 families. 56 families are residing in shacks.

Table 17 Areas that are illegally occupied

Land claims and socio-economic impacts

MUNICIPALITY	TOTAL MUNICIPAL	CLAIMS IN	VALID CLAIMS IN PROGRESS	No. OF CLAIMS	% OF MUN.
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	AREA	PROCESS	Number	Extent (ha)	YET TO BE VALIDATED	AREA CLAIMED (valid)
Greater Giyani	4 171,6 km ²	44	1	1410,1434	43	2,3%
Greater Letaba	1 890,9 km ²	72	16	80639,9160	56	24,9%
Greater Tzaneen	3 242,6 km ²	37	12	24286,9400	25	12,8%
Ba-Phalaborwa	7 461,6 km ²	28	11	77178,3720	17	9,6%
Maruleng	3 244,3 km ²	4	1	1982,3256	3	0,6%
Mopani/ Total	20 011,0 km²	190	44	185 497,6970	146	7,3%

Table 18 Land Claims

As could be noted in the above Table, Land ownership in the district is still a contentious problem. There is a considerable number of land users who are not necessarily owners. There is a total of 44 land claims that are still recorded for processing and they cover the total area of 185 497,6970 ha. The different **land uses affected** in these claims range from **Agriculture, conservation, game, hospitality, settlements and forestry**. A total of 146 claims are yet to be validated and are at different levels of research. Some of the land is not surveyed and the areas are yet to be determined. Most of such areas are in GGM and GTM. The area claimed in the District is currently validated at 7,3% and it impacts heavily on the spatial development framework of the district, with more burden in GTM and BPM municipalities.

Key spatial challenges and opportunities

Key Spatial Challenges

- ❖ Sparse rural settlements, especially in Greater Giyani, which makes it difficult to provide services economically.
- ❖ Delay in settling registered Land Claims, which keep the affected land unutilized and barren and further causing unnecessary demand and surplus for land for development.
- ❖ Invasion of land in areas identified, which cause settlements on unsafe grounds with environmental hazards.
- ❖ Abutting with Mozambique also pose challenges in continued influx of foreign nationals, causing unaccounted for population, that put stress and strain in the services that must be provided to the citizens.
- ❖ Skew concentration of economic bases/hubs that are not accessible to the rural majority. Basically in urban areas.

- ❖ Rural developments at urban edges to constrain and limit urban growth. E.g settlements around Namakgale.

Key Spatial Opportunities

- ❖ Abutting with Mozambique afford MDM citizens proximity to access the beaches in Xaixai, Baleni, etc and also make MDM a gate-way through Giriondo Border post on tourism promotion.
- ❖ There is vast land in rural areas for agricultural purposes. There is however need for land audit to identify the ownership aspect for the purpose of access.
- ❖ Identified growth points/ areas afford opportunity for concentration of socio-economic development, supported by citizens and stakeholders.
- ❖ Proximity to Great Limpopo Transfrontier park and internationally acclaimed Kruger National park for strengthening tourism.

4.2 Social analysis

The aim of IDP is to coordinate the work of local and other spheres of government in a coherent plan to improve the quality of life of all people residing in the Mopani area. It should take into account the existing conditions, problems and resources available for development, and therefore it is of paramount importance that Social analysis of the following sectors is also included in the IDP

- Social Development
- Health
- Transport and community safety

Housing provision in Mopani District Municipality

The provincial Department of Human Settlements is responsible for facilitating and providing adequate housing opportunities and improved quality living environments. However, it is important to recognize that the department is not the sole player in human settlements development. Other spheres of government and stakeholders also play a role. To achieve the vision of integrated and sustainable human settlements, a more coordinated approach is needed, guided by Municipal Integrated Development Plans (IDPs) in order to maximize the allocation of resources.

Priority Human Settlements Housing Development Areas implementation programmes.

Name of PSHDA	Implementation Programme (Yes/No)	Status and Next Steps

Greater Giyani	Yes	Developed and presented to municipality and awaits council adoption.
Nkowankowa Node	Yes	Developed and presented the development plan to the municipality and a council resolution approved the proposal for the PSHDAs.
Tzaneen Core	Yes	

HUMAN SETTLEMENTS PROGRAMMES IMPLEMENTED IN THE DISTRICT.

MUNICIPALITY	HS PROGRAMME
Maruleng Local Municipality	-Rural housing -Informal settlements upgrading programme
Greater Tzaneen Municipality	-Rural & Urban housing -Investment in the PSHDAs -IRDP (bulk & internal) services programme -Informal settlements upgrading programme -Military veteran
Greater Giyani Municipality	-Rural & Urban housing -Investment in the PSHDAs -IRDP (bulk & internal) services programme -Military veteran
Letaba Local Municipality	-Rural housing -IRDP (bulk & internal) services programme
Ba-Phalaborwa Local Municipality	-Rural & Urban housing

Health and social development

Due to the district's huge number of villages (of varied sizes), the bulk of which are dispersed around the area and are relatively tiny, it is difficult to provide health facilities to every settlement. Since hospitals serve communities outside of local municipalities including international refugees, a crude estimate of the number of persons per hospital per local municipality would not accurately reflect the reality. The table below shows how the provision of more facilities has improved, leading to a decrease in the number of individuals served by one facility. However, there is still a sizable backlog, and more resources are required to make the situation even better.

Water Challenges

- **Greater Letaba:** Reticulation system problems in Kgapane hospital
- **Greater Tzaneen:** dry boreholes, Grace Mugodeni with 9 boreholes which are all dry now
- **Maruleng:** Sekororo hospital has a dam nearby and they purify water by themselves but consultation with municipality in progress. Deox which reported water purification which was addressed
- **Phalaborwa:** lulekani CHC municipality water line and Mashishimale depend on boreholes, which are not reliable

Criminal activities

- Criminal activities which were reported SAPS ranging between theft, assault of security staff and nurses and also rape cases were reported to SAPS

Municipality	Facility	Top management	Number of Doctors	Number of Professional nurses	Number of beds	Number of clinics
Maruleng	Sekororo	100%	19	53	132	10
BaPhalaborwa	Maphutha Malatji	50%	18 and 4 Sessional Drs	66	130	10
Gr Tzaneen	Letaba hospital	100%	(80) 62 +13 Medical Specialist	218	400	14

			30 medical interns			
	Dr CN Phathudi	50%	20	64	130	12
	Vanvelden	25%	18	52	74	7
Gr Giyani	Nkhensani	25%	28 and 3 sessional doctors	99	246	28
	Evuxakeni	75%	3	63	400	0
Gr Letaba	Kgapane hospital	100%	21 and 5 Registrars from Letaba hospital	4	178	21

Table 19 Health facilities in Mopani District

Accessibility issues, including distance and the condition of the roads, are also of concern, as is the inadequate supply of medications. Poor infrastructure, for example, which violates people's right to privacy, encourages those with means to travel to other service hubs, like Polokwane, for better services, while the underprivileged are left to deal with the problem. There is a need for action.

Health facilities that are accredited to provide ARV drugs in Mopani District Municipality:

Greater Giyani	Greater Letaba	Greater Tzaneen	Ba-Phalaborwa	Maruleng
Nkhensani Hospital	Kgapane Hospital	Dr C.N Phatudi Hospital	Maphutha-Malatji Hospital	Sekororo Hospital
Mugodeni Grace Health Centre	Raphahlelo Clinic	Van Velden Hospital	Lulekani Health centre	Lorraine clinic
Dzumeri Health Centre	Senopela Clinic	Letaba Hospital	Selwane Clinic	Sekoro clinic
Makhuba Clinic	Mamaila Clinic	Nkowankowa Health centre	Ben-Farm clinic	Sofaya clinic
Kremetart Clinic	Sekgopo Clinic	Lenyenye Clinic	Humulani clinic	Bismark clinic
Basani Clinic	Maphalle Clinic	Karlota Clinic	Mahale clinic	Turkey clinic
Bochabelo clinic	Shotong Clinic	Mariveni Clinic	Namakgale A clinic	Hoedspruit clinic
Hlaneki clinic	Matswi Clinic	Dan Clinic	Namakgale B clinic	Mabins clinic

Khakhala-Hlomela clinic	Modjadji clinic	Julesburg CHC	Busstop clinic	The Oaks clinic
Kheyi clinic	Pheeha clinic	Shilubana CHC	Makhushane clinic	The Willows clinics
Mapayeni clinic	Senobela clinic	Khujwana clinic	Mshishimale clinic	Callais clinic
Mhlava Willem clinic	Bellevue clinic	Karlota clinic	Phelang Community Center	Hlokomela Training Trust
Msengi clinic	Lebaba clinic	Mariveni clinic		
Ndengeza clinic	Raphahlelo clinic	N'wa Mitwa clinic		
Ngove clinic	Rotterdam clinic	Dr Hugo clinic		
Nkomo B clinic	Seapole clinic	Nyavana clinic		
Nkuri clinic	Chatlie Rhangani	Makgope clinic		
Ntluri clinic	Mamanyoha clinic	Muritjie clinic		
Ratanang clinic	Medingen clinic	Madumane clinic		
Shikhumba clinic	Bulobedu clinic	Motupa clinic		
Shitlakati clinic	Sekgopo clinic	Morapalala clinic		
Shivulani clinic	Busstop clinic	Tzaneen clinic(Bus Stop)		
Skimming clinic	ZZ2 clinic	Lenyenye clinic		
Thomo clinic		Lephepane clinic		
Zava clinic		Mohoboya clinic		
Muyexe Clinic		Jamela clinic		
Matsotsosela Clinic		Mohlaba clinic		
		Maake clinic		
		Ooghoek clinic		
		Mokgathi clinic		
		Ramotshinyadi clinic		
		Mawa clinic		
		Letsitele clinic		
		Tours clinic		
		Zangomama clinic		
		Mogapeng		
		Moime clinic		
		Relela Clinic		

Table 20 Health facilities that provide ARV drugs in MDM

HIV and AIDS Prevalence (Tendency)

Table 23 Mopani District Municipality HIV & AIDS Prevalence over 10 years										
Year	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017
Trend	25.2	22.5	26.2	24.8	23.8	24.2	25.4	23.3	24.8	24.6
Prevalence in year 2013 – 2017 per Municipality										
YEAR	MOPANI DM	Ba-Phalaborwa	Greater Letaba	Greater Giyani	Greater Tzaneen	Maruleng				
2013/14	24,2%	27,3%	17,5%	21,3%	28,5%	26,8%				
2014/15	25,4%	27,1%	24,2%	17,9%	28,0%	30,0%				
2015/16	23,3%	31,4%	18,4%	14,4%	29,7%	22,7%				
2016/17	24,8%	-	-	-	-	-				
2017/18	24,6%	-	-	-	-	-				

Table 21 HIV and AIDS Prevalence

List of HIV & AIDS Intervention Programmes and Targets		
PROGRAMME	TARGET	SUPPORT NEEDS
Home based care	Sick or Terminally ill patients/ clients	HR, Funds and Facilities
Condom distribution	Prevention of spread, to all sexually active population	Resources to manufacture & distribute
Awareness campaigns	Schools, work places, clinics, public facilities, NGOs, FBOs, high risk areas, key population areas, etc.	Resources to intensify the campaigns. Sector Departments to play their part.
Prevention of Mother to Child Transmission (PMTCT)	Pregnant women not to transmit HIV to children	Training and skills development support
HIV Counseling & Testing (HCT)	All sexually active people to know their status and conduct their lives accordingly.	Infrastructure/ Counseling rooms
ARV Roll out	HIV positive people	Human Resource and Infrastructure
TB Management	TB Diagnosed clients	Direct Observed Treatment Support (DOTS)
SERVICE LEVEL NEEDS		
Needs for infrastructure	Available structures to be upgraded to add service (more space)	
Services levels/ standards	Service levels are generally low. Need for HR training and review of legislation	
Equipment/ Resources	Low supply of medication. Need funds and speedy deliveries of medicines.	

Table 22 List of HIV and AIDS Intervention Programmes and Targets

Safety and security

The Mopani District is characterized by a high number of crimes, including assaults, robberies with aggravating circumstances, rape, murder, and attempted murder. In the District's metropolitan areas, such as Tzaneen and Giyani, there are also newly rising crime categories like car theft, car hijacking, and house breaking. Public security and safety in the area are the responsibility of the South African Police Service (SAPS). Although municipalities are required by law to offer security and safety services (municipal policing), the municipalities in the district currently lack the capacity to do so. All of the local municipalities have Community Policing Forums (CPFs), which collaborate with the police to reduce crime.

Safety and security are necessary for the district to attract potential investors, which will lead to the creation of jobs and the reduction of poverty. The Flemish government has provided donor cash to the Department of Safety, Security, and Liaison to help district municipalities in the province create their social crime

prevention strategies. In order to do this, the Mopani District has created a social crime prevention strategy that combats crime with the help of the province's Safety and Security Department.

MDM CRIME RATINGS AND FREQUENCIES PER LOCAL MUNICIPALITY							
Crime Category	April 2012 to March 2017						
	GTM	BPM	GGM	MLM	GLM	MDM	Ratings
All theft not mentioned elsewhere	1390	597	386	159	179	2373	1
Burglary at residential premises	1058	445	438	62	67	2070	2
Assault with the intent to inflict grievous bodily harm	1081	331	449	91	97	2049	3
Common assault	585	191	248	53	25	1102	4
Malicious damage to property	461	205	147	43	24	880	5
Burglary at non-residential premises	491	120	157	48	33	849	6
Total Sexual Crimes	469	148	156	18	24	815	7
Shoplifting	433	151	159	14	16	773	8
Commercial crime	380	93	161	22	29	685	9
Theft out of or from motor vehicle	349	190	59	15	6	619	10
Driving under the influence of alcohol or drugs	296	101	114	20	29	560	11
Common robbery	259	105	66	10	46	484	12
Drug-related crime	318	24	33	14	45	434	13
Robbery with aggravating circumstances	279	37	70	19	15	420	14
Crimen injuria	109	71	80	9	3	272	15
Stock-theft	83	27	58	4	2	174	16
Culpable homicide	73	29	32	10	19	163	17
Arson	60	14	49	5	3	131	18
Murder	74	12	20	7	8	121	19
Attempted murder	64	24	25	4	2	119	20
Robbery at non-residential premises	71	15	19	8	1	114	21
Robbery at residential premises	83	11	11	5	0	110	22
Theft of motor vehicle and motorcycle	39	20	14	9	0	82	23
Illegal possession of firearms & ammunition	48	8	10	4	1	71	24

Neglect and ill-treatment of children	12	9	10	0	0	31	25
Car hijacking	7	0	2	2	2	13	26
Public violence	4	4	4	0	0	12	27
Kidnapping	4	2	2	2	0	10	28
Truck hijacking	0	0	0	0	0	0	29

Table 23 Crime ratings and frequencies per local municipality

Levels of Education in Mopani District Municipalities (No. Persons)

Number of existing schools (2021-2022)						
	Greater Giyani	Greater Letaba	Greater Tzaneen	Maruleng	Ba-Phalaborwa	Mopani District
Indep	9	5	13	4	7	38
Secondary	59	84	62	23	14	242
Primary	93	126	123	36	40	418
Combined	1	2	2	0	1	6
Intermediate	0	0	4	0	0	4
LSEN	1	1	2	0	1	5
Totals	163	218	206	63	63	713

Table 24 Level of Education in MDM

Challenges:

- All sites/ centres for Pre-schools have staff that is under qualified. There is a serious need for skills development and education to the under-qualified staff, especially for the pre-school level.
- Institutional (organizational) structure is not yet determined.
- There are many privately-owned Pre-schools that are not registered with Department of Social Development and thus not accounted to Government in terms of health, hygiene, quality of education, etc. Hence there are crèches in some villages that suffer poor services since they are not legible to qualify for funding as they do not meet the required standards. However, communities do appreciate their services.
 - Under resource of sanitation, water supply
 - Lack of toys for kids
 - Lack of monitoring of foodstuffs and finance audit.

- Mushrooming of illegal ECD Centres
- Lack of security
- For Grades 1 & 2 there are qualified educators but they are very few compared to the need. The ratio is inexplicable.

Tertiary institutions supporting economic sectors in MDM

SECTORS	AGRICULTURE	TOURISM	MINING
INSTITUTIONS	Nil (communities depend on Madzivandlela Agric. college in Vhembe District)	<ul style="list-style-type: none"> ◆ Sir Vaal Duncan FET ◆ Letaba/ Maake FET ◆ Mopane FET 	Sir Vaal Duncan FET

Table 25 Tertiary institutions supporting economic sectors in MDM

Sport, Arts and Culture

The Department of Sports, Arts, and Culture coordinates sports and recreational activities in collaboration with local governments and sector departments. Sports and Recreation Councils have been established in every municipality. These councils act as a conduit between federations and the department. In addition to the local sports councils, there is a district sports and recreation council (made up of members of the local sports and recreation councils) that serves as a more formal coordination structure between the district municipality, local municipalities, and the provincial government, in particular the Department of Sports, Arts, and Culture. Sports growth in the district continues to be difficult. Football is the most popular sport in the district out of all fifty-three (53) different sporting codes.

Sport Centres in the Mopani District		
Name	Location	Status
T.P. Khuvutlu Sport Centre	GGM: Giyani Township, Section A	The centre has 2 tennis courts, a converted basketball court, 4 netball courts, 2 volleyball courts and a clubhouse with toilets. The facility was renovated in 2008 and then vandalised due to lack of security system.
Gawula Sport Centre	GGM: Gawula Village	The facility has a soccer field, a grand stand with a carrying capacity of 500 people as well as toilet facilities. As a hub, it is

		recommended that the facility be upgraded and equipped for different sporting codes (netball, volleyball, athletics, cricket and indigenous games. Water and electricity should be provided.
Shawela Sport Centre	GGM: Shawela Village	The status of the centre and the recommendations are the same as above. The facility needs refurbishment.
Khani Sport Centre	GGM: Khani Village	The centre has one rocky soccer field, ablution block, change rooms and is well maintained. It is recommended that the centre be refurbished and equipped for different sporting codes (netball, volleyball, athletics, cricket and indigenous games).
Ndengeza Sport Centre	GGM: Mavuzi Village	The status of the centre is such that it needs refurbishment.
Julesburg Sport Centre	GTM: Julesburg Village	The centre as the hub, needs additional pitches and equipment for different sporting codes (netball, volleyball, athletics, cricket and indigenous games).
Relela Sport Centre	GTM: Relela village	The centre needs refurbishment and equipment for different sporting codes (netball, volleyball, athletics, cricket and indigenous games).
Leretjeng Sport centre	GLM: Leretjeng village	New Sport centre that need basic facilities.
Thomo Sport Centre	GGM: Thomo village	The centre needs refurbishment.
Selwane Sport Centre	BPM: ga-Selwane	The centre is part of the Siyadlala Mass Participation and Club Development Programmes. It needs additional pitches and equipment.
Mertz Sport Centre	MLM: Metz	The centre is part of the Siyadlala Mass Participation and Club Development Programmes. It needs additional pitches and equipment.

Willows Sport Centre	MLM: Willows village	The centre is part of the Siyadlala Mass Participation and Club Development Programmes. It needs additional pitches and equipment.
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Table 26 Sports Centres in Mopani District

Arts and culture

Since there aren't enough museums in the area that adequately reflect the range of cultures, the Department of Sport, Arts, and Culture has voiced its worry. Greater Tzaneen and Ba-Phalaborwa both have private museums, at least. Additionally, despite the district having dramatists, there are no theaters for them to perform in. In Giyani, there is an arts and culture center; however, its management plans must be finished to accommodate artists from a variety of cultural backgrounds. Greater Tzaneen is home to the well-known sculpture Samson Makwala, and Greater Giyani and Greater Tzaneen both have poverty alleviation initiatives that encourage the creation of beads, cushions, and jewellery.

Thusong Centres (Multi-Purpose Community Centres)

In the district, 10 Thusong centers—previously known as MPCCs—have been created. Four of them are in the Greater Tzaneen region, with one each in Ba-Phalaborwa, Greater Giyani, Greater Tzaneen, and Maruleng (Metz). While other centers continue to face a variety of difficulties, both the Greater Tzaneen and Maruleng Thusong centers are operating quite effectively.

A major task for the district, local governments, and sector departments is to make sure that all of these MPCCs are operational and act as a channel for government-community interaction. The local governments (in particular) and government organizations (generally) must clearly identify their roles in the administration and use of these centers for the benefit of the populace. These facilities are meant to make government more accessible to the people

4.3 Environmental analysis

The Mopani District Municipal area is faced with environmental risks and trends that lead to environmental degradation. In order to ensure that development activities carried out by Mopani District Municipality are sustainable, the IDP of Mopani District had considered environmental and socio-economic issues in an integrated manner in decision making, project planning and implementation. A summary environmental analysis of the district is here outlined and it will provide the basis for identification of priority issues in environment or challenges facing the district so that solutions could be sought for the identified environmental challenges in a short, medium and long term. An Environmental Management Forum is established and it is assisting in dealing with issue identification and planning. In addition to this, the Municipality forms part of the Provincial-Municipal Air Quality Officers' forum which convenes quarterly

to discuss air quality related issues within the province. Some of the spatial analysis information is depicted in the Spatial Development Framework map;

Climate change

In the Mopani district, summer is when it rains the most (85% of the time). The Great Escarpment sections receive 2000 mm of rain annually, while the Kruger National Park's dry savannah receives 400 mm. Maximum average temperatures range from 21°C in hilly regions to 25°C in drier lowveld regions. The Mopani District hardly ever experiences frost. The Letaba and Olifants Catchment Areas, which each have an approximate area of 13 400 km² and 54 550 km², respectively, and which all include the District (Department of Water & Sanitation, 2011).

Through the Local Government Climate Change Support Program, spearheaded by the Department of Environmental Affairs, the Mopani District developed a climate change vulnerability assessment and response plan. In terms of the climate change vulnerability assessment and response plan, changes in maize production was identified as a problem for the agricultural sector, as well as increased risks to livestock. From a biodiversity perspective, the loss of grasslands was identified as a particular area of concern since the grasslands are vulnerable to climate change and form a vital role in water production. The critically endangered Woodbush Granite Grasslands, gazetted as a protected vegetation type, are only found in and around the Haenertsburg area. Protecting this grassland, as well as those found in the upper reaches of the Lekgalameetse Nature Reserve / Wolkberg should be regarded as an imperative. Human health and human settlements may also suffer as a result of climate change with increased occupational health problems, loss of industrial productivity, increased isolation of rural communities and decreased income from tourism. Water scarcity may become a greater problem in the future with less water available for irrigation and domestic purposes.

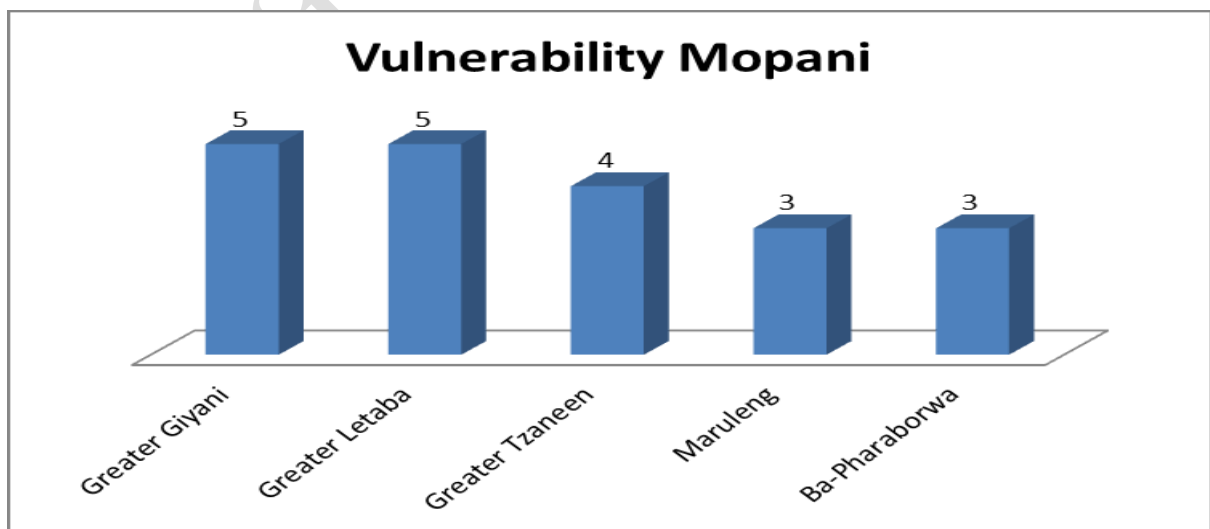


Figure 5 Climate change Vulnerability Mopani

A range of landscapes, including the hilly Great Escarpment along its western border and low- to moderately elevated plains and lowlands, define the geomorphology of the Mopani District. The district's geology is not consistent and is highlighted by sandstones, shale, grit, conglomerate, quartzite, and basalt (State of Rivers Report, 2001). A number of mining operations are currently taking place close to BPM Local Municipality, which is more evidence that the geology in Mopani District is quite favorable for minerals like copper, gold, magnetite, etc.

Natural water bodies

There are several main rivers in Mopani District and these include the Groot Letaba, Politsi, Broederstroom, Selati, Thabina and Letsitele Rivers. Tributaries of the Groot Letaba include Klein Letaba, Middle Letaba, Nsama and Molototsi Rivers and most of these Rivers flows across the Kruger National Park were they join the Lepelle River (Olifants River) a short distance upstream of Mozambique border. The Shingwedzi River forms part of the northern boundary of the Mopani District, while the Olifants River forms part of the southern boundary. There are several dams within Mopani District and these include Tzaneen Dam, Middle Letaba Dam, Ebenezer Dam, Magoebaskloof Dam, Nsami Dam and Modjadji dam (State of Rivers Report 2001). There are also additional small dams within private properties in the district.

The following wetlands identified in the District, could be of economic importance to the local communities, if properly managed:

Wetland areas	
LOCAL MUNICIPALITY	WETLANDS AREAS
Greater Tzaneen Municipality	Mokgolobotho , Dan, Julesburg, N'wamitwa villages
Ba-Phalaborwa Municipality	Majeje, Mashishimale, Makhushane villages
Maruleng Municipality	Makgaung
Greater Letaba Municipality	Ga-Kgapane & Belleview
Greater Giyani Municipality	Siyandani, Homu, Shawela (community process salt from the resource)

Table 27 Wetlands in Mopani District

Environmental Conservation areas/ Natural Areas of Importance/ Heritage sites

Mopani District Municipality has competitive advantage on eco-tourism due to its proximity to Kruger National Park which is an eco-tourism hotspot of international importance. It boasts of indigenous Afromontane forests, wetlands, the critically endangered Woodbush Granite Grasslands, endangered species (Modjadji Cycads, Cape Parrot, Pel's Fishing Owl, etc.) as well as a vast cultural heritage. There are other numerous environmental conservation areas or natural areas of importance including the Wolksberg Wilderness area (renown as an important biodiversity hotspot), Debengeni waterfalls, Modjadji Nature Reserve (where prehistoric Cycads are found), Man'ombe Nature Reserve, Letaba Ranch, geothermal springs

in Hans Merensky Nature Reserve and Soutini Baleni (African Ivory Route where traditional salt making activities take place), Tingwadzi Heritage Centre, Lekgalameetse and Muti wa Vatsonga. Apart from all these natural areas, there are several private owned game farms and nature reserves around Ba-Phalaborwa and Maruleng Local Municipalities such as Klaserie, Thorny Bush and Timbavati. Registered natural heritage sites include: Westfalia Estates, Manotsa, Madrid and Shiluvane. Mopani District is also considered the home of the big five due to part of the world-renown Kruger National Park falling within the district area. To promote the wealth of heritage activities, Mopani District Municipality has established the District Heritage Council which still need to be strengthened.

Agriculture and forestry

There are several high-value pine and eucalyptus plantations in Mopani District, particularly within the Greater Tzaneen and Greater Letaba Municipalities. The Tzaneen and Letsitele regions of the Letaba catchments areas support citrus, avocados, mangoes and bananas. The Klein Letaba, Molototsi and Nsama river catchments are dominated by rural communities with cattle, goats and subsistence farming (State of Rivers Report, 2001). Mopani District municipality is a major producer of tomatoes in Limpopo and South Africa, as well as export quality avocados. Tomato production is mainly located in the Mooketsi area, which falls within the Greater Letaba and Greater Tzaneen Municipalities, while citrus production is mainly found in the Letsitele area.

Priority Environmental Challenges Identified in Mopani District Municipality

- Water pollution
- Alien Invader Plants and animals
- Soil erosion
- Air pollution
- Deforestation
- Informal settlements
- Veld and forest fires

Waste Management in Mopani District

Despite the fact that all local municipalities in the district have integrated waste management plans that were prepared a few years ago, the district municipality is still facing significant difficulties with waste management. Only Greater Tzaneen and Maruleng local municipalities, out of the district's five local municipalities, have authorized waste management facilities or landfill sites. GGM and GLM, respectively, have obtained permission for waste disposal facilities in Ngove, Maphalle, and London.

Human wastes are also a concern in the predominantly rural municipality like Mopani. Human Wastes relate to the actual human excrements, as well as corpses. A large section of our rural community uses the pit

latrines for human waste disposal. The RDP Sanitation Programme is assisting a lot in reducing the backlog on sanitary facilities. Only very few people, especially those with readily available water supply are having flushing toilets.

Greater Tzaneen, Ba-phalaborwa, and Greater Giyani local municipalities have a number of recycling programs in operation that are run by private businesses. All levels of government should support these programs so that waste is managed holistically and a high level of environmental quality is maintained in our surroundings. It is commendable that local and district governments are aware of the issues that affect their constituents.

Disposal situation in the Local Municipalities

In addition to the available disposal sites in the district, there are numerous illegal dumping sites that are utilized by the communities and industries. Most of these illegal dumping sites are not protected and children and animals easily access them, posing a serious health risk. This is a reflection of poor waste management practices by municipalities. Poorly managed waste disposal sites also have adverse impact on the water resources as they cause contamination/pollution of surface and ground water. It is the responsibility of Mopani District Council to ensure that there are appropriate and authorized waste disposal sites that are well managed. The local municipalities have a responsibility to deal with waste removal in their areas of jurisdiction and put control measure against illegal dumping.

(i) Ba-Phalaborwa

- Existence of mines which to some extent they contribute to both atmospheric, land and water pollution;
- The current waste disposal site is full, and needs closure and rehabilitation;
- Problem of delay in the outcome of the Land Claim to the new identified landfill site;
- Dumping site at Namakgale was closed and it is yet to be rehabilitated to Marula Orchards through funding from Foskor mine;
- Two identified Wetlands, at Majeje and Mashishimale villages are disturbed by human activities which threatens the Biodiversity of these important natural resources;
- Three informal settlements with approximately 1143 households without access to basic services like waste removal, sanitation, water and electricity also contribute to environmental pollution,
- Problem of deforestation which result in most areas being exposed to soil erosion, and
- Lack of waste removal services at rural communities also poses a challenge as these areas are heavily polluted due to littering and uncontrolled dumps.

(ii) Greater Letaba

The waste management problems in the Greater Letaba Municipality revolve around the following:

- There is no general waste landfill site, hence they transport their waste to Greater Tzaneen municipality and this is a costing service delivery option for the municipality.
- Although a new site has been identified between Modjadjiskloof and Mooketsi, the necessary agreement is yet to be finalized;
- The garden refuse site which is located at a stream bank causes serious water pollution; There is no proper control over the site, hence both general waste and waste from motor garages is found dumped in the site, causing more problems;
- There is one informal settlement with 2792 dwellings that do not have access to basic services like waste removal services and proper sanitation facilities, these as well threatens the environment, and
- There is one identified wetland at Jamela, which is partially destroyed by human activities, which disturbs biodiversity.

Greater Letaba Municipality is authorized for Waste Disposal site at Maphalle village. The facility is yet to be developed.

(vi) Greater Giyani

The Giyani town is currently using an unlicensed waste disposal site and is waiting for the new site to be developed, Giyani town is the most polluted in the district, with a lot of shacks and open fires. This is caused by the following factors:

- Uncontrolled and unlicensed street traders;
- There is no proper refuse disposal site and the newly identified landfill site is under land claim;
- There is one wetland at Siyandhani village, which is destroyed by pollution, overgrazing and alien invader plants;
- There are three informal settlements with 1134 dwellings that are without access to basic services like water, sanitation and waste removal, and this has an impact on the environment;
- Deforestation is also a problem.
- Greater Giyani Municipality is authorized for Waste Disposal site at Ngove/ Dzingidzingi village. Need to develop the facility.

(iv) Greater Tzaneen

Greater Tzaneen is on course with managing waste in its area of jurisdiction, hence it has properly licensed landfill site. The

municipality has contracted out the waste removal services to a private company. The municipality has further extended its waste management services to rural areas where transfer facilities are located at schools where number of villagers put their household refuse for further collection by the Municipality. There is also a problem of street traders who also contribute to the problem of littering. There are two informal settlements with 2 493 dwellings who need basic services as well.

(v) Maruleng

The municipality has been providing waste collection services in three management areas: Hoedspruit, Kampersrus and Drakensig for a total of 660 households. Twice a week kerb side collection in urban residential and township take place. Municipality has licensed London landfill site. This account for collection from about 3% of households in both commercial and residential areas. There is no refuse removal provided in some of the villages (23 in number) and the households rely mostly on backyard dumping, burial and burning. These practices adversely impact on human health and the environment, specifically:

- Air pollution from smoke;
- Pollution of ground and surface water resources and home grown fruit and vegetables;
- People breathing in smoke from fires are at risk of contracting disease (cancer, respiratory related illness);
- Fires can destroy property

Refuse removal

Most rural communities in Mopani do not have access to wastes removal services from local municipalities. Residents in these areas dispose refuse on their own, often in an uncontrolled way. This practice has adverse consequences for environmental health. An in-road has been made to take waste management services to rural households.

Refuse removal services by municipalities have been focusing in urban areas (towns and townships). The percentage of households whose refuse was removed weekly by the municipality increased from 13,4% in 1996 to 15,2% in 2001. While this figure is very low it should be considered that 81% of the population of Mopani District reside in rural areas, where the municipalities have serious backlog on such services.

Access to Refuse Removal (h/h)

SERVICE	Greater Giyani		Greater Letaba		Greater Tzaneen		Ba-Phalaborwa		Maruleng		Grand Total/ Mopani		
	2001	2011	2001	2011	2001	2011	2001	2011	2001	2011	2001	2011	Change
Removed by local authority at least once a week	5435	7461	3748	4954	14631	16044	13940	20066	1767	1434	39943	49958	+25,1%
Removed by local authority less often	146	295	1315	478	1022	946	559	257	248	232	3353	2207	-34,2%
Communal refuse dump	415	1011	678	651	1468	1028	321	684	334	250	3220	3625	+12,6%
Own refuse dump	33890	44722	34523	42316	62849	75234	12723	17849	16750	19410	160858	199531	+5,4%
No rubbish disposal	13405	9441	13481	9454	17455	14208	6028	1933	3948	2828	54320	37864	-30,3%
Other	-	618	-	410	-	1466	-	327	-	315	-	3135	
Not applicable	0		1		1		3		0		5		

Table 28 Access to refuse removal

Refuse removal in Rural Settlements

Most rural communities in Mopani do not have access to wastes removal services from local municipalities. Residents in these areas dispose refuse on their own, often in an uncontrolled way. This practice has adverse consequences for environmental health. An in-road has been made to take waste management services to rural households

REFUSE REMOVAL IN RURAL SETTLEMENTS				
MUNICIPALITY	NO OF VILLAGES	VILLAGES SERVICED	SERVICE PROVIDER	COMMENTS
GTM	125	65	GTM	Communities take their waste to the drop off centers provided by the municipality at identified spots and school premises. Skip bins are placed for refuse collections.
GLM	80	4	GLM	Shawela, Maphalle, Jamela and Rotterdam, Madumeleng, Sekgopo villages, etc. Recyclers collect the waste into one spot, and the municipality collects it from there.
BPM	23	2	BPM	Mashishimale (5766 H/H served) Mandela village (730 H/H served)
GGM	93	1	GGM	Dzingidzingi village, has community project which collect refuse and inform the

				municipality to collect as bulk. In other villages, the municipality render waste collection only when there are events. Otherwise communal & dumps are used.
MLM	33	11	MLM	Waste collection in rural villages is only taking place in the following villages: The willows, Finale Village, The Oaks Village, Molalalne Village, Sedawa Village, Worcester village, Enable Village, Butswana Village, Turkey 01, Turkey 02 and Bango village. Refuse collection is done twice a week (kerb site collection) in urban residential, rural and townships.
MOPANI	354	72		

Table 29 Refuse Removal in Rural Settlements

Integrated Environmental Management (IEM)

Integrated Environmental Management is the notion that, there should be a balanced consideration of environmental, socio-economic and cultural heritage in decision making, project planning and implementation including the formulation of programmes and policies. This is done to promote sustainable development in municipal planning activities.

In order to ensure that there is a balanced consideration of environmental and socio-economic factors in municipal projects planning, all infrastructure projects are screened to check whether or not an Environmental Impacts Assessment (EIA) might be required. This is in line with the EIA regulations enacted under the National Environmental Management Act, 1998 (Act No. 107 of 1998) (“NEMA”). The Specific Environmental Management Acts (SEMAs), as defined in the NEMA, are also considered. Compliance of projects to other legal requirements as outlined by other acts and regulations is also screened before project implementation. This includes compliance with Acts and regulations such as the National Water Act, 1998 (Act No. 36 of 1998), Minerals and Petroleum Resources Development Act, 2002 (Act No: 28 of 2002), National Heritage Resources Act, 1999 (Act No. 25 of 1999), and other relevant international agreements.

As part of the National and Provincial Government interventions on environmental management. The DFFE in partnership with DWS and LEDET has funded the development of Environmental Management Framework (EMF) for Letaba and Olifant Catchments area that has also covered the Mopani District Municipality. The EMF will provide necessary guidance for environmental considerations in Municipal Planning processes to promote sustainable development that caters the needs for current and future generations in Mopani District Municipality. Apart from this, DFFE has also deployed an official to provide technical advice on environmental management issues, ensure proper planning and implementation of its EPWP projects funded under its Environmental Protection and Implementation Programme (EPIP) and

provides inputs on Municipal planning structures such as IDP Technical committee and IDP representative forums. The District stakeholders are ready and willing to work with various stakeholders including, CBO's, NPO's, PPPs, SMME's, academic institutions and sectors departments to deliver on its environmental function

4.4 KPA Local Economic Development analysis

Limpopo, the province within which Mopani District is located, is the second poorest Province in the country. Approximately 77% of the population live below the poverty income line, and the Province also has the lowest HDI (0,485) in the country. Although the number of unemployed people has declined, the percentage of people with no income in Mopani is still higher than that of the Limpopo Province. With regards to education the percentage of people with no education has declined from 30% in 1996 to 22% in 2001 in the Mopani District. The Capricorn and Mopani district are seen as the main economic engines of the province, with Polokwane, Phalaborwa and Greater Tzaneen identified as the principal economic centres. The provincial development strategy, vision 2020, sees the economic heart of the province as formed by the circle of towns stretching from Mogalakwena, Polokwane, Makhado, Thohoyandou, Giyani, Phalaborwa, Tzaneen, Lebowakgomo and other smaller towns and villages within this circle. The area covers one quarter of the province, accommodates the majority of the population, and accounts for approximately 80% of the Gross Geographic Product (GGP) of the province.

Key Economic Sectors Analysis

❖ Agriculture and Agro-Processing

The agriculture, forestry and agro-processing sectors (including food, beverage and wood processing) contributed 4% towards the total GVA produced in Mopani District, somewhat smaller than its role in the national economy (7%). The sector is, however, labour intensive and made a much higher contribution towards employment with a share of 17% in the total district's employment in 2019, just below the 19% share of these sectors in employment nationally.

The table below reveals the following:

- The agro-forestry production complex plays a larger role in Greater Giyani, Greater Letaba and Greater Tzaneen compared to Ba-Phalaborwa and Maruleng
- Primary agriculture production dominates the agro-forestry production complex in the District while food and beverage processing and the forestry and timber played a relative small role
- Greater Giyani and Greater Tzaneen, in turn, dominate primary agriculture production within the District
- Food and beverage processing activities industries, primary forestry and related wood processing activities are mainly concentrated in the Greater Tzaneen

- Greater Giyani made the second largest contribution to the agro-forestry complex mainly due to its large contribution to primary agriculture and forestry activities. Value addition to these primary activities, though, plays a small role in Greater Giyani.

Sector	Greater Giyani	Ba-Phalaborwa	Greater Letaba	Greater Tzaneen	Maruleng	Mopani District
Distribution of GVA within the District						
Agriculture primary production	31%	7%	17%	40%	5%	100%
Food, beverages and tobacco	11%	8%	17%	61%	3%	100%
Forestry	25%	3%	14%	56%	2%	100%
Wood and Timber products	8%	7%	20%	61%	3%	100%
Total agro-forestry production complex	26%	7%	17%	46%	4%	100%
Share of total GVA within the Municipalities						
Agriculture primary production	5.4%	0.8%	4.5%	3.8%	1.3%	3.0%
Food, beverages and tobacco	0.5%	0.2%	1.2%	1.6%	0.2%	0.8%
Forestry	0.4%	0.0%	0.3%	0.5%	0.1%	0.3%
Wood and Timber products	0.1%	0.1%	0.4%	0.5%	0.1%	0.3%
Total agro-forestry production complex	6.4%	1.1%	6.4%	6.4%	1.6%	4.3%

Source: IHS Markit database (2020)

Table 30 Distribution of GVA in Mopani

❖ Mining, Mineral Beneficiation and Small-Scale Mining

The mining and mineral processing sector (including non-metallic mineral and metal products) contributed 35% towards the total GVA of Mopani District, substantially larger than its role in the national economy (11%). As is the case nationally, the sector is capital intensive and made a much lower contribution towards employment with a share of 13% in the total district's employment in 2019. The mining sector is specifically capital intensive in Maruleng contributing less than 10% to employment in the local area while being a dominant sector in terms of output.

Sector	Greater Giyani	Ba-Phalaborwa	Greater Letaba	Greater Tzaneen	Maru-leng	Mopani District
Distribution of GVA within the District						
Mining of coal and lignite	6%	59%	8%	14%	13%	100%
Mining of gold and uranium ore	10%	53%	3%	11%	24%	100%
Mining of metal ores	1%	61%	3%	11%	24%	100%
Other mining and quarrying	2%	67%	3%	11%	17%	100%
Other non-metallic mineral products	8%	13%	16%	58%	5%	100%
Metal products, machinery	9%	20%	16%	51%	5%	100%
Total mining complex	2%	61%	3%	11%	23%	100%
Share of GVA within the Municipalities						
Mining of coal and lignite	0.50%	2.80%	0.90%	0.60%	1.70%	1.40%
Mining of gold and uranium ore	1.90%	6.00%	0.80%	1.20%	7.40%	3.30%
Mining of metal ores	1.30%	56.50%	7.20%	9.60%	59.50%	27.00%
Other mining and quarrying	0.40%	7.20%	0.80%	1.10%	5.10%	3.20%
Other non-metallic mineral products	0.00%	0.00%	0.10%	0.10%	0.00%	0.00%
Metal products, machinery	0.10%	0.20%	0.40%	0.50%	0.10%	0.30%
Total mining complex	4.20%	72.70%	10.10%	13.10%	73.80%	35.20%

Source: IHS Markit database (2020)

Table 31 Distribution of GVA within the district

Other observations from the table above include the following:

- The mineral complex is dominated by Ba-Phalaborwa due to its dominance in primary mining productions. Phalaborwa Mining Company (PMC) is one of the largest copper producers in South Africa, and the only South African mine to produce refined copper. PMC's refinery produces continuous cast rod for the domestic market and cathodes for the export market. The area also produces significant amounts of zinc and copper, mercury, paving and cladding stones and Mopani District Municipality EGDS & LED 69 emeralds. Current mining activities in this belt are being undertaken by the Murchison Consolidated Mine which is located in Gravelotte. Foskor currently operates a mine in the BaPhalaborwa area which mines phosphate rock that it mines used to manufacture phosphate fertilizers and phosphoric acid. – mainly produced outside the district area Apart from copper, the Murchison mining belt in Ba-Phalaborwa is South Africa's largest producer of antimony (MDM, 2019).
- There is potential for further beneficiation of copper in the District through the production of consumer electronics, electric motor, electrical appliances as well as industrial goods (MDM, 2019). There are however challenges related to mineral beneficiation in MDM. A proposed joint venture between the Iron Mineral Beneficiation Services (group of local mining companies) and the Industrial Development Corporation (IDC) to develop the Masonini Iron Beneficiation Project in Phalaborwa never materialised due to the lack of funds and project champions. There is further

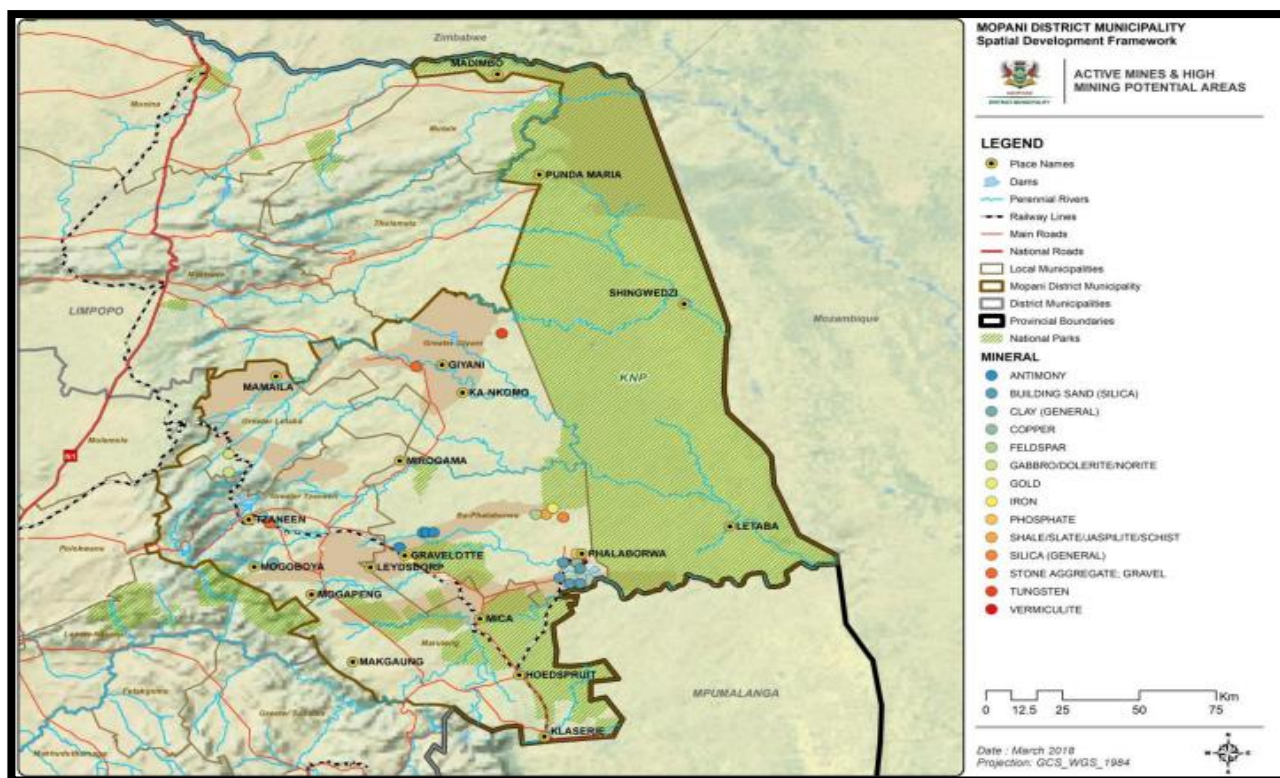
limited beneficiation of other minerals like magnetite and phosphor, the latter which is processed in Richards Bay.

- Maruleng made the second highest contribution towards the mining complex in Mopani District in 2019. As mentioned above, its contribution toward as employment in the local area is however significantly lower. Limited if any mineral beneficiation furthermore occurs in Maruleng. Ingwe Mica Industries is a major mining company in the area with mica used in many applications in industries such as electronic, electrical, building, paints, plastics, rubber, etc. Another mining company in the area is the Pegmin Union Mine which currently produces the minerals feldspar, mica and quartzite.
- In terms of manufacturing sectors associated with mineral processing (non-metallic minerals and metal products) the hub of activities in the District in Greater Tzaneen with some activity recorded in Ba-Phalaborwa as discussed above. The mineral processing sectors are the smallest in Maruleng, which also records the second largest primary mining sector in the district.
- Other mining and quarrying activities could possibly be more suitable for small scale mining. Ba-Phalaborwa records the largest potential for small scale mining in terms of the size of its other mining and quarrying activities, followed by Maruleng. Currently small scale mines exist in the Greater Giyani area, with their main focus being sand mining, stone aggregate, etc

Mining Activities in Mopani District

	District	Mine Name	Commodity	Type
1	Giyani	Regison Mining (Pty) Ltd	Magnesite, Aggregate	Opencast
2	Letaba	Adit Mining Consultants & Trading Cc	Semi Precious Stones	Underground
3	Letaba	Antimony Product Ltd	Semi Precious Stones	Underground
4	Letaba	Bathlabeni Brick Yard	Clay Brick making, Shale Brick making	Opencast
5	Letaba	Cons Murch Mine (Pty) Ltd	Antimony Metal Ic, Gold	Underground
6	Letaba	Geletich Mining Industries (Pty) Ltd	Mica, Dimension Stone Granite, Aggregate, Sand Natural	Opencast
7	Letaba	Lamei Stone	Dimension Stone Granite	Opencast, Surface
8	Letaba	Letaba Crushers	Aggregate, Sand Natural	Opencast
9	Letaba	Madife Kgonopele Agric & Indus (Pty)	Semi Precious Stones	Opencast
10	Letaba	Maranda Mining Co (Pty) Ltd	Zinc Metal Ic	Underground
11	Letaba	Tivani (Pty) Ltd	Titanium Concentrate	Opencast
12	Letaba	WG Wearne - Tzaneen	Aggregate, Sand Natural	Opencast
13	Phalaborwa	Baderoukwe Mine (Pty) Ltd	Dimension Stone Slate, Aggregate	Opencast
14	Phalaborwa	Bosveld Phosphates	Phosphoric Acid	Surface
15	Phalaborwa	Freddies Minerals (Pty)Ltd (Morelag Mine)	Feldspar	Opencast
16	Phalaborwa	Feldspar Milling (Mill)	Feldspar	Surface
17	Phalaborwa	Foskor Ltd	Phosphate Concentrate, Iron Ore	Opencast
18	Phalaborwa	Foskor Zirconia (Pty) Ltd	Zircon Concentrate, Silica	Opencast
19	Phalaborwa	Freddies Minerals (Pty) Ltd (Maori Mine)	Feldspar	Underground
20	Phalaborwa	Idwala Magnetite	Iron Ore	Surface
21	Phalaborwa	Magvanti	Titanium Concentrate, Titanium	Opencast
22	Phalaborwa	Palabora Mining Co Ltd	Copper	Opencast, Underground

Table 32 Mining activities in Mopani District



Map 2 Mining Activities in Mopani District

❖ Tourism in Mopani District

The tourism sector plays a relatively larger role in the economies of Maruleng, Ba-Phalaborwa and Greater Letaba compared to Greater Tzaneen and Greater Giyani (IHS Markit, 2020). Mopani District Municipality has good comparative advantage in nature-based tourism due its proximity to Kruger National Park (KNP). The KNP has one gate in the Mopani area namely the Phalaborwa gate (Ba-Phalaborwa), the busiest gate to KNP. The Shangoni gate (Greater Giyani) has been planned for the past 20 years but has not yet materialized, it is however listed in the District Development Plan as a catalytic project. The District also has various national parks, game reserves and provincial parks.

Other types of tourism include:

- Agri-tourism (visiting a working farm for the purpose of enjoyment, education) for example in Magoebaskloof (Greater Tzaneen) and Greater Giyani including visits to crocodile, organic fruit and dairy farms, essential oils processing, Mopani worms and Marula fruit
- Adventure tourism around Magoebaskloof , Heanertburg and Hoedspruit (e.g. abseiling, hot air ballooning, microlights)
- Culture and Heritage tourism e.g. the Muti Wa Vatsonga Museum near the Hans Merensky Nature Reserve (Ba Phalaborwa); Modjadji Royal Kraal (Greater Tzaneen)
- Mining tourism includes the tours to the Phalaborwa opencast mine and mine museum as one of the largest copper mines in the world (Phalaborwa)

- Township tourism is mostly limited to Maruleng and includes visits to sites and community projects in and around Hlokomela
- Sporting and other events, e.g. the Ebenezer dam mile swim, Wolkberg trail run, Tzaneen fly fishing competitions, the TCC golf day tour, Haenertsburg Food, Wine and Beer Festival, Magoebaskloof Berry Festival, Hoedspruit Game Festival etc. Mopani District Municipality EGDS & LED 75
- Tourism routes include the Bush to Beach Tourism Route that covers sites and sights between Phalaborwa and the east coast of Mozambique and the Kruger to Canyon Route links Phalaborwa to the Blyde River Canyon through the Kruger National Park.

Mopani district municipality gross value adding (GVA)

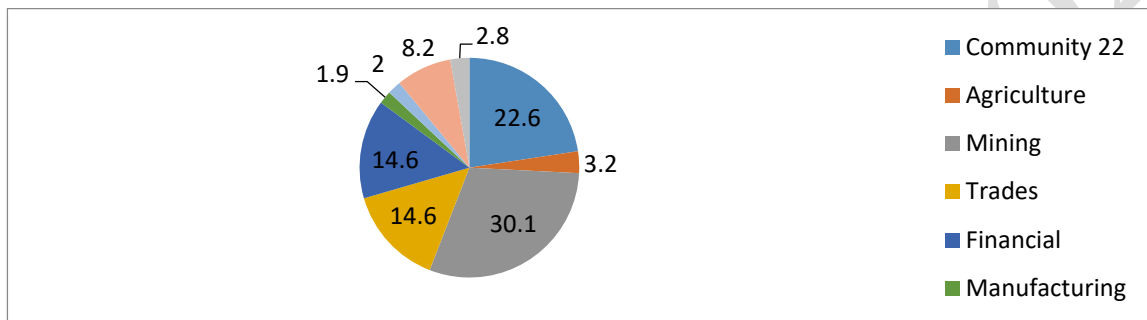


Figure 6 Mopani District Gross Value

Major exports in MDM

It is evident that Mopani economy is sustained by two major industries though with limited number of firms. The first is mining which is dominated by copper and phosphates. Copper is smelted in Phalaborwa while phosphates are transported as raw materials and processed in Richards Bay primarily for exports. The second major industry is agriculture. There are a number of producers but ZZ2 dominates in terms of output and the major focus is on sub-tropical fruit (tomatoes, bananas, mangoes, oranges and pineapples). The main focus of both these industries is to produce for exportation.

Challenges in the District Economy

- **Agricultural sector**

The large scale commercial agricultural sector is expanding and growing but large areas of land are unproductive or underutilized due to:

Land claims uncertainty

Settled land claims which are not supported

Land in the traditional authority areas (lack of secure tenure)

State owned land

Limited skills levels

Limited capital

- **Tourism sector**
- **Mining sector**

Excluding the major mines, existing mineral resources in the district are either not being exploited or are being mined illegally with little benefit to the district or state.

Opportunities in the District Economy

Greater Giyani.

There has been some growth in the agriculture sector from 1996 to 2001. The most noticeable growth was in the Transport and Communication sector. The GDP percentage grew from 1,12% in 1996 to 12,91% in 2001 in this sector. The population living in urban areas also increased from 10,1% in 1996 to 13,8% in 2001 and to 10,5% in 2007. There are potential economic spin-offs in the tarring of the road to Shangoni gate in Kruger National Park and also the opening of the gate for commercial use. The following are the niche areas for economic development: Mopani worms, Abandoned farms, Shangoni gate, Cultural reater Giyani.

Greater Letaba

The GDP of the Agriculture sector including forestry has grown somewhat from 20,81% in 1996 to 21,01% in 2001. Along with this sector the Transport and communications sector has also grown from 18,34% to 20,68%. These are the only sectors in which growth was indicated and is thus the most important economic sectors in the area. The Agriculture sector usually creates opportunities in the Manufacturing sector which might be more exploited in the future. The following are the niche areas for economic development:

- The depot of tomato production and exportation
- Timber production
- African Ivory route
- Modjadji Rain Queen
- Biggest Baobab tree in the world (24m circumference)

Greater Tzaneen

Greater Tzaneen is the municipality with the largest population in the District with 39% of the population residing there. The municipality also has a high percentage of economically active population of 53,1%. Although Agriculture is by far the most important sector in this area Greater Tzaneen also has the highest percentage of GDP of each of its sectors, except for mining, of all the municipalities. The GDP in the Agricultural sector has grown from 55,92% to 59% indicating its growing importance. The contribution to

GDP from the manufacturing sector has decreased although the agricultural sector has grown. This might be due to the fact that most of the produce is exported out of the area for processing. This creates an opportunity for manufacturing to be exploited in the area. The following are the niche areas for economic development:

- Cultural heritage sites
- Nature based and agric tourism
- Adventure, sport and events routes tourism
- Tzaneen, Ebenezer dams
- Tallest tree at Makgobaskloof @ 48m high
- GTM Vision 2030 on development of Tzaneen town to City

Ba-Phalaborwa

Ba-Phalaborwa has the most concentrated economy of all the local municipalities due to its large mining sector. Linked to this sector is also the manufacturing sector which has also grown in contribution to the GDP. The transport sector grew by 15% in the GDP from 1996 to 2001 and the Manufacturing sector grew by 10,8%. The economy of Ba-Phalaborwa is thus very sensitive to changes in the mining sector and all sectors connected to mining should be exploited for development such as Manufacturing and Transport and communication. The following are the mining niche areas for economic development:

- Magnetite
- Copper, destined for 2020
- Vermiculite
- Nickel
- Apatite
- Zirconium
- Titanium
- Uranium
- Clay
- Mica

Maruleng

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 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 to its area. There is also Kruger to Canyon Biosphere that is recognized internationally through UNESCO. Yet, Maruleng is ISRDP and Project Consolidate municipality,

characterized by low levels of development, where about 90% of the population occupy 15% of the land for residential purpose.

- K2C Biosphere ecotourism
- Perennial agro-products
- The valley of Olifant route
- Largest game farms
- Magnificent Tourism centre
- Stone crushing at Mica

4.5 KPA: Basic Services/ Infrastructure Analysis

The supply of essential and other forms of infrastructure services to the populace is crucial for the achievement of local economic growth. According to the SDF, each service being analysed in this part is localized and has the ability to advance socioeconomic development (as per LED). A person's quality of life and socio-economic development are both influenced by the availability of water, sanitary facilities, energy, housing, roads and public transportation, and telecommunications, all of which are examined in infrastructure analysis. It is still difficult to provide enough municipal infrastructure throughout the area.

Mopani district is a Water Services Authority (WSA), and all its Local Municipalities have Water Service Provision (WSP) Agreements in place. MDM lies within and is benefitting from the following water catchment areas: Groot Letaba for GLM & GTM, Olifant for MLM & BPM and Klein Letaba for Giyani. Low rainfall is a defining characteristic of the Mopani district, especially in its lower-lying regions, such as Greater Giyani and Ba-Phalaborwa. As a result, there are insufficient water resources, which leads to severe water shortages and ongoing drought conditions. As a result, there is intense competition among the various water users, including forestry, mining, and agriculture. Water use for home purposes therefore becomes crucial. Letaba River watershed and all of its tributaries, including the Groot Letaba and Klein Letaba rivers as well as the Lepelle/Olifant river.

Dams in Mopani District

No	DAM	LOCATION	Munic's served	LENGT H	HEIG HT	CAPACITY	SURFACE AREA
1	Middle Letaba	Middle Letaba river	GTM, GLM	2,6 km	38 m	173 128 000 m ³	1 878,7 ha
2	Tzaneen	(Groot) Letaba river	GTM	1,14 km	50 m	157 291 000 m ³	1 163,6 ha
3	Ebenezer	(Groot) Letaba river	GTM	0,312 km	61 m	70 118 000 m ³	386,2 ha
4	Nsami	Nsami river/ Middle Letaba	GGM	1,254k m	24 m	24 130 000 m ³	515 ha
5	Modjadji	Molototsi river	GLM	0,857k m	26 m	8 160 000 m ³	116 ha
6	Thapane	Relela village	GTM	0,5KM	19 m	1 410 000 m ³	33,7 ha
7	Magoebasklo of	Politsi river	GTM	0,330k m	43 m	5 500 000 m ³	44,3 ha
8	Thabina	Thabina river	GTM	-	-	-	-
9	Nondweni	Groot Letaba river	BPM	-	-	-	-
		Lepelle/Olifant river	MLM, BPM	-	-	-	-

ENVISAGED DAMS TO SUPPORT MOPANI DISTRICT MUNICIPALITY

	DAM	LOCATION	LINKAGE	STATUS (2014)
10	Nandoni	Luvuvhu river in Vhembe District	Water Pipe to Nsami dam	Pipeline to Nsami dam in Greater Giyani Municipality is under construction.
11	Nw'amtwa	Nw'angedzi river in GTM	Feeder water pipes to reservoirs	Feasibility studies at final stage.
12	Blyde river	Blyde river, Mpumalanga	Pipeline to Mametja-Sekororo reservoir	Reservoir & water pipe are in place. Water treatment plant is under construction

Table 33 Dams in Mopani District

Mopani's bulk water supply is characterized by a variety of surface water schemes that are in various states of completion and are connected to all consumer sites. The borders of the service areas and the clusters of water supply schemes are clearly determined. Most places need significant renovation and upgrading. The current bulk supply systems need to be extended to the Middle Letaba Sub Scheme and Modjadji regions. In general, the infrastructure for bulk water supply in the Mopani District is good. However, the lack of pipeline reticulation within settlements is the cause of the water supply being below the RDP threshold (25 litres per person per day). MDM gets bulk water from the Lepelle Northern Water Board, treat the water and channel that to reservoirs in villages/ settlements in the five local municipalities. Local municipalities are responsible

for reticulation in villages. MDM operates 21 water schemes, 62 pump stations, 19 water treatment works, over 1400km min pipelines, over 500 reservoirs and thousands of boreholes.

Ba-Phalaborwa municipality has adequate reticulation system, followed by Greater Tzaneen Municipality, Greater Letaba Municipality and then Greater Giyani Municipality. The limited availability of infrastructure in Greater Giyani is attributed to the fact that the villages in the Greater Giyani area are spatially scattered, resulting in difficult and expensive processes to provide water supply pipelines in the villages. The drastic drop in the water level of Middle Letaba river shocked Giyani communities when drought was even declared nationally in 2009/10. It is also deduced that the major factor contributing to shortage of water is related to social aspects. These aspects are mainly vandalism of infrastructure, especially communal boreholes, lack of willingness from the consumers to pay for their water services and illegal (unauthorized) connections of pipelines by communities. These problems are usually prevalent in rural areas than urban areas. Over-usage of water is generally observed in most of the areas, amounting to more than 150 litres per person per day in both towns and villages. Communities are yet to do more to save the already scarce water.

The majority of households in Ba-Phalaborwa (77,3%) have access to RDP standard water, Greater Tzaneen at 53,6%, Greater Letaba at 60,7%, Greater Giyani at 57,3% and Maruleng the lowest at 49,9%. However, taking a look at the households' access to the various sources of water per local municipality as a percentage of the district, it becomes clear that the level of services is higher in Ba-Phalaborwa with 35,3% of the households within the district with access to water inside their dwellings, especially when taking into consideration that only 12,9% of the households in the district reside in Ba-Phalaborwa. The smaller population and the absence of many scattered villages in Ba-Phalaborwa, compared to e.g Greater Giyani, probably contributed to this.

All municipalities in the district are providing free basic water to some extent (6000 litres per household per month) with almost none providing free basic waste removal. To eradicate the water backlog, Mopani district as the water services authority has prioritized water services as the first service among all the other services. The Department of Water Affairs (DWA) is currently busy with the establishment/ construction of the N'wamitwa Dam and the raising of the wall of the Tzaneen Dam to address the water shortage problem in the district. Due to the alarming drought that prevailed in the year 2009 there are plans in place to ensure that the situation does not repeat itself. Already bulk water supply pipeline project is initiated to source water from Nandoni dam in Vhembe into Nsami dam in Greater Giyani.

Communities in need of water based on Census 2011. Source: "24 Priority District municipalities water services acceleration programme", (developed by DWA national) & Statssa 2011]

Needy communities	type	GGM	GLM	GTM	BPM	MLM	MOPANI	Acute needy h/h in

									MDM : 42 976 h/h
A	Need extensions to existing infrastructure	No. settlements	7	22	19	4	2	54	2 490
		No. of h/h	2 270	10 046	10 605	2 624	154	25 699	
B	Have dysfunctional infrastructure thus no water	No. settlements	84	53	95	14	22	268	38 783
		No. of h/h	58 359	44 989	82 294	33 258	18 778	237 678	
C	Have infrastructure with poor source of water	No. settlements	2	4	1	0	0	7	1 703
		No. of h/h	1 262	4 645	410	0	0	6 317	
D	Total of the Needy	No. settlements	93	79	115	18	24	329	-
		No. of h/h	61 891	59 680	93 309	35 882	18 932	269 694	-
E	TOTALS AS PER STATSSA 2011	Settlements	93	80	125	23	33	354	-
		Households	63 548	58 261	108 926	41 115	24 470	296 320	-
F	Communities with functional infrastructure and reliable water source	No. settlements	0	1	10	5	9	25	-
		No. of h/h	1 657	-1 419?	15 617	5 233	5 538	26 626	-

Sanitation

The district's rural and urban sectors both suffer from severe environmental and health issues as a result of the lack of access to basic sanitary services. In terms of ground water pollution, the RDP level sanitation backlog in villages poses a serious threat. Water-borne sewerage (flush toilets), septic tanks, Ventilated Improved Pit latrines (VIP), French drains, and standard pit latrines are the main sanitary system types utilized in the region. The majority of septic tanks are on privately owned properties like farms, hotels, etc., while the rest are primarily found in rural areas. Water-borne sewerage is typically found in towns and municipalities. Pit latrines are used by the majority of residents in the area, followed by those who have no access to any sanitation facilities. Greater Giyani is in a worse state, with 54% of the homes lacking access to any form of sanitation. Pit latrines are most commonly used in Greater Letaba (51,5%), whereas flush toilets are more common in Ba-Phalaborwa (39,8%), which is consistent with the presence of indoor plumbing. According to the Constitution, the district municipality must make sanitary services available.

Table 34 Communities in need of water

Draft IDP 2024/2025

Breakdown of levels of sanitation services per municipality is depicted in the following Table:

Province, district and local municipality	MIIF Category	Governments transfers and subsidies as a % of total revenue	Source of water for household use				Toilet facilities						Energy for cooking					
			2011		2022		2011			2022			2011			2022		
			Regional/local water scheme	Other	Regional/local water scheme	Other	Flush toilet/chemical	Other	None	Flush toilet/Chemical toilet	Other	None	Electricity	Gas	Other	Electricity	Gas	Other
Limpopo			889 449	528 636	1 059 262	752 303	309 905	1 006 146	102 033	637 164	1 131 144	43 257	708 913	21 956	684 806	892 812	327 080	588 684
Mopani	C2	84,1%	167 631	128 683	197 756	160 398	53 954	205 294	37 066	103 613	242 165	12 375	119 539	2 758	173 372	156 985	49 400	150 997
LIM331 : Greater Giyani	B4	74,9%	38 545	24 649	43 173	36 562	7 868	42 891	12 434	19 345	56 919	3 471	14 736	287	48 041	20 009	9 675	49 908
LIM332 : Greater Letaba	B4	88,6%	36 185	22 427	39 549	25 672	5 980	46 335	6 298	13 051	50 050	2 119	18 192	370	39 933	22 642	7 744	34 696

LIM333 : Greater Tzaneen	B4	40,0%	48 013	60 692	62 271	67 308	19 441	77 098	12 166	37 515	88 154	3 910	51 386	1 061	55 995	73 866	18 773	36 580
LIM334 : Ba-Phalaborwa	B3	33,4%	36 679	4 435	38 373	13 278	17 496	18 919	4 698	25 223	24 250	2 178	27 801	628	12 615	30 636	7 844	13 084
LIM335 : Maruleng	B4	48,6%	8 209	16 480	14 390	17 579	3 169	20 051	1 469	8 480	22 792	697	7 424	412	16 789	9 831	5 365	16 728

Table 35 Sanitation levels in MDM

Backlog on Sanitation (H/H)

Backlog on sanitation	Greater Giyani		Greater Letaba		Greater Tzaneen		Ba-Phalaborwa		Maruleng		Grand Total/ Mopani		
	2001	2011	2001	2011	2001	2011	2001	2011	2001	2011	2001	2011	Change
No access +bucket +other sanitation	29334	1518	1608	7408	2436	14410	12547	5642	8182	1703	90520	44344	-59,0%
	55,0%	23,9%	29,9%	12,7%	25,0%	13,2%	37,4%	13,7%	35,5%	7,0%	34,7%	15,0%	-
Demand	Decreased between 2001 to 2011 years												

Table 36 Backlog on sanitation

Bucket toilet system

PRIORITY VILLAGES FOR ERADICATION OF BUCKET TOILET SYSTEM (MDM:772 Households)														
(Source: Statssa, 2011)														
Greater Giyani			Greater Letaba			Greater Tzaneen			Ba-Phalaborwa			Maruleng Municipality		
War	Village	H/H	War	Village	H/H	Ward	Village	H/	Ward	Village	H/	War	Village	H/H

d			d					H			H	d		
12	Hluphekani	129	25	Ga-Moroko	117	22	Mafarana	63	4, 5,6,7	Namakgale	33	1	Maruleng NU	25
12	Giyani	78	6	Ga-Mokwasela	87	16	Tzaneen NU	45	17	Majeje	12	1	Hoedspruit	4
24	Mageva	4	29	Greater Letaba NU	40	25	Mulati	41	11 & 12	Ba-Phalaborwa NU	12	4	Mabins	2
						33 & 34	Tlhabine	24	2	Ga-Makhushane	8			
						24	Mohlaba	23						
						7	Mothomeng	14						
						3 & 4	Ka-Xihoko	11						
Totals		211			244			221			65			31

Table 37 Bucket toilet system

Energy and Electricity

In Mopani, electricity is largely provided by ESKOM. Only two Local municipalities (BPM & GTM) are licensed to provide electricity. The GGM, MLM and GLM are fully dependent on ESKOM. The four local municipalities in the district have signed the service level agreement with ESKOM for the rolling out of Free Basic Electricity to indigent households in the district. Each poor household is entitled to 50KWh per month. It has been found that most of the people in rural areas and amongst low income households, continue to use a range of energy sources like wood to meet their needs, irrespective of whether their houses are electrified or not. In addition, inefficient energy use compounds poverty: housing without ceilings and a complete lack of accessible information to users on appropriate and efficient energy use condemn poor households to a future of high energy costs.

Roads and public transport

Road Agency Limpopo (RAL) is the roads authority for provincial roads as well as District roads. The designated national roads are an exception to this. At the moment, RAL is in charge of paving and tarring dirt roads. The provincial Department of Roads and Transportation is responsible for all maintenance tasks (DoRT). Periodically, every two years, RAL assesses the state of the roads.

The district's road infrastructure has an effect on the local economy because it is obvious that many of the roads going to the areas with the majority of the district's residents are not paved or tarred, which makes it difficult to move people, goods, and services to these areas. Additionally, fences that deter stray animals from roads are vandalized. The poor condition of our highways is being severely impacted by the freight transit of agricultural and mining products, lumber, etc. Road accidents are caused by poor road conditions, which will decrease the number of tourists using the roads and harm the district's objective of being a "destination of choice for tourism".

The major roads found in Mopani District are highlighted in hereunder:

List of major roads within the district		
ID	Corridor	Description
1	Tzaneen to Nkowankowa and Lenyenye	Along road R36 south-west of Tzaneen through Nkowankowa up to Lenyenye
2	Tzaneen to Boyne	Along road R71 west of Tzaneen up to Boyne and Polokwane
3	Tzaneen to Modjadjiskloof	Along road R36 north-west of Tzaneen to Road R529
4	Tzaneen to N'wamitwa	Along a road east of Tzaneen to road R529
5	Giyani to Mooketsi	Along road R81 south of Giyani to Mooketsi

6	Modjadjiskloof to Kgapane	Along road R36 north of Modjadjiskloof to Kgapane
7	Phalaborwa to Lulekani	Along road R71 to the west of Phalaborwa to road R40 Lulekani
8	Giyani to Malamulele	Along road R81
9	Giyani to Bungeni	Along road R81 south of Giyani into road R578
10	Nkowankowa to Letsitele	Nkowankowa through east to Letsitele
11	Giyani to Letsitele/Nkowankowa	Road R81 south of Giyani into road R529 to Letsitele
12	Giyani to Mothupa	Road R81 south of Giyani, turning at Lebaka Cross to Mothupa
13	Modjadjiskloof to Giyani	Road R36 north of Modjadjiskloof into road R81 towards Giyani
14	Kgapane to Mokwakwaila	From Kgapane heading north through villages to Mokwakwaila
15	Phalaborwa to Namakgale	From Phalaborwa along R71 to Namakgale

Table 38 Major roads in Mopani

National roads in Mopani District Municipality

The following are national roads under the custodianship of South African National Roads Agency Limited (SANRAL):

- R81: From Munnik to Giyani (Klein Letaba river)
- R36: From outside Morebeng to junction R71 & R36 (junction Magoebaskloof & Modjadjiskloof roads)
- R71: From Haenertzburg to Gravelotte (junction R40 & R71 roads)
- R40: From Gravelotte to Klaserie (to Nelspruit to Barberton).

All roads work in these sections of the roads are the responsibility of SANRAL and so far maintenance is quality controlled.

Provincial and District Roads: Service Levels (Source: Road Management Systems (RAL, 2007))

Municipality	Tarred roads (km)	% Tarred	Gravel roads (km)	% Gravel	Total
Ba-Phalaborwa	211,37	46,3	245,3	53,7	456,67
Greater Tzaneen	419,6	40,7	611,85	59,3	1031,45
Greater Giyani	173,75	25,4	509,01	74,6	682,76
Greater Letaba	194,13	29,8	457,26	70,2	651,39
Maruleng	314,79	55,9	248,41	44,1	563,2

Mopani/Total	1313,64	38,8	2071,83	61,2	3385,47
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Table 39 Provincial and District Roads

Hot spot priorities

<p>Ba-Phalaborwa local municipality</p> <ol style="list-style-type: none"> 1. Mashishimale to Lebeko-D3781 2. Mashishimale to Makhushane-D3794 (Maune-Mabikiri) 3. Eiland to Letaba Ranch-P43/3 <p>Greater Giyani local municipality</p> <ul style="list-style-type: none"> • All roads on priority list are hotspots <p>Greater Letaba local municipality</p> <ol style="list-style-type: none"> 1. Lebaka-Mokwakwaila-D3200 2. Mamphakhathi-Mokwakwaila- D3180 3. Rapitsi/Meloding-Mediyeng-D3179 4. Lemondekop-Mamaila- D11 5. GaKgapane cross R36 via Mamphakhathi to Politsi- D447 6. Mokwakwaila to Mpepule 7. R81 to Nakampe- D3211 <p>Maruleng local municipality</p> <p>Moshate-Balloon-Calais road- D3878</p>	<p>Greater Tzaneen local municipality</p> <ol style="list-style-type: none"> 1. Thapane cross-Mandlakazi –Nwamitwa-D3248 2. C.N Phathudi-Pharare-Mogapeng-D3893 3. Musiphane –Risaba-D3249 4. Moruji to Mavele-D3186 5. Malengana-Tickyline/RamalemaD3880 6. And D3770 7. Mmaphala bridge 8. Phelana to Block D3198 9. Sunnyside graveyard-Bokgaga tarven-D3762 10. Leolo bridge 11. Madumane to Morapala to Block 6-D3215 12. Kings to Shivulani-D3890 13. Matlala bridge 14. Babanana to Madlakazi-D3128 15. Mogapeng 4 ways to Pharare-D3894 16. Moime road-D4157 17. Moruji-Khetlhakong-D3184 18. Mhangweni-Mafarana-D3775 19. Lenyenye to Khujwana-D3880 20. Maluti to Sedan-D3768 21. Pulaneng to Myakayaka ZCC
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Table 40 Hot spot priorities

Major challenges on roads

- Priority roads that need upgrading from gravel to paved/ tar.
- Tarred roads that need maintenance.
- Tarred roads that need storm water drainage.
- Maintenance of streets networks in villages; attended to during funerals as alleged.
- Lack of access bridges (most reported in Maruleng).

Public transport

A significant part of connecting people with one another, providing access to other locations, and moving

things from one location to another is transportation. In the Mopani District, the primary modes of transportation include buses, taxis, bakkies, bicycles, private automobiles, trains (for moving commodities), and to a limited extent, aircrafts. Safe Hoedspruit passenger train from Nelspruit to Gauteng. Trains are also primarily used for moving products, not people. Metered taxis, which are often found in large cities and towns, are not available in our taxi sector.

In the Mopani district, taxis form a high percentage of public transport. In the Greater Tzaneen area there are 24 taxi facilities, of which only two that are in Tzaneen Town are formal and the rest are informal. Ba-Phalaborwa has 11 taxi facilities, of which one in Phalaborwa Town is formal. Greater Letaba has 11, of which 4 are formal and they are in Modjadjiskloof, Ga-Kgapane, Sekgosese and Mokwakwaila in Greater Giyani are 18. More than 85% of taxi facilities are informal without necessary facilities.

Taxi associations in Mopani District

Taxi Associations in Mopani									
Maruleng		Ba-Phalaborwa		Greater Letaba		Greater Tzaneen		Greater Giyani	
1	The Oaks Taxi Assoc.	Phalaborwa Taxi Assoc.		Rotterdam Taxi Assoc.		Bakgakga Taxi Assoc.		Giyani Town Taxi Assoc.	
2		Lulekani Taxi Association		Mooketsi Taxi Association		Nkowankowa Taxi Assoc.		Nsami Taxi Association	
3				Letaba Taxi Association		Bolobedu Taxi Assoc.		Homu Taxi Association	
4				Molototsi Taxi Assoc.		Pusela Taxi Association		Giyani Taxi Association	
5						N'wamitwa Taxi Assoc.		Twananani 20 & 21	
6						Tzaneen – Acornhoek Taxi Assoc		Hlaneki – Maswanganyi Taxi Assoc.	
7								Simajiku Taxi Assoc.	
8								Tiyimeleni Taxi Assoc.	

Table 41 Taxi associations in MDM

Airports and Landing Strips

The following are the airports and landing strips available in the Mopani District Municipality and the economic activity around each LM:

- Hoedspruit (Maruleng) airport and landing strip
- ZZ2 (GLM) – agricultural produce (tomatoes)
- Ba-Phalaborwa – mines
- Eiland (Ba-Phalaborwa) – tourism
- Tzaneen – agricultural produce

- Siyandani (in Giyani) – shopping, mines, agriculture

Hoedspruit airport was originally and solely used by military airforce. It is now commercial and it caters for airlines from Hoedspruit to Gauteng and Cape Town and is used by public and also game hunting tourists. The one landing strip in Giyani (Siyandani) is owned by Government but its condition is not maintained. Cattle and other animals roam on it. Other air strips are privately owned and may not be relied upon for commercial purposes for either goods or public. The local municipality with assistance from the District is in the process of acquiring an international air license for Hoedspruit Airport.

4.6 KPA: Financial Viability

Mopani District Municipality (the Municipality) strives towards improved financial management with the aim of enhancing financial capacity. The historic challenges that are yet to be addressed in full, include:

- Late payment of creditors
- Poor spending on conditional grants
- Unfavourable audit outcomes
- Poor internal control environment
- Improper record keeping

Policies and Procedures

In order to ensure internal financial controls, the following are in place and implemented:

- budget policy;
- Tariffs Policy
- Inventory management policy
- Asset management policy;
- Cash management and investment policy
- Credit control and debt collection policy
- Policy on the writing off of irrecoverable debts
- Indigent Policy
- Investments Policy
- Write-off Policy
- Cost containment policy

Administrative units of finance

1. REVENUE MANAGEMENT

The main function of the Revenue Management Unit is to enhance revenue-generating capacity of the municipality. The Municipality is more reliant on grants, with very little funds from own sources. The revenue base for the District municipality is very limited to the items in the Table below and cannot sustain the District if grants would be discontinued. The water and sanitation revenue generated through local municipalities is not transferred to the district. RSC levies were discontinued in year 2006 and equitable shares (grants) were increased to augment the levies. Negotiations are in progress with the Department of Local Economic Development and Tourism on the transfer of the water licencing revenue to the District.

Due to the little amount collected, no infrastructure projects could be initiated banking on “own revenue”. Given the vast amount of community needs versus the amount that the Municipality receives and that which it generates, the District municipality is still far to satisfy all communities in removing all identified developmental backlogs. Part of the challenges on revenue management is historical issues such as historical debts and poor revenue collection.

2. ASSETS MANAGEMENT

The main function of the asset management unit is to ensure efficient management of the municipality’s asset base. The Municipality is still battling with effective asset management systems as well as related internal controls. A service provider has been appointment to assist with asset management and control. The current organisational structure is under-review to ensure sufficient capacity within asset management division amongst others.

3. BUDGET AND REPORTING

The main function of the Budget and Reporting unit is to ensure compliance with Treasury laws and regulation of financial reporting requirements. There are capacity gaps in budget and reporting division which require a combination of training and recruitment. The municipality has recently experienced several late submission of regulatory reports due to this challenge.

4. SUPPLY CHAIN MANAGEMENT

The main function of the Supply Chain Management unit is to ensure an efficient and effective system of demand management that complies with Supply Chain Management laws and regulations. The Municipality proud itself with the effective Supply Chain Management unit that is well capacitated to implement the demand management plan.

There is still however a room for improvement in terms of the efficiency on the part of user directorates with regard to the development of accurate specifications.

5. EXPENDITURE MANAGEMENT

The main function of the expenditure management unit timeous payment of creditors and employees. Proper record keeping and filling is at amongst the core responsibilities of this section.

The current financial challenges of the municipality due to high depency on conditional grants is a threat to the effective functioning of this unit.

Lack of a proper record management system is also keeping back the efficiency of the unit and resulting in unfavourable audit outcomes.

6. REVENUE ENHANCEMENT STRATEGY AND BILLING

BA-PHALABORWA MUNICIPALITY

The municipality has an approved Revenue Enhancement Strategy that is used as a basis for revenue collection. The Strategy makes provision for the billing and levying of taxes for all the services that the municipality is providing to the community. The municipality is billing households for waste, sanitation, electricity and property rates at the following areas: Namakgale Section A, B, C, D and E, Farms, Phalaborwa, Town, Sectional Tittles, Gravelotte, Lulekani, Kgruger National Park

GREATER TZANEEN MUNICIPALITY

Greater Tzaneen is undertaking a continuous review of aligning physical water and electricity meter data changes in user departments to billing system, to ensure all meters re read

- Operating Procedures drawn on meter reading process with integration to Mscoa
- Credit control and debt collection policy apply
- Service provider (Spectrum Utility Management (SUM) assists with credit control
- Debt collection activities is outsourced to Transactional Recovery Capital Services (MBD)

Greater Tzaneen Municipality does monthly charges for rates, electricity, water, sewer, refuse and other charges based on approved tariffs and actual usage to owner and consumer accounts through the Sebata EMS debtors and financial system. An estimated monthly account statements of about 22 000 is distributed. Stand data, meter data, valuation of property, and property zoning are some of the information available on the debtors billing system supported by Inzalo.

- Billing is done monthly using the actual consumption readings for water and electricity to determine the charges as per approved rates
- Property rates are charged monthly based on the value of the property.

GREATER LETABA MUNICIPALITY

The municipality has mechanisms in place to ensure revenue enhancing capacity within the municipality. Due to reliance on grants and low collection on rates and services, the municipality has developed the revenue enhancement strategy to assist the municipality to effectively generate income. The purpose of the strategy is to stabilize the financial and economic sustainability of the municipality to broaden the income base and increase revenue and reduce proportionally high costs to affordable levels and to Create an environment which enhances development, growth and service delivery. There is a need for the municipality to embark on collections in different properties owned by the municipality but services not being paid by the people utilising these properties.

4.7 KPA: Good governance & public participation

As IDP is evaluated yearly, Mopani District Municipality, like the majority of municipalities in the nation, is not exempted from the difficulties of obtaining baseline data that address the present service levels in several development categories. The primary source, along with empirical data from communities, has been the most recent statistics from Statistics South Africa.

Stakeholders in the Mopani District's IDP have been identified from a variety of civic organizations, national and provincial government department representatives, as well as resource people from academic institutions and the business world. Together with the council members, they make up the IDP Representative Forum. While government officials advise on analysis and development strategies that are supported by the resources available within the legislative framework, community representatives frequently concentrate on the needs and desires of the community.

Municipal Structures involving communities in matters of governance

Local Govt KPAs	MDM Structures that involve members of communities in matters of governance
Transformation and Organisational Development	Municipal Public Accounts Committee, Audit committee, Risk Management committee, Disability forum, Gender forum, Youth Council, House of Traditional leaders with Exec. Mayor; anti-corruption forum, Communication forum, Children' Advisory council, Men's forum, Council for the aged.
Basic services	Water & Sanitation forum, Transport forum, Energy forum, Health Council, AIDS Council, Education forum, Sport & recreation council, Art & Culture council, Environmental Management advisory forum, Heritage forum, Moral Regeneration Movement,
Local Economic	LED Forum, Business forum,

Development	
Financial Viability	Budget Steering committee (officials and Councilors), Supply Chain Management committees.
Good Governance and Public participation	District Ward Committees forum, IDP Representative forum, Mayors' intergovernmental forum, Speakers forum, District Managers' forum.

Table 42 Municipal structures

Proportional political representation (seats) in Council, 2021- 2026

COUNCILORS							
		MDM	GGM	GLM	GTM	BPM	MLM
African National Congress		39	51	46	52	24	15
Democratic Alliance		02	02	02	07	04	03
Economic Freedom Fighter		09	05	09	08	05	05
Congress of the People		01		02	01	01	
African People's Convention			02		01		
National Independent Party			01			02	01
Patriotic Alliance		01	01	01			
Freedom Front Plus – EFP						01	
Mopani Independent Movement						01	
Civic Warriors of Maruleng		01					03
TOTAL		53	62	60	69	37	27
GENDER PROPORTION	Females	22	21	23	34	15	10
	Male	31	41	37	35	22	17
TRADITIONAL LEADERS							
Traditional Leaders		0	10	10	07	05	04
GENDER SPREAD IN KEY SEATS							
Mayor (female/ male)		Male	Female	Male	Male	Female	Male
Speaker (female/ male)		Female	Female	Female	Female	Male	Female
Chief whip (female/ male)		Female	Male	Female	Male	Female	Female

Table 43 Councilors and traditional leaders

The office of the Speaker is responsible for the following programmes and they are budgeted for annually:

- **Public participation:** The platform that affords communities to raise issues of concern directly to the political leadership for effective response and implementation. Speaker is central in ensuring that communities are engaged and involved in issues of governance, as provided in the MSA 32/2000. There is also hotline for the Executive Mayor to assist at any given time when members of communities or anyone need his assistance.
- **Izimbizo:** These are open public meetings for the communities to ventilate their concerns to the Leadership for attention.
- **District Ward Committees forum** (five representatives from each Local Municipality)
- **Speakers' forum.**
- **Municipal Public Accounts Committee**

Portfolio Heads (Councillors) are also responsible for different Clusters, e.g Economic, Social & Infrastructure Gov. & Admin.

- The above Clusters have been reviewed in order to align with the 5 priorities of govt; **viz. Creation of decent work, Education, Health, Crime and Rural development.** The Technical committees in alignment with these priorities are **Social, Infrastructure, Economic, (Justice, Crime Prevention and Safety) and Governance & Administration.** **The Justice, Crime Prevention and Safety is often coupled with Social Cluster or Technical committee to ensure optimal effectiveness.**

The IDP approval phase provided a good opportunity for the communities to add value to the Council's final commitment through public participation in the IDP and Budget processes. The local municipalities hold their IDP Representative Forum meetings whose outputs inform the district IDP process.

COMMUNITY DEVELOPMENT WORKERS (CDW)

The CSW units or officials are meant to assist communities to participate in issues of governance within their localities. Most often this is far less achieved. There is need to look closely into their structural arrangement and issues to add value to the intended responsibility. The current challenge is that of their reporting channel to Province while they are on day to day with municipalities.

CDWs in Mopani District Municipality	
MUNICIPALITY	NUMBER
Greater Tzaneen	23
Greater Giyani	22
Greater Letaba	18
Maruleng	8
Ba-Phalaborwa	12
TOTAL	83

Table 44 CDWs in Mopani District Municipality

SUMMARY OF ISSUES RAISED DURING PUBLIC PARTICIPATION (2023 PUBLIC PARTICIPATION)

Date and Time	Meeting Venue	Stakeholder/Ward	Inputs/Suggestions/Issues Raised
19 April 2023	Greater Tzaneen Council Chamber	Councillors Ward Committee members Community members	<ul style="list-style-type: none"> • Proper houses needed at Talana Greater Tzaneen Municipality (Instead of tin houses). • Sewer system need attention at extension 13 • No electricity, toilets, crèche and sports ground in Talana • Water treatment plant in Tzaneen is the biggest challenge must be resolved. • Bursary to be provided to all.
19 April 2023	Badinton Hall (Modjadjiskloof)	Councillors Community members Ward Committee Members	<ul style="list-style-type: none"> • Mokgoba excessive sewer spillage • Mokgoba sewer system need urgent intervention. • Illegal connection to the main line • Water Meters the biggest issue in Modjadjiskloof • RDP houses needed at Makgoba as it overcrowded.
28 April 2023	Hanetsburg Church	Councillors Community members Ward Committee Members	<ul style="list-style-type: none"> • No budget for early childhood crèche. • Water at Heanesburg School and toilets are the biggest challenges. • Reservoir at Heanesburg leaking need to be repaired. • No enough water to service the fire hydrant. • The electricity cable stolen at Magoebaskloof line it affects the water line. • Membership for fire protection association must be paid

02 May 2023	Runnymede Service Thusong Centre	Councillors Community members Ward Committee Members	<ul style="list-style-type: none"> • Potholes to be fixed at Runnymede. • Borehole to be drilled at Runnymede as there is shortage of water and the old boreholes not working. • Graders at Runnymede TSC not working for the community. • Bambeni high school budgeted for draft IDP 2022/23 removed on the current DP (project was not done),10 years since the school was damaged by the wind. • Water reticulation done at Block 7 but no electricity (transformer needed) • Using of diesel to pump water at Runnymede not useful to the community
03 May 2023	Sekgopo Community Hall	Councillors Community members Ward Committee Members	<ul style="list-style-type: none"> • Borehole machine next to Maeteko mortuary working for the employees of MDM water camp. Not benefitting the community. • Pump not fit for the borehole at Motseketla and ZZ2 trying to assist. • MDM to support Early Childhood Development with infrastructure (building) • The pipe that goes to Moshate section need to be upgraded with 110m pipes. • In need of another reservoir in Moshate, the current resevoir does not cater the entire section to cover Morekeleng section with water. • Maintenance of the reservoir at Ga Ramogakwa • Borehole drilled by Mr Sekgopo, in need of 5000 litres of tank to assist community precisely 3 tanks (Marotholong, Ramogakwa & Mojeketla sites) • Energising of boreholes at Sekgopo village • Bursary to be given to Orphans (passed matric with no money to further studies) • Farmers need support from the Municipality. • Reticulation needed at Sekgopo Lebjelola section.

05 May 2023	Sedawa Community Hall	Councillors Community members Ward Committee Members	<ul style="list-style-type: none"> • Borehole Machines at Molalane ward 05 must be energized (diesel don't last) • No water at Madeira • No water at Santeng (4 months without water). • No development on Mametja –Sekororo projects and it was supposed to be finished 2 years ago. • Scortia shortage of water need to be resolved. • Speed humps at Sedawa needed • Borehole at Kgapamadi needed. • Bridge and Mobile clinic needed at Kgapamadi. • Low level bridge at Molalane to Santeng. • Reservoirs needs to be repaired in ward 09 • Only one functional borehole in Enable, ward 06. All broken boreholes need to repaired. • Skip bins to be provided at the villages to avoid disposable nappies at the river. • Progress on the road maintenance from Ofcolaco to Oaks. • High mast needed at ward 10 • Rehabilitation of roads at ward 14. • Road to Matshotsing must be tarred. • Water pump broken at Ditaung the one for Motsepe Foundation. • Skip bins needed at Shikwane, Mahlomelong and Kanana. • MDM to assist the community of ward 14 to extract water from mountain streams. • Need for a tar road in Molalane village, ward 05 • Road in Kanana village, ward 14 needs regravelling
08 May 2023	Giyani Community Hall	Councillors Community members Ward Committee Members	<ul style="list-style-type: none"> • Allocate more food inspectors to prevent community from consuming rotten foods (at least once a month) • Floodlines at Dzingidzingi not accessible when raining, liase with Traditional Leaders when demarcating sites. • Drilling of boreholes to clinics • CoGHSTA to provide houses for disaster • Projects passing by Xikukwana not benefiting

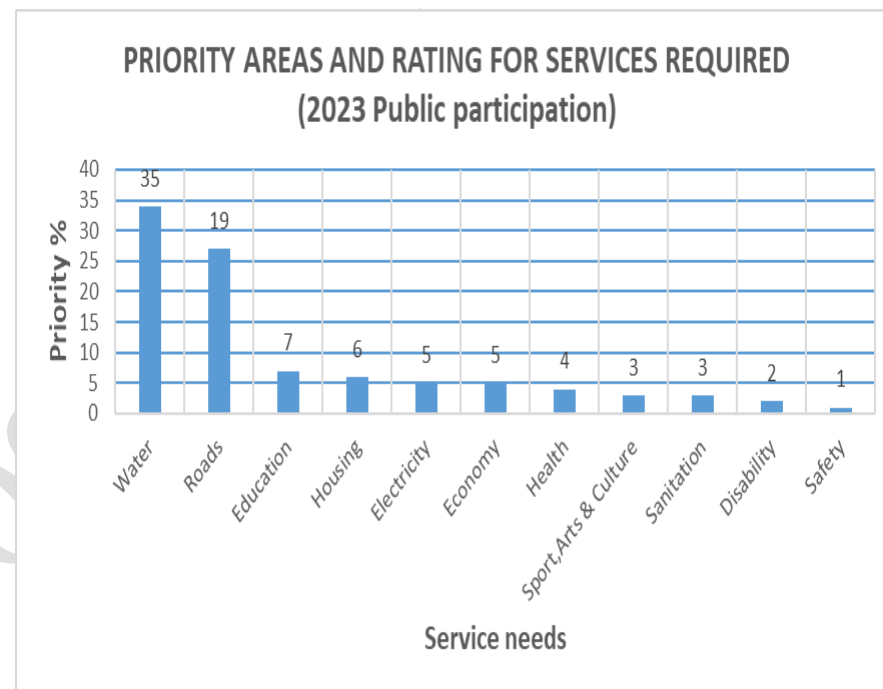
			<ul style="list-style-type: none"> • Oogpak not included in the water projects • Borehole broken at Xivulani/ Nwazekudzeku • Bulk pipeline (#F) at Xivulani, no access to water • Houses collapsed (ophans), tent provided has worn out
09 May 2023	Namakgale Community Hall	Councillors Community Members Ward Committee Members	<ul style="list-style-type: none"> • Poor work by Contractors, workers not paid (Contractors), appointment of competent contractors, Maseke road to be fixed, MDM to Monitor projects • Ba-Phalaborwa projects fewer than other municipalities, Eiland road not road worthy, Ba-Phalaborwa water challenges are many but only Nondweni plant is allocated • No water reticulation in most areas (Buffer zone & Malungane), MDM to provide meters, no readings taken but bills are sent out, connection of water in the rural households for revenue collection, provision of sources (lack of capacity for water storage), Build new reservoirs in every ward, Contractor (SR) appointed for emergency COVID project for reticulation but it's been 5 years with no water
	Impala Sports Hall	Councillors Community Members Ward Committee Members	<ul style="list-style-type: none"> • No water and electricity at Ward 10 • Broken water & sewerage system, water & sanitation infrastructure collapsed, billed to pay while not getting water, tired of water shedding, Sewer going down the street, MDM not accounting for money hence the disclaimer audit opinion, BPM be given WSA authority, slow response on issues raised • Issues raised last year not attended to, electricity and potholes and water challenges escalated to worse, MDM to go green stop printing the presentations • Water connections at Silonque, Lulekani water line getting worse (maintain Lulekani line), water tankers to supply everyone, no water tankers at the BPM buildings

10 May 2023	Hoedspruit Community Hall	Councillors Community Members Ward Committee Members	<ul style="list-style-type: none"> • No preventative measures (maintaining before it breaks), distribute the presentation prior the meeting, no water at Scortia • There is a need for transformers, • no water at Rwanda and Willows • Who pays Department of Defence for water, which formula is the municipality using for valuations of properties. • Food parcels and shelter(houses) at Plastic View • Projects not completed at Kamperusrus, need for management skill on projects. Fire projects not funded, in need of a fire truck • Bursaries only accommodating undergraduate, in need of skills development training for technical studies, establishment of public participation task team, development of Disaster management plan for unforeseen events • Home Affairs at TSC dysfunctional, provision of mobile Home Affairs while waiting • Skip bins stays 7 weeks without being replaced, fire training for people living in the shacks, apply batho-pele principles when dealing uneducated people
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Table 45 Summary of issues raised in Public participation 2023

TOP PRIORITY NEEDS THAT REQUIRE ATTENTION

- Excessive sewer spillage in Mokgoba (GLM)
- Orphans who need RDP house at Dzingidzingi (Tent provided worn out)
- Illegal water connection at Mogapeng
- Sewerage blockage in Namakgale and Phalaborwa Town
- Water Storage in Maruleng and Ba-Phalaborwa
- Broken boreholes in all the municipalities
- Electrification of boreholes
- Monitoring and playing oversight on municipal projects
- RDP houses, Sanitation & electricity in Talana
- Graders only used for funerals in all municipalities
- Water tanks in Sekgopo and Maruleng



List of projects outside the competency of the district municipality to be noted by sector departments.

Local Municipality	Issues raised during Public Participation	Sector Departments Responsible
Greater Tzaneen LM	<ul style="list-style-type: none"> • Proper houses needed at Talana Greater Tzaneen Municipality (Instead of tin houses). 	CoGHSTA
	<ul style="list-style-type: none"> • Potholes to be fixed at Runnemedede. 	RAL
	<ul style="list-style-type: none"> • Bambeni high school budgeted for draft IDP 2022/23 removed on the current DP (project was not done), 10 years since the school was damaged by the wind. 	Department of Education

Greater Letaba LM		<ul style="list-style-type: none"> • RDP houses needed at Makgoba as it overcrowded • Energising of boreholes at Sekgopo village 	CoGHSTA
		<ul style="list-style-type: none"> • MDM to support Early Childhood Development with infrastructure (building) 	Department of Education
		<ul style="list-style-type: none"> • Road to Moshate need paving it was on IDP 2022/23 now on 2023/24 no longer on the IDP 	RAL
Maruleng Municipality	Local	<ul style="list-style-type: none"> • Speed humps at Sedawa needed • Bridge and Mobile clinic needed at Kgapamadi. • Low level bridge at Molalane to Santeng. • Progress on the road maintenance from Ofcolaco to Oaks. • Rehabilitation of roads at ward 14. • Road to Matshotsing must be tarred. • Need for a tar road in Molalane village, ward 05 • Road in Kanana village, ward 14 needs regravelling 	RAL/ Local Municipality
		<ul style="list-style-type: none"> • Home Affairs at TSC dysfunctional, provision of mobile Home Affairs while waiting 	Department of Home Affairs
Greater Giyani LM		<ul style="list-style-type: none"> • 31 years old Clinic at Mapayeni build in a floodline 	Department of Health and Social Development
		<ul style="list-style-type: none"> • Houses collapsed (ophans), tent provided has worn out • CoGHSTA to provide houses for disaster 	CoGHSTA
		<ul style="list-style-type: none"> • In need of a new school at Khakhale, boreholes drilled not working 	Department of Education

Table 46 List of projects outside competency of the District Municipality

Mopani district public participation summary of attendance (19 April 2023 – 10 May 2023)

DATE	WARD/STAKEHOLDERS	TIME	VENUE	ATTENDANCE			
				Community	Councilors	Officials	Ward Committee
19 April 2023	Community Ward Committees Councilors	17H00	Greater Tzaneen Municipal	54	6	13	3
19 April 2023	Community Ward Committees Councilors	17H00	Badminton Hall Modjadjiskloof	140	14	14	5
20 April 2023	Traditional Leaders	10h00	Disaster Management Centre	29	3	15	N/A
28 April 2023	Community Ward Committees Councilors	17H00	Heanesburg Hall	3	2	4	1
02 May 2023	Community Ward Committees Councilors	10H00	Runnemedede Community Hall	38	19	13	3
03 May 2023	Community Ward Committees Councilors	10H00	Sekgopo Community Hall	160	15	20	10
05 May 2023	Community Ward Committees Councilors	10H00	Sedawa Community Hall	155	10	12	1
08 May 2023	Community Ward Committees Councilors	10H00	Giyani Community Hall	105	13	9	21
09 May 2023	Community Ward Committees Councilors	10h00	Namakgale Community Hall	120	12	12	11
09 May 2023	Community Ward Committees Councilors	17h00	Impala Sports Complex	75	08	16	11
10 May 2023	Community Ward Committees Councilors	17h00	Maruleng Council Chamber	90	8	14	4

Table 47 Summary of attendance

Internal Auditing

Internal audit services derive the mandate from the MFMA no. 56 of 2003 section 165(1) which states that “each municipality and each municipal entity must have an internal audit unit”. Internal audit is defined as an independent assurance and consulting activity designed to add value and improve an organisation’s operations. It helps an organization to accomplish its objectives by bringing a systematic disciplined approach to evaluate and improve the effectiveness of risk management, control and governance processes.

The primary responsibility of internal audit is to independently certify the council's internal controls and risk management system. By introducing checks and balances into the services provided, it helps ensure the quality of services provided to our communities. It detects hazards and offers advice on how to deal with them, which would otherwise impede service delivery.

The Audit Committee:

The committee was first established in 2007/8 and re-appointments have been made upon completion of every contractual period.: The Municipal Finance Management Act (MFMA) 2003 (Act 56 of 2003) section 166(1)) give mandate to the Audit committee to provide Council with independent oversight and assistance in the areas of risk, control, compliance and financial reporting, and any other area that Council may request for strengthening oversight. The Audit Committee establishes the role and direction for the internal audit, and maximizes the benefits from the internal audit function. Mopani has its own Audit Committee for the 2021/22 financial year. At this stage the Audit Committee for the District focusses on District matters only.

Audit Steering committee:

Each year, after being audited by Auditor General South Africa findings are raised and documented for further follow up and corrections. In order to comply to the required responses, internal audit committee, referred to as Audit Steering committee is constituted, and it is made up of MM, CFO & Internal Audit Manager, Senior Managers and other Managers whose unit would be audited at the time. It is through this process that necessary actions are taken to account on the queries raised. Furthermore, the Audit committee monitors the implementation of the audit action plan.

Risk Management Committee services:

Risk management is a component of corporate governance that is under the purview of the management, Council, and Audit committee. In order to keep risks under control and prevent negative situations from arising during the implementation of the strategic objectives that are connected to the key performance areas, the risk management committee, made up of members of management, was established in 2008. Its primary goal is to monitor risks that come from every administrative unit.

The Risk unit is operational, and it provides the Audit Committee with reports on a quarterly basis. The unit provides management with assistance in identifying and assessing the efficacy of the council's risk

management system as well as helping to advance risk management and control methods. To do this, the management must divide the risks that have been registered into low, medium, and high risks before developing an action plan for their mitigation and oversight. The department handles matters relating to anti-corruption in the organization and acts as the Risk Committee's secretariat.

Top 10 Strategic Risks Identified Strategic risks are reviewed annually, the main purpose of the review is to assess progress made in risk treatment strategies, determine whether the risk identified in the previous year and mitigations were implemented and whether those risks are still relevant and identify emerging risks. Strategic risks are reviewed annually, and the process has been aligned with the IDP and Budget process to ensure that identified risk mitigations are budgeted for.

Below are the top 10 strategic risks identified for 2023/24 Financial Year.

1. Inability to collect and generate revenue. 2. Insufficient water provision. 3. Poor maintenance of existing infrastructure. 4. Incompatible land development. 5. Excessive litigation claims. 6. Inadequate support to local economic growth. 7. Unfavorable audit opinion. 8. None compliance with municipal staff regulations. 9. Projects from sector departments not in line with the IDP. 10. High level of UIFW.

Challenges

- Often times audit recommendations are least attended to.
- Non-adherence to the Audit committee time schedule.
- MDM control systems continue to be weakened due to unresolved audit issues.

4.8 KPA: Transformation and organisational development (improve administrative capacity)

An institutional analysis is done to make sure institutional flaws are rectified and that existing institutional capacities are taken into account in municipal development strategies. In accordance with the Municipal Structures Act of 1998, the Mopani District Municipality was founded in 2000. (Act No. 117 of 1998). The below shows Structures of council district's municipal offices are located at the Giyani, Greater Giyani Municipality, government complex.

Structures of council

Structures	Males	Females	Disabled	Youth	T/Leaders
Council	31	22	0	10	0
Mayoral Committee + Executive Mayor	4	7	0	0	0
Municipal Public Accounts Committee	4	1	0	0	0
Ethics Committee	2	4	0	1	
Portfolio Economic Development, Housing &	5	0	0	3	0

committees	Spatial Planning					
	Finance	4	3	0	2	0
	Governance & Shared Services	2	4	0	1	0
	Water Services	3	3	0	1	0
	Infrastructure Development	3	3	0	1	0
	Community Development	2	4	0	2	0
	Sport, Recreation, Arts & Culture	4	2	0	0	0
	Agriculture & Environment Management	6	0	0	2	0
	Public Transport & Roads	3	3	0	1	0
Representation of lms in the district council		MDM	GGM	GLM	GTM	BPM
	Councillors	31	7	7	11	4
	Traditional Leaders	0	10	10	7	5

Governance structure of council

Mopani district municipality governance structure

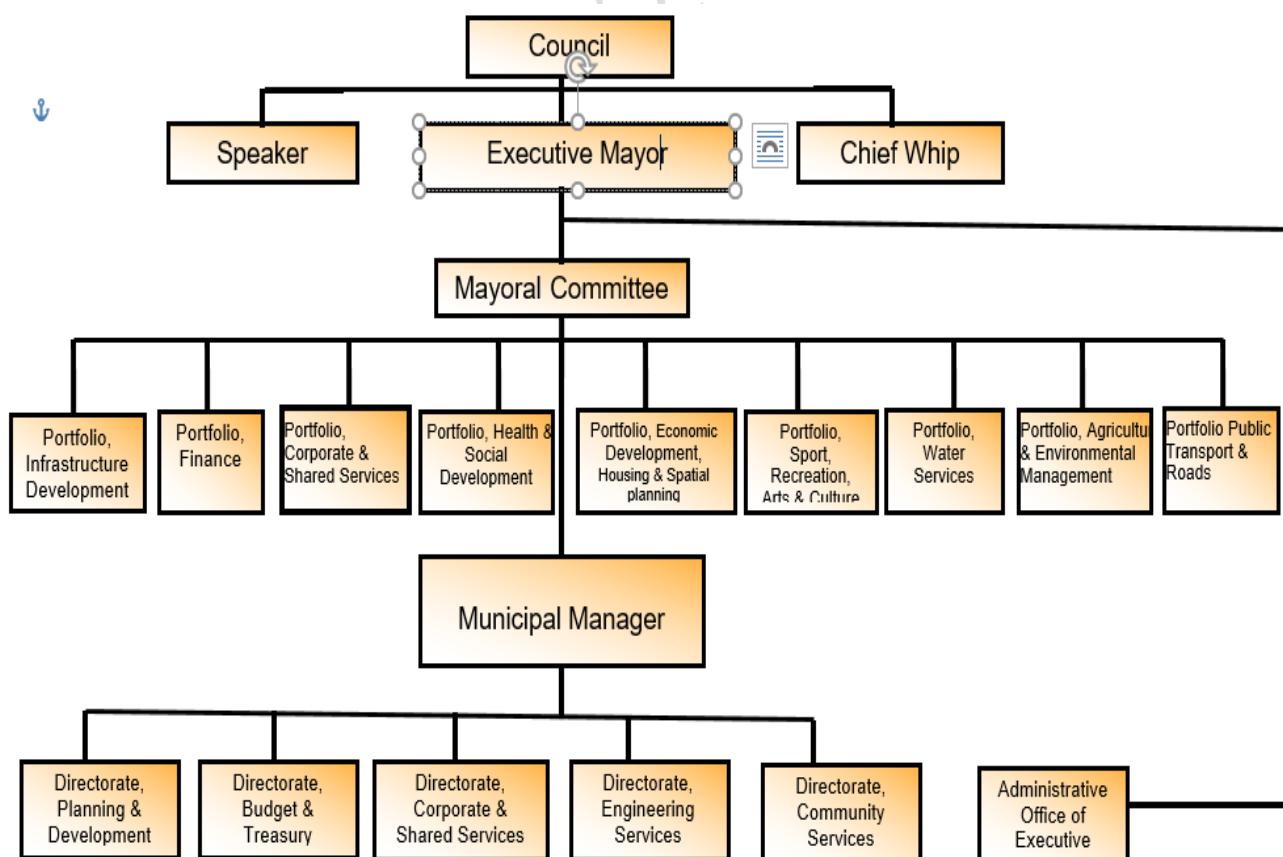


Figure 7 Organizational structure

Employment equity

Political Office bearers linking with Administrative staff of government and community

- Political linkages with Administrative staff: Mayoral committee, Portfolio committees and Clusters.
- Political linkages with sector Departments: IGFs, and Clusters: Economic, Social, Infrastructure and Governance & Administration.
- Political linkages (District) with communities: Council, IDP Rep. forum, House of Traditional leaders, District-Ward committee forum, sectoral forums and Izimbizo.

Municipal Administrative staff linkage with sector departments staff

- Administration linkage with communities is through Councillors (public office bearers)
- Administrative linkage with sector Departments: Technical committees, District Managers' forum.

Filling of top management positions

POSITIONS	MDM	BPM	GGM	GLM	GTM	MLM
Municipal Manager	Filled	Filled	Filled	Filled	Filled	Filled
Chief Financial Officer	Filled	Filled	Filled	Filled	Vacant	Vacant
Technical/ Infrastructure Director	Filled	Filled	Filled	Filled	Vacant	Filled
Director Planning & Development	Filled	Filled	Filled	Filled	Vacant	Filled
Director Community Services	Filled	Filled	Filled	Filled	Vacant	Filled
Director Corporate Services	Filled	Filled	Filled	Filled	vacant	Filled

Figure 8 Filling of top management positions

EQUITY IN ADMINISTRATION OF MUNICIPALITIES

Municipality	Total posts filled	Males employed	Females employed	Disabled employed	% disabled
Mopani	962	752	210	11	1,7 %
GTM	659	415	244	14	2,1%
GLM	221	122	97	2	1,0%
GGM	352	179	173	0	0%
BPM	418	243	175	19	4,5%
MLM	141	71	70	6	4,2%

Figure 9 Equity in administration

Institutional/ organisational structure challenges/ recommendations

- The Function of Air Quality has been the responsibility of the District Municipalities since year 2010. Todate the District is having one incumbent for the air quality responsibility. Challenges obviously overweigh the resources.
- The MDM has not yet embraced the Airport function 'though it is the District Power & function. So, there is no unit created to carry out this function yet. There is also budgetary allocaions from National Treasury that tend to scale down budget against a number of functions that are still expected of

district municipality to carryout, e.g roads.

- Office space is one limiting factor on appointing units that are office-bound. There is only one block in the former Gazankulu parliamentary complex that is fully full. Some of the Units like, Internal Audit and GIS are accommodated at the Disaster Management centre in Tzaneen to lessen the pressure on office space. Conversely that still put pressure on this specialised facility.
- Mopani has 11 disabled out of 633 employees, which is 1,7% of the current workforce. MDM is thus below 2% threshold required of the staff complement being disabled persons. Greater Letaba and Greater Giyani are also still below threshold with 1% and 0% respectively. Maruleng and Ba-Phalaborwa are ahead at 4,2% and 4,5% in this aspect of equity.
- MDM has placed over 500 staff members transferred from DWS. The challenge is that majority of them do not have requisite qualifications to take responsible tasks. Municipality continues to be in dire need for qualified technicians for engineering services while operational cost to MDM has risen to 35%, affecting negatively on budget for service delivery projects.
- MDM do not have full spread of racial diversities. There are largely Bapedi, Ba-tsonga, Ba-Venda and some very few Afrikaans. This is informed proportionally by the racial spread of the District. There are also those cases of people who would prefer to work in urban environment rather than rural area (Giyani) where Mopani District Head office is located. Currently almost all senior managers commute from Tzaneen to Giyani for work.
- Office of the IDP needs HR capacity strengthening in order to execute the responsibility with the necessary authority within the MM's office.
- There are still units that are placed in different directorates from their allocated budget, e.g HIV and AIDS unit is in the Office of Executive Mayor while budget is in Community services` directorate. Alignment need to be considered in this respect.

In order to establish possible improvement from the past it became necessary to take a glance on the past development during which the current Council has been operating. Both progress and challenges will enable the current planning process to be well informed when strategies and objectives are reset for the next five years 2022/23 – 2026/27.

Mopani district municipal performance for 2020/21 financial year

Mopani District Municipality has contracted the Performance management system with the Institute for Performance management company and there is a system administrator within the institution, official of MDM. The company is providing support on call. All compilations of performance reports are compiled internally by the system administrator. The system applies the Balanced Scorecard. The system of performance management is thus far limited to senior managers and to a lesser extent the Deputy managers. The process is underway to fully cascade the PMS application to deputy managers.

The following issues have been identified for improvement:

- Baseline information and Business Intelligence – Uploading accurate data into the system for

correct reporting and development of trends and scenarios;

- Forward planning, Regional planning and project management – Effective co-ordination of planning and implementation of projects.
- Human Capital Development – appointment of skilled and competent people and continuous skills development/ training; and
- Project Prioritisation – Projects in the IDP must be linked to resources (enablers) to ensure implementation. Proper costing must be done prior to budgetary processes.

KEY PRIORITY AREAS OF MOPANI DISTRICT MUNICIPALITY

KPA	STRATEGIC OBJECTIVE	Key Priority issues	Motivation
Municipal Transformation and Organisational Development	To inculcate entrepreneurial and intellectual capabilities.	Skills development Filing system and safety. E-filing.	In order to achieve the goal Entrepreneurial and Intellectual Capability, it is necessary to accelerate the development of skills within the municipality.
	To strengthen record keeping & knowledge management		
Basic Service Delivery	To accelerate sustainable infrastructure and maintenance in all sectors of development.		Most human settlements are located in scarce river catchments. Many water schemes suffer huge water losses not only due to the lack of technical capacity, but also because of the decaying infrastructure
	To have integrated infrastructure development.	Intergovernmental coordination in infrastructure development	It is imperative for socio-economic growth in the Mopani District Area that sector departments, municipal management & other key stakeholders and role-players work together to create an environment of improved service delivery and growth. The delivery of infrastructural initiatives is challenged in that projects are not implemented and completed within specified timeframes, budget and quality & achievement of intended objectives. This results in MDM experiencing funds rolled over in a situation of high deficiency
	To improve community safety, health and social well-being	Health services, environmental and basic services	District is dominated by agric sector with citrus, mangoes, bananas, avocados, litchis and

			<p>vegetables.</p> <p>Most of the farming land is subject to land claim and settlement processes need to be accelerated.</p> <p>The District is blessed with immense beauty and survival of thousands of species to be protected. Ensure effective management of non-renewable natural resources.</p>
Local Economic Development	To promote economic sectors of the District	Environment conducive for economic development	Being in proximity with the internationally acclaimed Kruger National park and the Great Limpopo Transfrontier park, the District has awesome opportunity to embrace. The District also has a variety of natural and cultural resources to promote.
Spatial Rationale	To have efficient, effective, economic and integrated use of land space.	Optimal use of land space	Need to increase access locally and outwardly for transportation of goods. Resolving conflicts.
Financial Viability	To increase revenue generation and implement financial control systems	Sound financial management and reduction of dependency	<p>Local Municipalities owe the MDM approx. R1 bil in water services. To ensure that the funds owed to MDM for water services provided are resolved, WSP agreement (SLA) with LMs must be implementation.</p> <p>Essential to the adherence to the demand management plan, is to ensure quorated bid committee sittings per schedule are adhered to.</p>
Good Governance and Public Participation	Promoting democracy and sound governance	Inclusive Sound governance	In order to have open and transparent decision-making and sound governance practices in the district it will be essential to focus on improving efficiency and effectiveness. Improved effectiveness and efficiency within the district area will advance the utilisation and allocation of financial

			resources:
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Table 48 Key priority areas of MDM

It is generally acknowledged that the government lacks the resources necessary to handle all of the problems raised by communities. Prioritizing service delivery problems helps the government, and in this example, the district municipality, allocate limited resources to the needs and challenges that are most urgently highlighted. In order to facilitate this process, a criterion was created to help the municipality rank the numerous concerns needing attention for (1) the sustainability of the municipality and (2) the well-being of the population. This was done fully aware that the MDM is not in charge of and lacks the resources to address all of the problems that have been discovered.

5 CHAPTER FIVE: DEVELOPMENT OF STRATEGIES

The Mopani District Municipality has refocused its short-, medium-, and long-term goals in this phase of the IDP to reflect its purpose, the values that communities, council members, and administration uphold, as well as what the municipality hopes to accomplish through its objectives and expected outcome. The vision, mission and objectives of the district municipality are reviewed annually during the annual strategic planning session in order to address challenges affecting communities. In this phase of IDP Programmes and projects are identified and ultimately budgeted for to give priority to the basic needs of the community, and to promote the social and economic development of the community.

Mopani District Municipality reviewed its strategic intent while taking into account the community's developmental needs, the realities of its status quo analysis, its internal SWOT analysis, the challenges it faces, identified developmental priorities, as well as the national and provincial development priorities.

5.1 VISION

During the 2023 strategic planning session, Mopani District Municipality took a decision to maintain the previous vision which is:

“To be the Food basket of Southern Africa and the Tourism destination of choice”

5.2 MISSION

The Mission of Mopani District Municipality was reconsidered and confirmed as:

“To provide integrated sustainable equitable services through democratic responsible and accountable governance. Promoting the sustainable use of resources for economic growth to benefit the community”

5.3 VALUES

Values	Description
Innovation	For the District Area to achieve its vision it must have “out of the box” thinking - to do things differently for maximum impact. The District area needs to identify creative strategies to enable it to address the back log as well as prepare for future growth in the area.
Commitment	Each and every role player needs to be fully committed to the vision for the district area, both from an institutional as well an individual point of view.
Excellence	Synonyms for ‘Excellence’ include ‘fineness’ ‘brilliance’, ‘superiority’, ‘distinction’, ‘quality’, and ‘merit’. Excellence in all endeavors must be a defining virtue by which the district area pursues its vision.
Care	The concept of caring needs to be inculcated into the hearts and minds of both officials and politicians: caring for the marginalized, caring for the environment, caring about consequences, care in every action, decision and thought, and caring about each value underpinning the vision for the district area.
Ubuntu	The district area needs to subscribe to the philosophy of Ubuntu – “We are because you are”. Ubuntu was described by Archbishop Desmond Tutu (1999) as: “A person with Ubuntu is open and available to others, does not feel threatened that others are able and good, for he or she has a proper self-assurance that comes from knowing that he or she belongs in a greater whole and is diminished when others are humiliated or diminished”

Table 49 Values of MDM

5.4 PRIORITY FOCAL AREAS

MDM District-wide Priority Issues

- Growing the economy
- Provision of infrastructure and social services
- Promoting the interests of marginalized groups
- Provision of disaster management and emergency services
- Institutional development
- Provision of environmental management services
- Provision of safety and security.

5.5 STRATEGIES TO DEVELOPMENTAL ISSUES

5.5.1 KPAs 1&2: MUNICIPAL TRANSFORMATION, GOOD GOVERNANCE AND PUBLIC PARTICIPATION

SWOT ANALYSIS/ ENVIRONMENTAL SCANNING

Strengths	Weaknesses
<ul style="list-style-type: none"> • Reasonable staffing • Functional Council Structures • Stable & strong administrative and political leadership • Effective stakeholder and community consultation (Public Participation) • Functional Local Labour Forum • Functional District Forums • Maintain independency and unbiased opinion • All internal auditors affiliate to Institute of Internal Auditors • Experienced and possess relevant qualification, specialized knowledge and skills in auditing techniques, risk assessment, and control evaluation. 	<ul style="list-style-type: none"> • ICT business unit not aligned to ICT strategy • Ineffective knowledge and records management. • Lack of Disaster Recovery site • Servers operating on Microsoft Windows 2012 • There are more than one ISP within the municipality and more than one gateways. • Inconsistent water supply (Ablution Facilities) in the main building. • Limited Wi-fi to employees • Inadequate Budget to Implement Training Interventions. • Inadequate budget to attend to issues of accommodation and ICT • . Resource Limitations: face constraints in terms of time, budget, and personnel, which can impact in our ability to conduct comprehensive audits. • Lack of IT Audit Software's like ACL and CAAT • Lack of sufficient manpower in IT and Performance Audit
Opportunities	Threats
<ul style="list-style-type: none"> • Upgrade to the latest Windows Server Operating System 	<ul style="list-style-type: none"> • Grant dependency • Load shedding

<ul style="list-style-type: none"> • District & Provincial Records Management Forums • Consolidation of all the networks from different ISP • District Forums are functional in line with the DDM • Signing of lease agreement with DPWRI • Provide advisory activities to assurance work. • Audit the end-to-end risk management function. • Review the strategic planning process and provide necessary advises for improvement 	<ul style="list-style-type: none"> • Inadequate Office Space • Health Hazards due to Water shedding • An intimidation threat could exists incase the auditor is intimidated by staff or management o to the point that they are deterred from acting objectively. • If management are unhappy with the conclusion of the audit report and threatens internal auditors
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STRATEGIES

INTEGRATED DEVELOPMENT PLAN						
Municipal KPA	Municipal Transformation and Institutional Development Good Governance and Public Participation					
Problem statement and root causes per KPA:	The municipality has a record of unfavourable audit outcomes due to Poor records management system. The municipality also has a challenge of Shortage of Office accommodation					
2019-24 MTSF Priority	Building a capable, ethical and developmental state					
Limpopo Development Plan priority	Transform the public service for effective and efficient service delivery					
Municipal Priority	Co-ordination and alignment of municipal processes					
Strategic objective	To promote democracy and sound governance					
Key issues	Baseline	Objective	Performance indicator	Implementation plan		
				2023/24	2024/25	2025/26
Inadequate Coordination of change management processes	Change Management Committee is constituted	To have Systematic management of any change processes in the institution.	Change Management process tools/ manual. # of Training Committee established	Training in change management processes and approaches	Monitor and evaluate the impact	Continuous implementation of change management initiatives
Inefficient records management system	Manual system not fully and effectively utilized. Decentralization of records	To have ONE records management system to support decision making	Well established Electronic Records Management System.	Vetting and training of Records Management Personnel	Monitor, evaluate and upgrade the system for timeous efficiency	Continuous implementation of the Record management system

	(Finance, Personnel, Registry and PMU) is still prevalent.				Continuous use of file plan and submission of records to registry by all directorates.	by all departments and upgrade the Record system
Loss of institutional memory.	Draft retention plan is in place	To have approved retention plan.	An approved Retention plan	Process the available draft plan to Council for approval. Conduct awareness/Roadshow on the plan. (See "Record keeping").	Monitor and evaluate the implementation of the approved Retention	Assessment of impact of the plan
Shortage of Office accommodation /space.	The entire District Municipality including all (satellite offices, camps ,plants and fire stations) does not have enough offices	To have sufficient and conducive office space for employees and full-time Councilors. Develop remote working Policy	Offices for all employees and full time Councilors.	Lease agreement with DPWRI	Redesigning office space Maintenance of available facilities. Partitioning of offices.	Acquire offices Engage the DPW on the transfer of facilities.
Inadequate Mainstreaming of special programmes across all occupational categories.	EE Plan is in place with numerical targets.	To ensure the Mainstreaming of gender and disability in all occupational categories	A workforce which is responsive to mainstreaming of all occupational categories	Gap analysis and development of strategy Training and awareness-raising Aggressively target the appointment of designated groups (People Living with Disability, Women and Youth)	Training and awareness-raising	Assess impact of mainstreaming strategy
Job Evaluation	60% of jobs evaluated	To have all evaluated Jobs adjudicated/moderated	Complete Jobs Evaluated (Final outcome Report)	Present 60% of evaluated jobs by the district (MDJEU) at the Provincial Job Evaluation Audit Committee	Present all the evaluated jobs by the district (MDJEU) at the Provincial Job Evaluation Audit Committee	Alignment of staff as per TASK Final outcome report in line with the Job evaluation Policy

Individual Performance Management Development System	Cascading of Individual Performance Management to all levels at 96%	To ensure that all employees sign Performance Agreements	Signed Performance Agreements by all employees	Orientation, Workshop and Awareness Development and Signing of Performance Agreements Assessment of all employees Appointment of the Committee	Development and Signing of Performance Agreements Assessment of all employees	Development and Signing of Performance Agreements Assessment of all employees
Training and development	WSP Approved and partially implemented for employees	To have all employees trained in terms of the training needs identified. To train the unemployed in line with the municipal sector and skills development Act.	50 % of all employees and councilors trained	Conduct Skills Audit and Needs Analysis for all employees and councilors. Appointment of Training Committee Members. Signing of MOU with TVET Colleges and other training Stakeholders.	. Continuous Training of Employees. Capacitated and skilled employees Serve as a host employer for the practical learning of the unemployed and students.	Continuous Training of Employees. Serve as a host employer for the practical learning of the unemployed and students.
Internal Audit and Audit Committee Charters	Approved Internal & Audit Committee Charters	Ensure that there is credible Internal Audit Charter that should serve as terms of reference for the IA and AC	Approved Internal Audit Charter and Audit Committee Charter	Develop and implement the approved Internal Audit and Audit Committee charter	Develop and implement the approved Internal Audit and Audit Committee charter	Develop and implement the approved Internal Audit and Audit Committee charter
Approved Internal Audit Plan	Approved Internal Audit Plan	Provide consulting and assurance service through the approved internal audit plan	Approved Internal Audit Plan	Implement the approved internal Audit plan and provide advices to improve the internal controls process,	Implement the approved internal Audit plan and provide advices to improve the internal controls process, risk	Implement the approved internal Audit plan and provide advices to improve the internal controls process,

				risk management process and governance processed	management process and governance processed	risk management process and governance processed
AGSA Action Plan	Approved AG Action Plan	Resolved all identified AGSA Finding to achieve unqualified Audit Opinion	Approved AGSA Action Plan	Develop and implement the Approved AGSA Action Plan to achieve Unqualified with findings	Develop and implement the Approved AGSA Action Plan to achieve Unqualified with findings	Develop and implement the Approved AGSA Action Plan to achieve Unqualified with findings
Combine Assurance framework and plan	Combined Assurance Framework approved	To ensure that there is a coordinated effort from various assurance providers to mitigate risk that can affect or impair on the objectives, vision and mission of the organisation	Approved combined Assurance Plan	Approve the combine assurance framework and plan	Implement the combined assurance framework and plan	Implement the combined assurance framework and plan
ICT Audits	New	Identify ICT Risk and recommend for identify gaps in the ICT environment	ICT Report on the Application Control Audit Report	Outsource the ICT audits	Outsource the ICT audits	Outsource the ICT audits
Institutional Performance	Manual Performance Management system	To acquire and implement electronic performance management system	Acquisition of electronic performance system	Acquisition of electronic performance system	Implementation and review	Implementation and review

5.5.2 KPAs 3&4: SPATIAL RATIONALE AND LOCAL ECONOMIC DEVELOPMENT

SWOT ANALYSIS/ENVIRONMENTAL SCANNING

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> • Staff longevity –institutional memory • Blend of young and experience – diverse team • Mandate directly derived from Constitution –Section 152&153 • Mandate directly speaks to the vision of the district – Tourism and Agriculture • Strong will to implement government programmes. • Three sector plans in place- GIS, SDF, LED. • Strong political support to implement the economic recovery plans. • Key stakeholder to the economic recovery of the country. • Initiative to implement PPP. 	<ul style="list-style-type: none"> • Adhoc SMMEs support. • Ineffective influence over local municipalities economies • Limited operational effectiveness due financial constraints. • Rigid Organisational organogram • Silo approach between the three divisions. • Audit Outcome- Reputational damage • IT system which limit functionality. • Skill gaps within PED – No economists and interns • Weak implementation of the district vision. • Gaps in stakeholder engagement and perceived overshadowing of professional bodies. • Questions over the relevance and necessity of the PED role. • Slow SCM processes. • Weak inter departmental-directorate planning •
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> • Unlock new economies and diversify the economy of the district. 4IR –Social Media etc • Collaborating PPP opportunities and lead the implementation of DDM nationally 	<ul style="list-style-type: none"> • Lack of understanding the role of the district by government- resulting in - resistance to developmental programmes. • Volatile international economy impacting commodities in the district.

<ul style="list-style-type: none"> • Potential for operational advancement by embracing 4IR technologies. • Influencing policy briefs through research and academic papers. • Strengthening global partnerships, especially in the SADC region. • Exploring the role of PED in improving the revenue of the district. • Create relationships and collaboration with metropolitan municipalities. • Optimising the implementation of legislation and policies that derive PED directorate. • Play a leading role in mainstreaming vulnerable groups to the economy. 	<ul style="list-style-type: none"> • Emerging economies in neighbouring countries to compete with commodities. • Development initiatives that bypass the district. • Covid-19 pandemic hangover. • Reputational damage (media) impacting investor confidence. • Decreased budget to implement infrastructure due unspent MIG.
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STRATEGIES

INTEGRATED DEVELOPMENT PLAN						
Municipal KPA	<ul style="list-style-type: none"> • Spatial rationale • Grow the economy (led) 					
Problem statement and root causes per KPA:	<p>1. Grow the economy key performance area (KPA)</p> <ul style="list-style-type: none"> • Excluding the major mines, existing mineral resources in the district are either not being exploited or are being mined illegally with little benefit to the district. • Despite the comparative advantage of the sector, the tourism sector in the district still remains relatively under-developed due to a number of factors including challenges related to service delivery (e.g. Insufficient road maintenance, access roads to prime spots) • large share of local business is small and informal and lacks access to formal markets to expand <p>2. Spatial rationale key performance area (KPA)</p> <ul style="list-style-type: none"> • SPLUMA non-compliant land-use and development (informal land occupation) • Lack of infrastructure for development of a fully integrated GIS in the district (billing viewer application development) 					
2019-24 MTSF Priority	<ul style="list-style-type: none"> • Spatial integration, human settlement and local government • Economic transformation and job creation 					
Limpopo Development Plan priority	Spatial transformation for integrated socio-economic development					
Municipal Priority	Growing the economy (LED)					
Strategic objective	<p>To have efficient, effective, economic and integrated use of land space. To promote economic sectors of the District</p>					
Key issues	Baseline	Objective	Performance indicator	Implementation plan		
				2023/24	2024/25	2025/26

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5.5.3 KPA 5: FINANCIAL VIABILITY

SWOT ANALYSIS/ ENVIRONMENTAL SCANNING

Strengths	Weaknesses
<ul style="list-style-type: none"> • Many qualified staff and specialists • Young, dedicated, and energetic employees • Easily accessible and supportive employees • Ineffective Records Management • Late payment of service providers 	<ul style="list-style-type: none"> • Information leakage • Non recovery of debts • Negative /Wrong Perception from other department demoralizes employees • Inaccurate meter readings affect our income • Going concern (inability to meet financial obligations in future) • Safety threats of finance employees • Late payment of service providers
Opportunities	Threats
<ul style="list-style-type: none"> • Career and educational Growth • Revenue collection- Renting out the canteen and the vending machine • Recognition of good performance by individuals (Positive reinforcement of employees) • Change and maintain audit opinion • Innovation of IT System 	<ul style="list-style-type: none"> • WSA status • Grants allocation can be reduced

STRATEGIES

INTEGRATED DEVELOPMENT PLAN							
Municipal KPA	Financial viability						
Problem statement and root causes per KPA:							
2019-24 MTSF Priority	A capable, ethical and developmental state						
Limpopo Development Plan priority	Transform the public service for effective and efficient service delivery						
Municipal Priority	Improve financial viability						
Strategic objective	To increase revenue generation and implement financial control systems						
Key issues	Baseline	Objective	Performance indicator	Intervention/ programme	Implementation plan		
					2023/24	2024/25	2025/26
Unfunded budget	Adoption of the unfunded budget by council	Compilation of a credible and cash funded MTREF budgeted for 2024/2025 in accordance with the approved budget timetable of council	Funded budget	<ul style="list-style-type: none"> Zero Based budget Focus on core functions Enter into repayment agreement with WSP and critical suppliers Prioritize the capital projects which have budget be on the 	Unfunded Budget	Funded Budget	Unfunded budget

				<p>IDP and the MTREF(year 1-3)</p> <ul style="list-style-type: none"> Engagement with Treasury on assessing funded or unfunded budget on non-cash items 			
Revenue Enhancement	Insufficient utilization of existing financial system	To ensure that there is an improvement in the utilization of financial control systems	Sound financial management budget	<ul style="list-style-type: none"> Review the water and sewer tariff which to be cost reflecting Verify and update the indigent register with local Municipalities Enforce on Revenue Collection from business and government institutions Strengthening the SLA's Directive on Tariff setting should be from the District Integrated credit control policy(mechanism) 	Improve collection of debt by 30%	Improve collection of debt by 40%	Revenue Enhancement

				<ul style="list-style-type: none"> • Consider Public Private Partnership e.g smart metering • All stakeholders to convene and conclude on historic debt(LNW,DWS and Locals 			
Expenditure Management	Insufficient utilization of existing financial systems	To ensure that there is an improvement in the utilization of financial control systems	Sound financial management budget	<ul style="list-style-type: none"> • Signing of Repayment agreement with Lepelle and DWS • Effective implementation of Cost containment measures • Value for money in procurement of services • Donate the Assets (graders) to the locals, to reduce expenses on non- core function of the District 	Reduction of old Outstanding debt on suppliers	Reduction of old Outstanding debt on suppliers	Expenditure Management
Growing debt book and Revenue Collection	0% collection rate Increase Debts for local Municipalities	Payment of debts as and when they become due All revenue billed must be collected	Repayments made towards the total debts as a percentage of total debts.	Taking over of water provision From Local Municipality	First phase of take over from 1 st Local municipality	Second phase of take over	Growing debt book and Revenue Collection

	Revise payment agreement with LNW Review of SLA to meet both requirements for the locals and the district		All revenue billed must be collected	Review of SLA to meet both requirements for the locals and the district			
High dependency on grants that have limitation on the amount and conditional use	100 % dependent on grants	To minimize dependency on grants	% reduction on dependency of conditional grants	Implementation of Revenue enhancement Strategy Manage payments in accordance with revised payment agreements. Enforce collection of outstanding debt	25% own fund	40% own fund	High dependency on grants that have limitation on the amount and conditional use
Assets management	Assets management	Improve on asset management	% improvement on ag assets related findings compared to the previous year of audit	<ul style="list-style-type: none"> Implementation of automated asset management systems Enhancement of service delivery using the GIS system 			Assets management

				<ul style="list-style-type: none"> • Verify the Ownership of infrastructure assets with the District to ensure completeness • Conditional assessment of infrastructure assets . 			
(Good governance) Negative Audit outcome	Qualified opinion	Obtain unqualified audit opinion	<p>Improve financial control system</p> <p>Improve compliance with laws and regulations</p>	<p>Regular training on legislation, laws and standards</p> <p>Compilation of monthly reconciliations</p> <p>Finalisation of investigation on the UIFWe</p> <p>Strengthening the internal control systems</p> <p>Quarterly review of the AFS by Internal audit</p> <p>Preparation of quarterly financial statement</p>	Qualified audit opinion	Unqualified	(Good governance) Negative Audit outcome

Non-compliance with laws and regulations	Non-compliant reporting environment	To ensure that the municipality complies with nt laws and regulations as well as a clean audit outcome	Financial reports fully complying with the legislative requirements	<ul style="list-style-type: none"> • Procedure on the procurement of goods and services • Capacity building for non-financial management to improve on good governance 	Reduction on new incidents of UIFWe	Reduction on new incidents of UIFWe	Non-compliance with laws and regulations
Fleet management	60% of operational fleet	To optimise the fleet management	100% operations on fleet	<ul style="list-style-type: none"> • Strengthens the internal control systems • Capacitate the fleet management unit • Decentralisation of fleet management • Consequences management on non-compliance 	100% operations on fleet	100% operations on fleet	Fleet management
Delays in implementation procurement plan	Slow procurement of the projects in the budget and SDBI	Speed up the implementation of the demand management plan Procurement plan aligned with the approval of the budget	Full implementation of the demand management plan.	➤ Monthly review on progress on procurement plan	100% implementation of procurement plan	100% implementation of procurement plan	Delays in implementation procurement plan

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5.5.4 KPA 6: BASIC SERVICES AND INFRASTRUCTURE DEVELOPMENT

SWOT ANALYSIS/ENVIRONMENTAL SCANNING

Strengths	Weaknesses
<ul style="list-style-type: none"> • Political will and support • Existence of governance structures, e.g. Portfolio Committees, Cluster Technical Committees, AIDS Technical Committees, AIDS Council, Community Safety Forums, Hospital Boards, Clinic Committees, SGBs, etc • Strong Institutional arrangements and support systems • Billing system for services rendered to clients • Available surface and groundwater. • 	<ul style="list-style-type: none"> • Poor implementation of policies, by laws and other legislations • Poor revenue collection • Resource constraints, both financial and human resources to ensure effective service delivery • Ageing infrastructure • Poor road network condition & public transportation system • Non utilization of formal taxi ranks • Delays in procurement of contractors, goods and services leading to poor grant performances and service delivery. • Delays in processes and procedures for Schedule 6B Projects. • Over-dependence on Grant-funding – Non-Ring-fenced grants/ budgets •
Opportunities	Threats
<ul style="list-style-type: none"> • Stable political structures for community environment conducive for development • Well-developed infrastructure, e.g. electricity, roads, rail, health facilities, etc • Huge Mining and Agricultural sector, and Tourism • Collection of revenue from Fire & rescue services, Municipal Health Services and 	<ul style="list-style-type: none"> • Political instability • Service Delivery community protests • Non-payment of municipal rates and taxes • Delay on appointments and confirmation of budget by sector departments (Schedule 6B) • Delays in ESKOM connections leading to stalled projects and costly new quotations

<p>Air quality management (contravention of By – laws and other legislations).</p> <ul style="list-style-type: none"> • Sector Departments Support and Infrastructure Grants (MIG, WSIG, RBIG, RRAMS) • Established Construction Industry for sourcing capable professional service providers and CIDB for Construction contractors • Eradication of electricity backlog • Explore Renewable Energy. 	<ul style="list-style-type: none"> • Depletion of the natural resources such as water and the environment; • Informal settlements • Climate Change - Occurrence of extreme weather conditions. • Drought and global warming • Natural and manmade disasters • Land, water and air pollution • Negative impacts of Climate change • Outbreak of water borne diseases
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STRATEGIES

TABLE A: INTEGRATED DEVELOPMENT PLAN						
Municipal KPA	Basic service delivery and infrastructure development					
Problem statement and root causes per KPA:	Inadequate, dysfunctional and aged infrastructure to abstract and supply water to communities- reticulation					
2019-24 MTSF Priority	Consolidating the social wage through reliable and quality basic services					
Limpopo Development Plan priority	Integrated and sustainable socio-economic infrastructure development Accelerate social change and improve quality of life of Limpopo citizens					
Municipal Priority	Provision of infrastructure and social services Provision of Disaster management and emergency services Provision of environmental manamagent services					
Strategic objective	To accelerate sustainable infrastructure development and maintenance in all sectors To improve community safety, health and social well being					
Key issues	Baseline	Objective	Performance indicator	Implementation plan		
				2023/24	2024/25	2025/26
Inadequate, dysfunctional and aged infrastructure to	Inadequate water infrastructure	Refurbishment and Construction of new infrastructure	Conduct functionality assessment and audit for infrastructure maintenance plan.	Conduct routine maintenance Completion of current projects	Replacement of ageing infrastructure	Replacement of ageing infrastructure

abstract and supply water to communities-reticulation.			Development and adoption of draft district water master plan by council and ensure alignment with provincial master plan.	Drilling of borehole for areas without water supply. Development of infrastructure master plan.	Development of new infrastructure to meet the future demand	Development of new infrastructure to meet the future demand
Lack of water meters in rural areas. Hence non-payment of services.	Water meters are in selected areas	Metered household connections to all receiving water. Review of by-laws	All household have metered connection Review and implementation of by-laws Awareness campaigns	Replacement and installation of meters Awareness campaigns	Awareness campaigns Replacement and installation of meters Cost recovery	Awareness campaigns Replacement and installation of meters Cost recovery
Lack of mitigation plans against drought.	Drinking water is supplied by tankers due to drought severity	Development of Drought Mitigation Plan (DMP)	Capitalize on ground water utilization – (where aquafer are found to be strong)	Explore alternative water sources (Ground water, Mountains streams, Spring water, rainwater harvesting etc). To develop the water security plan. (Water recycling, etc). Develop drought mitigation plan	Review drought mitigation plan Maximize ground water utilization	Ground water augmentation

Delays in standardizing yard connections as a basic level of service.	Water meters are in selected areas	Metered household connections to all receiving water. Review of by-laws	All household have metered connection Review and implementation of by-laws Awareness campaigns	Replacement and installation of meters Awareness campaigns	Awareness campaigns Replacement and installation of meters Cost recovery	Awareness campaigns Replacement and installation of meters Cost recovery
Lack of maintenance of water-borne sewage systems.	Waste water treatment not properly maintained and operated.	Improve compliance with green drop Certification.	Improved maintenance of water – borne sewage systems	Rehabilitation of ageing infrastructure Implement preventative maintenance plan	Replacement of infrastructure Development of new infrastructure to meet the future demand	Replacement of infrastructure
Unaddressed sanitation backlog	Backlogs in RDP standard toilets	Backlog eradication	Improved access to sanitation	Upgrade and extend infrastructure to meet the demand	Upgrade and extend infrastructure to meet the demand	Upgrade and extend infrastructure to meet the demand
Poor electricity supply that need ESKOM power stations to be upgraded.	MDM is the coordinator in the area of supply whereas locals are implementing the electrification projects	Provision of electricity/ Energy	Provision of electricity/ Energy	Liaison with ESKOM to provide upgraded standard of electricity Strengthening projects by ESKOM	Upgrading of existing substations	Liaison with ESKOM to provide electricity

High cost of electricity compels poor households to top up the energy with wood.	MDM is the coordinator in the area of supply as locals are implementing the project	Provision of affordable electricity/ Energy	Provision of affordable electricity/ Energy	Liaison with NERSA and attendance of NERSA conference to negotiate affordable electricity for Municipal area	Liaison with NERSA and attendance of NERSA conference to negotiate affordable electricity for Municipal area	Liaison with NERSA and attendance of NERSA conference to negotiate affordable electricity for Municipal area
Continuous establishment of uncoordinated new settlements aggravates the high demand of electricity supply. (Hence backlog - moving target)	MDM is the coordinator in the area of supply as locals are implementing the project	Provision of electricity/ Energy	Households with electricity.	Liaison with ESKOM to provide electricity	Liaison with ESKOM to provide electricity	Liaison with ESKOM to provide electricity
Theft and vandalism of transformers and cables	MDM is the coordinator in the area of supply as locals are implementing the project	Elimination / eradication of theft and vandalism	Reduced theft and vandalism	Awareness campaigns	Replacement of transformers and vandalized material	Improved technology to prevent theft and vandalism

Poor condition of paved and unpaved road infrastructure	Backlog in terms of road infrastructure maintenance and upgrade	Maintain and upgrade road infrastructure	Eradication of backlog in terms of road infrastructure maintenance and upgrade	Liaison with DPWRI, RAL, SANRAL Implementation of priority list submitted to RAL	Implementation of priority list submitted to RAL	Implementation of priority list submitted to RAL
Poor condition of public transport fleet	MDM is currently the coordinator in terms of subsidized bus services and will only implement the function after 7 years as per IGAA signed with Limpopo Department of Transport and Community Safety	To ensure a safe and reliable public transport system	Provision of safe and adequate subsidized public transport services as per contracts signed with Service Provider, ie on all routes as per contractual agreement	Liaison with the Department of Transport and Community Safety Implementation of IGAA on bus subsidy contracts with the Limpopo Department of Transport and Community Safety	Implementation of the District ITP to motivate for additional busses.	Implementation of the District ITP to motivate for additional busses.
High accident rate	MDM has one of the highest accident rates in the Limpopo Province	To reduce injuries and fatalities on the road	Reduced number of injuries and fatalities on the road	Liaison with local municipalities and LDTCS. Support road safety programmes (debates, Participatory Education Technique- PET, Driver of the Year competitions and EPWP road safety ambassador programme by LDTCS.)	Support road safety programmes (debates, Participatory Education Technique- PET, Driver of the Year competitions and EPWP road safety ambassador programme by LDTCS.)	Support road safety programmes (debates, Participatory Education Technique- PET, Driver of the Year competitions and EPWP road safety ambassador programme by LDTCS.)

				Conduct road safety awareness campaigns	Conduct road safety awareness campaigns	programme by LDTCS.) Conduct road safety awareness campaigns
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5.6 DISTRICT DEVELOPMENT MODEL

5.6.1 DDM Concept and One Plan Development

The DDM is anchored on the development of the “One Plan”. The One Plan is an intergovernmental plan setting out a long-term strategic framework to guide investment and delivery in the 52 district and metropolitan spaces. This plan is meant to be jointly developed and agreed to by all spheres of government. The One Plan was developed with the involvement of the stakeholders mentioned supra, and it was signed out by the Accounting Officer for submission to COGHSTA. Numerous engagement meetings were held to concretize the one plan approach versus the usual IDP processes. The development of the first generation of One Plan was a collaborative process that required inputs from national sector departments, provinces, municipalities, and the private sector. The first generation of One Plans focused on the following areas:

- Few key economic infrastructure projects that require unblocking actions.
- Key catalytic projects (catalytic projects in the context of the One Plan refers to large scale spatial transformation projects of greater investment value and is projected to make substantial contribution towards economic growth, job creation and skills revolution).
- Key projects that are aimed at stimulating and diversifying the economy.
- Short term service delivery improvement actions.
- Immediate Local Government stabilization and institutional strengthening actions

5.6.2 Prioritized catalytic projects

PROJECT NAME	OBJECTIVE	PROJECT SCOPE	PROJECT OWNER	ASSESSMENT	PROJECT CATEGORY	SECTOR	LOCALITY	IMPACT
Nkowakowa Industrial Park Development	To upgrade old infrastructure and to market the industrial [park in and	Ongoing	LEDA	A service provider was appointed by DTI to do Phase 1 which included	Game Changer	Public	Greater Tzaneen Municipality	National, Provincial Local

	outside the province and the country.			design and project lay out.				
International air licence for Hoedspruit Airport – International business Precinct	To open an alternative access to international markets and to promote tourism.	Planning	Private	The responsible MECs in Limpopo were involved and Maruleng Council has adopted the project.	Game Changer	PPP	Maruleng Municipality	International Provincial Local
Hoedspruit Township Establishment	To provide integrated rural development	Planning done	Maruleng Municipality	The project is yet to be implemented.	Major Need	Working with MDM through DDM approach	Maruleng Municipality	Local
Infrastructure development for the promotion of Rural Tourism	To promote tourism and grow the local economy.		Feasibility study in progress		Game Changer		All local municipalities in Mopani District	International
Creating linkages with Mpumalanga SEZ	Linking MDM, VDM with Mpumalanga SEZ	Planning		The Nkomazi SEZ in Mopani has a component of an Agro-processing Industrial park that the District could leverage its citrus production industry. The municipality can also explore the Mineral and	Game Changer		All local Municipalities	Provincial

				Energy sector – in particular phosphate for the production of fertilizers				
Shangoni Gate into Kruger National Park.	Tourism	Implementation	LEDET Greater Giyani Municipality	Road network is currently being done.	Game Changer Major Need	Public	Greater Giyani Municipality	International Local
Tarring of Road from Letaba range to Selwane	To afford smooth transportation of produce from Masalaal to various market places. To promote tourism and inter-municipal connection.	Sourcing some funding	Dept of Agriculture and Ba-Phalaborwa Municipality	Not yet started	Enabler	Working with MDM through DDM approach	BaPhalaborwa Municipality	Local
Modjadjiskloof Extension 4/11	To provide access for human settlement	Not funded	Greater Letaba Municipality	Internal project by Greater Letaba Municipality	Major need	Working with MDM through DDM approach	Greater Letaba Municipality	Local
Kgapane Township Extension 12	Provision of access to human settlement	Not funded	Greater Letaba Municipality	Internal project by Greater Letaba Municipality	Major need	Working with MDM through DDM approach	Greater Letaba Municipality	Local

Table 50 Prioritised catalytic projects

5.6.3 Overall catalytic Projects

NO.	CATALYTIC PROJECT	LOCALITY
1.	Townships establishments -Xihoko (200 sites) -Nwamitwa (200 sites) -Xivulani (200 sites) -Matiko-xikaya (200 sites) -Selwane (200 sites). - Gravelotte	Done by MDM in: GTM GGM BPM
2.	Upgrading of informal settlements: <ul style="list-style-type: none"> • Maribethema • Mokgolobotho • Mbambamencisi • Mapolankeng • Mohlaba Cross • Pulaneng or Thalampya • Gabaza Extension: Burgersdorp/Nkowankowa 	GTM
3.	Upgrading and Improvement of railway line in Hoedspruit and other areas in the District.	MLM
4.	Upgrade of R40 interchange	MLM
5.	Township establishment (Kgapane Extension 12)	GLM
6.	Township establishment (Modjadjskloof Extension 4)	GLM
7.	Township establishment (Modjadjskloof Extension 11)	GLM
8.	Commercial rural farmer support (mass) programme	All
9.	Tzaneen Extension 105	GTM
10.	Pusela Extension	GTM
11.	Dan Extension 3	GTM

12.	Tzaneen Extension 70 & 78	GTM
13.	Letsitele Extension 8	GTM
14.	Tarring of Roads	GGM
15.	Development of Shangoni Gate	GGM
16.	Revitalization of the Makgobaskloof Tea Estate.	GTM
17.	Industrial parks development	GTM
18.	Revitalization of Moshupatsela Farm	GTM
19.	Partnership with Council for Geo-Science mining in Giyani	GGM
20.	Taking over Libra services by local municipalities for SMME registration & support	MDM
21.	International air license for Hoedspruit Airport - International Business Hub & Tourism Precinct Feasibility Study to ensure viability and inform establishment of an International Business Hub & Tourism Precinct.	MLM
22.	Hoedspruit Township establishment	MLM
23.	Promotion of Rural Tourism	MLM
24.	Revitalization of irrigation schemes	GGM
25.	Rezoning of Giyani Golf Course	GGM
26.	Special Economic Zone (SEZ) Amend SDF and identify New industrial land – Close to agro-production zones Rezone Land – designate and service land. Seek investors and work with SOEs & DTI for Buildings in Manufacturing Zone. Operate SEZ	GLM & GTM
27.	Establishment and Development of Agri-hubs and Agri-parks	ALL
28.	Establishment of shopping malls and other business sites.	GGM GTM
29.	GIS Strategy	To benefit all local Municipalities in MDM.
30.	Construction of TUT	GGM

Table 51 Overall catalytic projects

6 CHAPTER SIX: PROJECTS PHASE

Project prioritization is a process where in every stage of the procedure is followed for prioritization to be successful, and if any step is omitted, the exercise loses its relevance and appropriateness. Financial and budgetary choices to achieve particular aims or goals are also a significant focus of prioritization.

The criteria depicted on the right hand side of Diagram below are those issues that will be considered during prioritisation with weightings at each level. These are indicated on the Diagram below.

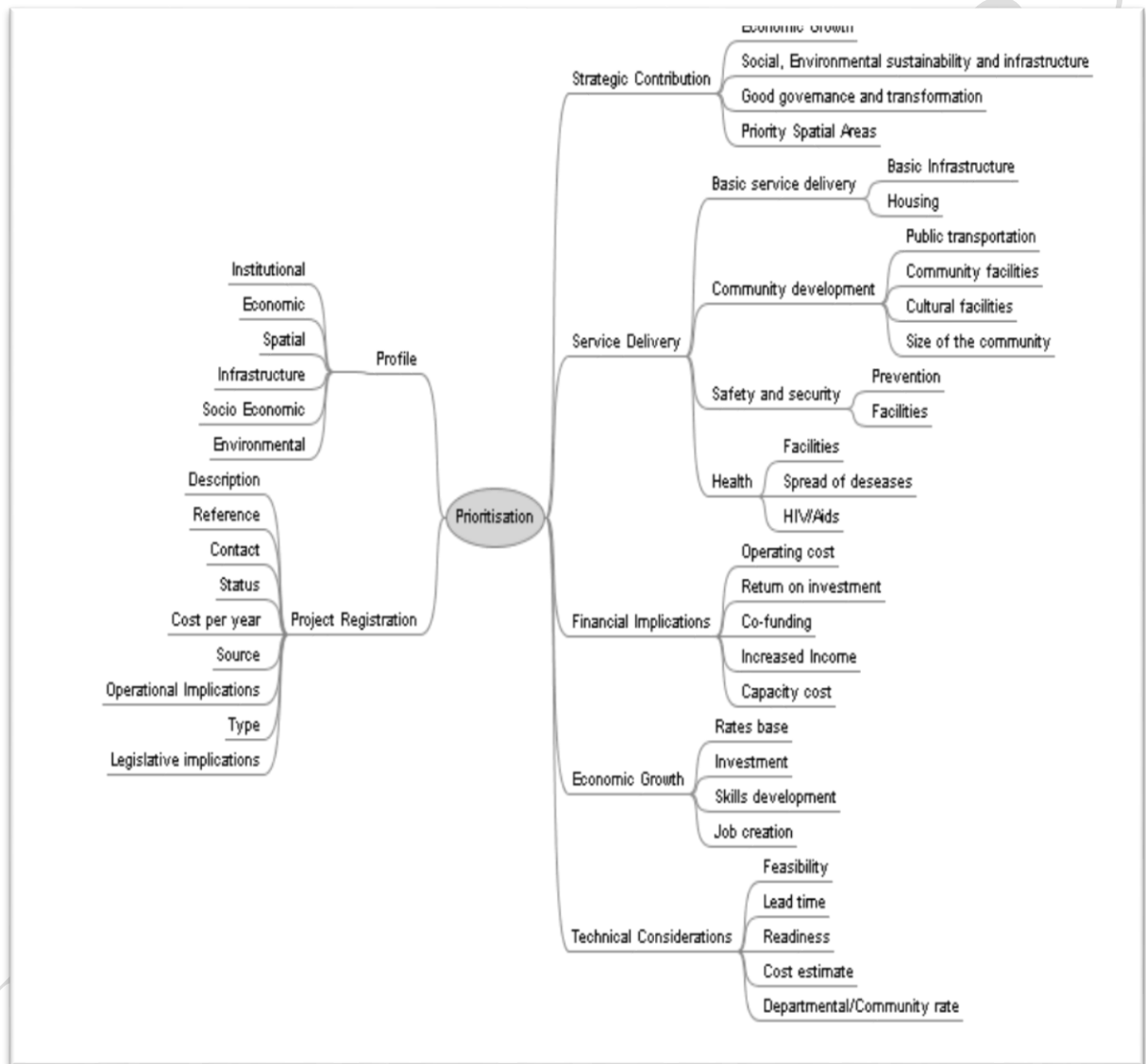


Figure 10 Project prioritization process

6.1 MOPANI DISTRICT PROJECTS/ PROGRAMMES FOR 2023/24 FY

6.1.1 KPA: GOOD GOVERNANCE AND PUBLIC PARTICIPATION

KPA: GOOD GOVERNANCE AND PUBLIC PARTICIPATION									
Strategic objective: To promote democracy and sound governance									
OFFICE OF THE SPEAKER									
No.	Capex/Opex	Project name	Project Description	Location	Target to achieve	Annual implementation Budget			Implementing agent
						2024/2025	2025/2026	2025/2027	
01	Opex	District Speakers Forum	Facilitate and coordinate programs in the Office of the Speaker	Office of the Speaker	4 meetings annually	300 000	350 000	400 000	Public Participation
02	Opex	District Ward Committee Forum	Coordinate all ward committees in the MDM	Office of the Speaker	4 meetings annually	500 000	450 000	500 000	Public Participation
03	Opex	Public Participation Forum	Coordinate and align public participation programs	Office of the Speaker	12 meetings annually	300 000	350 000	400 000	Public Participation
04	Opex	Chief Whips Forum	Coordinate and align Chief Whips' political programs	Office of the Speaker	12 meetings annually	200 000	250 000	300 000	Public Participation
05	Opex	Mayoral Imbizo	Community report back and	Office of the Speaker	4 meetings annually	900 000	950 000	1000 000	Public Participation

			engagements						
06	Opex	Batho Pele Forum	Platform for reporting, exchanging and information sharing	Office of the Speaker	4 meetings annually	400 000	450 000	500 000	Public Participation

6.1.2 OFFICE OF THE EXECUTIVE MAYOR

KPA: GOOD GOVERNANCE AND PUBLIC PARTICIPATION									
Strategic objective: To promote democracy and sound governance									
OFFICE OF EXECUTIVE MAYOR									
No.	Capex/Opex	Project name	Project Description	Location	Target to achieve	Annual implementation Budget			Implementing agent
						2024/2025	2025/2026	2025/2027	
	Opex	Bursaries	Academic funding for learners.	MDM	Target both learners and employees	4000 000	4 500 000	5000 000	MDM/Own
	Opex	District IGF	Quarterly platform for coordination of services delivery	MDM	Government institutions; private sectors and NGOs.				MDM/Own
	Opex	Excellence awards	Giving awards to best performers.	MDM	Grade 12 learners and other categories.	1 600 000	1 700 000	2 000 000	MDM/Own

	Opex	Anti-corruption	Forum for ensuring good ethical conduct.	MDM	Municipal employees and councilors.				MDM/Own
	Opex	Local House of Traditional Leaders	Funding the activities of Traditional Leaders in the district.	MDM	Support to 30 Traditional Authorities	1000000	1150 000	1300 000	MDM/Own
	Opex	Partnership with community radio stations	A platform for live broadcasting of mayoral imbizo and post council imbizo.	MDM all locals	Quarterly reports on Mayoral imbizo and post Council briefing.	600 000	800 000	800 000	MDM/Own
DISABILITY PROGRAMMES									
	Opex	District Disability Council	Platform for advocacy and reporting on accessibility of services by persons with disabilities	MDM	Reports accessibility of services by persons with disabilities across all sector departments every quarter (4 X a Year)	200000	300000	350000	MDM/Own
	Opex	Disability Awareness and Advocacy	Sensitization, education and empowerment of stakeholders	MDM	Sessions for people with disabilities in the district and	250000	280000	300000	MDM/Own

			on disability issues		consistent campaigns during disability calendar months				
	Opex	Disability Indaba	Annual monitoring and evaluation of progress of service delivery coordination to persons with disabilities	MDM	Presenting of consolidated report on progress of service delivery to persons with disabilities	200000	300000	400000	MDM/Own
	Opex	Sign Language Capacity Building	Capacitating staff and Cllrs on South African Sign Language skills	MDM	Institutional self-reliant on provision of sign language in key public events	170000	180000	200000	MDM/Own
	Opex	Disability Service Outreach	Coordinate and Support to service delivery access by persons with disabilities	MDM	Regularly	150000	200000	300000	MDM/Own
	Opex	Public Building Infrastructure Accessibility	Coordinate Public Buildings infrastructure Accessibility	MDM	Regularly	30000	40000	50000	MDM/Own

			Compliance						
	Opex	District Older Persons Forum	Caring for the elderly	MDM	Information sharing sessions in the quarterly meeting (4 x a Year)	80000	90000	100000	MDM/Own
	Opex	Older Persons dialogue	Information sharing platform for elders	MDM	Elders in the district meeting for two days twice per year.	200000	250000	300000	MDM/Own
	Opex	Older Persons Day	Active health and socialization amongst elders	MDM	The Executive Mayor hosting elders day celebration once a year	250000	280000	300000	MDM/Own
YOUTH PROGRAMMES									
	Opex	Youth month	Held annually in June	MDM	Once off event for the youth in the district.	1 000000	1100000	1800000	MDM/Own
	Opex	Youth advisory council (SAYC)	District Council for the youth.	MDM	Organized youth in the district.	1500000	1600000	1700000	MDM/Own
	Opex	Youth council assembly	Annual event for the youth	MDM	Information sharing platform for the young people.	600000	700000	800000	MDM/Own
	Opex	Youth Expo	Youth Economic	MDM	Empowering young people	600000	700000	800000	MDM/Own

			Empowerment		through business information				
	Opex	Children' parliament	Capacity building platform for the children	MDM	Informed & knowledgeable children	500000	600000	700000	MDM/Own
	Opex	Children' day	Engagement platform for the children	MDM	Annual once off events for children structures in locals	400000	500000	600000	MDM/Own
GENDER PROGRAMMES									
	Opex	16 days of activism	Provide catering, transport and support to victims	MDM	Annual once off event	260000	260000	260000	MDM/Own
	Opex	Women' Month Celebration	Support women programs for the month.	MDM	Annual once off event	160000	200000	300000	MDM/Own
	Opex	Gender & Men's Forum	Provision of catering & transport.	MDM	Convene meetings quarterly	200000	300000	400000	MDM/Own
	Opex	Men's Dialogue Parliament	Awareness platform for men	MDM	Convene meetings monthly	100000	120000	150000	MDM/Own
	Opex	GBVF Awareness	Coordinate GBVF Awareness with Local Municipalities,	MDM	Convene meetings monthly	300000	350000	400000	MDM/Own

			Civil Societies and other relevant institutions						
HIV & AIDS/ SEXUALLY TRANSMITTED INFECTIONS/ TUBERCULOSIS (HAST)									
	Opex	Candle light memorial	Awareness campaign	All LMs	Once off annual events	300000	400000	500000	MDM/Own
	Opex	District Aids council	Support to health programmes	All LMs	Support to District council programmes	250000	250000	250000	MDM/Own
	Opex	Child Headed Support	Support to child headed families	All LMs	Monthly support to the two adopted families.	500000	500000	550000	MDM/Own
	Opex	Red ribbon	Fund health memorials	All LMs	Annual once off event	200000	200000	200000	MDM/Own
	Opex	Migration health forum	Support to health programs	All LMs	Convene quarterly engagements platforms	300000	400000	500000	MDM/Own
	Opex	World TB day	Health awareness campaign	All LMs	Annual once off events	170000	180000	190000	MDM/Own
	Opex	Partnership event	Promotion of social & special programs	All LMs	Annual once off event	150000	150000	150000	MDM/Own
	Opex	World AIDS Day	Conduct campaign and departments of health to minimize STI	All LMs	Annual once event	300000	400000	500000	MDM/Own

			infections						
SPORTS, ARTS AND CULTURE PROGRAMMES									
	Opex	Golden Games	To promote well-being of older persons	GLM	Older Persons	300000	300000	300000	MDM/Own
	Opex	Indigenous Games	To encourage mass participation	GGM	All the participants in different age groups	200000	200000	200000	MDM/Own
	Opex	Women and Sport	To encourage to participate in male dominated sport	GTM	Women to participate in rugby, football and cricket talent identification	110000	115000	120000	MDM/Own
	Opex	District Sport Confederation	To support the advisory council	MDM	All members of the council	110000	115000	120000	MDM/Own
	Opex	Ku Luma Vukanyi	To celebrate heritage	MDM	All residents of Mopani	160000	165000	170000	MDM/Own
	Opex	Library activities	To encourage reading	GTM	Learners	150000	150000	150000	MDM/Own
	Opex	Arts and Culture Council	To celebrate Arts and Culture activities	GGM	All members of the community	100000	100000	100000	MDM/Own
	Opex	District School Sport	Support sport at local schools	ALL	Learners	100000	100000	100000	MDM/Own
	Opex	Disability Sport	Support disability sport codes	All	Persons with disabilities	300000	300000	300000	MDM/Own

	Opex	Support to Federations	Support to Federations	All	All Federations	500000	500000	500000	MDM/Own
COMMUNICATIONS									
1.	Opex	Advertising	Placement of adverts on local and national newspapers.	MDM		1000 000	1000 000	1000 000	MDM
2.	Opex	Newsletter	Development and printing of council external newsletter.	MDM		400 000	400 000	400 000	MDM
3.	Capex	Digital communication equipment	Purchase of digital communication equipment to enhance our communication capability.	MDM		100 000	-	100 000	MDM
4.	Opex	Media networking session	To build and harness relations with the media	MDM		100 000	100 000	100 000	MDM
5.	Opex	Partnership with community media	Use of community radio station as a platform for live broadcasting of mayoral imbizo and post-council briefings	MDM		400 000	400 000	400 000	MDM

6.	Capex	Branding material and suggestion boxes	Purchase of banding material and suggestion boxes.	MDM		100 000	-	-	
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6.1.3 OFFICE OF MUNICIPAL MANAGER

KPA GOOD GOVERNANCE AND PUBLIC PARTICIPATION									
Strategic objective: To promote democracy and sound governance									
OFFICE OF MUNICIPAL MANAGER									
No	Capex/Opex	Project name	Project Description	Location	Target to achieve	Annual implementation Budget			Implementing agent
						2024/2025	2025/2026	2025/2027	
1.	Opex	IDP Review	Facilitation and development of IDP Document	MDM	Approved reviewed IDP document	R1 500 000	R1 600 000	R1 700 000	MDM/Own
2.	Opex	Performance Bonuses for officials	Remuneration of officials with exceptional performance in their KPIs	MDM Officials	Performance bonuses paid to senior managers and staff	R10 000 000	R12 000 000	R13 000 000	MDM/Own
3.	Opex	Electronic performance system	Administering IT action assist electronic	MDM Officials	Performance report aligned with KPIs	R3 000 000	R3 000 000	R3 500 000	MDM/Own

			PMS for reporting						
4.	Opex	Annual Report	Printing of MDM annual report	MDM	Printed Annual Report	R400 000	R450 000	R500 000	MDM/Own
5.	Opex	Physical security guards for MDM ,Assets and employees	Provision of security services in all MDM premises/areas (Water Schemes, Fire stations, Satellite offices, Head Office, Booster Pump Stations)	All local municipalities	Safety of employees, secure assets against theft and vandalism	50,000,000	55,000,000	60,000,000	MDM/Own
6.	Opex	Bio-Matrix System	Security monitoring system	Giyani Head Office	Safety & security of employees	2,000,000	2,000,000	2,000,000	MDM/Own
7.	Opex	Anti-Corruption Hotline/Complaints	Monitoring of complaints and ethical conducts	Giyani Head Office	Service delivery and ethical conducts	1,000,000	1,000,000	1,000,000	Mopani District Municipality

6.1.4 KPA: MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT

KPA: MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT CORPORATE SERVICES									
Strategic objective: To promote democracy and sound governance									
No.	Capex/Opex	Project name	Project Description	Location	Target to achieve	Annual implementation Budget			Implementing agent
						2024/2025	2025/2026	2025/2027	
1	Capex	Guardrooms	Building of guard houses in our work stations	MDM facilities	On-Going	1 000 000	1 100 000	1 200 000	MDM
2	Capex	Telephone PABX	Installing telephone landlines in our facilities	MDM facilities	2024/25	12 000 000	0	0	MDM
3	Capex	Paving	Paving of Fire stations	Giyani and Modjadjisklo of Fire Stations	On-Going	1 000 000	1 000 000	1 000 000	MDM
4	Capex	High Volume Printers	Renting of High Volume printing machine	MDM Offices	On-Going	6 000 000	2 000 000	2 000 000	MDM
5	Capex	Electricity Backup	Providing Electricity alternative	Giyani Main Office	2024/25	2 500 000	0	0	MDM
6	Capex	Redesigning of offices	Partitioning of Offices in Giyani	Giyani Main Office	2024/25	300 000	0	0	MDM
7	Capex	Air-conditioning	Well ventilated offices	MDM Offices	On-Going	2 000 000	2 200 000	2 420 000	MDM

8	Capex	Water Shedding/ Interruptions at the Main Office	Drilling of Borehole and installation of two water Tanks	Main Office	2024/25	350 000	0	0	MDM
9	Opex	Employee Wellness and Medical Screening	To conduct Municipal Employee sports activities and Medical investigation on employees	Work Places	On-Going	1 850 000	2 035 000	2 238 500	MDM
10	Opex	Workman's compensation	Compensations for Injuries on duty	Work Places	On-Going	2 000 000	2 200 000	2 420 000	MDM
11	Capex	Fire Services Uniform and Protective Clothing	Provision of Fire Services Uniform and Protective Clothing	Work Places	On-Going	9 000 000	9 900 000	10 890 000	MDM
12	Opex	OHS Assessment	Provision of accredited professional OHS Services.	Work Places	On-Going	2 500 000	2 750 000	3 025 000	MDM
13	Opex	Training Programme	To conduct Capacity building programmes to all staff and councilors in line with the Workplace Skills Plan	Work Places	On-Going	9 000 000	9 900 000	10 890 000	MDM

			(WSP) and B & T.						
14	Opex	Trauma and de-briefings of staff	Provide Counselling to employees affected by accidents and/or disaster related catastrophe.	Work Places	On-Going	220 000	242 000	266 200	MDM
15	Capex	Electronic record Management System	Annual Payment of License Fees	Work Places	On-Going	2 000 000	450 000	495 000	MDM
16	Opex	Licensing :Computer Software	Payment for licensing of software	Work Places	On-Going	3 000 000	3 300 000	3 630 000	MDM
17	Capex	Disaster Recovery Plan(DRP) Review	Review of the information systems DRP	Work Places	On-Going	3 000 000	3 300 000	3 630 000	MDM
18	Capex	Server room refurbishment	Upgrading of Computer network cabling	Work Places	On-Going	1 500 000	1 650 000	1 850 000	MDM
19	Opex	Microsoft Licensing		Work Places	On-Going	3 000 000	3 300 000	3 630 000	MDM
20	Opex	mScoa	Implementation of mScoa compliant Integrated Financial Management Syst	Work Places	On-Going	4 200 000	4 620 000	5 082 000	MDM
21	Capex	servers	To improve the	Work Places	On-Going	3000000	330000	3630000	MDM

			information system infrastructure						
22	Capex	computers	To provide working tools	Work Places	On-Going	1500000	1650000	1815000	MDM

6.1.5 KPA FINANCIAL VIABILITY

KPA: FINANCIAL VIABILITY									
Strategic objective: To increase revenue generation and implement financial control systems									
No.	Capex/Opex	Project name	Project Description	Location	Target to achieve	Annual implementation Budget			Implementing agent
						2024/2025	2025/2026	2025/2027	
1.	Opex	Assets register	Compilation of asset register	MDM	GRAP/Mscoa compliant fixed asset register	R 5 100 000	R 5 100 000	R 5 100 000	MDM
	Opex	Insurance	Provision of comprehensive insurance	MDM	Insuring all MDM assets	R 4 200 000	R4 5 00 000	R5 000 000	MDM
	Opex	AFS Preparations	Preparation of GRAP annual financial statements	MDM	GRAP compliant annual financial statements	R 7 000 000	R 7 000 000	R 7 000 000	MDM
	Opex	Budget preparation	Mscosa Budget preparation	MDM	Mscosa compliant budget	R 1 500 000	R 1 500 000	R 1 500 000	MDM

6.1.6 PLANNING AND LOCAL ECONOMIC DEVELOPMENT

KPA: SPATIAL TRANSFORMATION AND LOCAL ECONOMIC DEVELOPMENT									
Strategic objective: To mainstream SMMEs and use spatial planning, including GIS technology to grow the district economy through research and innovation.									
LED PROJECTS 2024/25 – 2027									
No.	Capex/Opex	Project name	Project Description	Location	Target to achieve	Annual implementation Budget			Implementing agent
						2024/2025	2025/2026	2025/2027	
1	OPEX	Moshupatsela Farm Maintenance	Fire belt development Clearing of alien plants & de-bushing	Broederstr oom Farm	To ensure Maintenance of Mosupatsela Farm	1500 000	1500 000	2000 000	MDM
2	CAPEX	Moshupatsela Farm Productivity	Technology Based Farming and Business Incubation Model	Broederstr oom Farm	To utilize Moshupatsela Farm as an Incubation Centre	4000 000	4000 000	5000 000	MDM-PPP
4.	OPEX	Africa Free Trade Agreement & BRICS and Limpopo Province Twinning	Implementing Africa Free Trade Agreement & BRICS and Limpopo Province	N/A	To unlock market opportunities for SMMEs presented by Africa Free Trade	2000 000	1500 000	1 000 000	MDM-PPP

		Agreement Opportunities	Twinning Agreement Opportunities		Agreement & BRICS and Limpopo Province Twinning Agreement Opportunities				
5	CAPEX	Facilitate and Support Wholesale Market	Coordinate Wholesale Market (Pop Up Markets)	MDM	Coordinate Wholesale Market	1000 000	1000000	1500000	MDM- PPP
6.	OPEX	Supporting Tourism Establishment	Providing and Managing Exhibition Pavilion on Tourism Trade Fare Review of progress in the implementation of Tourism Sector engagement	MDM	Support tourism establishment Locally	1000 000	1500000	800	MDM-PPP
7.	OPEX	Gastronomy	Profiling Gastronomy Attractions	MDM	To profile gastronomy attractions for tourism marketing	1500 000	500 000	200 000	MDM
7.	CAPEX	#ExploreMopani	Tourism Social Media Marketing	N/A	To establish and grow #ExploreMopani	2000 000	1500 000	1500 000	MDM-PPP

					ni for tourism marketing				
8.	OPEX	Institutional capacity building, organizational Capacity building, organizational support & partnerships	Stakeholder collaborations Seda (Training) Agriculture (events) Farmers Association Establishing Mining Facilitation Structure LED Forum HOD Forum EPWP Forum Technical Committee Tourism Forum Mining Sector Engagements Trade & Manufacturing Engagement	,MDM	Meetings coordination, SMME Trainings,	700 000	1000 000	1500 000	MDM+PPP
9.	OPEX	SMMEs Support	Formulate Enterprise Development Ecosystems	MDM	Sustainable SMMEs	3 000 000	0	0	MDM-PPP

10.	CAPEX	Supporting Trade and Manufacturing SMMEs	Providing and Managing exhibition on Trade Fares Market Initiative Continue collaboration with SEDA	MDM	Exposing SMMEs to the Market Locally, Nationally and Internationally	1000 000	1000000	1000000	MDM-PPP
11.	OPEX	EPWP Program Infrastructure Social Environmental Non State	To create Job Opportunities to alleviate poverty	MDM	Creation of Job Opportunities	14 000 000	15 000 000	15 000 000	MDM-PPP
12.	CAPEX	Economic Investment	Economic Investment Strategy	N/A	To create a blueprint for attracting investors and PPP opportunities	300 000	0	0	MDM
13.	CAPEX	Green Economy	Green Economy Strategy	N/A	To create a blueprint for supporting SMMEs in the Green Economy	300 000	0	0	MDM

14.	CAPEX	4IR	4IR Broadband Economic Infrastructure	MDM	To roll-out 4IR Broadband Infrastructure to grow district economy	5000 000	7000 000	7 000 000	MDM-PP
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KPA: SPATIAL TRANSFORMATION AND LOCAL ECONOMIC DEVELOPMENT

Strategic objective: To mainstream SMMEs and use spatial planning, including GIS technology to grow the district economy through research and innovation.

SPATIAL PLANNING

No.	Capex/Opex	Project name	Project Description	Location	Target achieve to	Annual implementation Budget			Implementing agent
						2024/2025	2025/2026	2025/2027	
1	CAPEX	SDF	SDF Review	MDM	To review and amend the SDF.	1000 000	1200 000	1300 000	MDM
2	CAPEX	Township Establishment	Township Establishment Support for LMs	MDM	To support LMs to establish townships.	21 000 000	21 000 000	21 000 000	MDM
3	OPEX	Municipal Planning Tribunal	Land use and land development management	BPM & GLM	To determine land use and land development applications	1000 000	1000 000	1000 000	MDM

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GIS PROJECTS 2024/25 – 2027

KPA: SPATIAL TRANSFORMATION AND LOCAL ECONOMIC DEVELOPMENT									
Strategic objective: To mainstream SMMEs and use spatial planning, including GIS technology to grow the district economy through research and innovation									
GIS PROJECTS 2024/25 – 2027									
No.	Capex/Opex	Project name	Project Description	Location	Target to achieve	Annual implementation Budget			Implementing agent
						2024/2025	2025/2026	2025/2027	
1	OPEX	Land Information Management Viewer	Enhancing & Upgrading Land Information Management Viewer	MDM	Enhanced and Upgraded Land Information Management Viewer	3 000 000	2000 000	1300 000	MDM
2	OPEX	Billing Viewer Application (ArcGIS for Local Authorities)	Developing Billing Viewer Application (ArcGIS for Local Authorities)	MDM	Functional Billing Viewer Application (ArcGIS for Local Authorities)	10 000 000	8 000 000	4 000 000	MDM
3	OPEX	Corporate GIS	Developing Integrated Corporate GIS for the district	MDM	Functional Integrated Corporate GIS	5 000 000	1000 000	1000 000	MDM

4	OPEX	Town Planning Application Geo-Referencing of Local Economic Development and Catalytic Projects	Development of Town Planning Application	MDM	Functional Town Planning Application	3 000 000	2 000 000	2 000 000	MDM
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RESEARCH AND INNOVATION PROJECTS 2024/25 – 2027

KPA: SPATIAL TRANSFORMATION AND LOCAL ECONOMIC DEVELOPMENT									
Strategic objective: To mainstream SMMEs and use spatial planning, including GIS technology to grow the district economy through research and innovation									
RESEARCH AND INNOVATION PROJECTS 2024/25 – 2027									
No.	Capex/Opex	Project name	Project Description	Location	Target to achieve	Annual implementation Budget			Implementing agent
						2024/2025	2025/2026	2025/2027	
1	OPEX	Research	Research Data	MDM	To collate and synthesis data to guide development	1000 000	2000 000	2000 000	MDM
2	OPEX	Innovation	Innovation Initiatives	MDM	To identify Innovative Ideas to advance	1000 000	2000 000	2000 000	MDM

					development initiatives.			
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6.1.7 KPA: BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT

KPA: BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT									
COMMUNITY SERVICES									
Strategic Objective: To accelerate sustainable infrastructure development and maintenance in all sectors									
To improve community safety, health and social well being									
DISASTER MANAGEMENT									
No	CAPEX/OPEX	Project Name	Project Description	Location	Target to achieve	Annual Implementing Budget			Implementing Agent
						2024/2025	2025/2026	2026/2027	
1.	Opex	Disaster Management School competition	School completion on disaster Management topics	MDM	100%	400 000	415 000	425 000	MDM
2	Opex	Community based workshops	Ward based risk reduction workshops	MDM	100%	60 000	75 000	85 000	MDM
3	Opex	Garden Maintenance	Cleaning of the surrounding grounds of the	MDM	100%	80 000	100 000	120 000	MDM

			Disaster Centre						
4	Opex	Identification of flood lines	Identifying areas or communities that are next to the flood line area	MDM	50%	1 000 000	1 150 000	1 200 000	MDM
5	Opex	Fire beaters	Hand Fire beater for putting down fire	MDM	100%	300 000	315 000	320 000	MDM
6	Capex	Upgrading of the Communication centre ,Communication System	Emergency Central Communication System	MDM	100%	3500 000	3 550 000	3 565 000	MDM
7	Capex	Installation of digital radio and Network	Radio network that works with the radio phones in areas where there is no network	MDM	100%	3 000 000	3 500 000	3 550 000	MDM
8	Opex	Disaster Relief support	Tin houses, blankets, and matrasses	MDM	100%	3 500 000	3 550 000	3 575 000	MDM
9	Opex	Membership fees	Membership and professionalization	MDM	100%	100 000	105 000	110 000	MDM
10	Capex	Office furniture	Office furniture	MDM	100%	200 000	300 000	400 000	MDM

ENVIRONMENTAL MANAGEMENT

1.	Capital	Air Quality monitoring station	Maintenance of the air quality monitoring station	Tzaneen	100%	R800 000	R500 000	R500 000	MDM
2.	Operational	Environmental Awareness	Conducting environmental awareness programme in the community	Mopani District	4	R200 000	R200 000	R200 000	

MUNICIPAL HEALTH SERVICES

1.	Operational	Health and Hygiene Education	Conducting workshops to the community on health and hygiene	Mopani	100%	R150 000	R150 000	R150 000	
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FIRE AND RESCUE

1	Capex	Upgrading of Security Systems	Installation of surveillance system	Tzaneen Fire Station	100%	150 000	170 000	190 000	MDM
2	Capex	Building of satellite Fire Stations	Planning & Development of three Satellite Fire Stations	Tzaneen, Maruleng, Giyani	100%	6 000 000	30 000 000	35 000 000	MDM
3	Capex	Upgrading Fires Stations	Upgrade existing Fire Stations to excepted norms & Standards	Giyani Modjadjiskloot	100%	5 000 000	5 500 000	6 000 000	MDM
4	Capex	Provision Of furniture	Procure Furniture to replace old and	All Fire Stations	100%	300 000	320 000	340 000	MDM

			damaged pieces.						
5	Capex	Fire and Rescue Equipment	Procurement of Fire Rescue Equipment	All Fire Stations	100%	5 000 000	5 500 000	6 000 000	MDM
6	Capex	Gym equipment	Procure Gym Equipment to ensure staff fitness.	All Fire Stations	100%	150 000	160 000	170 000	MDM
7	Capex	Fire Service Training Centre	Establish and develop a District Fire Training Centre	Tzaneen	100%	2 000 000	5 000 000	2 000 000	MDM
8	Capex	Specialized Fire & Rescue Vehicles	Procurement of Fire and rescue vehicle to cover the current shortage and to replace old fleet	All Fire Stations	100%	18 000 000	18 500 000	19 000 000	MDM
9	Capex	Refurbishment Of specialized Fire Vehicles	Refurbish three existing Specialised Fire Vehicles to extend their operational life and to bring them to the industry standard	Tzaneen Modjadjiskloof Giyani	100%	7 000 000	5 000 000	5 500 000	MDM
10	Opex	Aerial firefighting support	To Ensure Aerial Fire Fighting is available to the District during	MDM	100%	850 000	900 000	950 000	MDM

			Fire Season						
11	Opex	Moshupatsela fire belts	Prepare & Maintain Fire Breaks as required by National Legislation	MDM	100%	200 000	250 000	300 000	MDM
12	Opex	Fire Services Uniform and protective clothing	Procure annual Fire Uniform Issue, and Fire PPE as required	All Fire Service Personnel	100%	2 200 000	2 500 000	3 000 000	MDM
13	Opex	SANS Standards & Codes	Update & Procure printed & digital SANS standards for Fire Prevention and Safety intervention	MDM	100%	200 000	250 000	300 000	MDM

**KPA: BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT
TECHNICAL SERVICES AND WATER AND SANITATION**

**Strategic objective: To accelerate sustainable infrastructure development and maintenance in all sectors
To improve community safety, health and social well being**

ROADS AND TRANSPORT

No.	Capex/Opex	Project name	Project Description	Location	Target to achieve	Annual implementation Budget	Implementing agent
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						2024/2025	2025/2026	2025/2027	
1	Opex	Rural Road Asset Management System (RRAMS)	Development of Rural Road Asset Management System	MDM	100% progress at the end of the FY	R 2 476 000	R 2 587 000	R 2 706 000	MDM
2	Opex	District Transport Forum	District Transport Forum	MDM	4 District Transport Forums held successfully YTD	R50 000	R55 000	R60 000	MDM
3	Opex	Road Safety Campaigns	Road Safety Awareness Campaigns	MDM	4 Road Safety campaigns held or supported successfully YTD	R300 000	R300 000	R300 000	MDM
4	Opex	Grader maintenance and repairs	Repair and maintenance of motor graders	MDM	1000 KM	R1 000 000	R 1 100 000	R1 200 000	MDM
ENERGY SERVICES PROGRAMMES									
1	Opex	District Energy Forum	District Energy Forum	MDM	4 District Energy Forums	R50 000	R55 000	R60 000	MDM
2	Opex	Alternative Energy	Alternative Energy Feasibility Study	MDM	Complete alternative energy feasibility study report	R50 000	R50 000	R50 000	MDM

PROJECT MANAGEMENT UNIT

1	Capex	Kampersus Bulk Water Scheme & Scotia Water Reticulation	Water provision	Maruleng	TBA	R 27 000 000			MDM
2	Capex	Lulekani Water Scheme (Benfarm)	Water provision	Ba-Phalaborwa	TBA	R 14 943 522,01			MDM
3	Capex	Ritavhi 2 Water Scheme (Sub-Scheme 1)	Water provision	Greater Tzn	TBA	R 89 288 448,15			MDM
4	Capex	Sekgosese Water Scheme	Water provision	Greater Letaba	TBA	R 120 411 449,97	R60 000 000,00		MDM
5	Capex	Makushane Water Scheme	Water provision	Ba-Phalaborwa	TBA	R 55 408 839,00			MDM
6	Capex	Lephephane Bulk Water	Water provision	Greater Tzn	TBA	R 47 407 692,88			MDM
7	Capex	Tours Water Reticulation	Water provision	Greater Tzn	TBA	R 173 825 047,99	R37 415 255,39		MDM
8	Capex	Rural Household Sanitation (Greater Giyani LM)	Sanitation provision	Greater Giyani	TBA	TBA (Awaiting project registration)	TBA (Awaiting project registration)	TBA (Awaiting project registration)	MDM
9	Capex	Rural Household Sanitation	Sanitation provision	Greater Letaba	TBA	TBA (Awaiting project	TBA (Awaiting project	TBA (Awaiting project	MDM

		(Greater Letaba LM)				registration)	registration)	registration)	
10	Capex	Rural Household Sanitation (Greater Tzaneen LM)	Sanitation provision	Greater Tzn	TBA	TBA (Awaiting project registration)	TBA (Awaiting project registration)	TBA (Awaiting project registration)	MDM
11	Capex	Rural Household Sanitation (Greater Maruleng LM)	Sanitation provision	Maruleng	TBA	TBA (Awaiting project registration)	TBA (Awaiting project registration)	TBA (Awaiting project registration)	MDM
12	Capex	Rural Household Sanitation (Ba-Phalaborwa LM)	Sanitation provision	Ba-Phalaborwa	TBA	TBA (Awaiting project registration)	TBA (Awaiting project registration)	TBA (Awaiting project registration)	MDM
13	Capex	Hoedspruit Bulk Water Supply	Water provision	Maruleng	TBA	TBA (Awaiting project registration)	TBA (Awaiting project registration)	TBA (Awaiting project registration)	MDM
14	Capex	Thapane Regional Water Scheme; Upgrading & Extension Thapane Regional Water Scheme; Upgrading &	Water provision	Greater Tzn	TBA	TBA (Awaiting project registration)	TBA (Awaiting project registration)	TBA (Awaiting project registration)	MDM

		Extension							
15	Capex	Kampersrus Sewer Reticulation and Sewage Plant Phase 1	Water provision	Maruleng	TBA	TBA (Awaiting project registration)	TBA (Awaiting project registration)	TBA (Awaiting project registration)	MDM
16	Capex	Upgrading of Nkowankowa Sewage plant	Sanitation provision	Greater Tzn	TBA	TBA (Awaiting project registration)	TBA (Awaiting project registration)	TBA (Awaiting project registration)	MDM

GIYANI WATER RETICULATION AND HOUSEHOLD CONNECTION VILLAGES			
PRIORITY	PIPELINE	VILLAGE NAME	PHASE
1	F2	Thomo	Phase 1
2	F2	KaMninginisi (Block 2)	Phase 1
3	F2	Mhlaba Willem	Phase 1
4	F2	Muyexe	Phase 1
5	A	Khakhala	Phase 1
6	A	Gawula	Phase 1
7	A	Mahlathi	Phase 1
8	A	Ndindani	Phase 1

9	B	Homu 14A	Phase 1
10	B	Homu 14B	Phase 1
12	B	Nwakhuwani	Phase 1
11	B	Mapayeni	Phase 1
13	B	Vuhehli	Phase 1
14	F1	Risinga View	Phase 1
15	F1	Makoxa	Phase 1
16	F1	Xikukwani	Phase 1
17	D2	Bode	Phase 1
18	D2	Dzingidzingi	Phase 1
19	D2	Skhunyani	Phase 1
20	D	Bambeni	Phase 1
21	D	Mageva	Phase 1
22	D2	Maswanganyi	Phase 2
23	D	Maphata	Phase 1
24	D	Ngove	Phase 2
22	A	Hlomela	Phase 2
23	A	Dokera	Phase 2
24	B REMAINING	Xikhumba	Phase 2

25	B REMAINING	Nsavulani	Phase 2
26	B REMAINING	Makhuva	Phase 2
27	B REMAINING	Mushiyani	Phase 2
28	B REMAINING	Phalaubeni	Phase 2
29	B REMAINING	Mbaula	Phase 2
32	D	Nkomo A	Phase 2
33	D	Nkomo B	Phase 2
34	D	Nkomo C	Phase 2
36	D	Mghonghoma	Phase 2
37	D	Mbhedle	Phase 2
38	D	Loloka	Phase 2
39	D	Kheyi	Phase 2
40	D	Dzumeri	Phase 2
41	D	Daniel	Phase 2
42	D	Mphagani	Phase 2
43	D	Nwamarhanga	Phase 2
44	D	Guwela	Phase 2
45	F1	Mavalani	Phase 2
46	F1	Mbatlo	Phase 2

47	F1	Xivulani	Phase 2
48	F1	Nwazekudzeku	Phase 2
49	F1	Mninginisi (Block 3)	Phase 2
50	C2	Siyandhani	Phase 2
51	C1	Giyani A&B	Phase 2
52	C1	Giyani E&F	Phase 2
53	C1	Mountain view	Phase 2
54	D1	Kremetart	Phase 2
55	D1	Giyani Town	Phase 2

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6.2 PROJECTS FOR LOCAL MUNICIPALITIES

6.2.1 Greater Tzaneen Municipality

6.2.2 Ba-Phalaborwa Local Municipality

6.2.3 Maruleng Local Municipality

6.2.4 Greater Letaba Municipality

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6.3 SECTOR DEPARTMENTS PROJECTS

6.3.1 LEDET

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7 CHAPTER SEVEN: SUMMARY OF BUDGET FOR 2024/25 FY.

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8 CHAPTER EIGHT: INTEGRATION PHASE

This section outlines how, after we have analysed the district spatial, socio-economic, health, safety and environmental issues of the district, MDM holistically responded to the priority issues that constitute the district's challenges. The major output of the Integration Phase is the integration of plans and programmes which include:

TABLE: LIST OF KEY SECTOR PLANS IN PLACE

No.	SECTOR PLAN	DATE DEVELOPED/ LAST REVIEWED (Date approved by Council)			
		Developed	Council approval date	Last Reviewed	Status
1.	Water Safety Plan	2021	Approved	2022	Valid
2.	Water Services Development Plan	2003	17 January 2023	2022	Valid
3.	Water Conservation and demand Man. Plan	2022	17 January 2023	2022	Valid
4.	Green Drop Improvement Plan	2022	Approved	2022	Valid
5.	Water and Sanitation Bylaws	2021	23 July 2021	2021	Valid
6.	Wastewater Risk Abatement Plan	2020	Approved	2021	Under Review
7.	Water and Sanitation Master Plan	2022	17 January 2023	2022	Valid
8.	UIFW Reduction strategy	2021	07/ Dec / 2021	2022	Valid
9.	Funding Plan	2022	20/ July / 2022	2021	Valid
10.	Spatial Development Framework	2019	Approved	2020	Valid
11.	Local Economic Development Strategy	2021	Approved	2021	Valid
12.	GIS Strategy	2020	Approved	2020	Valid

13.	Disaster Management Plan	2009	29 July 2021	2021	Valid
14.	Integrated Waste Management Plan	2022	N/A	N/A	Under review
15.	Air quality Management Plan	2016	N/A	2023	Under review
16.	Air Quality By-law	2021	N/A	2022	Waiting for gazette process
17.	Municipal Health Services By-law	2022	N/A	N/A	Wait for public participation
18.	Fire By-law	2006	N/A	2020	Valid
19.	Waste Management By-law	2021	N/A	2022	Waiting for gazette process
20.	District Health Plan	2005	N/A	N/A	Being reviewed
21.	Vector Pollution Plan	2023	N/A	N/A	Being Developed
22.	Land Pollution Plan	2023	N/A	N/A	Being Developed
23.	Noise Pollution Plan	2023	N/A	N/A	Being Developed
24.	Fire Plan	2022	N/A	N/A	Draft, waiting for Council Approval
25.	District Integrated Transport Plan	2004	N/A	2022	Under review
26.	Public Participation Strategy				
27.	Workplace Skills Plan	2021	April 2022	2022	Valid
28.	HRM&D Strategy	Draft documents	Not adopted	Not valid.	COGSTA to assist with the development of the HRM& D document.

29.	Record Management Plan	Draft document	Not adopted	Not valid	Still to be adopted by Council
30.	Risk Management Plan	2022	Approved	2022	Valid
31.	Fraud Risk Management Plan	2022	Approved	2022	Valid

8.1 OVERVIEW OF THE SECTOR PLANS

8.1.1 Spatial Development Framework

The Mopani District Spatial Development Framework 2018 forms an integral part of the Mopani District integrated development planning process. The dynamic nature of the Mopani District environment requires the continuous revision and refinement thereof. The Spatial Development Framework provides the necessary guidance of land uses at district level in order to ensure the application of the development principles of sustainability, integration, equality, efficiency and fair and good governance in order to create quality of living, investors' confidence and security of tenure. The review of the Mopani SDF is done in terms of the Spatial Planning and Land Use Management Act 16 of 2013 and Spatial Planning and Regulations in terms of the Land Use Management Land Use Management Act 2013.

The aim of the Spatial Development Framework is to give direction to spatial development within the district:

- Ensuring compliance with the SPLUMA legislation and principles.
- Aligning Spatial Development Frameworks of municipalities within the district and adjoining municipalities.
- Aligning Spatial development within the district with International and national spatial initiatives and plans.
- Co-coordinating land use management actions within the district.

Economic Spatial Challenges and Opportunities

Opportunities and Challenges within the local economies Mopani District has a total economy of R 36 227 400 000 (2016) with a low average growth rate of 0.4% per annum (2006-2016).

Greater Giyani LM

Greater Giyani LM represents mainly historical traditional authority area, where most of the people are spatially segregated from the main economic activity nodes and economic development corridors. Greater Giyani LM is also generally characterized by generally a low socio- economic status. Regional accessibility

to these areas is relatively restricted and the people living in these areas have to travel long distances to main employment and service nodes. The Greater Giyani Local Municipality has a relatively weak economy as presented by the following indicators:

- The economy makes up 12% of the economy of the Mopani District
- A low economic growth of 0.8% p.a. A decline is experienced in mining, electricity and government sectors.
- Significant growth is experienced in Agriculture (4% p.a.), Manufacturing (3.1% p.a.), construction (3.6% p.a.), Trade (2.5% p.a.) and Transportation (2.1% p.a.)
- Low comparative advantages in the agriculture, mining and manufacturing economic sectors and only medium economic advantages in all the other sectors.
- High concentration in the government (26%), trade (23%) and financial (23%) sectors.
- Very low economic activity of 20.4%, the lowest in the district (31.7%).
- High unemployment of 45.7 %, the highest in the district (34.6%).

Greater Letaba LM

Greater Letaba LM represents mainly a historical traditional authority area, where most of the people are spatially segregated from the main economic activity nodes and economic development corridors. The area is also generally characterized by low socio- economic profiles. Regional accessibility to these areas is relatively low and the people living in these areas have to travel long distances to main employment and service nodes. The Greater Letaba Local Municipality has a relatively weak economy as indicated by the following indicators:

- The economy makes up 11.9% of the economy of the Mopani District – more or less equal to the Greater Giyani economy
 - Greater Letaba experiences the highest growth (1.6% p.a.). A decline is experienced in mining and electricity sectors.
 - Significant growth is experienced in construction (4.2 % p.a.), Low comparative advantages in the agriculture, mining and manufacturing economic sectors and only medium economic advantages in all the other sectors.
 - Highly concentrated economy with high shares of the economy in the government (26%), trade (23%) and financial (23%) sectors.
 - Very low economic activity of 20.4%, the lowest in the district (31.7%).
 - High unemployment of 45.7 %, the highest in the district (34.6%).
- 124 3.5.1.3 Maruleng LM
Maruleng LM is the smallest municipality within the district:
- The economy represents 5.4 % of the district economy.

- Maruleng experienced a growth of 1.3% p.a. A decline is experienced in mining and electricity sectors.
- Significant growth is experienced in Agriculture (1.7% p.a.), construction (2.1%p.a.), trade and accommodation (2.0% p.a.) and government service (2.9% p.a.).
- High comparative advantages in the agriculture.
- Medium comparative advantages in community services and governments and low economic advantages in all the other sectors.
- A highly concentrated economy with high contributions of agriculture (10.7%), trade and accommodation (20.2%) and government (32.5%) sectors.
- Low economic activity of 30.7%.
- High unemployment of 32.8 %.

Ba-Phalaborwa LM

Ba-Phalaborwa has a relatively strong economy indicated by the following indicators:

- The economy contributes 38.7% to the economy of the Mopani District- the largest in the district.
- The economy declines at 0.7% p.a. A decline is experienced in mining, electricity and government sectors. The decline in the economy can mainly be attributed to the decline in the mining industry (- 3 % p.a.).
- Significant growth is experienced in agriculture (1.9 % p.a.), construction (21% p.a.), Trade (2.5% p.a.) and Transportation (2.1% p.a.).
- Low comparative advantages in the agriculture, mining and manufacturing economic sectors and only medium economic advantages in all the other sectors.
- A highly concentrated economy. Mining makes up 63.8% of the local economy.
- High economic activity of 41.7, the highest in the district
- High unemployment of 32.6%.

Greater Tzaneen Municipality

Greater Tzaneen has a relatively strong economy as indicated by the following indicators:

- The economy contributes 32.0% to the economy of the Mopani District- the second largest after Ba-Phalaborwa.
- The economic growth of 1.2% p.a. A decline is experienced in mining and electricity
- Significant growth is experienced in agriculture (1.2 % p.a.), construction (5.3% p.a.), Trade (2.5% p.a.) and transportation (1.9 % p.a.), community services (1.4% p.a.) and government services (1.5% p.a.).

- High comparative advantages in the agriculture and manufacturing economic sectors, low in mining and government services and medium economic advantages in all the other sectors.
- A diversified economy.
- A relatively high economic activity rate of 35.5%. High unemployment of 32.3%. 125 From the above exposition it is evident that Greater Tzaneen possesses the economic attributes in terms of size, growth, diversification, comparative advantages to provide a regional economic node serving the Mopani district.

Ba-Phalaborwa, as the highest contributor to the economy of Mopani District, with an economy concentrated in the mining sector has the highest risk to the economy of the district and local municipality. All other sectors are reliant on the mining activity and the lifespan of the mines will determine the future welfare of the municipality and of its inhabitants. The mines are nearing the end of their life. The Consolidated Murchison Mine, at the current planned production rates, has a life-of-mine of 10 years. The following actions have been taken by the other two mines in Ba-Phalaborwa to ensure the extension of life:

- Phalabora Copper has approved a project to execute a life of mine extension which will extend the life of the mine until 2033.
- Foskor's body of foskorite ore is nearing depletion and a feasibility study for the construction of a new mine to increase its pyroxenite processing.

SPATIAL DEVELOPMENT OBJECTIVES

A set of interrelated spatial development objectives provide the foundation for the spatial development strategies for the Mopani District supporting the Spatial Indicative Framework. Eight objectives were identified. 1. Capitalize on the regional spatial development initiatives

2. Focus development on development corridors and nodes

3. Protect biodiversity and agricultural resources

4. Economic development and job creation supporting and guiding the spatial development pattern of the Mopani District

5. Accommodating urbanization within the district

6. The integration of the historically disadvantaged communities into a functional nodal and settlement pattern

7. Promote the development of rural areas

8. Infrastructure Investment

SPATIAL DEVELOPMENT VISION

“Communities living in transformed urban and rural places supported by an integrated, inclusive and sustainable space economy having equitable access to economic, engineering and social infrastructure networks and the responsible use of natural resources providing sustainable livelihoods for all “

8.1.2 LED strategy

The purpose of the LED plan is to investigate the options and opportunities available to broaden the local economic base of the area in order to address the creation of employment opportunities and the resultant positive spin-off effects throughout the local economy.

Numerous elements in a local economy can contribute to increased unemployment levels providing an unhealthy environment for investment, which in turns leads to a stagnating local economy. This in turn can place further strains on an already over extended local resource base, reinforcing the need for an innovative and effective broadening of the local economic base. This entails introducing new activities, offering incentives, applying new technologies, development of SMMEs, broadening ownership, etc.

The LED plan is based on the underlying needs, opportunities and comparative and competitive advantages of the Municipality and provides the Municipality with guidelines to create and facilitate economic development in order to realize the underlying development potential and in order to encourage both private and public-sector investment and local job creation.

This plan is to be used by the District Municipality to assist in ensuring the dedicated and effective utilization of local available resources and to promote local economic development in a proactive and dynamic manner.

The plan is built on the underlying principle that a gap exists between the existing levels of development in Municipality and the potential level of development. In order to bridge this gap, the LED Strategy, therefore, provides the Municipality with the following:

- A strategically focused local economic development profile
- Identification of the development potential of Municipality
- Identification of opportunities for SMME development in Municipality
- Methods to enhance co-ordination, integration and participation in local economic Development
- A local economic development plan
- Sustainable and commercially viable business opportunities appropriately packaged for investment
- An institutional analysis
- Implementation and monitoring and evaluation

Relationship of IDP to LED

The IDP is a process, through which a municipality prepares a strategic development plan. It draws together all the development objectives of a municipality including Local Economic Development and formulates strategies to realize those objectives in an integrated manner. This means that everyone is working towards the same goal. The IDP is a comprehensive plan for the development of the local area. It includes a long-term vision, an assessment of the existing level of social and economic development, the setting of development priorities and objectives, spatial framework and land development objectives, operational strategies, municipal budgeting and other resource allocation. By drawing together, the development objectives, priorities, strategies and budgets in this way, the IDP helps to ensure co-ordination between LED, EGDP and other initiatives of government. The IDP is now the basic unit of planning for government as a whole. It is important to note that the IDP process is the single, inclusive planning process within which other processes must be located. LED must be fully integrated within the IDP.

In conclusion, the LED strategy is a tool for sustainable economic growth and development, job creation and improvement of the quality of life for everyone community member. LED should be a combined effort from local government, businesses, companies and individuals, and should remove bureaucratic barriers, lower transaction costs, address market failures, strengthen competitiveness and create a unique advantage for local enterprises.

8.1.3 District Integrated Transport Plan

The National Land Transition Transport Act (NLTTA) (Act no 22 of 2000) makes provision for transport authorities to develop transport plans. The district municipality is in the process of reviewing its Integrated Transport Plan for the district and the public transport information highlighted in the analysis phase will serve as a basis for the development of a reviewed Transport Plan that responds to the mobility trends of the district populace. The policy of apartheid has moved the poor away from job opportunities and access to amenities. This has burdened the workforce with enormous travel distances to their places of employment and commercial centres, and thus with excessive costs.

There is also inadequate public transport infrequencies and routes coverage, poor coordination, and other infrequencies. The Mopani District Municipal area is characterized by inadequate public transport despite the fact that the majority of the population is reliant on busses. Generally, the available modes of transport are not up to standard, nor safe, reliable, affordable or accessible. The public transport needs of the disabled are also not catered for as proposed in the ITP. There is an oversupply of taxis on tarred roads and an undersupply of taxis on rural graveled roads; therefore, these areas are fully dependent on bakkies. Bus services throughout the district are unreliable and not available in certain areas, this is worsened by bad road conditions. Ba –Phalaborwa, for example, experience a serious scarcity of transport. Formal and informal taxi ranks need to be 335 upgraded or refurbished in order to meet the standards of the incoming taxi fleet

through the Taxi Recapitalisation Programme, wherein facilities should be user friendly in terms of catering for the disabled.

The reviewed Integrated Transport Plan has to serve as guide in the municipal and sector departments' allocation of resource to meet the public transport needs. It should:

- Promote coordinated, safe, affordable public transport;
- Be flexible enough to take cognizance of local conditions in order to make use of the available transport infrastructure;
- Ensure accountability so that people have control over what is provided;
- Take into account the transport needs of disabled people;
- Ensure comprehensive land-use/transport planning as population increases, the number of travelers will also increase. The majority will be unable to use private transport and will be dependent on public transport. Given the need for increased mobility and the cost and environmental impact of accommodating private motorists, the future emphasis is on the provision of safe, convenient, affordable public transport. The components of the transport plan include an Operating Licensing Strategy (OLS), Rationalization Plan (RP) and the Public Transport Plan (PTP). The compilation of the components outlined above is informed by other processes such as the route verification (verification of routes and taxis per permit) per association and later the updating of the Current Public Transport Record (CPTR). The components outlined above inform processes such as color coding of taxis and taxi ranks, and the taxi recapitalization process.

8.1.4 Integrated Management Plan

The Mopani District has appointed Bazisa Technical Waste Solutions to develop an Integrated Waste Management Plan for the district. This is premised on the fact that the district municipality and its local municipalities have reached a crossroads in the provision of waste management services. To date, all of the municipalities are continuing to pursue traditional practices that focus on waste after it has been generated. Conditions vary significantly between the four municipalities.

In all municipalities, efforts have been made to expand service and progress has been made in various areas. Ba - Phalaborwa provide service to the highest percentage of households. Recycling focuses on recovering material from landfills where there are generally poor conditions for salvagers. Only Tzaneen actively supports recycling. All other activities are carried out by private companies. Tzaneen promotes composting of garden waste on a limited scale. Some commercial farmers are increasing their commitment to composting to improve access to European markets. There are five waste disposal sites, of which only the one in Tzaneen is permitted and properly managed. In total, not more than 14% of households are serviced. Most families bury and burn their waste in their yards. Health Care Risk Waste (HCRW) is burned at low temperatures producing hazardous air emissions and ash. Untreated HCRW has been found at many disposal sites while

some ashes is past-entered communities through activity such as road work. Successful development of an integrated Waste Management System requires the coordinated implementation of all elements of the strategy. The purpose of this plan is to enable the Mopani District Municipality to progressively develop an Integrated Waste Management System (IWMS) capable of delivering waste management services to all households and businesses.

The IWMP is within the framework of National Policy and incorporates Mopani's developmental responsibilities including Broad – Based Black Economic Empowerment. National policy requires municipalities to implement IWMS with a focus on prevention and minimization of waste, recycling of waste and treatment that is able to reduce the potentially harmful impacts of waste. Only after these efforts, should remaining wastes be disposed of at a landfill. The following are the waste management objective of the Mopani District Municipality:

- To enable the Mopani District Municipality to effectively manage, monitor and coordinate waste management services in the district;
- To provide policies, and guidelines on minimum requirements to enable local municipalities to effectively manage waste in their territory;
- To regulate minimum required Standards for waste management;
- To provide for the establishment of Waste Management Information System; and
- To provide for the implementation of the National and Provincial Waste Management Strategy.

8.1.5 Disaster Management Plan

Introduction

This plan has been developed in order to provide key officials, role players and departments in the Mopani District Municipality as a general guideline for the expected initial response to an emergency and an overview of their responsibilities during an emergency or disaster. For this plan to be effective, it is important that all concerned parties be made aware of its provisions and that every official, role player, and 343 departments at personnel be prepared to carry out their assigned functions and responsibilities before, during and after emergency. The following paragraphs provide an overview of the background and some of the highlights of this plan. This plan serves to confirm the arrangements in the Mopani Disaster Management approach to effectively prevent disasters from occurring and to lessen the impact of those hazards that cannot be avoided. 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 57 of 2002) The preventative elements of this plan must be implemented and maintained on a continuous basis. The emergency or reactive elements of this plan will be implemented in the Mopani District Municipality whenever a major incident or disaster occurs or is

threatening in its area of jurisdiction. The responsibility for the coordination of the overall implementation of the plan is that of the Head of the Disaster Management Centre.

The Disaster Management Act requires the District to take the following actions:

- Prepare a disaster management plan for its area according to the circumstances prevailing in the area.
- Co-ordinate and align the implementation of its plan with those of other organs of state and institutional role players, and
- Regularly review and update its plan. (section 48)

The plan must:

- Form an integral part of the District IDP
- Anticipate the likely types of disaster that might occur in the District area and their possible effects.
- Identify the communities at risk.
- Provide for appropriate prevention and mitigation strategies.
- Identify and address weaknesses in capacity to deal with possible disasters.
- Facilitate maximum emergency preparedness/prevention/ Mitigation
- Establish the emergency management policy framework and organization that will be utilized to mitigate any significant emergency or disaster affecting the Mopani District.
- Establish the operational concepts & procedures associated with day to day operational response to emergencies by Districts municipal departments.
- Contain contingency plans and emergency procedures in the event of a disaster, providing for-
 - (i) The allocation and co-ordination of responsibilities allocated to the various role players.
 - (ii) Prompt disaster response and relief,
 - (iii) Disaster recovery and rehabilitation focused on risk elimination or mitigation.
 - (iv) The procurement of essential goods and services,
 - (v) The establishment of strategic communication links. 344
 - (vi) The dissemination of information.

Current reality

The Corporate Plan makes provision in a generic sense of hazards that will impact on the District economy, cultural, welfare, sustainable development and sustainable livelihoods. Hazard profiles, associated vulnerabilities and risk (probability or lost) will determine the priorities for Disaster Management programmes and projects. The possible cost benefit to be derived from a project in terms of lives protected, livelihoods secured and property or natural resources defended, will be the criteria that determines priorities. In a generic sense, the following hazards on the economic, cultural, welfare, sustained development and sustained livelihoods plans were found to pose the greatest risks in the District.

- Fire Risk
- Natural phenomena
- Technology
- Mass events
- Transport
- Service utility
- Environmental threats
- Health

The mentioned hazards should not be viewed in isolation, but cognizance should be taken of the likelihood of compound disasters e.g. flash floods after extensive veld and forest fires, communicable disease spread after floods and job losses after technological disasters. The risk faced are tangible (loss can be quantified in terms of deaths and infrastructure damages) and intangible (psycho-social impact, trauma and social degradation) during and after disasters. Communities in rapid growing informal settlements are the most vulnerable to many of these risks, but proximity to certain installations or hazards also exposes other communities to risks.

Environmental degradation, especially deforestation and overgrazing, also pose a major threat to sustainable economic development and sustainable livelihoods. In terms of capacity to address and therefore reduce risks, there currently is a strong emphasis on preparedness and response planning. This means that capacity and planning in terms of mitigation and prevention should be strengthened. The following have been identified as critical Disaster Management issues and should receive priority attention in the IDP especially in terms of local economic development and land use management. Identified hazards for the District Municipality area: Aircraft accidents – Tzaneen and Ba Phalaborwa areas.

Explosions – All petrol depots (high risk) and petrol stations all over the District. Two fuel depots particularly at risk are the BP depots situated in Tzaneen and Phalaborwa. Here, large amounts of fuel, lubricants and gas (Phalaborwa) are stored and transported to and from by road and rail. Both are within close proximity to water sources enhancing the danger of environmental pollution in the event of a large spillage.

Dam failure – all the dams in the District will have an impact on communities downstream. Two dams for which emergency preparedness plans have been drawn up by DWAF indicate that several communities would be in grave danger should there be a breach of the wall of either of these dams. The dams are Tzaneen Dam and Thabina Dam. Development within the floodlines of all dams must be taken into consideration before any new development is approved.

Floods – all river systems and communities adjacent to the rivers. Letaba, Thabina, Tours, Middle Letaba, Nsami, Molototsi, Blyde, Olifants and Kudu rivers.

Drought – the entire District will be affected; people, animals, agriculture, industry and the economy would all suffer as a result of a drought.

Epidemics – affects all communities; examples are cholera, malaria, diarrhoea, XDR-TB, typhoid etc.

Animal diseases including communicable diseases – foot and mouth disease, rabies, new castle disease, avian influenza, etc. would all have a negative impact on the Mopani District and could all spread with relative ease if not detected within the early stages.

Fire – the entire District is vulnerable to veld and forest fires as well as structural fires in residential areas, but those areas most vulnerable to fires include the plantation growing areas which dot the landscape within the Greater Tzaneen and Greater Letaba Municipal areas. The eucalyptus plantations in particular are at a greater risk as a result of the *Thaumastocoris australicus* infestations (louse-like insect)

Fires in informal settlements – Mokgoba and Talana Villages

Hazardous materials and oil spills – spills on all the main roads railway lines and river systems.

Traffic – accidents on all the main roads. Particular problems were identified on the Magoebaskloof, George's Valley, Tzaneen /Mooketsi, and Tzaneen – Lydenburg roads. Also of great concern are the high numbers of accidents on the roads within the Greater Giyani Municipal area which are caused by stray animals on the roads. Within this area, the highest numbers of accidents for 2006 were recorded on the Giyani / Mooketsi and Giyani /Dzumeri roads.

Mining accidents – Ba Phalaborwa mines and Gravelotte.

Environmental pollution – Giyani, Modjadjiskloof and Kgapane

Power failure – all main power lines and substations.

Fire hydrants: a pilot study of the fire hydrants in a section of a residential area in Phalaborwa, which borders on an industrial area, showed that just two hydrants were fully functional. This begs the question that if this is the case in Phalaborwa, what is the situation like in the rest of the town and indeed, in the rest of the district. Without sufficient water, fire services are powerless to fight a fire effectively.

Hazard, vulnerability and risk assessment, disaster management plan.

The Provincial Disaster Management Centre appoints Africon to develop the District Disaster Management Plan, develop an integrated information and communication system and conduct a hazard, vulnerability and risk assessment.

Disaster management objectives

The Act (Act 57 of 2002) forced a change in the approach to the execution of the disaster management function to ensure the application of integrated protective safety strategies:

- Responding to reduce personal injury and the loss of life.
- Preventing damage to property and the environment (disaster risk reduction) and
- Assisting society to recover and continue with normal activities (resilience). In order to successfully implement disaster risk reduction measures and to begin to effectively realize comprehensive and integrated disaster management as a fundamental policy process in Mopani District Municipality the following are immediate objectives of the MDM: Disaster Management Objectives
- To utilize and maintain existing and the further development of infrastructure that will effectively satisfy disaster management needs.
- To constantly and orderly identify risks and emergencies of potential disaster situations relating to the Mopani District Municipality and to evaluate the possible consequences
- To develop and implement coordinated response and recovery plans to restore normality as rapidly and cost effectively as possible. (Disaster risk reduction plans)
- To develop and implement a training process that involves the acquisition of skills, the understanding of concepts, rules and attitudes to increase preparedness so as to deal effectively with an emergency or potential disaster situation.
- To establish a culture of and creating an understanding of the need for regular evaluation and audit of the disaster management plan.
- To develop and implement a risk mitigation plan to effectively deal with potential losses
- To develop and maintain a district information management system that enhances pre-disaster risk reduction and post disaster recovery and rehabilitation measures.
- To ensure sufficient funding for the implementation of disaster risk reduction measures as well as effective response, recovery and rehabilitation.

These objectives comply with the criteria of being adaptable for evolving problems, measurable, achievable and realistic.

Disaster Management centre objectives

In order for the Disaster Management Centre to perform their tasks effectively it must ensure that the following actions take place.

Pre - Disaster Risk Management.

Institutional capacity building.

- Appointment of DMAC.
- Establishment of DMC.
- Develop a disaster management policy.
- Ensure stakeholder participation.

- Arrangements for regional cooperation.

Disaster Risk assessment.

- Priorities hazards requiring disaster assessment.
- Community based disaster risk assessment.
- Develop a disaster risk profile.
- Monitoring, updating and dissemination of risk information.
- Conducting quality control.

Disaster Risk reduction.

- Disaster risk management plans incorporate into IDP.
- Priorities for focusing disaster risk protection efforts.
- Scoping and development of disaster risk reduction plans, projects and programmes. - Inclusion of disaster risk reduction efforts in other structures and processes.

Post – disaster Response, Recovery and Rehabilitation. Response.

- Early warnings. - Integrated response.
- Impact assessment, classification and declaration. Recovery.
- Coordination of recovery efforts.
- Emergency coordination.
- Media liaison.
- Regulation of relief measures. Rehabilitation.
- Implementation of long term mitigation measures.
- Ensure stakeholder involvement.
- Rehabilitation impact analysis.

Data collection and verification.

- Risk assessment database.
- Establishment of an information system that will support all normal line function duties as well as all special projects to eliminate and/or reduce loss of life, damage to property and environmental degradation.

Education, training, public awareness and research.

- Determining internal and external training education, public awareness needs and resources.
- Development of a disaster risk management training and public awareness framework.

8.1.6 Anti-fraud and corruption strategy

The purpose of this strategy is to provide guidance to enable MDM to implement anti-fraud and corruption strategy and to develop an anti- fraud and corruption response plan to combat fraud and corruption. The strategy recognizes basic fraud and corruption prevention strategies which are currently in place within the municipality.

The Anti-Fraud and Corruption Strategy covers the following:

- Provision of a focus point and allocation of accountability and authority.
- Provides a common understanding of what constitutes fraud
- Raises vigilance, which means that staff and managers need to be actively involved on an ongoing basis in preventing and detecting fraud. Without their support, fraud prevention will fail. Their support can be achieved by increasing awareness, encouraging involvement and developing a staff fraud reporting process;
- Uncover the facts, which refer to the processes and skills, required to manage a fraud allegation and methods on how to institute with investigations.
- Fraud and Corruption Control Strategies, namely, Structural, Operational, Maintenance Strategies.

Fraud and Corruption control strategies Anti -Fraud and Corruption Strategy

The approach in controlling fraud and corruption is focused into 4 areas, namely:

- Structural Strategies;
- Operational Strategies;
- Prevention Strategies and;
- Detection Strategies

Structural strategies

Structural Strategies represent the actions to be undertaken in order to address fraud and corruption at the Structural level.

Responsibilities for fraud and corruption risk management

The following are the fraud and corruption risk management responsibilities associated with different roles within the Institution.

Accounting Officer - The Accounting Officer bears the ultimate responsibility for fraud and corruption risk management within the Municipality. This includes the coordination of risk assessments, overseeing the investigation of suspected fraud and corruption, and facilitation for the reporting of such instances.

Anti-Fraud and Corruption Committee

The role of the Anti-Fraud and Corruption Committee is to oversee the Municipality's approach to fraud prevention, fraud detection strategies and response to fraud and corruption incidents reported by employees or other external parties. The various business units should have representation on this committee. The Internal Auditor shall be a compulsory member. In the absence of Anti- Fraud and corruption Committee the Risk Management Committee will be tasked to perform the duties of the said committee

The Anti-Fraud and Corruption Committee shall meet at least once in a quarter to discuss the following issues:

- Progress made in respect of implementing the Anti-Fraud and Corruption Strategies and Fraud Prevention Plans;
- Reports received by the Municipality regarding fraud and corruption incidents with the view to making any recommendations to the Accounting Officer and Chairperson of the Audit Committee;
- Reports on all investigations initiated and concluded; and
- All allegations received via the hotline

Internal controls

Internal controls are the first line of defense against fraud and corruption. While internal controls may not fully protect the Municipality against fraud and corruption, they are essential elements in the overall Anti-Fraud and Corruption Strategy. All areas of operations require internal controls, for example:

- Physical controls (securing of assets);
- Authorization controls (approval of expenditure);
- Supervisory controls (supervising day-to-day issues);
- Analysis of data;
- Monthly and annual financial statements;
- Reconciliation of bank statements, monthly; and
- Reconciliation of vote accounts, monthly.

The Internal Audit Activity will be responsible for implementing an internal audit program which will incorporate steps to evaluate adherence to internal controls.

8.1.7 Risk Management Strategy

Risk faced by Municipality shall be managed on an enterprise wide basis whereby the Municipality will use its risk management capabilities to maximize value from its assets, resources, projects and other opportunities. The implementation of risk management process will ensure that measures are put in place in order to ensure that risks that impact the municipality's objectives are either treated, terminated, transfer or tolerated. Controls should be designed and implemented to reasonable assure the achievement of strategic

and operational objectives and the effectiveness of these control shall be reviewed and where necessary improved.

The objectives of Risk Management Strategy are as follows:

- Provide a level of assurance that current significant risks are effectively managed;
- Improve municipality's performance by assisting and improving decision making and planning;
- Promote a more innovative, less risk averse culture in which the taking of calculated risks in pursuit of opportunities to benefits the organisation in encouraged;
- Provide a sound basis for integrated risk management and internal control as components of good corporate governance;
- Establish a culture of Risk Management within the Municipality;
- Effectively manage specific risks within the Municipality such as fraud and corruption
- Ensure that the Municipality complies with legislation, policies, and regulatory requirements

Risk response

Risk response is concerned with developing strategies to reduce or eliminate the threats and events that create risks. Risk response involves identifying and evaluating the range of possible options to address risks and implementing the chosen option. Risk response strategies go hand-in-hand with control measures and are developed taking into consideration the effectiveness of the controls in place to mitigate risks. Management should develop response strategies for all material risks, prioritizing the risks exceeding or nearing the risk appetite level. Response strategies should be documented together with the responsibilities and timelines.

8.1.8 Air quality management plan

Executive Summary

The Air Quality Management Plan (AQMP) for the Mopani District Municipality (MDM) has been developed to comply with the National Environmental Management: Air Quality Act, 39 of 2004 (AQAA). A baseline assessment was undertaken in the development of the AQMP in order to assess and evaluate the current air quality status of Mopani District. The development of the district's AQMP is set out in different phases with the first phase comprising an evaluation of the status quo of air quality in the MDM. This includes a description of the study area, identification of sources of air pollution and major pollutants of concern within the district.

The capacity of the district pertaining to air quality management is also discussed in this section. Phase two discusses the gaps and problems identified during the status quo assessment. The gaps and problems identified include air quality monitoring, emission inventory, air quality management, the licensing function and insufficient stakeholder consultation. The final phase is the compilation of an AQMP for the MDM.

A baseline assessment based on available information was conducted to identify sources of ambient air pollution within the district. The information was collected from a number of different sources. These include meteorological data from South African Weather Services (SAWS), list of emission sources from the MDM and local municipalities, information of Atmospheric Emission Licenses (AEL) and applications from Limpopo Economic Development Environment and Tourism (LEDET).

The Project Steering Committee (PSC) was established to oversee the project and provide guidance. Cooperative governance and public participation also formed an essential component of the AQMP development process. The baseline assessment undertaken confirmed that the MDM was rated as one of the district municipalities having poor or potentially poor air quality (State of the Air Report, DEA, 2005) due to the excessive SO₂ emissions in the Ba-Phalaborwa area. Mopani District Municipality has only recently commissioned (May 2014) a continuous ambient air quality monitoring station in Greater Tzaneen Municipality (GTM). Therefore, the data from this monitoring station is not sufficient to determine long term emission trends.

There is limited information regarding the other three local municipalities due to lack of monitoring of ambient air pollution.

- ICT Strategy Review 350 To be effective in minimizing frustration and maximizing Business and IT alignment, IT must understand the expectations that each line of business (LOB) in the Municipality has of IT and IT management.

Based on these expectations, the contributing role that IT should play will be uniquely defined for that business at a moment in time. Where IT provides services to more than one line of business (LOB), the key challenges are not only mapping to the needs of each business, but also overlaying corporate business goals that are meant to drive overall behaviours. Afrocentric will review the ICT strategy for Effective IT Commissioning and Management as means to deliver the MSP required by Mopani Municipality. Within multiple organisations, IT planning is often fragmented and doesn't align with business strategy. ICT Strategy and IT portfolio management should mutually reinforce one another and guide IT investment selection, control, and evaluation. In the selection criteria for IT investment, the business, information, and technology architecture components of the organisation, an ICT strategy is useful for evaluating on going applications, infrastructure, and project-funding proposals. It will be imperative to define what the high-level ICT strategy must look like within the Municipality.

8.1.9 Water Services Development Plan

This Water Services Development Plan (WSDP) has been prepared simultaneously with the IDP in compliance with the Water Services Act. The WSDP is a sectoral plan that falls within the inter-sectoral umbrella plan of the IDP and responds to the water and sanitation challenges raised in the analysis phase. The Mopani District Municipality is the new Water Service Authority (WSA) in the district and has appointed

EVN Africa Consulting Services (Pty) Ltd. to review its previous WSDP. The WSDP is not only a legal tool, but also is a tool towards achieving sustainable water services (where water includes both water supply and sanitation services).

In addressing sustainable water services, there are three major goals that Mopani (as a WSA) has to achieve through:

- Delivery of sustainable water services;
- Integrated water resource management; and
- Efficient and effective water services institutional arrangement (WSA capacity and WSP arrangements).

The levels of services in these areas are either in terms of RDP standards or below such standards. Contributory factors include, inadequate infrastructure, malfunctioning of boreholes, on-going poor management and maintenance. Further to that, some rural settlements do not have access to water at all. These communities fetch drinking water from wells, pits or rivers. Such lack of access to adequate potable water has a direct effect on the health standards of the community in those areas, thus, increasing the rate of opportunistic diseases like cholera. Care must also be taken that pit latrines are not erected near locations where ground water is used as a source of drinking water.

Bulk water supply in Mopani is characterized by numerous water schemes in various stages of full development to all customer points. This is in the region where the potential exists of regional bulk supply schemes providing water to all localities.

There is also inadequate management of water supply systems as well as non-payment of water services. There is a need for urgent management and infrastructural development of the major Middle Letaba RWS. Mopani District is a joint user of some water sources with Vhembe district and this necessitate liaison with that adjacent municipality for co-planning and co-funding purposes.