

MOPANI DISTRICT MUNICIPALITY



DRAFT INTEGRATED DEVELOPMENT PLAN **(2021/2022 – 2025/2026)** **2025-2026 Version 5**



2021 - 2026 COUNCIL



Cllr Phelebe Maseko
Mayor



Cllr Mavis Maseko
Deputy Mayor



Cllr Mphahlele Lemoa
Deputy Mayor

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Cllr Sibusiso Maseko
Chairperson of the Mayoral Committee



Cllr Mphahlele Lemoa
Member of the Mayoral Committee



Cllr Mphahlele Lemoa
Member of the Mayoral Committee



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CHAIRPERSONS OF SECTION 79 COMMITTEES



Cllr Sibusiso Maseko
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COUNCILLORS



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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>AFCFTA – African Continental Free Trade Area</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>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>SRD – Social Relief Distress</p> <p>UN - United Nations</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



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. 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 organization 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.

Mopani District Municipality is a 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. In order to realize 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

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 the 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.

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 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 an annual basis as per the reviewed IDP of the District Municipality. Supplement to that is the Annual Performance Plans of sector departments that have projects within the District/ Local municipalities. The 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 19 – 21 February 2025 to review the overall Strategy of the municipality, confirmed the vision, mission and values as had been. 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.

1. CHAPTER ONE: INTRODUCTION AND POLICY IMPERATIVES

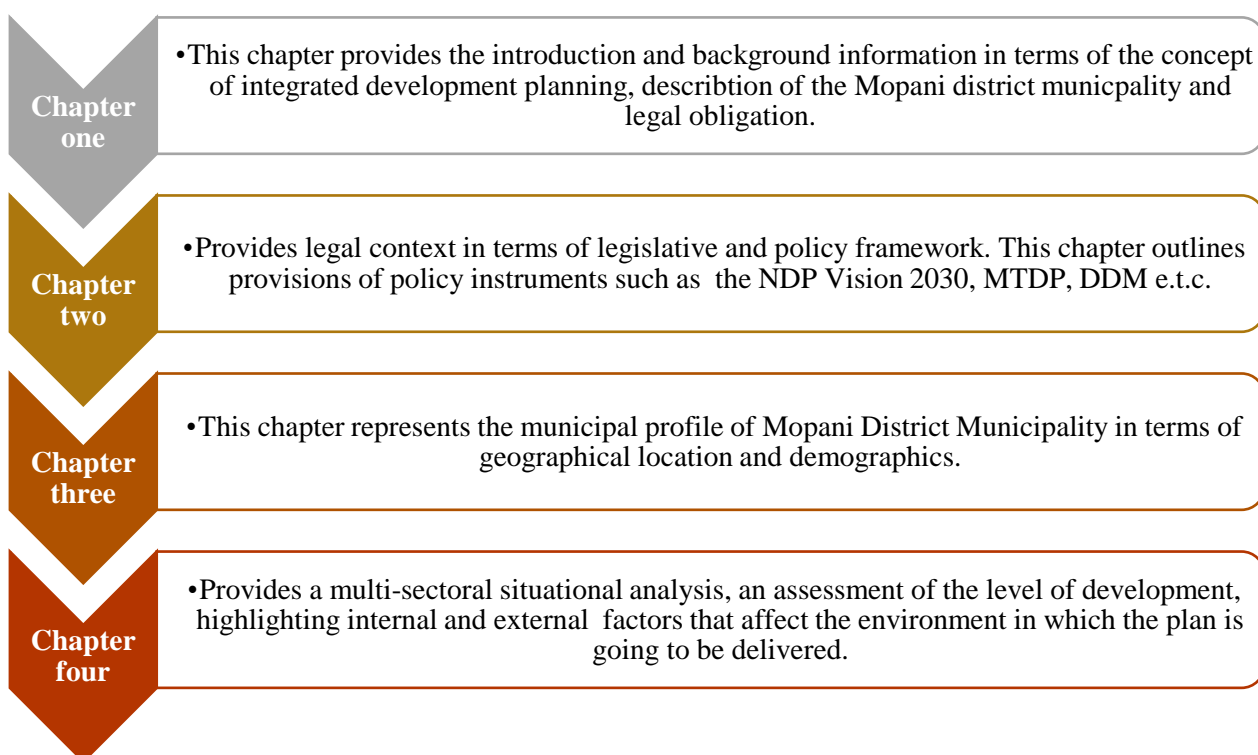
1.1 INTRODUCTION AND BACKGROUND

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 districts 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:



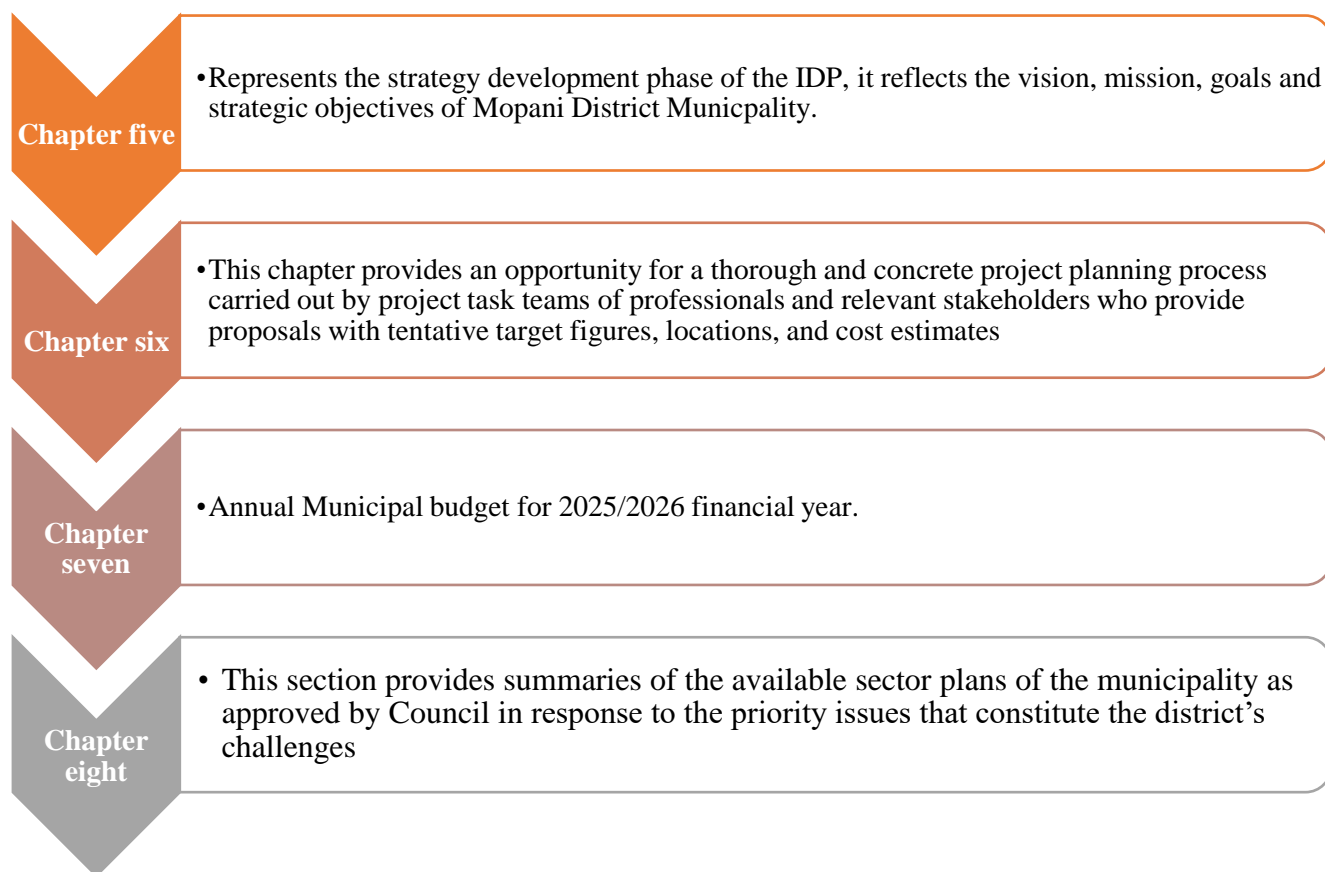


Figure 1 Structure of the IDP

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 Act 108 of 1996

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

This IDP is also informed by the following set of legislation:

- Municipal Finance Management Act (Act 56 of 2003)
- Preferential Procurement Policy Framework Act (Act 5 of 2000)
- Local Government: Municipal Property Rates Act, (Act 6 of 2004)
- Local Government: Municipal Demarcation Act (Act 27 of 1998)
- Spatial Planning and Land Use Management Act (Act 16 of 2013)
- White Paper on Local Government (1998)
- Inter-Governmental Relations Framework Act (Act 13 of 2005)
- National Environmental Management Act (Act 107 of 1998)

- National Environmental Management Act: Air Quality Act (Act 39 of 2004)
- National Land Transport Act, 2009 (Act 05 of 2009)
- National Environmental Management Act: Waste Management Act (Act 59 of 2008)
- Water Services Act (Act 108 of 1997)
- Disaster Management Act (Act 57 of 2002)
- Fire Brigade Services Act, (Act 99 of 1987)
- Division of Revenue Act, (Act No.03 of 2017)
- Employment Equity Act, 1998
- Basic Conditions of Employment Act, 1997

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 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 DEVELOPMENT PLAN 2019-2024

Since 1994, South Africa has made great progress toward building a non-racial, non-sexist, unified and democratic nation that benefits all its citizens. We have created a democratic state guided by a progressive Constitution and a set of institutions designed to put its values into action. South Africa has achieved success in decreasing poverty, expanding basic services to the majority of South Africans, advancing fundamental rights as reflected in the Bill of Rights, and developing a dynamic economy that has undergone significant transformation since the apartheid period.

The Medium-Term Development Plan (MTDP) 2024-2029 aims to guide the work of the Seventh Administration and to achieve inclusive economic growth and development in South Africa, aligning with the GNU's Statement of Intent and NDP goals. The MTDP 2024-2029 is in line with the NDP's aims and objectives as well as the GNU's minimal program of priorities. In line with its international responsibilities both domestically and internationally, the NDP continues to be South Africa's long-term national plan towards 2030. To conform to global naming standards and give greater significance to development results, the Medium-Term Strategic Framework (MTSF) was replaced with the MTDP 2024–2029 as the NDP's implementation plan. It is therefore pivotal to align the Mopani District Municipality IDP with the priorities of the MTSF 2019-20224 as it promotes coordination, alignment and full integration of all development planning instruments. This is critical to steer clear of duplication and contradictions. The MTDP 2024-2029 lays out three priorities for the following five years. These are meant to serve as a direction for government activities as it works to achieve the NDP's objectives.

MTDP identifies the following three Strategic Priorities that will be implemented across the state:

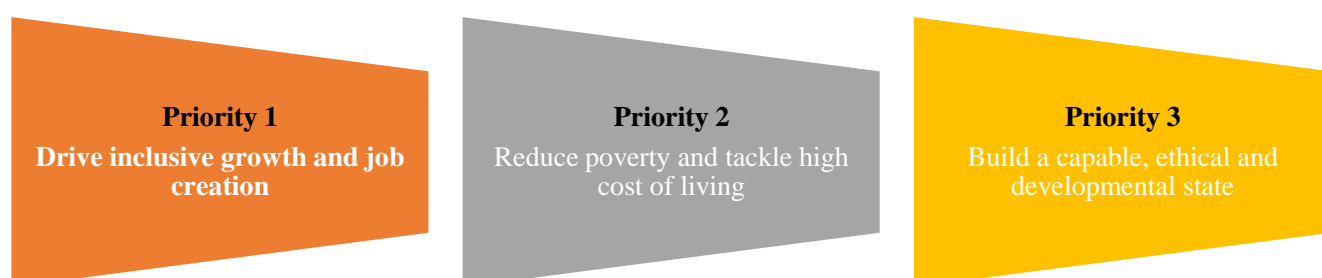


Figure 3 MTDP 2024/2029 Priorities

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:

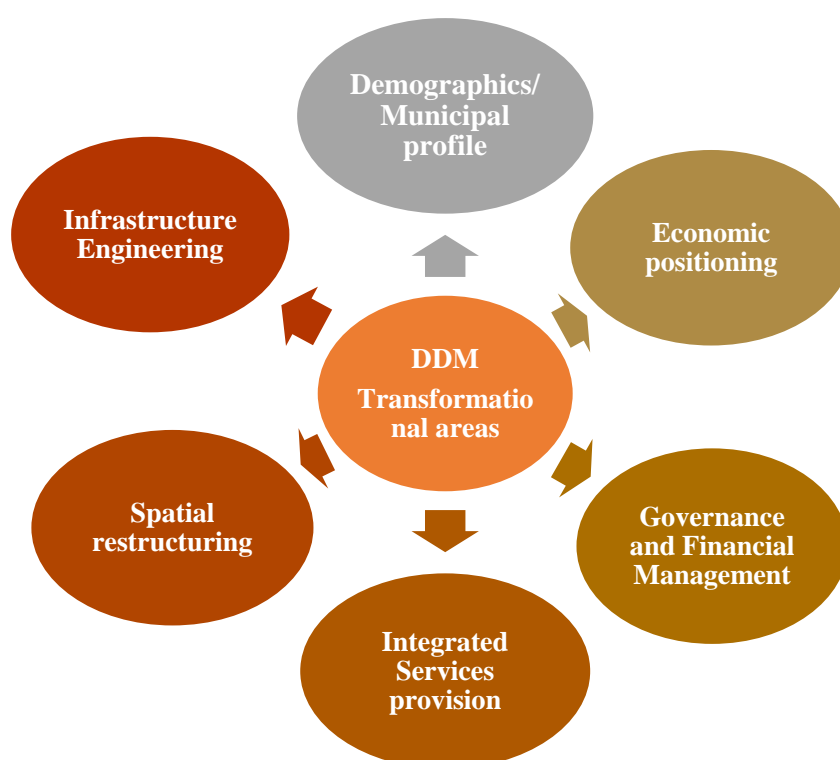


Figure 4 DDM Transformational Areas

LIMPOPO DEVELOPMENT PLAN 2025/2030

The Limpopo Development Plan (LDP) is a growth and development plan for the province of Limpopo that spans five years. The Limpopo Development Plan 2025–2030 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 2025-2030 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
- Strengthening crime prevention and social cohesion
- Economic transformation, job creation and international cooperation
- Invest in human capital for a developmental state
- Digitalization transformation to improve efficiency

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	MTDP 2024- 2029	12 National Outcomes	LDP 2025-2030	DDM	MDM Priorities
Goal 8. Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all	Economy and Employment	Drive inclusive growth 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	Building a capable, ethical and developmental state	Outcome 6: An efficient, competitive and responsive economic infrastructure network.	Digitalization transformation to improve efficiency	Infrastructure Engineering	Provision of infrastructure and social services

Goal 11. Make cities and human settlements inclusive, safe, resilient and sustainable	Human Settlements	Reduce poverty and tackle high cost of living	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 a 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	Building a capable, ethical and developmental state	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	Reduce poverty and tackle high cost of living	Outcome 1: Improved quality of basic education.	Provision of quality education and a quality healthcare system Invest in human capital for a developmental state	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	Building a capable, ethical and developmental state	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

Figure 5 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: <ul style="list-style-type: none"> ➤ 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 performs 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 needs 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

Figure 6 Powers and functions of Mopani District

2.5 IDP PROCESS OVERVIEW

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.

Institutional arrangement to drive 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 Councilors. (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.
IDP, Budget and PMS Steering Committee	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, Budget and PMS Technical committee	Municipal Manager, Senior Managers/ Directors and IDP Manager as core members. Middle Managers are also attending. (Chair: Municipal Manager)	- Responsible for drafting the IDP - Alignment of processes & plans - Horizontal alignment of DM and LMs plans. - Plan and prepare for IDP meetings.

		<ul style="list-style-type: none"> - Alignment of planning processes (IDP & Budget) - Consultation with various sectors on IDP. - Secretarial services to the IDP Rep forum.
IDP Managers committee	(IDP Managers, (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)	Vertical alignment of plans and implementation. Reporting of progress. Integration of Sector department plans with municipal plans, Sharing common planning platform.
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 - 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
Audit Committee	Audit Committee members Municipal Manager Directors and managers	IDP Advisory.

Figure 7 Institutional arrangement to drive IDP

Stages/Phases of IDP

Municipalities are required by the Municipal Systems Act to review IDPs annually. Through this process, the municipality may better align its IDP with its long-term goal while accounting for potential external pressures. In addition, the IDP review process makes sure that the projects being carried out are in line with the five-year targets. It also suggests alternative approaches to achieving the goals in the event of significant changes or unanticipated circumstances, plans and modifies budgets for this cycle, and incorporates concerns brought up by the different stakeholders that were consulted.

The process that was followed in developing the strategic document is summarized in the table below. This table 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 2024	<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 2024	<ul style="list-style-type: none">- Compilation of levels of development and backlogs that suggest areas of interventions.
STRATEGIES PHASE October – December 2024	<ul style="list-style-type: none">- Reviewing Vision, Mission, Strategies and Objectives.
PROJECTS PHASE January - February 2025	<ul style="list-style-type: none">- Identification of possible projects and their funding sources.
INTEGRATION PHASE February – March 2025	<ul style="list-style-type: none">- Sector Plans Summary inclusion and programmes of action.
APPROVAL PHASE March - May 2025	<ul style="list-style-type: none">- Submission of Draft IDP to Council.- Publication and Roadshow on Public participation.- Amendments of draft IDP/Budget according to comments/ inputs.- Submission to Council for approval and adoption.

Figure 8 IDP Stages/ Phases

Alignment of activities

ALIGNMENT (THREE SPHERES OF GOVERNMENT)	ACTIVITIES TIME FRAME		
	Activity	District Municipality	Local Municipalities Sector Departments
	Preparatory phase	July 2024	July 2024
	Status Quo Analysis phase	September 2024	August 2024 Sept. 2024
	Strategies phase	January 2025	December 2025 Nov–Dec 2024
	Project phase	February 2025	January 2025 Feb.-March 2025
	Integration and adoption phase	March 2025	March 2025 *
	Council approves Draft IDP/ Budget	31 March 2025	31 March 2025 *
	Publication for comments on Draft IDP/ Budget	10 April 2025	 *
	Public participation Roadshows	April – May 2025	April – May 2025 *
	Final Adoption of IDP/ Budget by Municipal Councils	May 2025	May 2025 *
	Make public the 2025/26 Final IDP	June 2025	June 2025
	Compilation of draft SDBIP for 2025/2026 financial year.	June 2025	June 2025 *
	Conclude 2025/26 annual performance agreements	01 July 2025	01 July 2025
	Submit final approved SDBIP	31 July 2025	July 2025
	Make public the 2025/26 SDBIP	August 2025	August 2025

Figure 9 Alignment of IDP Process activities

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 mechanisms 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)

2.6 SUMMARY OF MEC 2024/2025 IDP ASSESSMENT REPORT

In terms of section 32(1) of the Municipal Systems Act 32 of 2000 the municipal Manager of a municipality must submit a copy of the IDP as adopted by council, and any subsequent amendments to the plan, to the MEC responsible for local government in the province within 10 days of the adoption or amendment of the plan.

In terms of the CoGTA IDP assessment or guidelines, a credible integrated Development Plan must comply with relevant legislation, be budgeted for, and be implemented through the Service Delivery Implementation Plan (SDBIP). According to the MEC assessment report on 2024/2025 IDP Mopani Adopted credible IDP.

Mopani District Municipality summary		
Municipality	IDP Content	IDP-SDBIP Alignment
Mopani District Municipality	Satisfactory	Aligned – Sustained
Greater Tzaneen Municipality	Satisfactory	Aligned – Sustained
Greater Letaba Municipality	Satisfactory	Aligned – Sustained
Greater Giyani Municipality	Satisfactory	Aligned – Sustained
Maruleng Local Municipality	Satisfactory	Aligned – Sustained

Ba-Phalaborwa Local Municipality	Satisfactory	Aligned – Sustained
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Figure 10 MDM Summary of MEC Assessment report

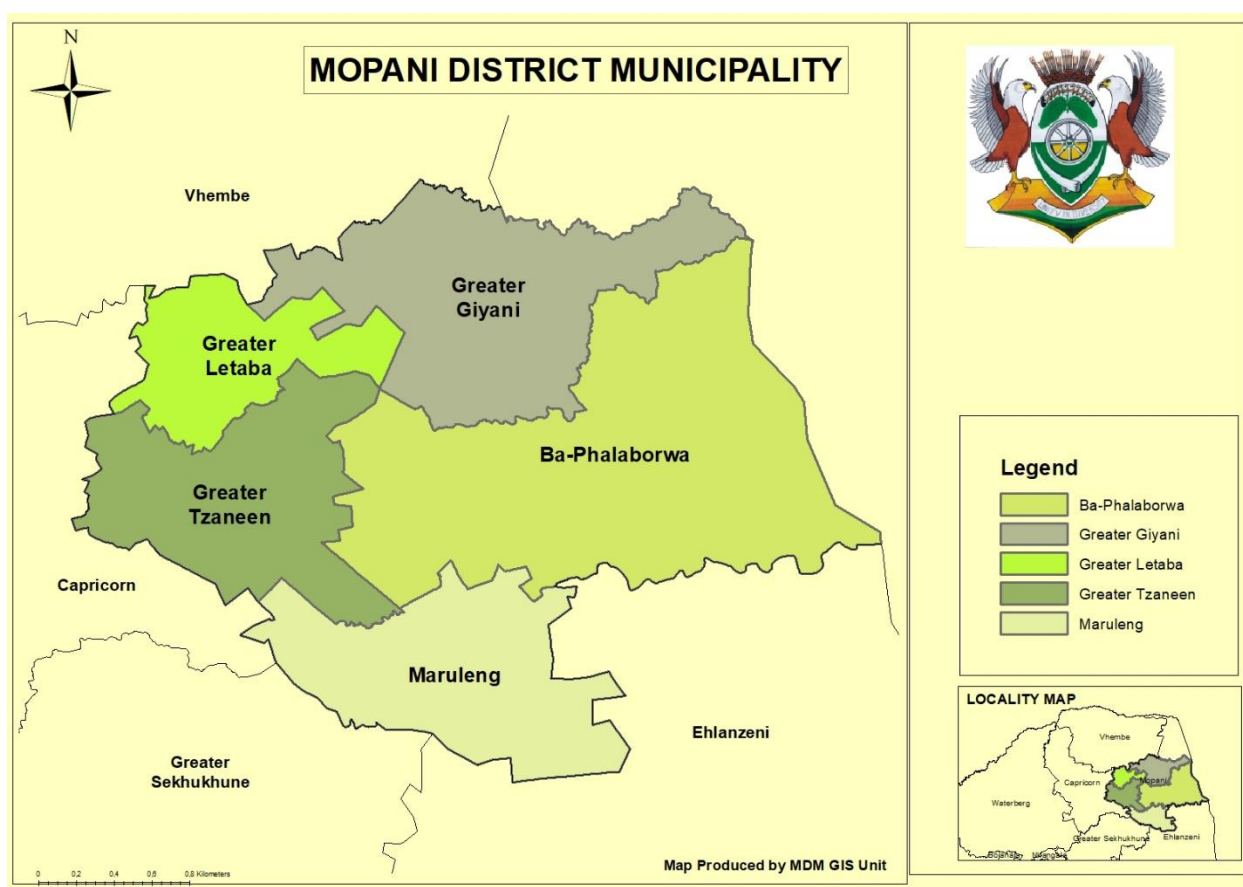
Status of sector plans

Most of the sector plans are updated, as an improvement measure the municipality should ensure that the sector plans are implemented.

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).



Map 1 Spatial Representation of Mopani District Municipality

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.

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

The 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 the least in terms of number of wards and villages and they are largely occupied by game farms. The number of villages in Mopani district has increased over the years, imposing a high demand in the provision of basic services facilities.

Local Municipality	Total Area	Current No. Villages	Current No. Urban Areas
Greater Giyani (LIM331)	4 171,6 km ²	93	1
Greater Letaba (LIM332)	1 890,9 km ²	80	3
Greater Tzaneen (LIM333)	3 242,6 km ²	125	5
Ba-Phalaborwa (LIM334)	7 461,6 km ²	23	4
Maruleng (LIM335)	3 244,3 km ²	33	3
Mopani (DC33) / Total	20 011,0 km²	354	16

Figure 11 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 MLM= 14**. Total wards for Mopani District Municipality are 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. Statistics South Africa released Census 2022 on the 10th October 2023. The IDP has taken into consideration the updated data, however it should be noted that Census 2022 is released in phases not all variables were released, therefore all variables in this IDP document that are still referenced Census 2011 are part of the patch of variables that have not been released. Therefore, when the data is released the IDP will be updated.

South African Population Number(s)

South African Population numbers

No. of Wards

SOUTH AFRICA	PROVINCES		
	1	Gauteng	15 099 422
	2	KwaZulu-Natal	12 423 907
	3	Eastern Cape	6 562 053
	4	Western Cape	7 433 019
	5	Limpopo	6 572 721
	6	Mpumalanga	5 143 324
	7	North West	3 804 548
	8	Free State	2 964 412
	9	Northern Cape	1 355 946

Source: Census 2022 StatsSA

District Municipalities	
Vhembe	1 653 077
Capricorn	1 447 103
Mopani	1 372 873
Sekhukhune	1 336 805
Waterberg	762 862

Local Municipalities	
Greater Tzaneen	478 254
Greater Giyani	316 841
Greater Letaba	261 038
Ba-Phalaborwa	188 602
Maruleng	128 137

35

31

30

19

14

3.2.1 Population growth trends 2011-2022

The table below shows the population from 2011 to 2022.

Province, district and local municipality	CENSUS 2011				CENSUS 2022				Growth Rate
	Total population			Sex Ratio	Total population			Sex Ratio	
	Male	Female	Total		Male	Female	Total		
Limpopo	2 524 136	2 880 732	5 404 868	87,6	3 099 416	3 473 304	6 572 721	89,2	1,9
Mopani	501 581	590 926	1 092 507	84,9	634 524	738 349	1 372 873	85,9	2,2
Greater Giyani	107 606	135 380	242 986	79,5	143 873	172 968	316 841	83,2	2,6
Greater Letaba	95 823	118 109	213 932	81,1	117 818	143 220	261 038	82,3	1,9
Greater Tzaneen	181 316	208 307	389 623	87,0	223 101	255 152	478 254	87,4	2,0
Ba-Phalaborwa	73 017	77 620	150 637	94,1	90 254	98 348	188 603	91,8	2,2
Maruleng	43 819	51 510	95 328	85,1	59 477	68 660	128 137	86,6	2,9

Figure 12 Population and household trends 2011-2022

Source: Census 2022

3.2.2 Distribution by broad age trends Census 2011 – 2022

The table below shows the distribution of population by broad age. The distribution is largely 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.

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
Greater Giyani	31 976	57 324	88 866	46 031	18 789	40 294	71 796	98 776	75 700	30 271
Greater Letaba	27 302	46 554	78 262	41 853	19 961	33 483	58 047	79 109	62 705	27 692
Greater Tzaneen	47 963	76 171	143 850	89 867	31 772	56 274	94 078	151 866	129 839	46 147
Ba-Phalaborwa	19 437	30 138	56 471	35 468	9 123	21 994	37 941	64 102	50 158	14 407
Maruleng	12 082	20 567	35 263	20 147	7 268	15 820	26 021	40 288	33 394	12 611

Figure 13 Distribution by broad age trends 2011-2022

Source: Census 2022

3.2.3 Age and gender distribution

MOPANI DISTRICT MUNICIPALITY AGE AND GENDER DISTRIBUTION CENSUS 2022				
Age group	Males	Percentage Males %	Females	Percentage Females%
85+	1812	0.1	8280	0.6
80-84	2828	0.2	7455	0.5
75-79	4298	0.3	9890	0.7
70-74	8141	0.6	12303	0.9
65-69	13447	1	19381	1.4
60-64	18645	1.4	24648	1.8
55-59	21619	1.6	32169	2.3
50-54	25002	1.8	33836	2.5
45-49	30339	2.2	39145	2.9
40-44	32646	2.4	43118	3.1
35-39	41605	3	52319	3.8
30-34	47678	3.5	56490	4.1
25-29	51480	3.7	59677	4.3
20-24	51944	3.8	52203	3.8
15-19	57457	4.2	57213	4.2

14-Oct	71591	5.2	73143	5.3
9-May	70612	5.1	72537	5.3
0-4	83335	6.1	84530	6.2

Figure 14 Age and Gender distribution

Source: Census 2022

3.2.4 Household's growth/ trend: Census 2011 and Census 2022 data

The table below shows household growth trend in Mopani District from 2011 to 2022. 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	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	296 314	3,7	358 153	3,8	273 242	15 003	6 628	1 441	342 857	10 596	3 418	1 282
Greater Giyani	63 193	3,8	79 735	4,0	55 593	5 939	1 483	177	73 776	5 093	726	140
Greater Letaba	58 612	3,6	65 220	4,0	53 830	2 447	1 955	381	61 580	2 437	1 130	74
Greater Tzaneen	108 705	3,6	129 579	3,7	100 495	4 823	2 747	640	125 867	1 784	1 267	660
Ba-Phalaborwa	41 114	3,7	51 651	3,7	39 634	1 149	213	118	50 653	741	132	124

Maruleng	24 689	3,9	31 968	4,0	23 690	644	231	124	30 982	541	162	284
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Figure 15 Household Trends 2011-2022

Source: Census 2022

3.3 MAINSTREAMING DEMOGRAPHIC DIVIDEND

Populations are fluctuating in many nations across the globe. Although there have always been fast changes in the population, the changes that have transpired in the 20th century and persist to this day are distinct in their extent: there is a common trajectory even though nations may be in different levels of development.

The concept of the demographic dividend refers to faster economic growth. Second, a shift in the population's age distribution that places a sizable portion of the populace in the prime working age range is what is responsible for this rapid increase. The idea of a demographic dividend is predicated on the correlation that exists between a nation's demographic composition and its potential for faster economic growth. When a nation's fertility rate declines over time, it usually results in an increase in its working-age ratio, or the proportion of its population that is between the ages of 15 and 64. This is because the country is starting from a position of high fertility and a sizable young population.

3.3.1 Age structure

The figure below shows the age structure of Mopani District. A large proportion of the population in Mopani district is mainly young people between the ages of 5-9. There are typically more women than men in the entire district. Greater Giyani and Greater Letaba municipalities, which are predominantly rural or non-urban in nature, are where this is most prominent.

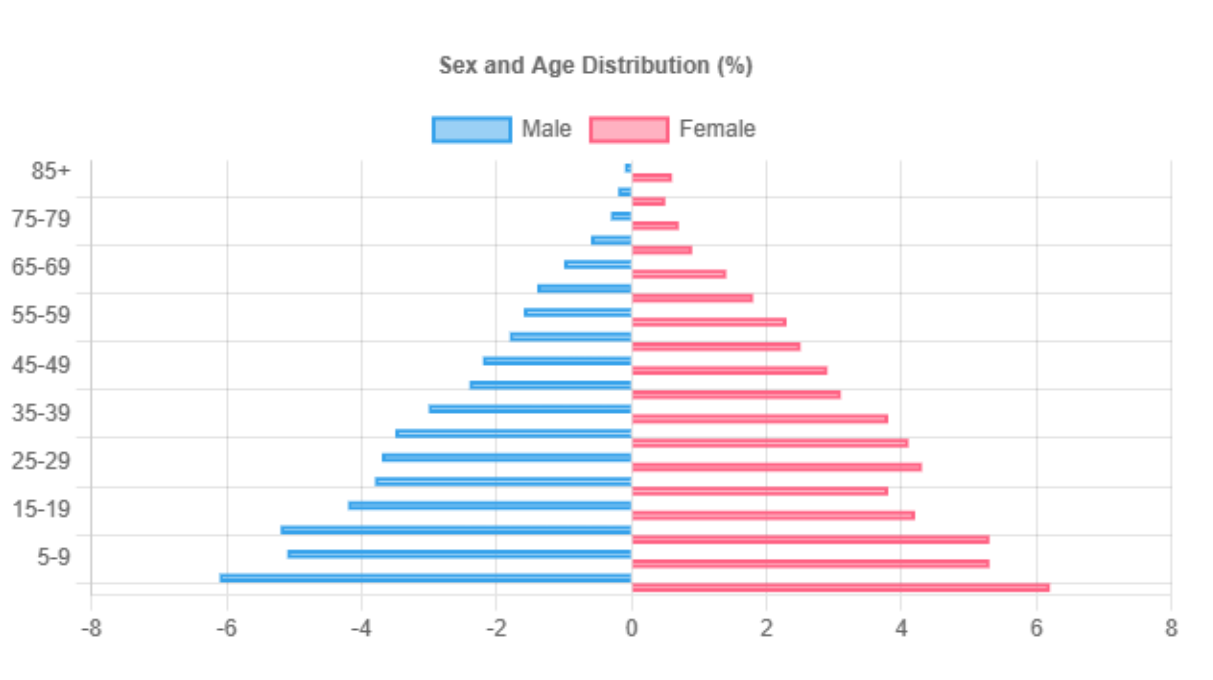


Figure 16 Sex and Age structure

Source: Census 2022

3.3.2 Mopani District Key Statistics

The concept of Demographic Dividend also shows when a municipality has an open or closed window of opportunity in terms of growing its economy faster. It demonstrates the potential a municipality has in terms of growing its economy at a faster rate looking at the sizable portion of the working group and the dependency ratio. The population age structure's suitability for the realization of a demographic dividend is assessed using the dependence ratio. The population age structure is favorable for the realization of a demographic dividend when "the proportion of children and youth" is high. This is known as the "**window of opportunity**". In order for a municipality to realize this window of opportunity, the population of youth below the age of 15 should be below 30% and the population of people who are 65 and above should be below 15%.

The key statistics in Mopani District shows that the population of people below the age of 15 years is 33,2% automatically that closes the window of opportunity for the municipality. The population of elderly below 65 and above is 6,4% which is a positive for the municipality because for the purpose of realising the window of opportunity the percentage of the elderly should be below 15%.

The dependency ratio essentially attempts to simulate the ratio of net producers to net consumers within a society by classifying those 65 years of age and older and children under 15 as economically dependent, whereas working-age individuals are not. According to Census 22 the dependency ratio of the municipality is at 65,3%, meaning that 65.3% of the population of the district is dependent on net producers, which are the people who are still economically active and are able to bring income at home.

Key Statistics	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%
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Figure 17 MDM Key Statistics

Source: Census 2022

In terms of sex ratio Census 2022 shows that for every 100 women in Mopani district there are 85,9 men. The district has a high population of women than men. 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.

3.3.3 Population structure

In terms of Census 2022 majority of the people residing in the Mopani District are black African people followed by white people, this is mainly because the district is predominantly rural in nature.

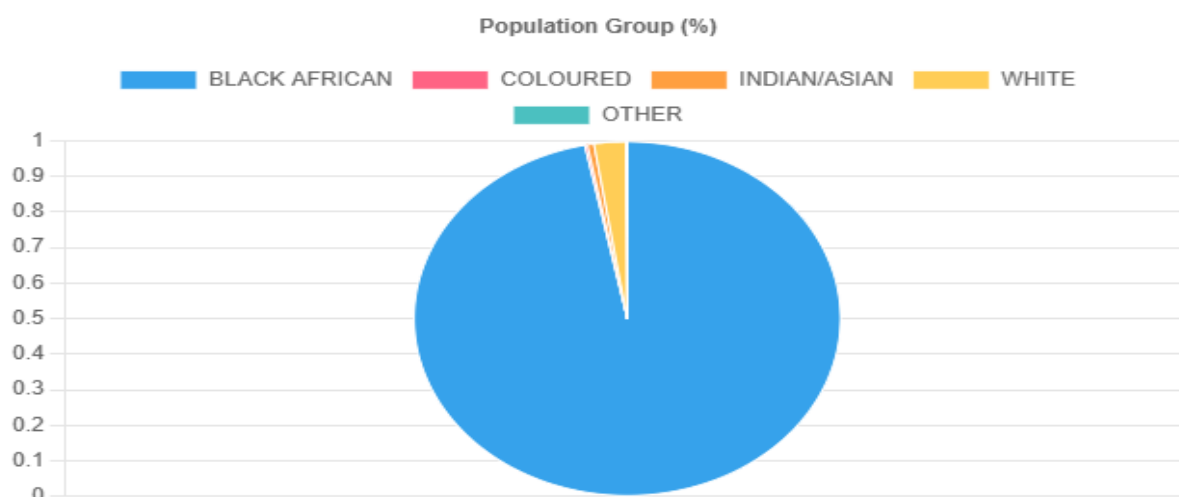


Figure 18 Population Groups

Source: Census 2022

The table below also shows the frequency of the population groups in Mopani District based on Census 2022.

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%

Figure 19 Frequency of the population groups

Source: Census 2022

3.3.4 Language diversity

According to Census 2022 of more than sixteen languages spoken in Mopani, the leading most spoken language was Sepedi followed by Xitsonga, Afrikaans, Sesotho, English and Shona. Shona language has overtaken Tshivenda language in the district occupying a percent of the district populace.

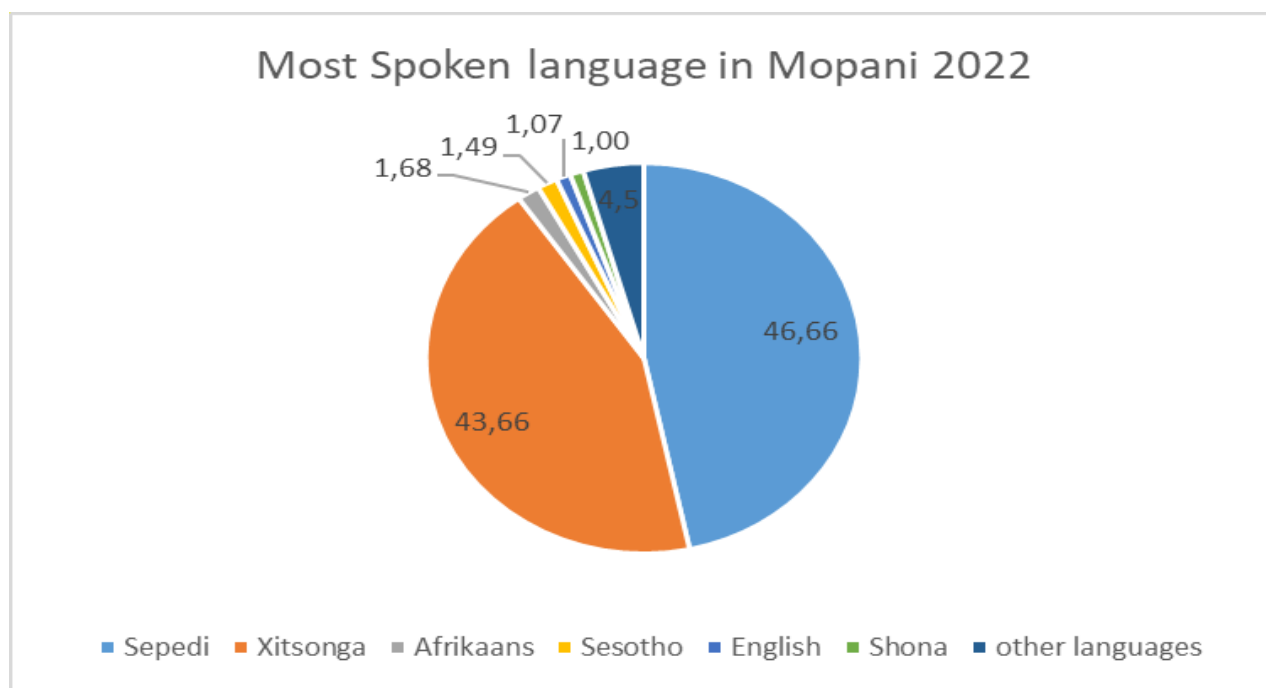


Figure 20 Language diversity

Source: Census 2022

3.3.5 Population projection

In terms of the population projection by StatsSA, the District municipality might realise its window of opportunity by 2026, as it shows that the population of people less than 15 are more and the population of people who are 65 plus are less. This population structure depicted below presents potential of the district municipality to grow its economy at a faster rate.

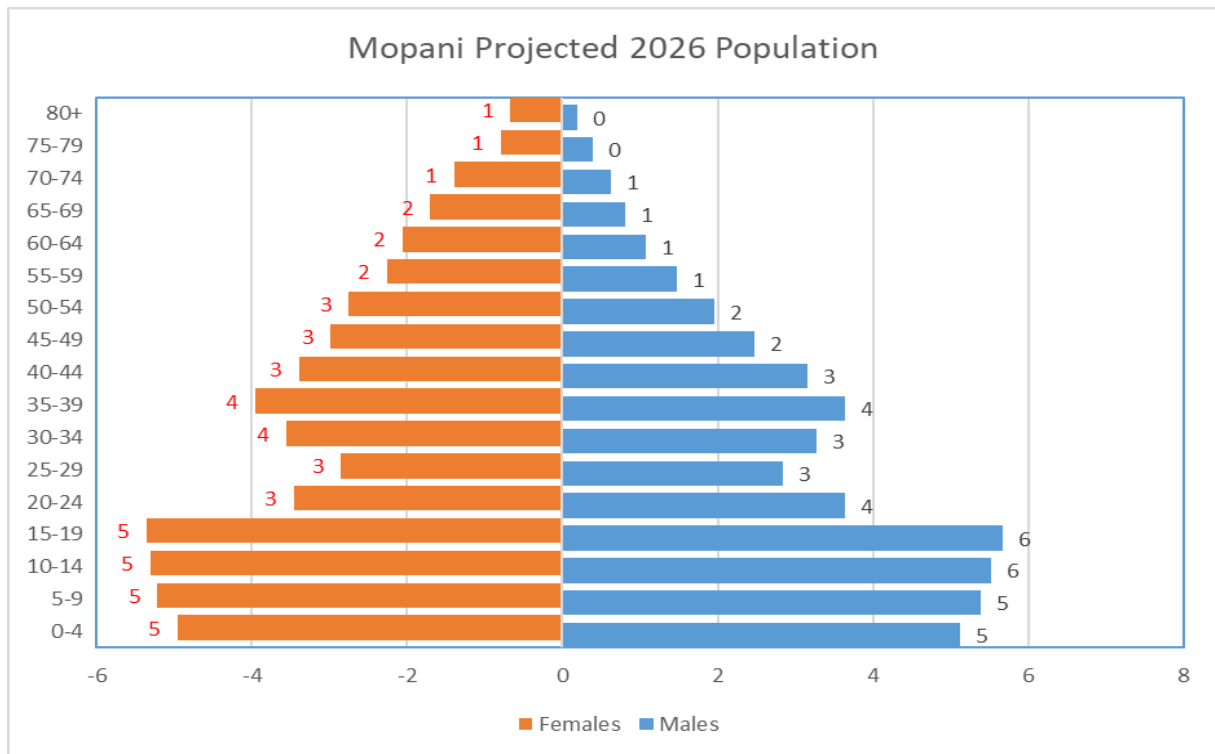


Figure 21 Mopani Projected 2026 Population

Source: Census 2022s

3.4 POPULATION MOVEMENTS (IN-MIGRATION AND OUT-MIGRATION)

Country of citizenship for Population, Mopani	
Country	Population in Mopani
South Africa (ZAF)	1336363
Lesotho (LSO)	178
Namibia (NAM)	34
Botswana (BWA)	17
Zimbabwe (ZWE)	14089
Mozambique (MOZ)	10151
The Kingdom of Eswatini (SWZ)	1
Angola (AGO)	33
Democratic Republic of Congo (COD)	37
Malawi (MWI)	395
Mauritius (MUS)	5
Seychelles (SYC)	-
Tanzania (TZA)	12
Zambia (ZMB)	68

Figure 22 Population Movements (Migration)

Source: Census 2022

The recent Census 2022 figures depict that Zimbabwe and Mozambique were the top sending neighbouring countries followed by Malawi. 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)

The graph below depicts the status of disability in Mopani District in terms of Census 2022. Sight was the leading disability in the district at 4%, followed by walking and hearing at 2% whereby majority of the disabled population experienced some difficulty in. A lot of difficulty was experienced by 1% on walking and seeing with the rest of other areas recording less than a percentage.

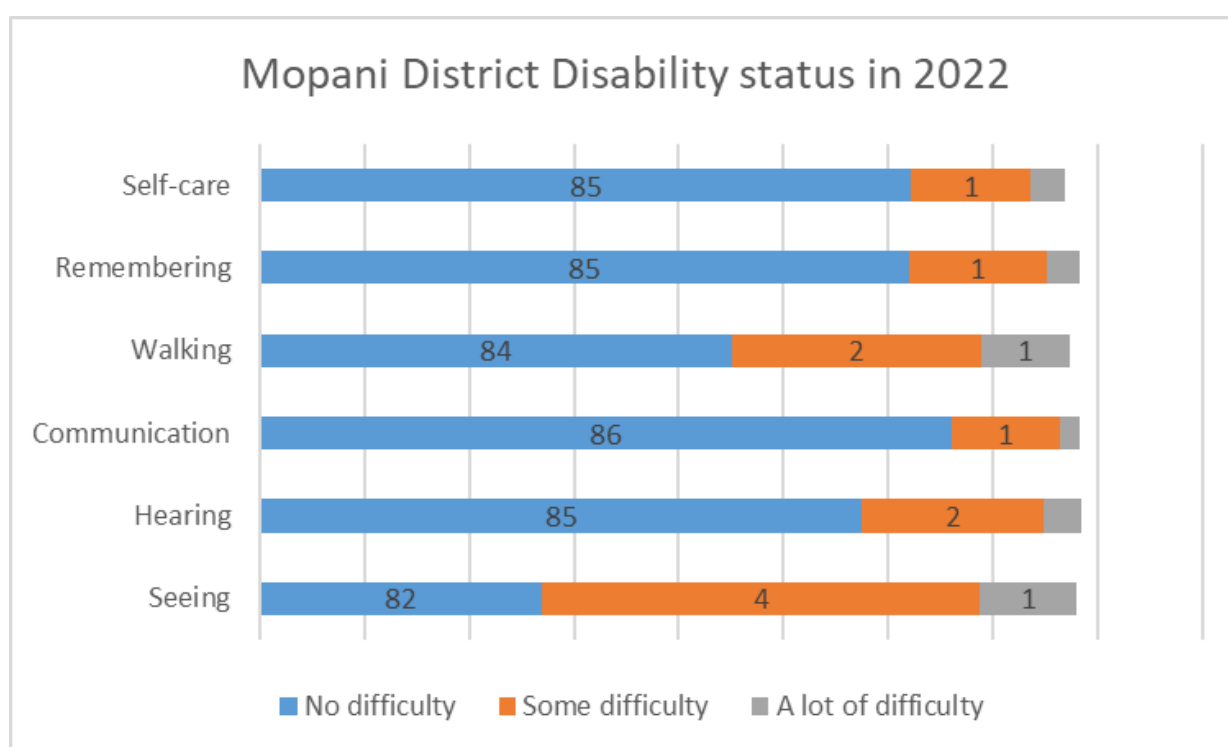


Figure 23 Mopani District Disability Status in 2022
Census 2022

Source:

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 a 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 wheelchairs, 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%

Figure 24 Disabled people %

Source: Empirical data from LMs 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	Not economically active
	Male	Female	Totals	% of District	Male	Female	Totals	% 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

Figure 25 Labour Status

Source: Census 2011

- 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

In terms of the table below, approximately 60% of the employment was in the formal sector followed by more than a quarter (25,7%) in the informal sector with private households occupying more than 10% of the employment by sector share.

Industries	LIM331: Greater Giyani	LIM332: Greater Letaba	LIM333: Greater Tzaneen	LIM334: Ba- Phalaborwa	LIM335: Maruleng	Total	%
In the formal sector	17898	18084	46862	26005	7901	116750	57,5
In the informal sector	4320	6787	14603	4087	3532	33329	25,7
Private household	3201	2626	11421	3665	1887	22800	13,7
Do not know	433	858	1838	725	432	4286	3,1
Total employed	25852	28355	74724	34482	13752	177165	100

Figure 26 Labour status

Source: 2011 Census

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 12801 - R 25 600	2771	1767	5779	3746	1085	15148	1%
R 25601 - R 51 200	413	347	1507	920	288	3475	-
R 51201 - R102400	54	60	367	177	54	712	-
R 102401 - R 204 800	54	106	226	64	57	507	-
R 204 801 or more	60	78	190	78	38	444	-

Figure 27 Income categories

Source: Census 2011

Indigent households as per income criterion (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

Figure 28 Indigent Households

Source: Census 2011

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, Tlhabeleng-4, Morwatshehla-2, Raselaka & Satlalani-1, Mollong-1, Iketleng-1, Maraka-1, Robothatha-1, Makhurupe-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		

Figure 29 Poverty Stricken wards

4 CHAPTER FOUR: SITUATIONAL ANALYSIS

4.1 Spatial Rationale

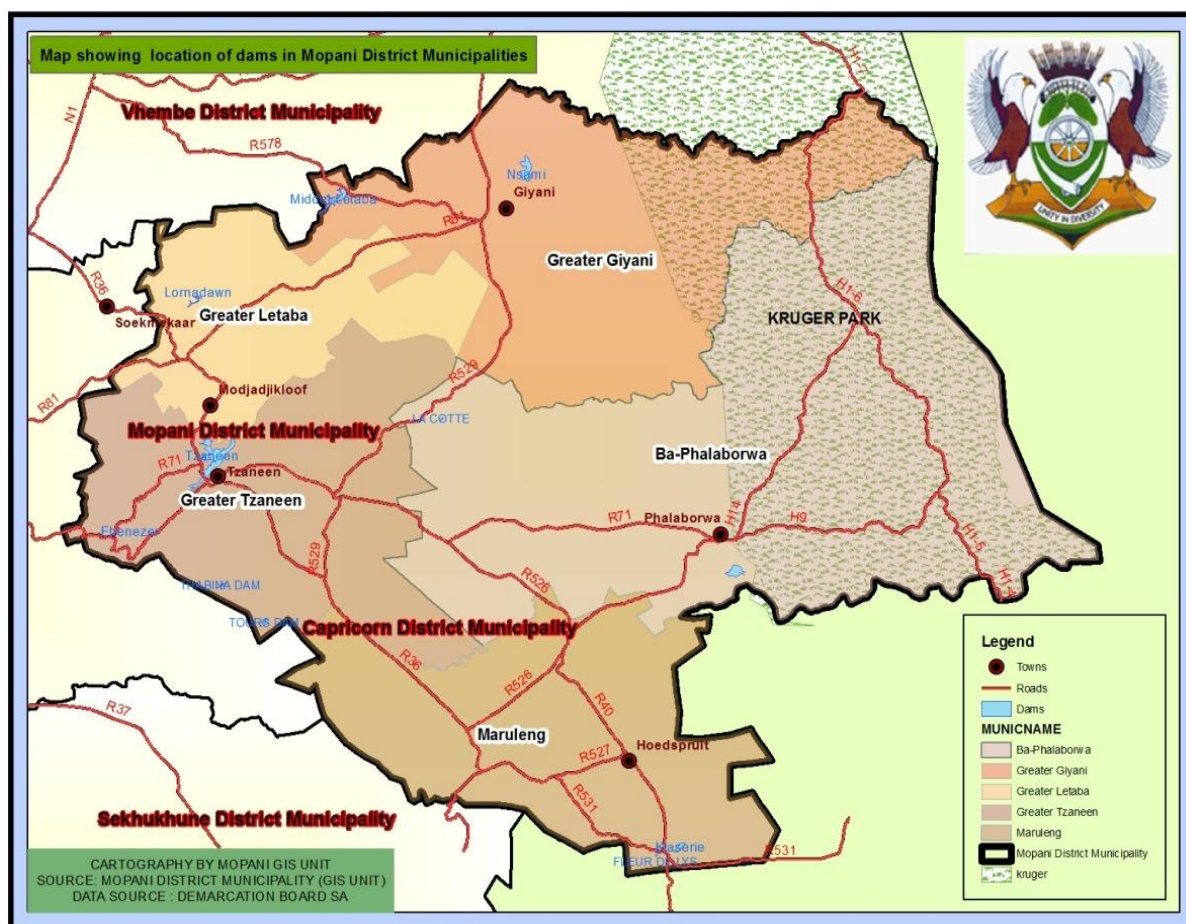
The spatial rationale chapter paints a picture of the space economy. This is essential not only for guiding economic investment but also for basic delivery service. The spatial rationale chapter should thus be understood as the spatial expression of the overall Developmental Local Government (DLG) of Mopani District Municipality. Although the chapter is a culmination of the several key sector plans of the IDP, like Disaster Management Plan, Local Development Economic Plan, Waste Management Plan and Transport Plan, the key reference point of the chapter is the Spatial Development Framework (SDF).

The Mopani District Municipality SDF, which is due for review, is guided by a set of international (SDGs), regional (Agenda 2063), national (NSDF), provincial (LSDF), district and local development policies. Guided by the Spatial Planning and Land Use Management SPLUMA Act, the SDF endeavors to inculcate a spatial economy that is based on the principles of:

- Spatial Justice
- Spatial Sustainability
- Efficiency
- Spatial Resilience
- Good Governance

The chapter demonstrates the deliberate intention of the Mopani District Municipality to base the vision of being the *“The food basket of Southern Africa and tourism destination of choice”* within the principles of the SPLUMA Act. Moreover, the chapter recognizes the need to institutionalize the District Development Model (DDM) One Plan in the spatial rationality of the district. Against this background, the spatial rationale chapter guides the community of Mopani, government, stakeholders and investors alike through key spatial features of Mopani District Municipality like:

- Human Settlement Patterns including “informal Settlements.”
- Economic Growth Points
- Economic Development Corridors
- Population Concentration Nodes
- Geo Referencing of Catalytic Projects per DDM One Plan
- Competitive and Comparative LED of each Local Municipality.



Map 2 Spatial Rationale

Spatial Rationale Economic profiling

According to Census 2022, the district population is estimated to be approximately 1.3 million. From a planning perspective, it is important to contextualize the statistics in the space economy. In line with NSDF and LSDF, the district SDF identifies concentrated populated geographies as growth points to ensure a positive correlation with economic planning and basic service delivery. The typology compliments DDM One Plan Catalytic projects and must guide investment for government, private sector and civil society initiative.

The table below depicts Typology of Growth Points in Mopani District Municipality

Municipality	Provincial	District	Local	Local service points
Greater Tzaneen	Tzaneen	Nkowankowa Lenyenye	Burgersdorp Letsitele Haenertzburg	Ka-Mazwi; Rikhotso; Senopelwa; Ga- Mokgwathi, Runnymede; Serololo; Nkambako.
Ba-Phalaborwa	Phalaborwa	Namakgale Gravelotte	Lulekani	Ga-Selwane; Mahale; Mukwanana
Greater Giyani	Giyani	Ndhambi	Xawela Nkomo	Mavalani; Thomo; Homu; Ngove; Xikukwani

			Xikumba	
Greater Letaba	Modiadjiskoof	Ga-Kgapane	Senwamokgope	Mooketsi; Thakgalane; Mamaila; Nakampe.
Maruleng		Hoedspruit	Metz Lorraine	

Figure 30 Growth points in MDM

The descriptions and main characteristics of the 5 local municipalities in the district are summarised hereunder:

➤ **Greater Tzaneen**

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 haernetsburg, 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 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, Lenyenye 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

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%

Figure 31 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	Hlupekani
	3	KaMaswangani Bode	KaMaswangani
	3	KaDizingidzingi KaDizingidzingi Zone 2	KaDizingidzingi
	3	Thomo Ntsanwisi Dam Settlement	Thomo
	3	KaNkomo 2 KaNkomo 1	KaNkomo

		KaNkomo 3	
	3	Xawela KaXikhumba	Xawela
	3	Maxabela, Ghandlanani, Basani Makgakgapatse, KaNwamakena	KaNwamakena
Greater Letaba	1	Modjadji	Modjadji
	2	Jamela, Mobungung, Satlalani, Moropeni, Boshakge 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	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	Senwamokgope

		Rakgara, Vaalwater B, Chabelane, Senwamokgope Eketeng A, Nyakelang	
	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, PJapjamela, SethoneA, Botludi, Moruji, Thako, Mamphakhathi, Moleketla, Motupa, Mariron, Relela	Moleketla
	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, Mocomotsi, Sunnyside Myakayaka, Makudibung, Serare, Maake, Maselapata Shiluvane, Lenyenye	Maake
Maruleng	1	Hoedspruit	Hoedspruit
	3	Metz, Moetladimo 1, Madeira, Butchwana, Molalane Sandton, Sadawa, Mamietja, Loraine, Moshate	Metz Loraine
		Jerusalem, Kanana, Hlohlokwe, Shikwane, Sofaya Mathlomelong, The Oaks, The Willows	The Oaks

Figure 32 Settlement Hierarchy

Uncoordinated Land Use

Like all municipalities in the country, Mopani District Municipality is characterized by uncoordinated land use. This is often referred to as illegal/informal occupation of land. Mopani District Municipality recognizes that government is not the sole decision maker of land use. From government, the private sector, traditional leaders to civil society organizations, decisions about how land must be used are decided daily. Thus far, government struggle to institutionalize all the sector plans that have bearing on space to ensure that spatial decisions are in line with developmental objective of government. These sector plans include SDF, LED plan, Disaster Management Plan, Waste Management Plan and Infrastructure Plan amongst others.

Consequently, prime land that is for example earmarked for agriculture is often used for other land use like residential thus impacting negatively on food security. In the same vein, it is not unheard of for local municipalities to report on mushrooming of settlements that bypass processes of government and established outside the government framework. Reference is made to “illegal/informal occupation” to describe these settlements. The chapter notes three seven (7) settlements that are classified as such in the table below.

Table 3: Informal/Illegal Settlements

Local Municipality	Custodian	Location
GGM	Hosi Homu (Trust land) Hosi Homu (Trust land) Municipality	Hluphekani (next to Giyani township) Giyani meat Abbattoire area B9, between Giyani & Makosha village
MLM	Transnet Municipality	Hoedspruit: Abandoned Transnet properties/ area. Hoedspruit: Buffel street next to market
GLM	Municipality	Makgoba @ Modjadjiskloof, Mešašeng @ Ga-Kgapane, Masenkeng @Tshamahansi/ Los-my-cherry.

Figure 33 Informal/Illegal settlements

Land Restitution

The land restitution process is at center of South Africa's development trajectory. The land question does not only carry the justice principle of the SPLUMA but the overall objective of local government as set out by the White Paper on Local Government. It is important for the IDP to reflect on the statistics on land restitution to communicate to communities which parcels of land are under the claim process and also as a sign to government to speed up the process. The latter is critical because the land restitution process while positive in intention tends to slow down development.

Municipality	Total Municipal Area	Claims In Process	Valid Claims In Progress		No. Of Claims Yet To Be Validated	% Of Mun. Area Claimed (Valid)
			Number	Extent (ha)		

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 km ²	190	44	185 497,6970	146	7,3%

Figure 34 Land Claims

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.
- 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

4.2.1 Integrated and Sustainable Human Settlements

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 PSHSDAs.
Tzaneen Core	Yes	

Figure 35 Priority Human Settlement Development Areas

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 PSHSDAs -IRDP (bulk & internal) services programme -Informal settlements upgrading programme -Military veteran
Greater Giyani Municipality	-Rural & Urban housing -Investment in the PSHSDAs -IRDP (bulk & internal) services programme -Military veteran
Letaba Local Municipality	-Rural housing -IRDP (bulk & internal) services programme
Ba-Phalaborwa Local Municipality	-Rural & Urban housing

Figure 36 Human Settlement Programmes

4.2.2 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.

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		

Figure 37 Health Facilities in MDM

Challenges faced in health facilities

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 30 medical interns	218	400	14
	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

Figure 38 Health facilities in Mopani District

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.	

Figure 39 List of HIV and AIDS Intervention Programmes and Targets

HIV Prevalence and tendency in Mopani District

HIV Prevalence 2024	Ba-Phalaborwa	Greater Giyani	Greater Letaba	Greater Tzaneen	Maruleng	Mopani District
All HIV positive client screened for TB rate	88.8	101.5	95.2	98.3	90.6	96.4
All HIV positive clients on ART eligible for TPT rate	51.6	81.0	82.6	108.0	63.6	85.1
All HIV positive clients on ART/TPT uptake rate	257.2	100.0	100.8	71.3	100.0	101.6
Antenatal HIV positive ratio	17.9	12.0	15.8	19.4	17.0	16.5
CD4 done on newly diagnosed HIV client rate	391.5	546.7	518.0	596.2	382.9	515.5
Female condom distribution coverage		0.9	0.1	0.2	2.2	0.5
HIV positive 15-24 years (excl ANC) rate	0.5	1.3	1.0	1.2	0.9	1.0
HIV positive 25-49 years (excl ANC) rate	2.2	2.8	3.3	3.0	2.4	2.8
HIV positive 25-49 years (incl ANC) rate	2.0	2.2	2.7	2.3	2.1	2.3
HIV positive 5-14 years (excl ANC) rate	0.7	1.1	1.4	1.4	8.8	1.9
HIV positive 50 years and older rate	6.4	3.6	3.4	4.7	2.8	4.1
HIV positive new client screened for TB rate	88.8	101.5	95.2	98.3	90.6	96.4
HIV positive not on ART – total	92.0	112.0	113.0	243.0	63.0	623.0
HIV test around 18 months positive rate	0.3	0.0	0.0	0.2	0.0	0.1
HIV test around 18 months uptake rate	193.6	168.7	211.6	120.7	146.8	159.8
HIV test done – sum	11836.0	16222.0	12405.0	29100.0	9010.0	78573.0
HIV test positive 12-59 months rate	0.3	0.0	0.0	0.2	0.0	0.1

HIV test positive 19 months and older – sum	196.0	338.0	292.0	653.0	181.0	1660.0
HIV test positive 19 months and older rate	2.3	1.7	2.2	2.1	2.2	2.1
HIV test positive client 15 years and older rate (incl ANC)	1.8	1.3	1.6	1.3	1.2	1.4
Male circumcision performed by medical professional in the traditional sector – sum	0.0	0.0	0.0	0.0	0.0	0.0
Male condom distribution coverage	32.5	95.2	29.7	17.5	90.6	43.7
Medical male circumcision – sum	1.0	120.0	135.0	431.0	29.0	716.0
Medical male circumcision 10-14 years rate	0.0	0.0	0.0	24.8	89.7	18.6
Medical male circumcision 15 years and older rate	100.0	100.0	100.0	75.2	10.3	81.4
Total HIV Patients enrolled in repeat prescription collection strategies or Differentiated Model of Care (DMoC)	19103.0	40278.0	43919.0	76935.0	21237.0	201472.0
DS-TB treatment start 5 years and older rate	82.4	62.7	98.8	103.9	100.0	94.3
DS-TB treatment start under 5 years rate	0.0		100.0	37.5	100.0	53.8
TB contact under 5 years TPT uptake rate	88.9	100.0	36.4	66.7	0.0	65.1
TB symptom 5 years and older screened in facility rate	110.5	84.1	90.3	101.4	96.5	95.3
TB symptom child under 5 years screened in facility rate	102.2	78.6	85.4	93.9	89.9	88.9
All HIV positive clients on ART eligible for TPT	145	260	242	718	112	1477
All HIV positive clients on ART initiated on TPT	373	260	244	512	112	1501
CD4 done on newly diagnosed HIV client	184	328	259	626	134	1531
Female condoms distributed		24200	3000	9600	23400	60200
HIV positive 15-24 years female (excl ANC)	17	41	20	56	15	149

HIV positive 15-24 years male	4	10	7	27	2	50
HIV positive 25-49 years (excl ANC)	99	185	164	347	106	901
HIV positive 5-14 years (excl ANC)	2	4	5	10	15	36
HIV positive 50 years and older	29	42	51	118	23	263
HIV positive known but NOT on ART	29	115	20	26	21	211
HIV positive screened for TB	174	343	278	642	164	1601
HIV test 15-24 years female (excl ANC)	3622	3373	2326	5523	1697	16541
HIV test 15-24 years male	343	428	477	1330	293	2871
HIV test 25-49 years (excl ANC)	4552	6507	4997	11691	4404	32151
HIV test 5-14 years (excl ANC)	301	370	358	701	171	1901
HIV test 50 years and older	451	1163	1507	2496	820	6437
HIV test around 18 months	395	307	402	518	185	1807
HIV test positive around 18 months	1	0	0	1	0	2
Male condoms distributed	444000	1770000	516000	642000	774000	4146000
New sexual assault case HIV negative issued with Post Exposure Prophylaxis	10	2	49	75	15	151
New sexual assault case seen at health facility	6	5	48	97	20	176
Patient on ART enrolled in repeat prescription collection strategies of adherence club	5686	1255	1107	5366	801	14215

Figure 40 HIV Prevalence in Mopani District

Source: Department of Health

4.2.3 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 STATISTICS AND FREQUENCIES PER LOCAL MUNICIPALITY						
Crime Category	Crime frequency from 1 April 2023 to 31 March 2024					
	GTM	BPM	GGM	MLM	GLM	MDM
All theft not mentioned elsewhere	1130	518	382	541	783	3354
Burglary at residential premises	457	619	268	354	523	2225
Assault with the intent to inflict grievous bodily harm	405	347	597	377	810	2545
Common assault	275	180	403	241	471	1578
Malicious damage to property	238	244	331	279	395	1488
Burglary at non-residential premises	267	219	233	157	297	1173
Total Sexual Crimes	169	172	200	173	317	1031
Shoplifting	294	75	152	79	58	658
Commercial crime	258	219	197	129	139	942
Theft out of or from motor vehicle	165	89	80	48	261	487

Driving under the influence of alcohol or drugs	130	104	132	79	119	564
Common robbery	106	84	107	95	170	562
Drug-related crime	325	296	280	189	261	1351
Robbery with aggravating circumstances	381	170	393	242	499	1685
Crimen injuria	43	25	44	49	70	231
Stock-theft	58	22	89	36	58	263
Culpable homicide	26	24	39	40	54	183
Arson	9	4	17	8	29	67
Murder	27	24	39	40	45	174
Attempted murder	42	34	40	48	59	223
Robbery at non-residential premises	57	21	118	60	103	359
Robbery at residential premises	45	20	36	51	62	214
Theft of motor vehicle and motorcycle	26	19	13	16	11	85
Illegal possession of firearms & ammunition	15	18	31	36	14	114
Neglect and ill-treatment of children	2	11	10	5	15	43
Car hijacking	15	26	25	15	34	115
Public violence	0	3	2		3	8
Kidnapping	21	17	20	19	15	92
Truck hijacking	1	0	1	0	0	2

Figure 41 Crime categories and frequencies per local municipality

Source: SAPS

4.2.4 Education

Attendance at an educational institution (5-24 yr) based on Census 2022

Province, district and local municipality	CENSUS 2011		CENSUS 2022	
	Total Population	School attendance (5-24 years)	Total Population	School attendance (5-24 years)
Limpopo	5 404 868	1 837 198	6 572 721	1 850 035
Mopani	1 092 507	375 730	1 372 873	389 683
Greater Giyani	242 986	93 445	316 841	99 474
Greater Letaba	213 932	77 593	261 038	76 245
Greater Tzaneen	389 623	124 076	478 254	124 420
Ba-Phalaborwa	150 637	47 542	188 603	54 740
Maruleng	95 328	33 075	128 137	34 803

Figure 42 Attendance at an educational institution

Source: Census 2022

Number of Existing schools in Mopani District

Number of existing schools						
	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

Figure 43 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 Madzivandela Agric. college in Vhembe District)	♦ Sir Vaal Duncan FET ♦ Letaba/ Maake FET ♦ Mopane FET	Sir Vaal Duncan FET

Figure 44 Tertiary institutions supporting economic sectors in MDM

4.2.5 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.

Figure 45 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.

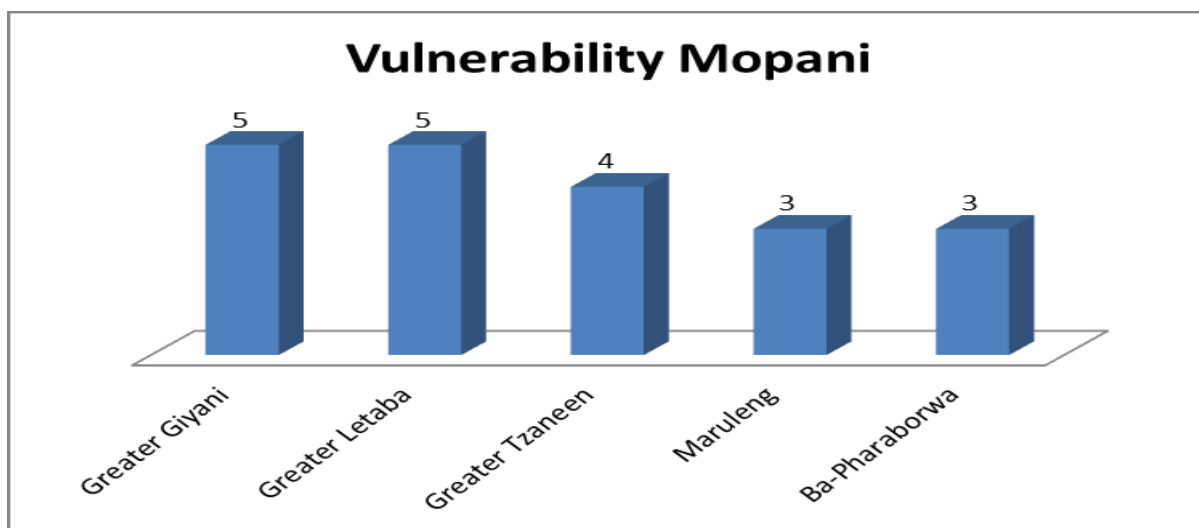


Figure 46 Climate change Vulnerability Mopani

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 where 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)

Figure 47 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 Volksberg 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 destructed 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 destructed 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.

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		

Figure 48 Refuse Removal in Rural Settlements

Refuse Disposal in Mopani District (Census 2022)

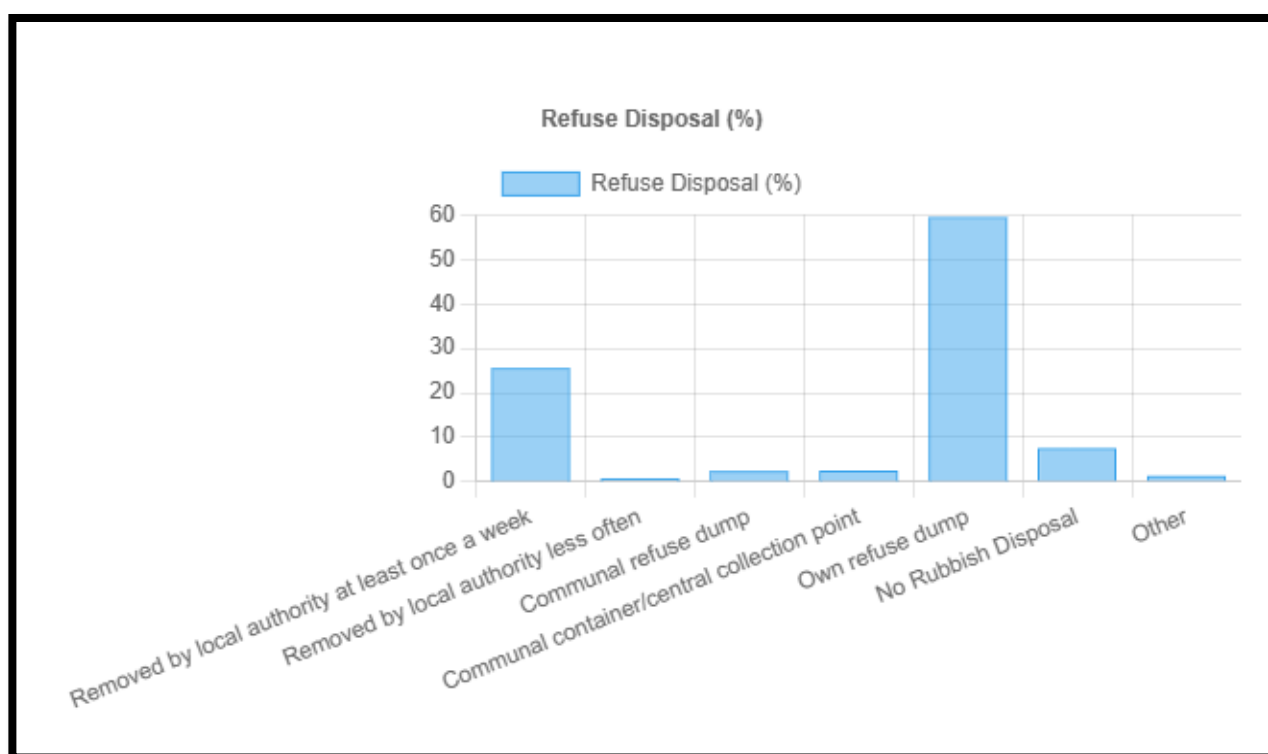


Figure 49 Refuse Disposal in Mopani District

Source: Census 2022

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

The vision of Mopani District Municipality is “to be the bread basket of Southern Africa and tourism destination of choice”. The vision is anchored by the competitive and comparative advantages in both agriculture and tourism. Beyond agriculture and tourism, the economy of Mopani District is characterized by strong potential in agro-processing, mining, creative arts, culture solar, and the transport economy. The district can be described as one of the most diverse economy in South Africa.

The economy of the district is complemented by geography because Mopani District Municipality is prime located for the export and import market. According to Statistics South Africa, approximately 80% of households in the district rely on social grants. This means that the economic potential thenceforth mentioned needs to be realized to ensure that the triple threat challenges of unemployment, poverty and inequality are addressed.

From spatial perspective, the economic challenges of the district are primarily experienced in the rural parts of the district. Economic solutions of the districts thus need to be sensitive to the spatial character and ensure that strategies touch the nerve center of deep rural South Africa. The economic analysis must thus also paint of the picture of state of broadband infrastructure because all the aforementioned competitive sectors have been anchored by the 4th Industrial Revolution. In other words, broadband infrastructure is critical to ensure that rural communities are equally connected to the market place.

Like many rural district in South Africa, the Mopani District Municipality broadband infrastructure remains on the margins of the district economy. This is problematic because unlike 20-30 years back when broadband infrastructure was a luxury good, today it is globally recognized that internet access is a socio-economic phenomenon. In the case of Mopani District wherein the backbone of the economy is Small Medium Micro Enterprises (SMMEs), the lack of broadband infrastructure is a huge disadvantage because this means that the realization of the district vision is hampered by the inability of SMMEs to access new markets using the internet.

Given the advent of the Africa Free Trade Agreement as well as opportunities presented by the BRICS bloc and overall economic foreign policy of South Africa, analysis on 4IR infrastructure should be part of the equation to ensure that SMMEs and private sector alike are connected to the internet market place. The section below analysis key sectors of the economy closely.

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 (GDP) 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)

Figure 50 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	Maruleng	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)

Figure 51 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 Ba-Phalaborwa 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 materialized 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.

Local Skills Base in Mopani District Municipality

➤ Greater Tzaneen Municipality

Skills training within GTM should be concentrated on the three priority sectors, namely agriculture, tourism, and processing. The intention of this intervention is to improve the employability of the economically active persons within the GTM area so that these persons will qualify for the new jobs that are expected to be created through the project proposals that are contained. SETAs that are particularly relevant to GTM are Tourism and Hospitality (THETA), Primary Agriculture (PAETA), Local Government and Water (LGWSETA) and the Wholesale and Retail Education and Training Authority (WRSETA).

➤ Maruleng Local Municipality

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

➤ Ba-Phalaborwa Local Municipality

Ba-Phalaborwa Local municipality skills training should be concentrating on the four prioritized economic sectors, which are Mining, Tourism, Manufacturing and Agriculture. It is also crucial to ensure that skills taught at school are relevant for the working world; that they are maintained and further improved during working life; and that they are recognized and used by employers once people are in the labour market. The municipality has acknowledged the following SETA's as relevant given the economic structure of the area; MERSETA ((Manufacturing, Engineering and Related Services Education and Training Authority), MQA (Culture, Arts, Tourism, Hospitality and Sport Sector Education and Training Authority), CATHSSETA (Primary Agriculture Education and Training Authority), PAETA (Mining Qualifications Authority), WARSETA (Wholesale and Retail Sector Education and Training Authority) and LGSETA (Local Government Sector Education and Training Authority).

➤ Greater Letaba Municipality

Greater Letaba Municipality should concentrate on three priority sectors namely agriculture, tourism and retail. There is general shortage of skills in these sectors. The municipality relies on the Department of Agriculture and Rural Development on agricultural technical skills. The municipality is an agricultural and tourism based potential and skills can be invested in those sectors

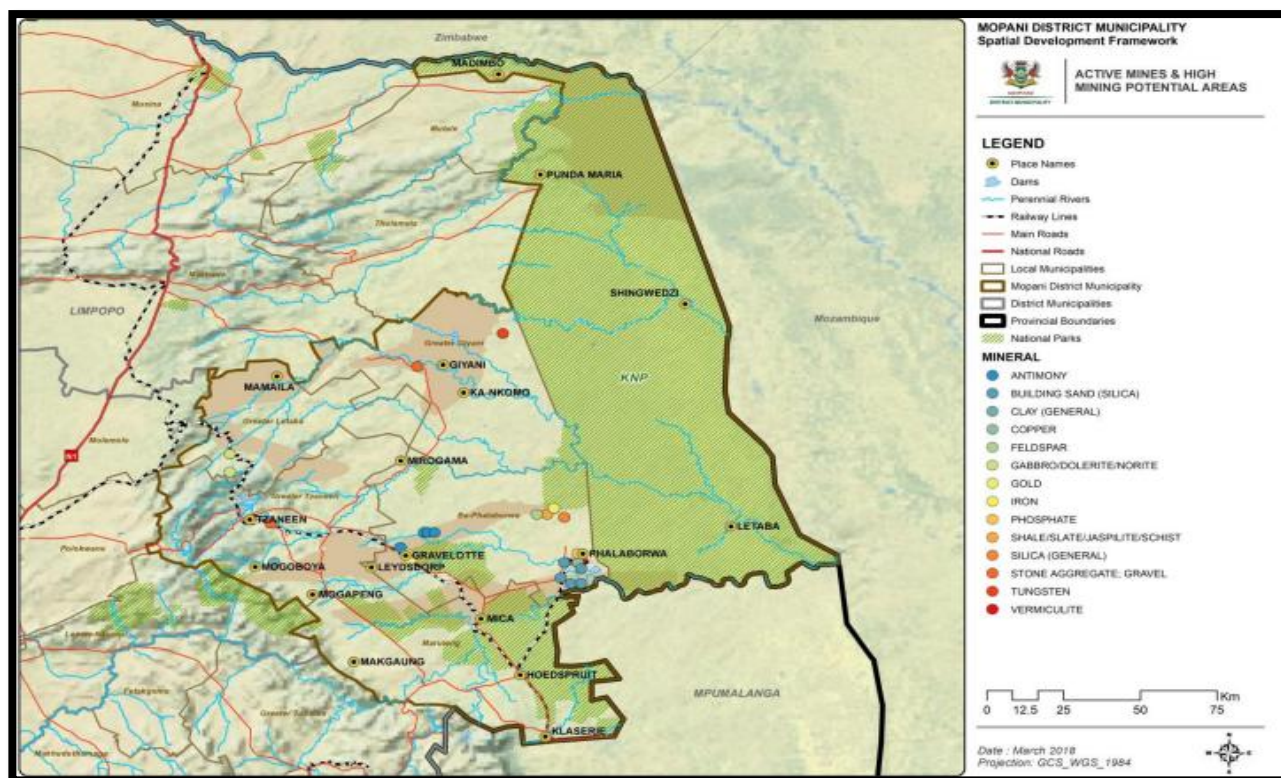
➤ Greater Giyani Municipality

Greater Giyani Municipality should concentrate on four priority sectors namely agriculture, tourism, retail and manufacturing. There is general shortage of skills in these sectors. The municipality relies on the Department of Agriculture and Rural Development on agricultural technical skills. The municipality is an agricultural and tourism based potential and skills can be invested in those sectors

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

Figure 52 Mining activities in Mopani District



Map 3 Mining Activities in Mopani District

❖ Tourism in Mopani District

The Mopani District tourism economy is anchored by Gastronomy Route 71 which lead to Kruger National Park via R71 through Phalaborwa Gate and Shangoni Gate via R81. Gastronomy R71 is rich with culture and attracts both national and international tourists. To be specific, 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 two gate in the Mopani area namely the Phalaborwa gate (Ba-Phalaborwa), the busiest gate to KNP and newly established Shangoni gate (Greater Giyani). 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 , Heanertzburg 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)

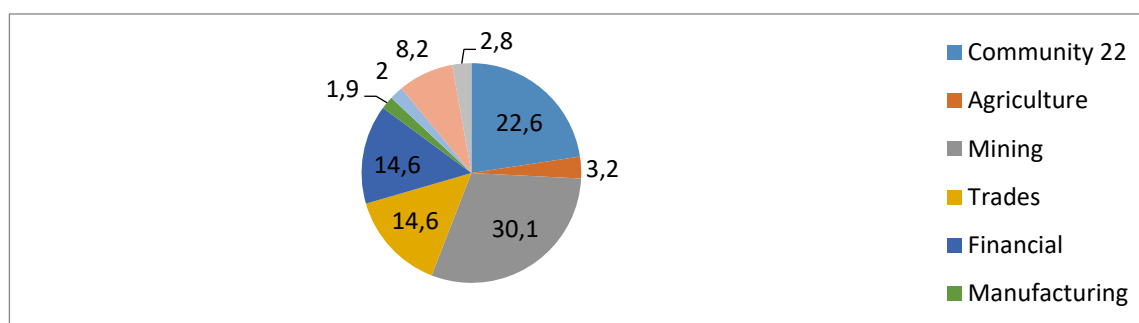


Figure 53 Mopani District Gross Value

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'amitwa	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

Figure 54 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.

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

Figure 55 Sanitation levels in MDM

Source: Census 2022

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

Figure 56 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

Name of local municipality	Paved road network	Unpaved road Network	Total road network per LM
Greater Tzaneen LM	256.49 KM	2834.87 KM	3091.36 KM
Ba-Phalaborwa LM	254.65 KM	243.85 KM	798.5 KM
Greater Letaba LM	587 KM	626 KM	1213 KM

Greater Giyani LM	314,6 KM	3200.08 KM	3510.36 KM
Maruleng local municipality	89.50 KM	1310.71 KM	1400.21 KM
Total municipal road network for MDM	1485.64KM	8226.91 KM	
Total road network owned by RAL in MDM	1165 KM Latest :1168KM	1704 KM 1715KM	2869 KM
Total road network owned by SANRAL in MDM	677,9 km	OKM	677,9 km

Figure 57 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>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
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Moshate-Balloon-Calais road- D3878	20. Maluti to Sedan-D3768 21. Pulaneng to Myakayaka ZCC
------------------------------------	--

Figure 58 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	Hlaneki – Maswanganyi Taxi Assoc.

				Assoc	
7					Simajiku Taxi Assoc.
8					Tiyimeleni Taxi Assoc.

Figure 59 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's 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 Development	LED Forum, Business forum,
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.

Figure 60 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	Fem ale	Female	Male	Female
Chief whip (female/ male)		Female	Male	Fem ale	Male	Female	Female

Figure 61 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.
- **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 (Councilors) 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

Figure 62 CDWs in Mopani District Municipality

Summary of issues raised during community consultation 2025

In terms of Municipal Systems Act No. 32 of 2000 section 16, “a municipality must develop a culture of municipal governance that complements formal representative government with a system of participatory governance, and must for this purpose- (a) encourage, and create conditions for, the local community to participate in the affairs of the municipality, including in (v) the preparation, implementation and review of its integrated development plan.”.

4.8 KPA: MUNICIPAL TRANSFORMATION AND ORGANIZATIONAL DEVELOPMENT

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	Female s	Disabled	Youth	T/Leader s
Council		31	22	0	10	0
Mayoral Committee + Executive Mayor		4	7	0	0	0
Municipal Public Accounts Committee		4	1	0	0	0
Audit Committee		3	1	0	0	0
Ethics Committee		2	4	0	1	0
Portfolio committees	Economic Development, Housing & Spatial Planning	5	0	0	3	0
	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

MOPANI DISTRICT MUNICIPALITY ORGANIZATIONAL STRUCTURE

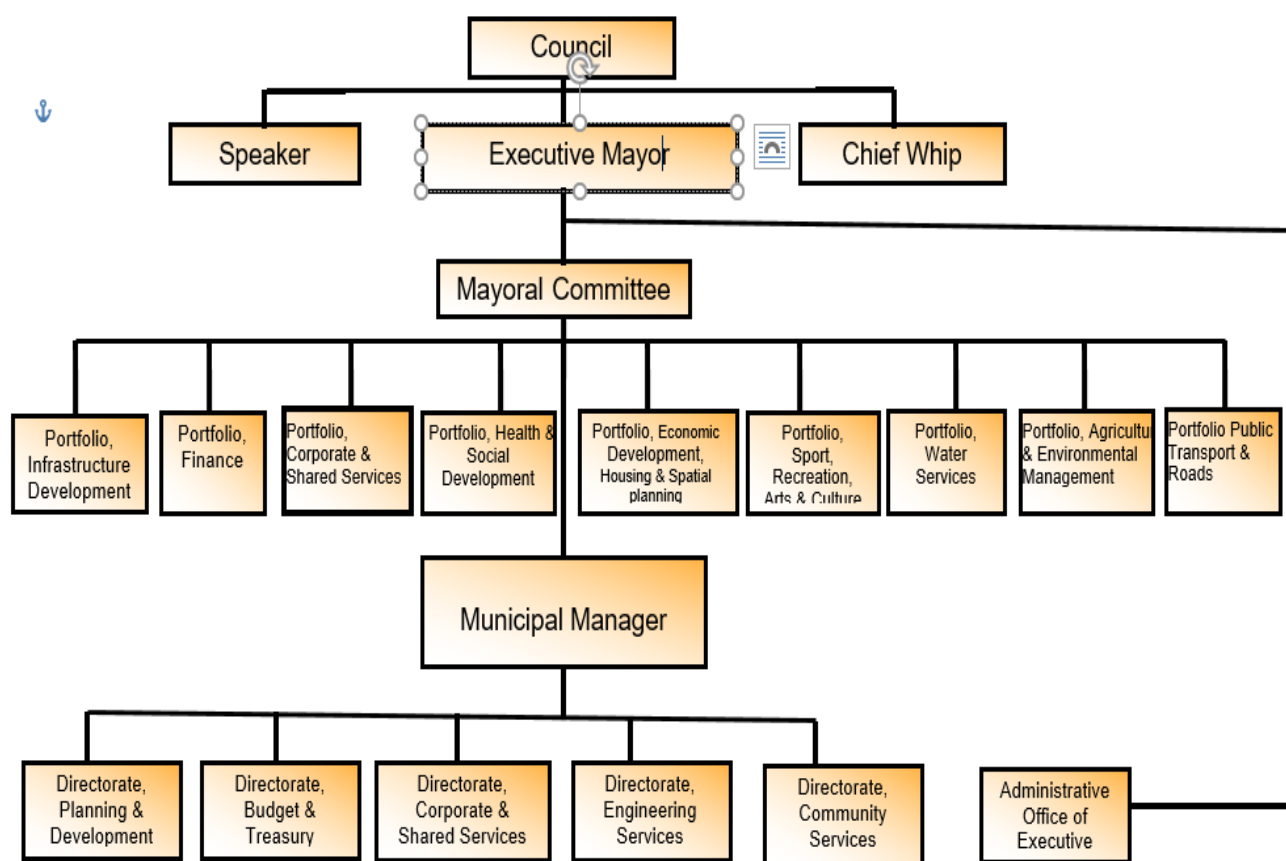


Figure 63 Organizational structure

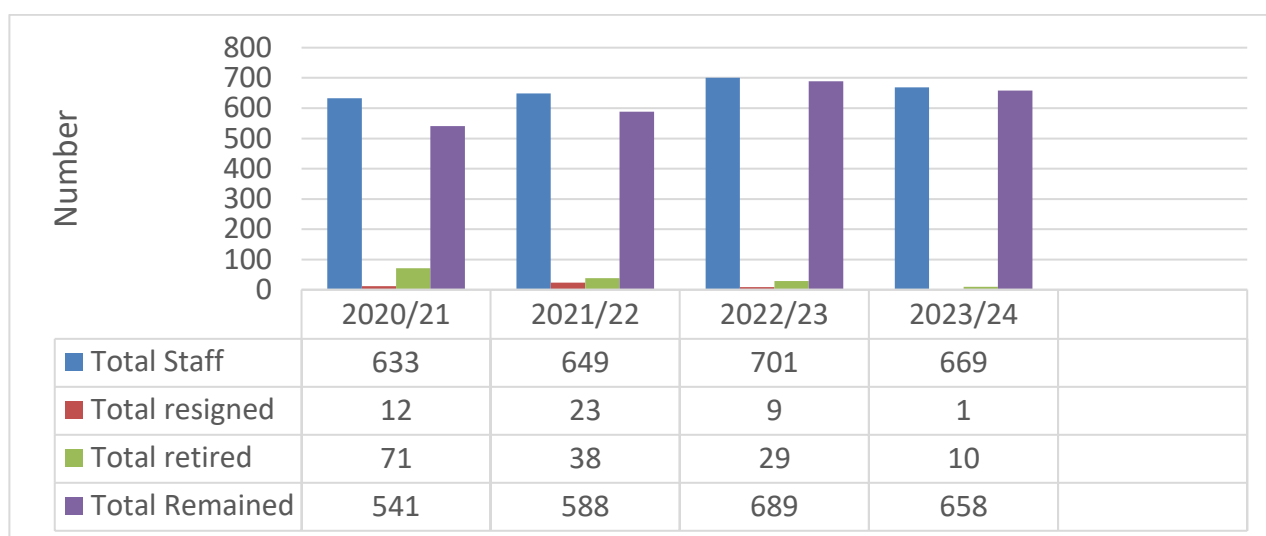
Staff compliment

In terms of the Municipal Regulations, municipalities are required to have a composition of staff complement of 100% in the organogram, and the 100% is derived as follows:

- Core staff should constitute 70%
- Support staff should constitute 30%

Financial Year	Approved Posts	Filled	Vacant	Vacancy rate %
2020/2021	914	633	281	31%
2021/2022	984	649	335	34%
2022/2023	993	684	301	31%
2023/2024	996	667	329	33%

Staff turn over against retention



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	Vacant	Filled	Filled
Technical/ Infrastructure Director	Filled	Filled	Filled	Filled	Filled	Filled
Director Planning & Development	Filled	Filled	Filled	Vacant	Filled	Filled
Director Community Services	Vacant	Filled	Filled	Filled	Filled	Filled
Director Corporate Services	Filled	Filled	Vacant	Filled	Filled	Filled

Vacancy rate per directorate as per approved structure

Directorate / office	Approved post	Filled post	Vacant	Vacancy rate %
Office of the Speaker	5	5	0	0%
Office of the Chief Whip	1	1	0	0%
Office of the Executive Mayor	17	14	s3	18%
Municipal Manager's Office	22	17	05	23 %
Technical Services	37	24	13	35%
Spatial Planning and Local Economic Development	12	11	01	8%

Community services	227	179	48	21%
Budget and Treasury	48	33	15	31%
Corporate Shared Services	77	59	18	23%
Water and Sanitation	550	324	224	41%
Totals	996	667	329	33%

Employment equity

The development of the Employment Equity Plan is the responsibility of a designated employer as provided for in Section 5, Section 13 and Section 20 of the Employment Equity Act, Act 55 of 1998. Mopani District Municipality in support and compliance with the Stipulations of this Act, is acknowledging the need to eliminate prejudice and unfair practices, imbalances and inequalities in the workplace.

Mopani District Municipality seek to maintain fair and equal employment practices and to ensure the protection of every employee against unfair discrimination on the basis of gender, race, ethnicity, age, disability, religion, culture or political affiliation, consequently the municipality has adopted an employment Equity Plan aimed at achieving equity in the workplace through:

- Elimination of unfair discrimination thereby promoting equal opportunity and fair treatment at the workplace
- Ensuring an equitable representation in all occupation categories and levels through the implementation of necessary affirmative action measures in redressing disadvantage in employment experienced by in designated group

Political Office bearers linking with Administrative staff of government and community

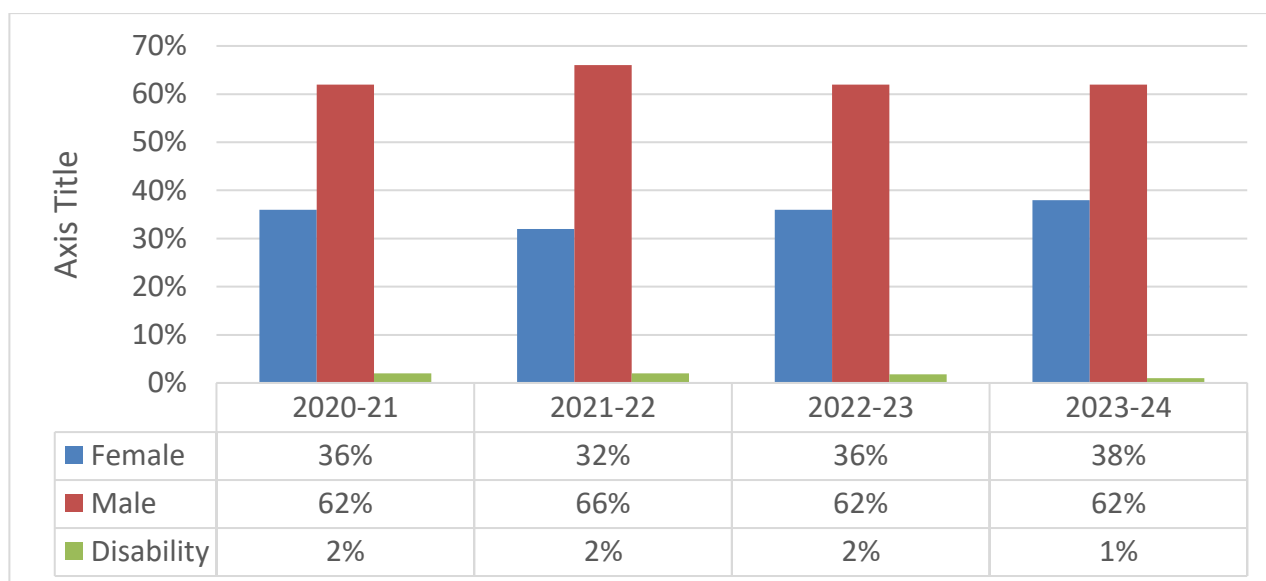
- Political linkages with Administrative staff: Mayoral committee, Portfolio committees and Clusters.
- Political linkages with sector Departments: IGFs, and Clusters: Economic, Social, Infrastructure and Governance & Administration.
- Political linkages (District) with communities: Council, IDP Rep.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

Municipal Administrative staff linkage with sector departments staff

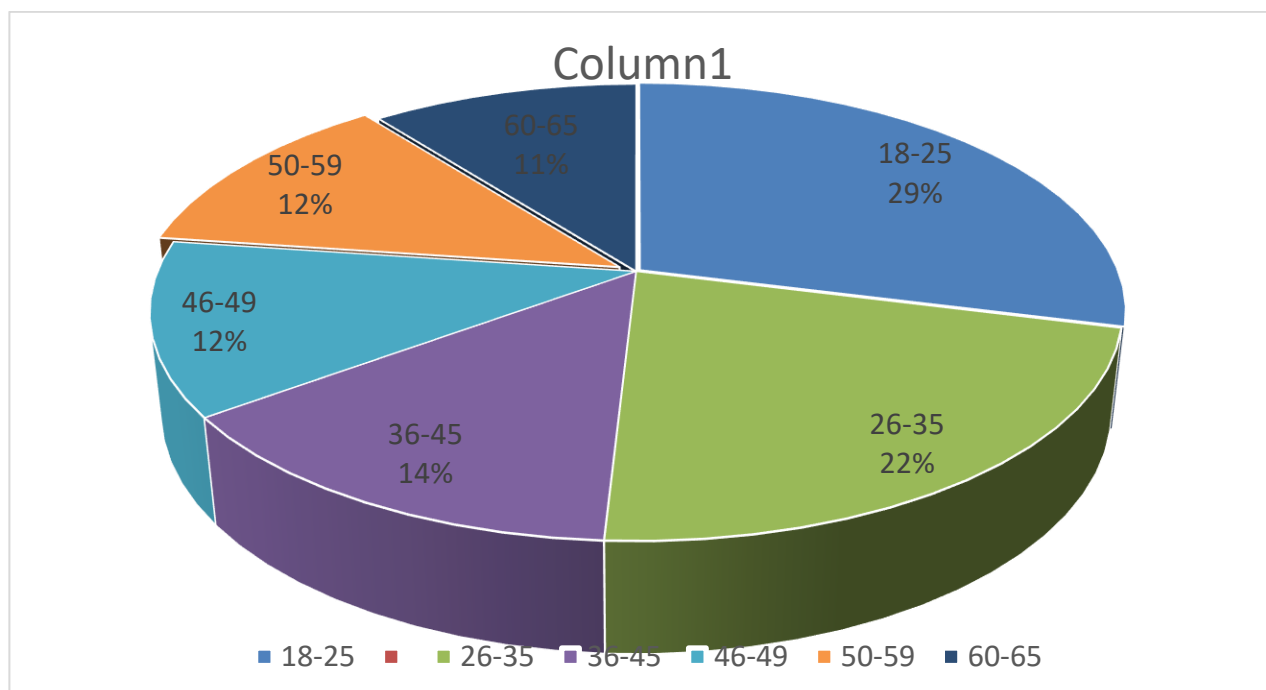
- Administration linkage with communities is through Councillors (public office bearers)

- Administrative linkage with sector Departments: Technical committees, District Managers' forum.

Gender and disability profile



Age profile



Employment Equity Challenges

- Some women and people with disabilities are still not aware of their rights
- Poor relation with trade unions
- Management not proactive on issues of sexual harassment
- Non consideration of women on appointment of senior officials
- Some facilities still do not cater for people with disabilities.
- Discrimination with regards to benefit such as housing subsidy still persist in the work place
- Discrimination by MDM when it comes to acting and payment of overtime
- Lack of staff retention plan
- Lack of training for some categories.

Remedial Action for the employment equity challenges identified

- To expose management and staff to diversity management training so that they can acquire skills to fit properly
- Communication with Trade unions to be opened and their suggestions should be welcomed.
- Policy on sexual harassment to be developed and implemented
- Management to be engaged to put down concerted effort to recruit women in senior positions
- Facilities department should upgrade our buildings to accommodate people with disabilities
- Benefits policies such as pension fund, housing scheme to be reviewed and implemented
- All directors to review their acting and align with the recent and approved organogram
- Appointments to be biased in favour of women in line with the set targets as spelt out under the numerical goals hereof
- Retention and Succession plan for all employees to be put in place and monitored
- Training and development policy to be reviewed and monitored

Disability plan

The promulgation of the Employment Equity Act, 1998, (EEA) sought to bring about equity within the workplace. This Act specifically iterated the unlawfulness of unfair discrimination, as well as sought to remedy imbalances as a result of disadvantaging employment practices. Mopani District Municipality procedures are already set in place to facilitate employment equity and prevent discriminatory practices (including disability), thus has a disability plan. This Plan seeks to redress the challenges of employment equity to persons with disabilities in line with the employment equity act of the institution.

The Municipality has adopted a policy regarding reasonable accommodation for persons with disabilities, with specific reference to adapt physical facilities that will be implemented gradually with a view to making the grounds and buildings accessible to persons with disabilities. Special attention will be given to the employment and career development of employees with disabilities.

DISABILITY PROGRAMMES			
Programme	Programme description	Location	Target to achieve
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)
Disability Awareness and Advocacy	Sensitization, education and empowerment of stakeholders on disability issues	MDM	Sessions for people with disabilities in the district and consistent campaigns during disability calendar months
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
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
Disability Service Outreach	Coordinate and Support to service delivery access by persons with disabilities	MDM	Regularly
Public Building Infrastructure Accessibility	Coordinate Public Buildings infrastructure Accessibility Compliance	MDM	Regularly

Skills Development Plan

In accordance with the Skills Development Act (Act No. 97 of 1998) and the Skills Development Levies Act (Act No. 9 of 1999), the municipality puts a higher priority on training its employees. The municipality has registered with the Local Government Sector Education and Training Authority and has created a comprehensive Work Skills Plan, of which the Equity Plan is an essential component.

Total Planned Training Beneficiaries								
LGSETA Strategic Focus Area	Municipal Key Performance Area	Main IDP Priority Linked to Key Performance Area	Female - Employed	Male - Employed	Total	Female - Unemployed	Male - Unemployed	Total
Enhancing Good Governance, Leadership and Management Capabilities	Good Governance and the linking of democracy		80	93	173			0
Promoting Sound Financial Management & Financial Viability	Municipal Financial Viability and Management		40	29	69			0
Enhancing Infrastructure and Service Delivery	Basic Service Delivery and Infrastructure Development	Municipal Basic Service Delivery and infrastructure development	57	91	148	140	60	200
Enhancing Municipal Planning	Municipal Transformation and Institutional Development		0	0	0			0
Promoting	Sustainable		1	1	2			0

Spatial Transformati on and Inclusion	Local Economic Development							
Totals			178	214	392	140	60	200

Facility Management

Office	Location	Ownership	State of building
Main office	Giyani	Dpwri	Fair- (unavailability of maintenance budget by dpw and process of signing lease agreement underway which will allow mdm to restructure the office space)
Disaster management centre	Tzaneen town	Mdm	Fair- sufficient accommodation and renovations in progress on some of the major components that needed urgent attention and the lights have been attended. Guard house is in the process of being built.
Tzaneen fire station	Tzaneen town	Mdm	Good- sufficient staff accommodation available, but needs renovation
Maruleng fire station	Hoedspruit	Mdm	Good- (inadequate staff accommodation, need for permanent structures)
Phalaborwa fire station	Phalaborwa town	Mdm	Fair- needs renovation on the outside, trees damaging building structure needs to be removed.
Giyani fire station	Giyani town	Mdm	Fair- (inadequate staff accommodation and there is need for permanent structures) Guard house under construction
Letaba satellite	Kgapane	Mdm	Good office accommodation. Guard house is under construction.

Maruleng Satellite Office	Maruleng	MDM	Fair-Needs urgent renovation
Nondweni Camp	Selwane	MDM	Fair-Renovations in progress on some of the major components that needed urgent attention. A new house is needed for the employees.
Tours Camp	Ga-Masoma	MDM	Fair-Sufficient staff accommodation available, and renovation currently in progress
Nsami Camp	Giyani	MDM	Good- (Inadequate staff accommodation, renovation was done on the houses)
Ritavi Satellite	Nkowankowa	MDM	Good office accommodation
Phalaborwa Satellite	Lulekani (moving to Namakgale)	MDM	Facility undergoing renovation
Modjadjiskloof Fire Station	Modjadjiskloof	MDM	Fair - (Inadequate staff accommodation which needs renovation) Sewage needs urgent renovation and is being attended with GLM Guard house has been built at the station.
Giyani Satellite	Giyani	MDM	Fair and there is sufficient accommodation and some new renovation were done.

Institutional/ organizational structure challenges/ recommendations

- The Function of Air Quality has been the responsibility of the District Municipalities since year 2010. To date 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 allocations 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 2024/25 financial year

Chapter six of the Local Government: Municipal Systems Act makes the provision for the municipality to establish performance management system. The establishment of performance management system is aimed at assisting the municipality to monitor, measure and evaluate its performance against its developmental targets that are set in the IDP.

The Performance Management System in Mopani District Municipality is used as a tool to monitor and improve performance in the municipality. The municipality have developed a Performance Management Framework that was adopted by council, and it is used as guide to monitor and manage performance in the workplace. Performance Management in a municipality is used to measure the progress made in the implementation of the Integrated Development Plan and Budget. The system must also assist the municipality in promoting the culture of performance within the workforce.

For performance management system to be realised and implemented, the municipality made provision for the Performance unit that should manage the Performance. The Organisational structure has three positions, and two positions are filled (Deputy Manager and PMS Practitioner).

In development of the Integrated Development Plan outline the plans the municipalities will be implementing for the next five years. It is supported by the three-year budget that is supposed to fund the municipal plans. It should also include the how the challenges of sustainable development in a municipality are to be met through strategic interventions and service delivery over the five-year period. The municipality consult the community in developing the IDP. After the approval of the IDP in March each year, the municipality conduct public participation for the community inputs to be considered in the final IDP. The municipality, then the Service Delivery Budget Implementation Plan is developed which contain the key performance areas and performance indicators for each deliverable.

The strategic objectives contained in the IDP should be broken down into the municipal scorecards and supported by a realistic and funded budget. The IDP, Budget and the Service Delivery Budget Implementation Plan is aligned.

The policy of the municipality makes provisions for the auditing of performance information. All performance management reports are submitted to Internal Audit for verification and quality assurance. Audited performance information is processed to Management, Audit Committee, Portfolio committee, Mayoral committee, and Council. The Audit Committee Chairperson is responsible for presenting the reports in council and approved by the Audit committee. Municipal reports are audited prior approval to the Audit Committee, Portfolio, mayoral committee, and Council.

For 2023/24 financial year, the municipality did not fully achieve its set targets. The following were the challenges in the 2023/24 financial year:

- Disciplinary cases not resolved within 90 days.
- Audit Committee resolutions not fully implemented.
- Target set in the SDBIP not achieved.
- Performance assessment for senior managers
- District ward committee meetings not held.
- Local Labour Forum resolutions not fully implemented.
- Auditor General findings partially implemented.
- Internal Findings not implemented.
- Municipal quarterly financial statements not compiled.
- Low revenue and debt collection.

The Office of the Auditor General audits performance information on an annual basis as per the provisions of section 46 of the Local Government: Municipal Systems Act. Audit Opinion for predetermined objectives

for the past three years:

Financial year	2019/20	2020/21	2021/22
Audit Opinion	Qualified	Qualified	Qualified

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 organization’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 2023/24 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 strategic risks identified for 2024/25 Financial Year.

1. None compliance with blue drop.
2. None compliance with green drop.
3. Inadequate revenue enhancement and collection.
4. Insufficient water provision.
5. Projects delays and disruptions.
6. Inadequate maintenance of new and existing infrastructure.
7. Lack of implementation of SDF by various stakeholders i.e. government, private sector, traditional leaders, NGOs.
8. Litigations.
9. Inadequate support to all economic sectors of the district economy.
10. Complaints from the community not adequately addressed.
11. Increase in the level of UIFW.
12. High skills shortage.

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.

Key Priority Areas of Mopani District Municipality

KPA	Strategic objective	Key issues	Priority	Motivation
Municipal Transformation and Organizational 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 vegetables. Most of the farming land is subject to land claim and

			<p>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	<p>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.</p>
Spatial Rationale	To have efficient, effective, economic and integrated use of land space.	Optimal use of land space	<p>Need to increase access locally and outwardly for transportation of goods. Resolving conflicts.</p>
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 quorate bid committee sittings per schedule are adhered to.</p>
Good Governance and Public Participation	Promoting democracy and sound governance	Inclusive Sound governance	<p>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:</p>

Figure 64 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 2025 strategic planning session held at Warmbaths Forever Resort, 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”

Figure 65 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
<ol style="list-style-type: none">1. Effective & efficient staff2. Functional Council Structures3. Effective stakeholders and community consultation (Public Participation)4. Functional Local Labour Forum5. Functional firewall and monitored access to the server rooms.6. Functional District Records Management forums.7. Integrated network system8. Electronic record management system9. Functional District Forums	<ol style="list-style-type: none">10. Deployment of Microsoft products11. Lack of back up System12. Slow implementation of internal audit resolutions, Auditor general resolutions and audit com resolutions.13. Non-reviewal of ICT strategy14. Inconsistent water supply in the main building.
OPPORTUNITIES	THREATS
<ol style="list-style-type: none">1. Provincial Records Management Forums2. Uninterrupted power supply	<ol style="list-style-type: none">3. Grant dependency4. Inadequate Office Space5. Cyber attack6. Load Reduction

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		
				2025/26	2026/27	2027/28
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
Records management system	Electronic 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.	Staff retention policy	To have an approved retention policy	An approved Retention policy.	Development of staff retention policy	Monitor and evaluate the implementation of the approved Retention Policy	Monitor and evaluate the implementation of the approved Retention policy
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.	Offices for all employees and full time Councilors.	Lease agreement with DPWRI signed. Partishing/Redesigning of Offices in the main office	Redesigning office space Maintenance of available facilities. Partitioning of offices.	Extend Offices in Satellites and fire station offices Engage the DPW on the transfer of land.
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	Aggressively target the appointment of designated groups in particular (People Living with Disability & Women in the middle management positions)	Implementation and Monitoring of the plan	Implementation and Monitoring of the plan
Job Evaluation Process	SALGA National Executive Committee took a resolution to finalise the JE processes for all the municipalities in South Africa.	All municipalities to implement TASK Levels as a remuneration strategy as per SALGA regulations.	Implement TASK levels once SALGA finalise the process.	Finalisation of the TASK masterlist by SALGA.	Placement of staff as per the Final outcome report.	Placement of staff as per Final outcome report.
Individual Performance Management Development System	The Policy is approved by Council and cascading down to all levels	To ensure that all employees sign Performance Agreements	Signed Performance Agreements by all employees	Appointment of the Committee. Orientation, Workshops and Awareness	Development and Signing of Performance Agreements	Development and Signing of Performance Agreements

				Development and Signing of Performance Agreements & Assessment of all employees	Assessment of all employees	Assessment of all employees
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, risk management process and governance processed	Implement the approved internal Audit plan and provide advices to improve the internal controls process, risk management process and governance processed	Implement the approved internal Audit plan and provide advices to improve the internal controls process, 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	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

		mission of the organization				
ICT Audits	New	Identify ICT Risk and 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
Lack of Assessment Tool for the performance of Audit Committee	The Audit Committee is not assessed.	To ensure that Audit Committee are assessed for purposes of improving their performance.	Assessment Tool Assessment Report	Develop and implement assessment Tool.	Continuous assessment and evaluation.	Continuous assessment and evaluation.
Non-implementation of Auditor General's findings, Internal Audit findings and Audit Committee Resolutions.	Slow implementation of Auditor General's findings, Internal Audit findings and Audit Committee Resolutions.	Resolve Auditor General's findings, Internal Audit findings and Audit Committee Resolutions.	Action Plans for Auditor General's and internal audit findings and Audit committee Resolution register.	Implement Auditor General's Action Plan; Internal Audit action plan and Audit Committee Resolutions implementation tool.	Implement Auditor General's Action Plan; Internal Audit Action Plan and Audit Committee Resolutions implementation tool.	Implement Auditor General's Action Plan; Internal Audit Action plan and Audit Committee Resolutions implementation tool.
Approval and implementation of Internal audit Plan	Non completion of all audits on the Approved Internal Audit Plan	To implement all the internal audit project in the internal audit plan	Internal audit reports	Complete all internal audit project on the approved plan	Complete all internal audit project on the approved plan	Complete all internal audit project on the approved plan
Reporting to Council by audit Committee	Audit Committee Reporting to council on a quarterly basis	Audit Committee to report to council on a quarterly basis	Signed Audit Committee Reports.	Quarterly Audit Committee Reports to Council.	Quarterly Audit Committee Reports to Council.	Quarterly Audit Committee Reports to Council.

Non implementation of Risks mitigation strategies	Poor mitigation of the identified strategic risk.	Strategic risks mitigated timeously as planned.	Reduction of Risks	Fast track progress on the mitigation of risk. Report progress on quarterly basis to Audit Committee & Council. Report progress on mitigation of risk management committee meeting	Continuous implementation of mitigation factors.	Continuous implementation of mitigation factors.
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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 speaks to the vision of the district – Tourism and Agriculture. • Increased Mandate for LED- beyond pop up markets. • Draft Bylaw on Township & Village Economy. 	<ul style="list-style-type: none"> • Ad-hoc SMMEs support. • Ineffective influence over local municipalities economies. • No recognised Economists in the team. • No tools to measure SMMEs Support Impact.
Opportunities	Threats
<ul style="list-style-type: none"> • BRICS and Africa Free Trade Market Opportunities. • DDM Catalytic Projects. • Established Private Sector i.e. ZZ2, Westfalia. • All locals adopted/noted Draft Bylaw on Township & Village Economy 	<ul style="list-style-type: none"> • Volatile international economy impacting commodities in the district. • LED Initiatives that by pass the district from several stakeholders including government. • Volatile political instability in Mozambique. • Loss of confidence in local government support- resulting in non-compliance. • Climate Change and its impact for SMMEs

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	<p>Spatial transformation</p> <p>Growing the economy (LED)</p>
Strategic objective	To have efficient, effective, economic and integrated use of land space.

	To promote economic sectors of the District					
Key issues	Baseline	Objective	Performance indicator	Implementation plan		
				2025/26	2026/27	2027/28
Stakeholder Management System Strong linkage between SDF & LED Plan 4IR Broadband Infrastructure	No stakeholder management system Weak spatial dimension in LED Strategies Non-institutionalization of Broadband Infrastructure needs in IDPs	To monitor implementation of MoUs and collaborations. To ensure a strong link between SDF and LED Plan. To institutionalise 4IR Broadband Infrastructure needs in all IDPs of the district	# of engagements to monitor implementation of MoUs and collaborations. % of spatialized catalytic & route development in LED Plan # of IDPs indicating 4IR Broadband Infrastructure needs.	Quarterly Progress Meetings Review of LED Plan Host workshop with LMs on the need to indicate 4IR Broadband Infrastructure needs.	Develop a matrix system to monitor implementation of MoUs & Collaboration in consultation with Stakeholders. Spatialization of catalytic & route development corridor in LED Plan. Hands on support for LMs to indicate 4IR Broadband Infrastructure needs.	Institutionalise the matrix system to each development programme. Development support LED programmes for catalytic projects and route development. Support LMs with Broadband Infrastructure through MoU with Limpopo Connexion
Township & Village Economies DDM Partnerships Applied Science & Agriculture	No comprehensive strategy to support Township & Village Economies. 7 DDM partnerships in progress. No laboratory to support the vision of the district	To mainstream township & village economies. To implement DDM partnership approach. To partner with institutions of higher	# of programmes instituted to support township and village economies. # of partnerships/collaboration ratified	Training/support for township and village economies. Marketing Mopani District as DDM Champions in Limpopo province. Support establishment of agriculture laboratory.	Develop a comprehensive strategy to support township and village economies Identify potential partners for collaboration in government, private	Ensure a circular economy for township and village economies Ratify collaboration agreements/MoUs with programmes.

		learning and local SMMEs to establish a agriculture research based laboratory.	1 Agriculture laboratory supported.		sector and civil society organizations. Identity potential partners for support with University of Limpopo.	Identify SMMEs and commodities that require the services of the laboratory.
Cannabis Economy Marula Fruit Valorization	Provincial strategy on cannabis and herp Non commercialization of Marula Fruit	To support existing & emerging SMMEs in the cannabis& herp economy. To support existing and emerging SMME in Marula Fruit. To support different value chains of the Marula Fruit.	# of SMMEs supported in the cannabis & herp economy. # of SMMEs supported in Marula Fruit economy. # of value chains supported of the Marula Fruit.	Institutionazing of cannabis economy in both SDF and LED Plan. Institutionazing of cannabis economy in both SDF and LED Plan.	Identify SMMEs in the cannabis& herp economy. Identify SMMEs in Marula Fruit economy. . Identify different value chains in Marula Fruit.	Hand on support of SMMEs through partnership with UL & Letaba Tvet College. Hand on support of SMMEs through partnership with UL & Letaba Tvet College. Develop a strategy to support different value chains through partnership with UL.
Re-Imagining Phalaborwa Town Giyani Gold Fields	One Commodity Town, Mining Town No planning for Giyani as potential Mining Town.	To diversify the economy of Phalaborwa Town by unlocking new economies- Logistics and Hydrogen.	# of stimulated economic sectors. Multistakeholder Team established and reporting Biannually.	Identify potential sectors of the economy for diversification. Scenario based planning i.e. infrastructure implication.	Research the potential of hydrogen and logistics as viable economic opportunities for Phalaborwa. Identification of key stakeholders to form	Conceptualize and conduct feasibility studies on Hydrogen and Logistics in Phalaborwa. Development of Terms of

		To establish a multistakeholder team to begin to reimagine Giyani as Mining Town.			part of the multistakeholder team.	References for the multistakeholder team
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5.5.3 KPA 5: FINANCIAL VIABILITY

SWOT ANALYSIS/ ENVIRONMENTAL SCANNING

STRENGTHS	WEAKNESSES
<p>Water service authority status</p> <p>Proper grants management</p> <p>Effective records management</p> <p>Large asset base</p> <p>Qualified and skilled person</p>	<p>Ineffective implementation of SLAs.</p> <p>Ineffective engagements with the local municipalities regarding the water transactions.</p> <p>Over reliance on grants</p> <p>Unfunded budget</p> <p>Stagnant (negative) audit opinion.</p> <p>Over reliance on consultants</p> <p>Inaccurate meter readings affect our income</p> <p>Inadequate Internal Controls</p> <p>Distribution losses</p>
OPPORTUNITIES	THREATS
<p>Revenue from Investments</p> <p>Advancement in technology, i.e smart meters</p> <p>Opportunity to collect of revenue from the new development around Mopani</p>	<p>Growing debt book.</p> <p>Poor Economic Conditions that will result in revenue erosion</p>

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		
					2025/26	2026/27	2027/28
Unfunded Budget	Adoption of a Funded budget by Council.	Improve funding position	Funded budget	Realistic estimates on both revenue and expenditure. Take-over from the locals- water transactions.	Enter into repayment agreements with all the locals.	Realistic budget estimates.	Maintain Realistic Realistic Funded budget

				Enter into repayment agreement (Locals)	Taking over of key accounts in Ba-Phalaborwa.	Taking over from all the locals.	
Inadequate Revenue Management	Effective Revenue Management	Improve collection of revenue	Adequate Revenue Management	<p>Enforce on Revenue Collection from business, government institutions and individuals.</p> <p>Consider Public Private Partnership e.g. smart metering</p> <p>Signing of Repayment agreement (Local Municipality)</p> <p>Taking over of key accounts under Ba- Phalaborwa Municipality</p> <p>Review, Implement and Enforcement of Revenue Enhancement Strategy</p>	<p>Implementation of Revenue Enhancement Strategy</p> <p>Enter into repayment agreements with all the locals.</p>	<p>Installation of smart meters.</p> <p>Review and Implementation of the By-Laws</p>	Effective Revenue Management
Ineffective internal control	effective internal control	Improve internal control	<p>Effective internal control</p> <p>Reports fully complying with legislative requirements.</p>	<p>Compliance awareness in the municipality.</p> <p>Development and implementation of standard operating procedure</p>	Development and implementation of standard operating procedure	Compliant with the legislation and effective control	Implement Proper Financial Planning and Sustainability
Good Governance	Implementation of SLA.	Improve Revenue collection	Implementation of SLA.	•Report on implementation of SLA's as a standing item	Report on implementation of SLA's as a standing	Implementation of SLA	Fully Prepare AFS in house

	Zero % UIFWe Quarterly AFS.	Reduction of UIFWe. Credible AFS	Review of UIFWe reduction strategy. Credible AFS	<p>on District Managers Forum.</p> <ul style="list-style-type: none"> •Review and implementation of UIFWe reduction strategy. •Submission of UIFWe to council quarterly for timely processing. •Preparation of quarterly financial statements with audit file. <p>Review the use of consultants reduction strategy</p>	<p>item on District Managers Forum.</p> <ul style="list-style-type: none"> •Review and implementation of UIFWe reduction strategy. •Submission of UIFWe to council quarterly for timely processing. •Preparation of quarterly financial statements with audit file. <p>Review the use of consultants reduction strategy</p>	<p>implementation of UIFWe reduction strategy.</p> <p>Preparation of quarterly financial statements with audit file.</p>	Fully Comply with UIFWe Strategy
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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"> •Availability of operational resources within the district (equipment and machinery :TLBs, graders ect) •Skilled and semi-skilled personnel •Availability of relevant legislation and policies to manage infrastructure •Availability of infrastructure development grants •Procedures and policies in place to ensure infrastructure development •Effective stakeholder participation •Available of Water and Sanitation Master Plan •Municipal Infrastructure Master Plan and Water Services Development Plan •Existence of intergovernmental structures •Availability of Bulk Raw water from Nandoni dam •Political will and support •Billing system for some of the services rendered to clients 	<ul style="list-style-type: none"> •None-collection of revenue / lack of cost recovery •Lack of water conservation and demand management •Insufficient infrastructure maintenance budget •Lack of succession planning or skills retention •Ageing infrastructure •Poor ground water availability •Unavailability of infrastructure master plan •Shortage of personnel •Inadequate capacity of WWTW •Water pollution •Poor management of WSA/ WSP •Poor roads conditions •Delays in procurement of contractors leading to poor grants performances. •Poor maintenance of vehicle and equipment
OPPORTUNITIES	THREATS

<ul style="list-style-type: none"> •Support from sector departments and parastatals •Usage of renewable energy sources (e.g. solar energy and cow dung) •Conduction of community education and awareness campaigns to curb the theft, illegal connection and vandalism of infrastructure •Sourcing of funds for infrastructure development and maintenance •Utilizing the Existing infrastructure to enhance cost recovery •Creation of job opportunities through the implementation of refurbishment projects •Waste water recycling •Rainwater harvesting •Sludge reuse to produce methane gas (electricity production on a small scale) •District Development Model for better coordination of local infrastructure development •Available MIG, WSIG and RBIG grants for Infrastructure Development •Research opportunities from various academic institutions •Bursaries for employees to advance their skills in respective fields <p>Huge Mining and Agricultural sector, and Tourism</p>	<ul style="list-style-type: none"> •Not enough capacitated Contractors and PSPs •Limited water resources •Theft and vandalism of infrastructure •Illegal connections for water and electricity on new boreholes •Demand higher than the supply capacity •Siltation of rivers and dams •Violent community protests •Water scarcity •Poor audit opinion due to unavailability of records •Climate change •Delays in ESKOM connections leading to stalled projects <p>Communicable and non – communicable diseases prevalence.</p>
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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		
				2025/26	2026/27	2027/28
Inadequate, dysfunctional and aged infrastructure to abstract and supply	Inadequate water infrastructure	Refurbishment and Construction of new infrastructure	Conduct functionality assessment and audit for infrastructure development plan.	Functionality assessment and infrastructure audit RBIG, MIG and WSIG projects	Implementation of projects in the master plan. Completion of current projects	Replacement of ageing infrastructure Development of new infrastructure to

water to communities- reticulation.			Review the existing district master plan and ensure alignment with provincial master plan.		Drilling of borehole for areas without water supply.	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.	Ensuring that all household have metered connection	Installation of meters Awareness campaigns Replacement of defected flow meters	Replacement and installation of meters Awareness campaigns	Awareness campaigns Replacement and installation of meters Cost recovery
Lack of single standard for household connections	H/Hs no longer tolerate RDP level of water services – no more communal standpipes	A progressive improvement from communal standpipes to yard connections. (hence water metering and cost recovery)	Water provision at the level of yard connections	Water reticulation and metered household connections	Assess capacity of existing infrastructure Conduct needs analysis. (through WSDP)	Upgrade and extend infrastructure to meet the demand
Slow progress on water projects due to constant interruptions by communities leading to delays in completion of projects.	Contractors are being terminated after long delays with incomplete projects	Accelerated implementation of infrastructure projects.	Timeous completion of projects and reduction of backlogs.	Enforcing Compliance to construction regulations within due time and Strengthening of project monitoring mechanisms	Enforcing Compliance to construction regulations within due time frames and Strengthening of project monitoring mechanisms	Enforcing Compliance to construction regulations within due time and Strengthening of project monitoring mechanisms

Poor condition of paved and unpaved road infrastructure	Blading of gravel roads. Development of Rural Roads Asset Management System	Maintain and upgrade road infrastructure	Number of kilometres of gravel roads bladed. % Progress on RRAMS project.	Rural Road Asset Management System Blading of internal streets Special District Transport forum on Road infrastructure District Transport Forum.	Liaison with DPWRI, RAL, SANRAL on implementation roads projects. Implementing MoU for graders to be signed with Locals Liaison with Local Municipalities and RAL on RRAMS projects To implement framework on de-proclamation of D roads	Liaison with DPWRI, RAL, SANRAL on implementation roads projects. Implementing MoU for graders to be signed with Locals Liaison with Local Municipalities and RAL on RRAMS project. To upgrade existing gravel D roads to tar and maintain existing infrastructure
High accident rate	High number of accidents in MDM	To reduce the number of road accidents in MDM	Number of Road safety campaigns held successfully YTD / supported successfully YTD	Road safety campaigns.	Conduct road safety campaigns Support road safety campaigns implemented by DoTCS and Local Municipalities	Conduct road safety campaigns Support Campaigns implemented by DoTCS and Local Municipalities
Delay of energization of infrastructure projects leading to non-commissioned projects and	-Unfair and prolonged hold of retention from service providers. Increase of stalled projects	Provision of electricity/ Energy for energising projects.	Connected and energized projects.	Water and Sanitation infrastructure projects (MIG, RBIG and WSIG)	Liaison with ESKOM to fast track the energizing of projects	Liaison with ESKOM to fast track upgrading of the sub-stations to increase capacity

contractual disputes (premature release of contractors)						
Over dependence on grant funding	Cost recovery being undertaken at local municipality level based on the signed SLA	Generate municipality own revenue and alternative funding	Non grant Revenue generated.	Implementation/taking over of cost recovery in the district. -Giyani Water Reticulation cost recovery (pilot project) (Nwakhuwani & Ndindani) -Follow up social and labour plans (cooperate social investments) Alternative funding (PPP) and bulk services contribution fees	Conduct billing directly on newly completed projects Develop a database of operating mines/institutions and the status of their SLPs Development of bulk services policy	Takeover billing of major water users from local municipalities Engage and sign funding MOUs Develop feasibility documents Collection of revenue in line with policy

3. Eradication of Dependency Consultancy- Removal of PMU support	PMU structure has been reviewed, PMU positions are filled, and PMU is fully staffed	Skills transfer to the PMU staff	Grants performance	PMU Support to capacitate the PMU staff	Extension of the PMU support consultants contract.	N/A
Ensure settlements without water and sanitation are prioritized with the IDP and provided with services	Water and Sanitation projects development through current available grants (MIG, WSIG and RBIG)	Ensure water and sanitation is available to all citizens of the district	Number of settlements provided with water and sanitation	MIG, WSIG and RBIG	Drilling and equipment of boreholes with communal taps and reticulation where possible.	Finalize the differentiated water provision approach and determine all settlements without adequate access to water Inter-catchment transfers to increase bulk
Availability of both ground and surface water	Insufficient surface water in major dams (Thapane, Modjadji, Middle-Letaba)	Increase surface water availability	Number dams upgraded to increase storage Inter-catchment transfer agreements implemented	<ul style="list-style-type: none"> •Support the Upgrade dams, •Support the Building new dams (Nwamitwa Dam) 	Support the Upgrade dams by raising dam wall Support the Design and Construction of Nwamitwa Dam	Support Upgrade of the dam walls Support dam construction efforts

				Support Transfer of water from other catchments		Support the Inter-catchment Transfer projects
Theft and vandalism of water infrastructure.	Boreholes pump machines and transformers are stolen at high rate	Reduce the frequency of theft and vandalism of boreholes and transformers.	Reduced frequency of theft and vandalism.	<ul style="list-style-type: none"> Public awareness through public participation program Implementation of by laws	Awareness campaigns Enforcement of criminal laws Repair and maintenance of infrastructure Monthly review	Enforcement of by-laws Awareness campaigns
High numbers of indigents who would not afford paying for water	74% of h/h are indigent	Updated indigent register	Indigent register	Review of Indigents register by local municipalities	Coordinate the review of indigent register	Monitor and evaluate the implementation of indigent register
Inadequate maintenance of existing infrastructure. E.g. uncovered water canals, water treatment plants not maintained adequately.	Exposed water canals and lack of infrastructure maintenance plan.	Adequate maintenance of existing infrastructure.	Functional water infrastructure	Develop and implement maintenance plan	Rehabilitation and replacement of ageing infrastructure Sourcing of operation and maintenance funds.	Replacement of ageing infrastructure

Inadequate management of water and response to mechanical and electrical breakdowns.	Water pumps breakdowns & electric power failures.	Repair and maintenance. Water Conservation and Demand Management Plan	Proper management of water and repairs for both mechanical and electrical equipment's.	Develop and implement maintenance plan	Rehabilitation and replacement of ageing infrastructure Develop plans Skills development Repair and Maintain existing generator sets	Replacement of ageing infrastructure Development of new infrastructure to meet the future demand
Effect of drought on availability of water	Drinking water is supplied by tankers due to drought severity	Development of Drought Mitigation Plan (DMP)	Capitalize on ground water utilization – (where aquifer are found to be strong)	Develop and implement water conservation and demand management plan	Explore alternative water sources (Ground water, Mountains streams, Spring water, rain water harvesting etc). To develop the water security plan. (Water recycling, etc). Develop drought mitigation plan	Review drought mitigation plan Maximize ground water utilization
Loss of water through illegal connections, over usage of water and pipe leakages	Over-usage of water	Improved level of water supply and enforcement of criminal laws.	Reduced water loss.	Water loss strategy Implementation of by laws	Enforce by-laws Awareness campaigns Enhance universal coverage of water supply.	Enforce by-laws Awareness campaigns Enhance universal coverage of water supply

Slow progress on water projects due to constant interruptions by communities leading to delays in completion of projects	Contractors are being terminated after long delays with incomplete projects	Accelerated implementation of infrastructure projects.	Timeous completion of projects and reduction of backlogs.	Community awareness on project management procedures	Enforcing Compliance to construction regulations within due time and Strengthening of project monitoring mechanisms	Enforcing Compliance to construction regulations within due time and Strengthening of project monitoring mechanisms
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	Develop and implement maintenance plan and Asset Management Plan	Rehabilitation of ageing infrastructure Implement preventative maintenance plan	Replacement of infrastructure Development of new infrastructure to meet the future demand
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	Develop and implement maintenance plan and Asset Management Plan	Rehabilitation of ageing infrastructure Implement preventative maintenance plan	Replacement of infrastructure Development of new infrastructure to meet the future demand

High sanitation backlog	Backlogs in RDP standard toilets	Backlog eradication	Improved access to sanitation	Implement alternative non-sewered sanitation with WPO/DBSA in deserving areas	Upgrade and extend infrastructure to meet the demand	Upgrade and extend infrastructure to meet the demand
Pit latrines that are filled, posing health hazards, e.g. schools and public places	Problems of filled pit latrines at schools, clinics and households	Implementation and monitoring assessment plan	Assess capacity of existing infrastructure	Purchase of honeysucker to empty septic tanks Outsource de-sludging project on a three-year basis	Conduct awareness campaigns	Implementation and monitoring of assessment plan Extended life span
Climate change	Draft climate change strategy in place	To improve community health and social resistance on extreme weather conditions	Development of climate change response strategy	Adoption of climate change response strategy by Council	Development of climate change project and action plans.	Implementation of climate change strategy
Water and food samples analysis	Lack of accredited laboratory for water and food samples	To monitor water and food compliance	Food and water analysis	Develop laboratory specifications.	MDM to advertise, appoint and sign a memorandum of understanding with the accredited laboratory based on the developed specification.	Take water and food samples for analysis

Continuous Professional Development	Non compliance with registration bodies requirements such as Health Professional Council of South Africa HPCSA	To capacitate personnel in line with service delivery needs	Trained professionals	Identify training need and training service providers	Priorities need and appoint relevant service providers	train professionals in line with their professional bodies to ensure smooth registration and capacity building.
High accident rates	Road safety awareness campaigns are conducted when there is sufficient budget Support is provided to LDTCS on road safety programmes	To reduce the high accident rate	Road safety awareness and implementation of strategies to reduce car accidents	Conduct road safety awareness campaigns Intensify law enforcement through IGR structures Road Incident Management System should identify areas prone to accidents and identity strategies to reduce accidents Support provincial programmes by LDTCS to promote road safety	Conduct road safety awareness campaigns Intensify law enforcement through IGR structures RIMS should identify areas prone to accidents and identity strategies to reduce accidents Support provincial programmes by LDTCS to promote road safety	Conduct road safety awareness campaigns Intensify law enforcement through IGR structures RIMS should identify areas prone to accidents and identity strategies to reduce accidents Support provincial programmes by

						LDTCS to promote road safety
Compliance with national turnaround time for fire and rescue response.	Scientific study on emergency incidence	Reduce fatalities and damage of properties	Community protection against emergency incidences	Establishments of sites, designs and plans	Establishment of prioritized satellite fire stations at The Oaks, Maphalle, R36 Maake	Operating within required standards and SANS 100900
Response and relief to disaster incidents.	Inadequate disaster relief material and readiness resources	Relief disaster stricken communities	Restore safety and dignity in affected communities	Conducting risk assessment in vulnerable communities	Coordinate affected and interested role players .	Provide adequate immediate relief for disaster stricken communities.
Specialized fire and rescue vehicles and equipment.	Outdated and aged red fleet and rescue equipment	To safe life and property	Safe community	Develop specification for modernised specialised vehicles and equipment	Acquisition and maintenance of specialized vehicles and equipment.	Utilisation of specialised vehicles and continuous specialised maintenance of red fleet.

Commemorations/ Celebration of special days. (national, provincial and local)	Support departments in celebrating (international and national days.	Educate the community/conduct awareness on the importance of special days.	Attend plenary and celebration of special days.	Identify and priorities relevant international and national days commemorations	Collaboration with the Department of Sport, Arts and Culture, LEDET and other stakeholders in celebrating the theme days	Celebration of District Build Ups eg, Human Rights Day, Heritage Day, Freedom Day, Africa Day), Celebration of International and national days (e.g Firefighters day), Provincial Ku luma vukanyi (Build up towards Marula Festival, Mapungubwe district build-up and Mayoral Cups
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Community Safety	Support sector department on community safety	Reduce crime and improve on safety and social life.	Safe community	Develop, strategic plans for Community safety	Develop and fund projects for Community safety.	implement Community Safety Forum activities.(e.g GBVF, School safety, Social crime, tourism safety) Increase 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	Locality	Funder	Amount
Shangoni Gate	GGM	Tourism/LEDET	Not yet confirmed
Hoedspruit Int Airlicence	MLM	SANDEF/Dept Trans	Not yet confirmed
Industrial Park	GTM	LEDET/GTM	R49m
Township establishment	GLM	GLM	Not yet confirmed
Selwane – Eiland Road	BPM	RAL	Not yet confirmed
Moshupatsela Farm	MDM	MDM	R30 000 for license
Re-opening of Phalaborwa Airport	BPM	BPM/Dept of Trans	Not yet confirmed

Figure 66 Prioritized catalytic projects

5.6.3 Spatial representation of MDM catalytic Projects

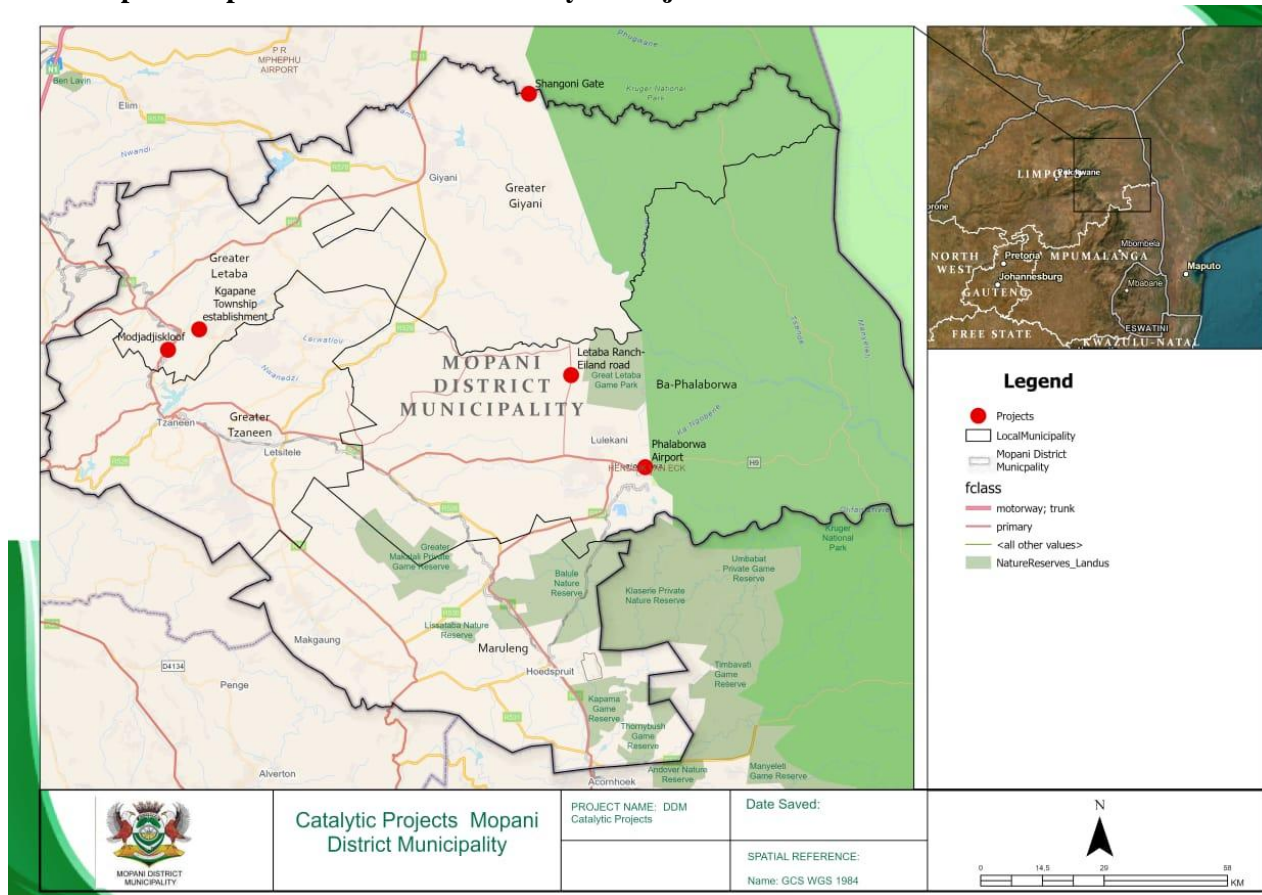


Figure 67 Spatial Representation of MDM catalytic projects

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.

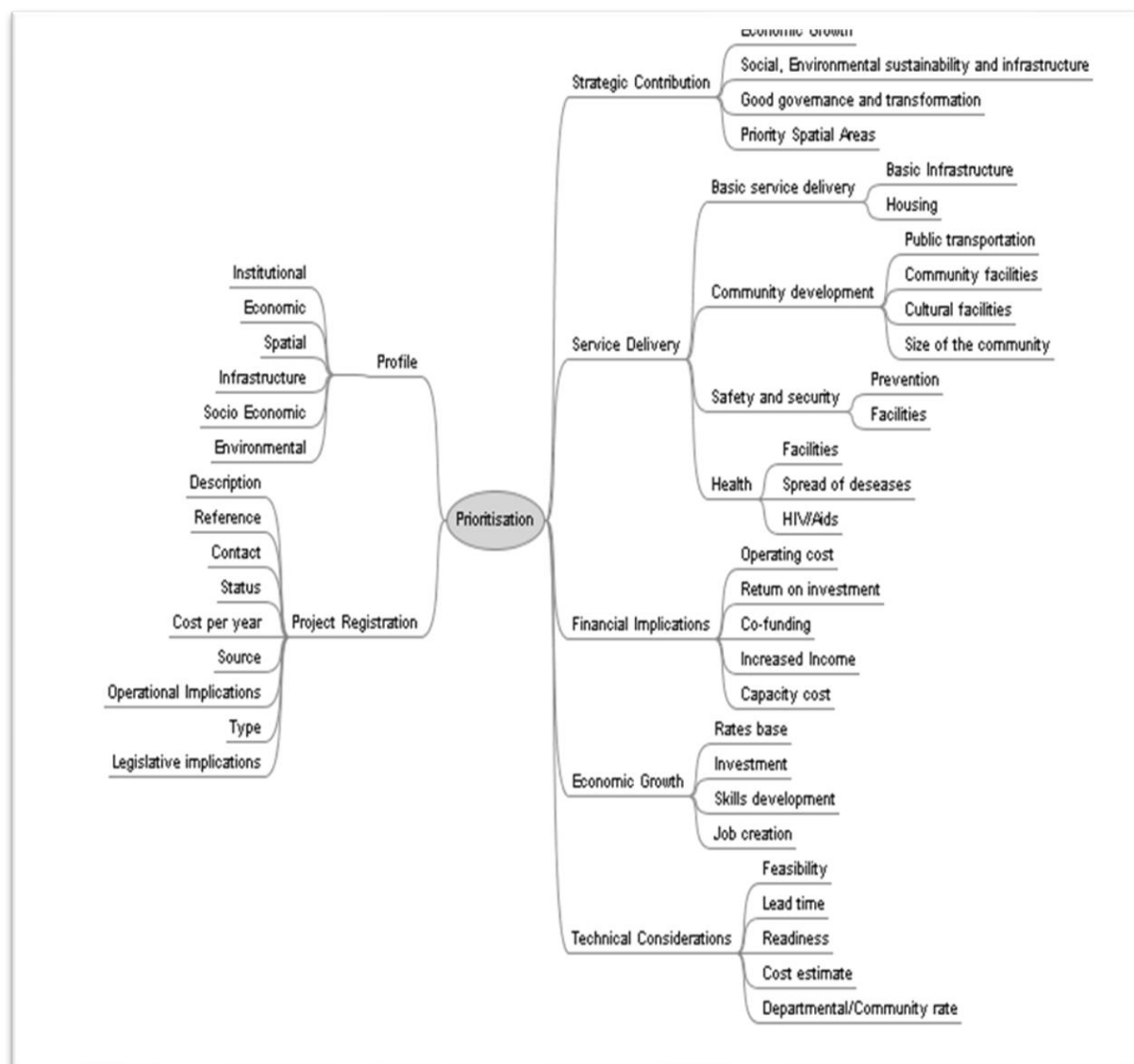


Figure 68 Project prioritization process

6.1 MOPANI DISTRICT PROJECTS/ PROGRAMMES FOR 2023/24 FY

6.1.1 FUNDED PROGRAMMES/PROJECTS

Projects /Programmes	2025/2026	2026/2027	2027/2028
Administrative and Corporate Support: ADMINISTRATION CAPITAL			
Electronic records Management system	R600 000,00	-	-
Refurbish Disaster Management Centre	R400 000,00	-	-
Administrative and Corporate Support: ADMINISTRATION			
Repairs and Maintenance: Buildings	R5 250 004,00	R5 512 504,00	R5 788 129,00
Repairs and Maintenance: Fire Extinguishers	R300 000,00	R315 000,00	R330 750,00
Asset Management: ASSET MANAGEMENT			
Contract Services: Asset Management	R4 961 250,00	R5 209 313,00	R5 469 778,00
Fuel	R11 252 441,00	R11 815 063,00	R12 405 816,00
Repairs and Maintenance	R10 000 000,00	R10 500 000,00	R11 025 000,00
Corporate Wide Strategic Planning (IDPs LEDs): IDP			
Municipal Services IDP Strategic Planning	R1 259 996,00	R1 322 996,00	R1 389 146,00
Corporate Wide Strategic Planning (IDPs LEDs): LED			
4IR – PPP	1 000 000,00	1 050 000,00	1 102 500,00
EPWP - Borehole Operators (External)	R7 838 000,00	R8 229 900,00	R8 641 395,00

EPWP - Borehole Operators (Internal)	R7 838 000,00	R8 229 900,00	R8 641 395,00
Marula Festival	R300 000,00	R315 000,00	R330 750,00
LED Review	R1 000 000,		
Rand Show	R400 000,00	R420 000,00	R441 000,00
Development Facilitation: GIS			
Corporate GIS Establishment	R2 624 996,00	R2 756 246,00	R2 894 058,00
Disaster Management: DISASTER MANAGEMENT			
Disaster Relief Support	R1 000 000,00	R1 050 000,00	R1 102 500,00
Installation of Cameras at high-risk areas	R700 000,00	R735 000,00	R771 750,00
Economic Development/Planning: PLANNING AND DEVELOPMENT			
Innovation Initiatives	1 000 000,00	1 050 000,00	1 102 500,00
Electricity: ELECTRICITY SERVICES			
Exploration of renewable energy source	200 000,00	210 000,00	220 500,00
Finance: BUDGET AND REPORTING			
AFS Preparation	7 000 000,00	7 350 000,00	7 717 500,00
Business and Advisory: Mscoa Budget Preparation	1 941 341,00	2 038 408,00	2 140 328,00
Finance: EXPENDITURE			
SALGA Levy	6 300 000,00	6 615 000,00	6 945 750,00
Finance: FINANCE CAPITAL			

Furniture	1 000 000,00	1 050 000,00	1 102 500,00
Finance: OFFICE OF THE CFO			
Asset Management FMG	525 000,00	551 250,00	578 813,00
Auditors Remuneration	15 119 996,00	15 875 996,00	16 669 796,00
Fire Fighting and Protection: Fire Capital			
Purchase of Fire and Rescue Equipment	5 000 000,00	5 250 000,00	5 512 500,00
Specialised Vehicles	20 000 000,00	21 000 000,00	22 050 000,00
Fire Fighting and Protection: FIRE SERVICES (BA-PHALABORWA)			
Awareness Campaign	50 000,00	52 500,00	55 125,00
Repairs and Maintenance: Vehicles	500 000,00	525 000,00	551 250,00
Special Allowance fire brigade	1 049 996,00	1 102 496,00	1 157 621,00
Fire Fighting and Protection: FIRE SERVICES (GIYANI)			
Repairs and Maintenance: Vehicles	500 000,00	525 000,00	551 250,00
Fire Fighting and Protection: FIRE SERVICES (LETABA)			
Awareness Campaign	200 000,00	210 000,00	220 500,00
Repairs and Maintenance: Vehicles	500 000,00	525 000,00	551 250,00
Fire Fighting and Protection: FIRE SERVICES (MARULENG)			
Fire Brigade	696 566,00	731 394,00	767 964,00
Repairs and Maintenance: Vehicles	500 000,00	525 000,00	551 250,00
Fire Fighting and Protection: FIRE SERVICES (TZANEEN)			
Areal Fire Fighting Support	900 000,00	945 000,00	992 250,00
Fire Awareness Campaigns	400 000,00	420 000,00	441 000,00
Fire Brigade	1 532 437,00	1 609 059,00	1 689 512,00

Repairs and Maintenance: Vehicles	500 000,00	525 000,00	551 250,00
Governance Function: INTERNAL AUDIT			
Audit Committee	2 500 000,00	2 625 000,00	2 756 250,00
Operational Cost: Outsourcing of IT audits	600 000,00	630 000,00	661 500,00
Contracted Services: Water Supply	1 000 000,00	1 050 000,00	1 102 500,00
Non-Structured	2 100 000,00	2 205 000,00	2 315 250,00
Health Services: HEALTH SERVICES			
Food Sampling & Analysis	400 000,00	420 000,00	441 000,00
Health and Hygiene Awareness for sanitation	400 000,00	420 000,00	441 000,00
Water Sampling Analysis	400 000,00	420 000,00	441 000,00
Human Resources: HUMAN RESOURCES MANAGEMENT			
Employee wellness	350 000,00	367 500,00	385 875,00
Performance Bonuses Officials	5 000 000,00	5 250 000,00	5 512 500,00
Pest control	500 000,00	525 000,00	551 250,00
Protective Clothing	4 199 996,00	4 409 996,00	4 630 496,00
Training for Councillors	1 000 000,00	1 050 000,00	1 102 500,00
Training of employees	3 000 000,00	3 150 000,00	3 307 500,00
Trauma/debriefing counselling	230 996,00	242 546,00	254 673,00
Workman Compensation	2 200 000,00	2 310 000,00	2 425 500,00
Information Technology: INFORMATION TECHNOLOGY			
Computer licences	1 500 000,00	1 575 000,00	1 653 750,00
Computer networking	1 500 000,00	1 575 000,00	1 653 750,00
Contracted services SITA	2 500 000,00	2 625 000,00	2 756 250,00
Disaster Recovery Plan DRP Review	1 000 000,00	1 050 000,00	1 102 500,00
mSCOA Implementation	4 000 000,00	4 200 000,00	4 410 000,00
Operating Lease - Rental of Copy Machine	5 000 000,00	5 250 000,00	5 512 500,00

Information Technology: INFORMATION TECHNOLOGY CAPITAL			
Computer software	2 000 000,00	2 100 000,00	2 205 000,00
Computers	1 000 000,00	1 050 000,00	1 102 500,00
Server	2 000 000,00	2 100 000,00	2 205 000,00
Legal Services			
Labour Relations	16000 000,00	16 850 000,00	17 742 500,00
Legal Services	20 000 000,00	21 000 000,00	22 050 000,00
Marketing Customer Relations Publicity and Media Co-ordination: COMMUNICATIONS AND MARKETING			
Advertising and Marketing	1 000 000,00	1 050 000,00	1 102 500,00
Partnership with Community Radio Stations	500 000,00	525 000,00	551 250,00
Quarterly MDM Newsletter & Publications	200 000,00	210 000,00	220 500,00
Mayor and Council: DISABILITY DESK			
District Disability Forum	50 000,00	52 500,00	55 125,00
Mayor and Council: GENDER DESK			
Gender Forum	50 000,00	52 500,00	55 125,00
Mayor and Council: GENERAL COUNCIL			
District IGF	232 193,00	243 803,00	255 993,00
Mayor and Council: OFFICE OF THE EXECUTIVE MAYOR			
Batho Pele Day	150 000,00	157 500,00	165 375,00
District Aids Council Activities	250 000,00	262 500,00	275 625,00
Food Hamper child headed family support	100 000,00	105 000,00	110 250,00

House of traditional leaders	1 500 000,00		
Mayor and Council: OFFICE OF THE SPEAKER			
District ward Committee Forum	100 000,00	105 000,00	110 250,00
MPAC	1 000 000,00	1 050 000,00	1 102 500,00
Public Participations Forum-Catering Service	1 000 000,00	1 050 000,00	1 102 500,00
Public Participations(imbizo)- Catering Service	2 000 000,00	2 100 000,00	2 205 000,00
Mayor and Council: YOUTH DESK			
Youth Advisory Council	200 000,00	210 000,00	220 500,00
Municipal Manager Town Secretary and Chief Executive: MUNICIPAL MANAGER			
Annual report printing	400 000,00	420 000,00	441 000,00
Computerised PMS	3 000 000,00	3 150 000,00	3 307 500,00
Security Services	120 000 000,00	126 000 000,00	132 300 000,00
Regional Planning and Development: SPATIAL PLANNING			
Mamaila Kolobetona Township Establishment	700 000,00	735 000,00	771 750,00
Maphalle Township Establishment	700 000,00	735 000,00	771 750,00
Meidingen 1	700 000,00	735 000,00	771 750,00
Town Planning Building Regulations and Enforcement and City Engineer: ENGINEERING SERVICES			
Repairs and Maintenance: Vehicles/ Graders	4 000 000,00	4 200 000,00	4 410 000,00
PMU Support consultant	16 800 000,00	17 640 000,00	18 522 000,00
Road Asset Management System	2 587 000,00	2 716 350,00	2 852 168,00
Water Distribution: WATER SERVICES			
Application of Accreditation of water Quality testing lab	1 000 000,00	1 050 000,00	1 102 500,00

Borehole electrification	45 000 000,00	47 250 000,00	49 612 500,00
Bulk Purchasing of Borehole Spares	20 000 000,00	21 000 000,00	22 050 000,00
Bulk Purchasing Chemicals	25 000 000,00	26 250 000,00	27 562 500,00
Contracted Services: Supply water (Water Tankers)	35 000 000,00	36 750 000,00	38 587 500,00
Current Bulk Water-LNW	240 000 000,00	252 000 000,00	264 600 000,00
Development of the wastewater Risk abetment Plan	1 200 000,00	1 260 000,00	1 323 000,00
MIG PROJECTS			
Lephephane Bulk Water	53 139 546,00	55 796 523,00	58 586 349,00
Lulekani water scheme (BenFarm)	43 727 504,00	45 913 879,00	48 209 573,00
Makhushane Water Scheme	50 000 000,00	52 500 000,00	55 125 000,00
Ritavi Water Scheme	72 924 811,00	76 571 052,00	80 399 604,00
Sekgosese Water Sheme	60 000 000,00	63 000 000,00	66 150 000,00
Tours Water Reticulation	115 650 000,00	121 432 500,00	127 504 125,00
Rural Household Sanitation (Greater Giyani LM)	30 000 000,00	31 500 000,00	33 075 000,00
Rural Household Sanitation (Greater Letaba LM)	25 000 000,00	26 250 000,00	27 562 500,00
Rural Household Sanitation (Greater Maruleng LM)	23 813 739,00	25 004 426,00	26 254 647,00
Rural Household Sanitation (Greater Phalaborwa LM)	25 000 000,00	26 250 000,00	27 562 500,00

Rural Household Sanitation (Greater Tzaneen LM)	25 000 000,00	26 250 000,00	27 562 500,00
Hoedspruit Bulk Water Supply	R -	10 000 000,00	
Thapane RWS	R -	12 622 815,00	
Ritavhi 2 Water Scheme (Sub-Scheme 2)		R 100 000 000	R 100 000 000
Kampersrus Sewage Plant and Outfall		R 50 000 000	R 100 000 00
Nkowankowa WWTW		R 50 000 000	R 100 000 000
Hoedspruit Bulk Water Supply	R -	10 000 000,00	
Thapane RWS	R -	12 622 815,00	
RBIG			
Mametja Sekororo RWS Phase 2	R 35 000 000	R 100 000 000	
WSIG			
Water Reticulation to 55 Villages in Giyani	R 1 400 000 000 (2025/2026)	R 1 900 000 000 (2026/2027)	Water Reticulation to 55 Villages in Giyani
WATER SERVICES PROJECTS TO BE IMPLEMENTED WITH 10% OF MIG ALLOCATION			
Repairs and Maintenance - Nkowankowa WWTW		R -	
Repairs and Maintenance - Kgapane WWTW		R -	
Repairs and Maintenance - Phalaborwa WWTW		R -	
Repairs and Maintenance - Namakgale WWTW		R -	

Repairs and Maintenance - Lenyenye WWTW		R -	
Repairs and Maintenance - Giyani WWTW		R -	
Repairs and Maintenance - Lulekani WWTW	R -		

GIYANI RETICULATION PHASE 2 PRIORITIZATION: OPTION 3

ITEM	BULK PIPELINE	VILLAGE	PROJECT BUDGET
1	A	Dokera	R12 762 232.51
2		Hlomela	R31 543 586.19
3	B	Mountain view Contract A	R95 830 944.03
4		Mountain view Contract B	R60 919 061.46
5		Vuhehli Contract B	R15 887 863.40
6		Mushiyani	R49 808 139.26
7		Phalaubeni	R62 120 975.42
8		Nsavulani	R103 159 888.94
9		Mbaula	R100 191 448.60
10		Makhuva Contract A	R54 323 429.26
11		Makhuva Contract B	R85 604 910.74
12		Xikhumba Contract A	R98 487 895.51
13		Xikhumba (Xawela) Contract B	R72 656 510.73
14		Xikhumba (Xawela) Contract C	R80 874 850.39
15	C1	Giyani Units ABEF Contract A	R95 677 570.37
16		Giyani Units ABEF Contract B	R102 627 085.93
17	D1	Giyani Town	R82 754 667.61
18		Kremetart	R46 734 536.66
19		Nkomo A	

			R57 931 343.55
20	D	Nkomo B Contract A	R59 944 217.19
21		Nkomo B Contract B	R79 632 793.02
22		Nkomo C	R12 942 265.00
		Total Phase 2A	R1 462 416 215.77
23	C2	Siyandani	R111 623 393.34
24	F1	Mavalani Contract A	R77 560 396.62
25		Mavalani Contract B	R71 318 177.88
26		Mavalani Contract C	R31 811 255.57
27		Mbatlo	R43 607 098.29
28		Xivulani	R93 816 745.88
29		Nwadzekudzeku	R111 281 798.44
30	F1	Mninginisi (block 3) Contract A	R88 181 808.60
31		Mninginisi (block 3) Contract B	R42 910 290.68
32	D	Dzumeri Contract A	R101 048 349.49
33		Dzumeri Contract B	R73 156 820.38
34		Daniel Contract A	R56 427 913.89
35		Daniel Ext (Lekgwreng) Contract B	R60 260 928.84
36		Mphagani Contract A	R61 898 870.76
37		Mphagani Contract B	R67 774 504.01
38		Nwamarhanga	R106,458,954.78
39		Mbhedle	R31 403 185.69
40		Mghomghoma	R51 846 032.29
41		Guwela	R48 534 265.37
42		Loloka	R47 416 935.33

43		Kheyi	R63 382 354.08
		Total Phase 2B	R1 335 261 125.43

6.1.2 UNFUNDED PROJECTS/PROGRAMMES OFFICE OF THE EXECUTIVE MAYOR

GOOD GOVERNANCE AND PUBLIC PARTICIPATION									
Office of The Speaker									
Strategic objective: To promote democracy and sound governance									
No.	Capex/Opex	Project name	Project Description	Location	Target to achieve	Annual implementation Budget			Funding
						2025/2026	2026/2027	2027/2028	
1.	Opex	District Speakers Forum	Facilitate and coordinate programs in the Office of the Speaker	Office of the Speaker	4 meetings annually	200 000	250 000	300 000	Own Funding
2.	Opex	Chief Whips Forum	Coordinate and align Chief Whips' political programs	Office of the Speaker	12 meetings annually	100 000	150 000	200 000	Own Funding
3.	Opex	Batho Pele Forum	Platform for reporting, exchanging and information sharing	Office of the Speaker	4 meetings annually	1 000 000	1 200 000	1 500 000	Own Funding

6.1.3 UNFUNDED PROJECTS/PROGRAMMES OFFICE OF MUNICIPAL MANAGER

KPA: GOOD GOVERNANCE AND PUBLIC PARTICIPATION Special Programmes									
Strategic objective: To promote democracy and sound governance									
No.	Capex/Opex	Project name	Project Description	Location	Target to achieve	Annual implementation Budget			Funding
						2025/2026	2026/2027	2027/2028	
Disability Programmes									
1	Opex	District Disability Council	Platform for advocacy and reporting on accessibility of services by persons with disabilities	MDM	Reports accessibility of services by people with disabilities across all sector departments every quarter (4 X a Year)	R 300 000	R 350 000	R 400 000	Own Funding
2	Opex	Disability Awareness and Advocacy	Sensitization, education and empowerment of stakeholders	MDM	Sessions for people with disabilities in the district and consistent	R 150 000	R 200 000	R 250 000	Own Funding

			on disability issues		campaigns during disability calendar months				
3	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	R 200 000	R 250 000	R 300 000	Own Funding
4	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	R 100 000	R 120 000	R 150 000	Own Funding
5	Opex	Disability Service Outreach	Coordinate and Support to service delivery access by persons with disabilities	MDM	Regularly	R 100 000	R 150 000	R 170 000	Own Funding
6	Opex	Public Building Infrastructure Accessibility	Coordinate Public Buildings infrastructure Accessibility Compliance	MDM	Regularly	R 30 000	R 40 000	R 50 000	Own Funding

7	Opex	District Older Persons Forum	Caring for the elderly	MDM	Information sharing sessions in the quarterly meeting (4 x a Year)	R 120 000	R 130 000	R 150 000	Own Funding
8	Opex	Older Persons dialogue	Information sharing platform for elders	MDM	Elders in the district meeting for two days twice per year.	R 200 000	R 250 000	R 300 000	Own Funding
9	Opex	Older Persons Day	Active health and socialization amongst elders	MDM	The Executive Mayor hosting elders day celebration once a year	400 000	450 000	500 000	Own Funding
YOUTH PROGRAMMES									
1	Opex	Youth month	Held annually in June	MDM	Once off event for the youth in the district.	500 000	600 000	700 000	Own Funding
2	Opex	Youth council assembly	Annual event for the youth	MDM	Information sharing platform for young people.	500 000	600 000	700 000	Own Funding
3	Opex	Youth Expo	Youth Economic Empowerment	MDM	Empowering young people through business information	500 000	600 000	700 000	Own Funding

4	Opex	Children' parliament	Capacity building platform for the children	MDM	Informed & knowledgeable children	250 000	300 000	400 000	Own Funding
5	Opex	Children' day	Engagement platform for the children	MDM	Annual once off events for children's structures in locals	300 000	400 000	500 000	Own Funding
GENDER PROGRAMMES									
1	Opex	16 days of activism	Provide catering, transport and support to victims	MDM	Annual once off event	450 000	500 000	600 000	Own Funding
2	Opex	Women' Month Celebration	Support women programs for the month.	MDM	Annual once off event	500 000	600 000	700 000	Own Funding
3	Opex	Men's Dialogue Parliament	Awareness platform for men	MDM	Convene meetings monthly	300 000	400 000	500 000	Own Funding
4	Opex	GBVF Awareness	Coordinate GBVF Awareness with Local Municipalities, Civil Societies and other	MDM	Convene meetings monthly	500 000	600 000	700 000	Own Funding

			relevant institutions						
HIV & AIDS/ SEXUALLY TRANSMITTED INFECTIONS/ TUBERCULOSIS (HAST)									
1	Opex	Monitoring and Evaluation	Coordinate and conduct meetings	MDM	Quarterly	150 000	150 000	150 000	Own Funding
2	Opex	District Technical AIDS committee	Coordinate and Support to Technical AIDS Committee meetings	MDM	Quarterly	150 000	150 000	150 000	Own Funding
3	Opex	Candlelight memorial	Coordinate Awareness campaign	MDM	Once off annual events May/ June	500 000	500 000	500 000	Own Funding
4	Opex	Child Headed Family Support	Support to child headed families	All LMs	Quarterly	1 000 000	1 000 000	1 000 000	Own Funding
5	Opex	Migration health forum	Coordinate and support Migrants working at farms	MDM	Once off activity	170 000	170 000	170 000	Own Funding
6	Opex	World TB day	Health awareness campaign	MDM	Annual once off events @ March	500 000	500 000	500 000	Own Funding
7	Opex	Partnership event	Coordinate and support all developmental partners	All LMs	Ongoing	1 000 000	1 000 000	1 000 000	Own Funding

			activities and campaigns						
8	Opex	World AIDS Day	Conduct campaign and departments of health to minimize STI infections	MDM	Annual once event @ November /December	600 000	600 000	600 000	Own Funding
10	Opex	Workplace HIV sessions	Facilitate and Conduct awareness sessions to employees	All Satellites and Main office	Quarterly	1 000 000	1 000 000	1 000 000	Own Funding
SPORTS, ARTS AND CULTURE PROGRAMMES									
1	Opex	Golden Games	To promote well-being of older persons	GLM	Older Persons	500 000	500 000	500 000	Own Funding
2	Opex	Indigenous Games	To encourage mass participation	GGM	All the participants in different age groups	200 000	300 000	400 000	Own Funding
3	Opex	Women and Sport	To encourage to participate in male dominated sport	GTM	Women to participate in rugby, football and cricket talent identification	300 000	350 000	400 000	Own Funding
4	Opex	District Sport Confederation	To support the advisory council	MDM	All members of the council	1 000 000	1200 000	1 300 000	Own Funding

5	Opex	Ku Luma Vukanyi	To celebrate heritage	MDM	All residents of Mopani	500 000	600 000	700 000	Own Funding
6	Opex	Library activities	To encourage reading	GTM	Learners	100 000	120 000	1 300 000	Own Funding
7	Opex	Arts and Culture Council	To celebrate Arts and Culture activities	GGM	All members of the community	150 000	200 000	250 000	Own Funding
8	Opex	District School Sport	Support sport at local schools	ALL	Learners	300 000	400 000	500 000	Own Funding
9	Opex	Disability Sport	Support disability sport codes	All	Persons with disabilities	200 000	300 000	400 000	Own Funding
10	Opex	Support to Federations	Support to Federations	All	All Federations	1 000 000	1 200 000	1 300 000	Own Funding

GOOD GOVERNANCE AND PUBLIC PARTICIPATION									
Strategic objective: To promote democracy and sound governance									
No.	Capex/Opex	Project name	Project Description	Location	Target to achieve	Annual implementation Budget			Funding
						2025/2026	2026/2027	2027/2028	

6.	Opex	Bio-Matrix System	Security monitoring system	Giyani Head Office	Safety & security of employees	R2 000 000	R2 000 000	R2 000 000	Own Funding
7.	Opex	Anti-Corruption Hotline/Complaints	Monitoring of complaints and ethical conducts	Giyani Head Office	Service delivery and ethical conducts	R1 500 000	R300 000	R300 000	Own Funding
8.	Opex	CCTV Camera	Installation of CCTV Camera for security purposes	Giyani Main office and Disaster Centre	Installation of CCTV Cameras at Disaster Centre and Giyani main office	R500 000	N/A	N/A	Own Funding
11.		Teammate Migration	Teammate software migration		1 teammate soft ware	R550 000	R605 000	665 000	Own Funding

KPA: GOOD GOVERNANCE AND PUBLIC PARTICIPATION

Communications

Strategic objective: To promote democracy and sound governance

No.	Capex/Opex	Project name	Project Description	Location	Target to achieve	Annual implementation Budget			Funding
						2025/2026	2026/2027	2027/2028	
3.	Capex	Digital communication equipment	Purchase of digital communication equipment to enhance our communication capability.	MDM	Enhanced digital communication	R300 000	R300 000	R300 000	MDM
4.	Opex	Media networking session	To build and harness relations with the media	MDM	Improved media relations	R100 000	R100 000	R100 000	MDM
6.	Capex	Branding material and suggestion boxes	Purchase of banding material and suggestion boxes.	MDM	Branding material	R100 000	R100 000	R100 000	MDM
8.	Opex	Customer Satisfaction Survey	To conduct a customer satisfaction survey	MDM	Report Customer Satisfaction Survey	R100 000	R100 000	R100 000	MDM

6.1.4 UNFUNDED PROJECTS/PROGRAMMES KPA: MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT

KPA: Municipal Transformation and institutional development

Corporate services								
Strategic objective: To promote democracy and sound governance								
No.	Capex/O pex	Project name	Project Description	Location	Target to achieve	Annual implementation Budget		
						2025/2026	2026/2027	2027/2028
1.	Capex	Guardrooms	Building of guard houses in our workstations	MDM facilities	5	R1 000 000.00	R1 200 000.00	R1 400 000.00
2.	Capex	Telephone PABX	Installing telephone landlines in our facilities	MDM facilities		0	0	R15 000 000.00
3.	Capex	Paving	Paving of Fire stations	Giyani ModjadjiKloof Fire Stations Giyani Sewage works		R500 000.00	R550 000.00	R600 000.00
4.	Capex	Electricity Backup	Providing Electricity alternative	Giyani Main Office		R2 100 000.00	2 310 000.00	R2 541 000.00
5.	Capex	Redesigning of offices	Partitioning Offices in Giyani	Giyani Main Office and Namakgale		R1 000 000.00	R1 100 000.00	R1 210 000.00

				New Satellite Office				
6.	Capex	Air-conditioning	Well-ventilated offices	MDM Offices		R1 000 000.00	R1 100 000.00	R1 210 000.00
7.	Capex	Water Shedding/ Interruptions at the Main Office	Drilling of Borehole and installation of two water Tanks And Automatic Pressure pump	Main Office		R1 000 000.00	R1 100 000.00	R1 210 000.00
8.	Capex	Tilling of second Floor Main office	Remove carpet and put tiles.	Main office		R1 500 000.00	R1 650 000.00	R1 815 000.00
9.	Capex	Renovation of toilet systems.	Changing the old toilet system.	Main Office		R1 000 000.00	R1 100 000.00	R1 210 000.00
10.	Opex	OHS Assessment	Provision of accredited professional OHS Services.	Workplaces		R850 000.00	R935 000.00	R1 028 500.00
11.	Capex	Review of ICT Strategy	Review of ICT Strategy	MDM		R1 000 000.00	R1 100 000.00	R1 210 000.00
12.	Capex	Development of ICT Master system Plan	Development of ICT Master system Plan	MDM		R1 000 000.00	R1 100 000.00	R1 210 000.00
13.		Cabling of Namakgale New Satellite office	Cabling of Namakgale New Satellite office	MDM		R500 000.00	R550 000.00	R600 000.00
14.	Capex	Procurement of ITSMS	Procurement Of IT service	MDM		R700 000.00	R770 000.00	R847 000.00

			management System for Logging calls.					
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6.1.5 UNFUNDED PROJECTS/PROGRAMMES 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.									
No.	Capex/Opex	Project name	Project Description	Location	Target to achieve	Annual implementation Budget			Funding
						2025/2026	2026/2027	2027/2028	
2	CAPEX	Marula Tree valorization SMMEs Incubation	Incubation of SMMEs in Marula Tree Valorization	MDM	To mainstream SMMEs in the Marula Economy	2 000 000	2000 000	2000 000	Own Funding Es
3	CAPEX	Township and Village Economy support	Implementation of Township & Village Economy By-law	MDM	To support implementation of the Township & Village Economy By-law	5 000 000	3 000 000	3 000 000	Own Funding ES
5	CAPEX	MDM Investment Strategy	Investment Strategy	N/A	To formulate MDM Investment Strategy	1000 000	-	-	Own Funding ES

6	OPEX	Supporting Tourism Establishment	Providing and Managing Exhibition Pavilion on Tourism Trade Fare	MDM	Support tourism establishment Locally	2000 000	2000 000	2000 000	Own Funding ES
7	CAPEX	Creative Arts and Heritage SMMEs Programme	Tourism Creative Arts and Heritage SMMEs Support Programme	N/A	To promote tourism by supporting Creative Arts and Heritage Initiatives	500 000	500 000	500 000	Own Funding ES
8	Capex	Shangoni Gate	Shangoni Gate Beneficiary Framework	MDM	To ensure the implementation of the Shangoni Gate Beneficiary Framework	4000 000	2000 000	2000 000	Own Funding ES
9	CAPEX	#ExploreMopani	Tourism Social Media Marketing and Official Website	N/A	To establish and grow #ExploreMopani for tourism marketing	2 500 000	2000 000	2 000 000	Own Funding ES
11	CAPEX	Gastronomy	Profiling Gastronomy Attractions	MDM	To profile gastronomy attractions for tourism marketing	1500 000	500 000	200 000	Own Funding ES
12.	CAPEX	Supporting Trade and Manufacturing SMMEs	Providing and Managing exhibition on Trade Fares	MDM	Exposing SMMEs to the Market Locally,	1000 000	1000 000	1000 000	Own Funding ES

			Market Initiative Continue collaboration with SEDA		Nationally and Internationally				
14.	CAPEX	Green Economy	Green Economy Strategy	N/A	To create a blueprint for supporting SMMEs in the Green Economy	1 000 000	0	0	Own Funding ES
15.	OPEX	Moshupatsela Farm	Moshupatsela Fire Belt Farm Maintenance	GTM	To avert fire disaster by maintaining farm fire belts	1000 000	1000 000	1000 000	Own Funding ES

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.									
No.	Capex/O pex	Project name	Project Description	Locati on	Target to achieve	Annual implementation Budget			Implementi ng agent
						2025/2026	2026/2027	2027/2028	
1	CAPEX	SDF Institutionazing	SDF Public Institutionalization	MDM	To review and amend the SDF.	-	1 500 000	1 700 000	Own Funding ES

2.	CAPEX	Tourism Lodge Rezoning Applications	Town Planning Formalization of Strategic Tourism Lodges Mahlathi Muyexe	MDM	To ensure that strategic tourism lodges comply with Town Planning Regulations	1800 000	-	-	Own Funding ES
8.	CAPEX	Makgagapatse township establishment	Township Establishment Support for LMs	GLM	300 sites approved application by MPT, layout plan and General Plan	-	800 000	-	Own Funding ES
10.	CAPEX	Lulekani C	Township Establishment Support for LMs - Majeje T/A	BPM	400 sites MPT approved application, layout plan and GP		1000 000		Own Funding ES
11.	CAPEX	Ga-Fariel	Township Establishment Support to LMs	BPM	500 sites MPT approved application, layout plan and GP		1100 000		Own Funding ES
12.	CAPEX	BPM-SDF	Amendment	BPM	SDF amendment approved		1000 000		Own Funding ES
3	OPEX	Municipal Planning Tribunal	Land use and land development management	BPM & GLM	To determine land use and land	1000 000	1000 000	1000 000	Own Funding ES

					development applications				
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GIS PROJECTS 2025/26 – 2028

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									
No.	Capex/Opex	Project name	Project Description	Location	Target to achieve	Annual implementation Budget			Implementing agent
						2025/2026	2026/2027	2027/2028	
1	CAPEX	Upgrade of Integrated GIS Applications	Development and upgrade of the integrated GIS applications	MDM	Ensure Functional Updated GIS System	4 000 000	2000 000	1300 000	Own Funding ES
2	OPEX	Enterprise license maintenance GIS Database Setup	Enterprise license maintenance and updating of integrated GIS database setup	MDM	Ensure GIS license longevity and protected database	8 000 000	5000 000	2000 000	Own Funding ES
3	OPEX	GIS hardware environment	GIS hardware environment support	MDM	Ensure GIS is supported by GIS Hardware.	3 000 000	1000 000	1000 000	Own Funding

RESEARCH AND INNOVATION PROJECTS 2025/26 – 2028

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									

No.	Capex/Opex	Project name	Project Description	Location	Target to achieve	Annual implementation Budget			Implementing agent
						2025/2026	2026/2027	2027/2028	
2	Capex	Informal Economy Innovation support programme	Informal Economy Innovation Initiatives	MDM	To identify Innovative Ideas to advance development initiatives in the informal economy	3 000 000	2 000 000	2 000 000	Own Funding ES
3.	Capex	Applied Science Agriculture Research laboratory innovation	Applied Science Agriculture	MDM	To support agriculture through applied innovative science	1 000 000	1000 000	1 000 000	Own Funding ES

6.1.6 UNFUNDED KPA: BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT

KPA: BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT								
Roads and Transport								
Strategic objective: To accelerate sustainable infrastructure development and maintenance in all sectors To improve community safety, health and social well-being								
No.	Capex/Opex	Project name		Location		Annual implementation Budget		

			Project Description		Target to achieve				Implementing agent
						2025/2026	2026/2027	2027/2028	
2	Opex	District Transport Forum	District Transport Forum	MDM	4 District Transport Forums held successfully YTD	R60 000	R70 000	R80 000	Mopani District Municipality
3	Opex	Road Safety Campaigns	Road Safety Awareness Campaigns	MDM	4 Road Safety campaigns held or supported successfully YTD	R500 000	R600 000	R700 000	Mopani District Municipality

KPA: BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT

Disaster Management

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

No	CAPEX/OPEX	Project Name	Project Description	Location	Target to achieve	Annual Implementing Budget			Implementing Agent
						2025/2026	2026/2027	2027/2028	
1.	OPEX	Disaster Management School competition	School completion on disaster Management topics	MDM	100%	R400 000	R500 000	R600 000	Own funding

2	OPEX	Community based workshops	Ward based risk reduction workshops	MDM	100%	R100 000	R120 000	R150 000	Own funding
3	OPEX	Garden Maintenance	Cleaning of the surrounding grounds of the Disaster Centre	MDM	100%	R150 000	R160 000	R180 000	Own funding
4	OPEX	International Day for Disaster Risk Reduction	Celebrating International Day for Disaster Risk Reduction	MDM	100%	R250 000	R300 000	R350 000	Own funding
5	OPEX	Fire beaters	Hand Fire beater for putting down fire	MDM	100%	R100 000	R100 000	R100 000	Own funding
6	OPEX	Disaster Management Advisory Forum	To Host Advisory forums	MDM	4 per year	R40 000	R45 000	R50 000	Own funding
7	OPEX	Community based Disaster Risk Assessment	Conducting annual Risk assessment in the local municipalities	MDM	5 per year	R100 000	R100 000	R100 000	Own funding
9	OPEX	Awareness Campaigns and Training	Training of stakeholders on disaster awareness	MDM	5	R150 000	R150 000	R150 000	Own funding
10	CAPEX	Solar energy	Installation of solar energy	MDM	100%	R500 000	R0	R0	Own funding
11	Opex	Generator	Maintenance and service of the generator	MDM	100%	R200 000	R250 000	R200 000	Own funding

6.2 LOCAL MUNICIPALITIES PROJECTS

6.2.1 Greater Letaba Municipality

6.2.2 Ba-Phalaborwa Local Municipality

6.2.3 Greater Tzaneen Municipality

6.2.4 Greater Giyani Municipality

6.2.5 Maruleng Local Municipality

6.3 SECTOR DEPARTMENTS PROJECTS

6.3.1 Department of Health

District Municipality	Project Name	Project Details / Scope	Project Estimated Start Date	Project Actual Start Date	Project Estimated End Date	Nature of Investment	Economic Classification	Proposed Funding Source
Mopani (DC33)	Giyani Nursing College Campus Projects	Awaiting finalization of ideal campus report currently being compiled by ITRU	2016/04/01	2016/04/01	2027/03/31	Maintenance and Repairs	Goods and Services	Health Facility Revitalization Grant (HFRG)
Mopani (DC33)	Relocation of Mopani District Office to Old Nkhensani	Awaiting approval to commence with works	2025/01/05		2025/05/12	New and replaced	Buildings and other fixed structures	Health Facility Revitalization Grant (HFRG)
Mopani (DC33)	Kgapane Hospital Projects	Scope of works to be defined by client brief.	2024/11/01	2024/11/01	2027/03/31	Upgrading and Additions	Buildings and other fixed structures	Health Facility Revitalization Grant (HFRG)

Mopani (DC33)	Sekororo Hospital Projects	Maternity Complex OPD Mental Healthcare unit Medical Gas Plant Room	2024/09/18		2027/03/31	Upgrading and Additions	Buildings and other fixed structures	Health Facility Revitalization Grant (HFRG)
Mopani (DC33)	Van Velden Hospital Projects	Scope of works to be defined by client brief	2024/11/01		2027/03/31	Upgrading and Additions	Buildings and other fixed structures	Health Facility Revitalization Grant (HFRG)

6.3.2 Department of Transport and Community Safety

Identification of programmes and projects being implemented LDTCS (The list should be limited to programmes and projects with immediate and highly visible development impact within the district and local municipalities)									
Name of department/entity/municipality: DEPARTMENT OF TRANSPORT AND COMMUNITY SAFETY MOPANI DISTRICT									
TRANSPORT OPERATIONS									
Name of programme/project	Brief description of project	Sector	Project budget	Municipal area where project is being implemented	Gis coordinates	Spatial impact of project (Indicate towns, villages, wards, etc. That will benefit from project)	Intended socio-economic impact	Project start date	Project end date

SUBSIDISED BUS SERVICES									
Risaba Bus Services	Bus subsidised services	Transport	R10 801 000,00	Greater Tzaneen Local Municipality	None	Tzaneen(Town)	41 Employees	01/04/2025	31/03/2026
Mathole Bus Services	Bus subsidised services	Transport	R22 121 000,00	Greater Letaba Local Municipality	None	Modjadjiskloof (Town)	120 Employees	01/04/2025	31/03/2026
GNT Tzaneen	Bus subsidised services	Transport	R12 898 000,00	Greater Tzaneen Local Municipality	None	Tzaneen(Town)	126 Employees	01/04/2025	31/03/2026

TRANSPORT OPERATIONS									
GNT Giyani	Bus subsidised services	Transport	R16 831 000,00	Greater Giyani Local Municipality	None	Giyani(Town)	91 Employees	01/04/2025	31/03/2026
GNT Hoedspruit	Bus subsidised services	Transport	R23 021 000,00	Maruleng local Municipality	None	Hoedspruit(Town)	85 Employees	01/04/2025	31/03/2026
TOTAL			R85,672,000.00						

Development of Integrated Transport Plan (ITP)	Maruleng Local Municipality ITP Development	Transport		Maruleng Local Municipality around Mopani District	None	All the areas town, farms, mines, and all the villages around Maruleng		August 2024	July 2025
			R1,947, 985.00						
TRANSPORT REGULATIONS									
Public Transport Operating Licensing Services	Access to public transport	Transport	R8 050 000	All District Municipalities	-	All District Municipalities	Limpopo Community	01/04/2025	31/03/2026

PROVINCIAL SECRETARIAT FOR POLICE SERVICES									
YCOP	YCOP: SAPS supervised patrols by identified youth	Safer communities	R4 500 million	All District Municipalities	-	All District Municipalities	Mopani District=	01/04/2025	31/03/2026
CPTED	CPTED: Cleaning and clearing of contact crime hotspots	Safer communities	R2 660 million	All District Municipalities	-	All District Municipalities	Mopani District =100	01/04/2025	31/03/2026
Community-In-Blue	Community-In-Blue	Safer communities	R13 095 million	All District Municipalities	-	All District Municipalities	-	01/04/2025	31/03/2026

CPF	CPF: SAPS supervised meetings	Safer communities	R5 654 million	All District Municipalities	All District Municipalities	Mopani District =112	01/04/2025	31/03/2026
CSF	CSF: Municipalities supervised meetings	Safer communities	R1 681 600 million	All District Municipalities	All District Municipalities	Mopani District =40	01/04/2025	31/03/2026

6.3.3 Water research commission (GLSCR), AWARD and Tsogang W&S Project List

6.3.4 PROVINCIAL DEPARTMENTS PROJECTS

6.3.5 CoGHSTA BULK INFRASTRUCTURE 2024/25 FY MOPANI

NO	PROJECTS	TARGETS	INSTITUTION	TIME FRAME	BUDGET	EXPENDITURE	PROGRESS
1.	Portion 39 of Berlin 209KT Hoedspruit:	600 sites	Maruleng	24/11/21– 30 /06/25	Town Planner R 1 860 846.00	<i>R465 211.50</i>	Service provider's contract terminated. New service provider has taken over the project, inception and site handover done.

					Land Surveyor R 363 036.00	R72 607.20	Topographical maps are completed. Waiting for pegging
2.	Dan Ext 3 of portion 24 and 28 of Mohlaba's Location 567 LT	2000 sites	Greater Tzaneen Local Municipality	24/11/21– 30 /06/25	Town planner R6 202 820.00	R4 031 832.00	Township application submitted to the Municipality for adjudication by the MPT
					Land Surveyor R1 210 120.00	R242 024.00	Topographical maps are completed. Waiting for pegging

MOPANI DISTRICT											
2024-25 financial Year - Top structure projects Summary											
Item No	Municipality	Number of the Contractors	No. of allocated units	Progress			% Project Average	Expenditure			
				Work in progress	No. of unjts Completed	Balance		Budget	Expenditure	% Expenditure	Balance
1	Greater Giyani	2	371	2	366	3	96%	R74 306 732..42	R66 400 611..16	92%	R7 906 121.32
2	Letaba	2	117	51	37	29	54%	R22 308 624.00	R5 575 010.00	30%	R16 733 614.00
3	Greater Tzaneen	3	297	48	244	5	91%	R60 568 887.60	R42 482 568..00	70%	R18 086 319.60

4	Maruleng	2	237	69	126	42	67%	R46 182 145..80	R24 018 096.40	60%	R22 164 049.40
5	Ba- Phalaborwa	2	114	15	99	0	95%	R24 331 164.00	R22 151 009.00	97%	R2 180 155.00
Mopani District Total		11	1136	185	872	79	86%	R227 697 553.88	R160 627 294.56	84%	R67 070 259.32

COGHSTA - MOPANI DISTRICT 2025/26 FY REVISED ALLOCATION		
District	Municipality	Revised allocation 2025/26
Mopani	Greater Tzaneen	179
	Maruleng	51
	Ba-Phalaborwa	69
	Greater Giyani	190
	Greater Letaba	51
Total		540

COGHSTA - BULK ENGINEERING PROJECTS-2024/2025 ROLLOVER PROJECTS

Item No	Number of Contractors	Scope of work	Progress Report			Budget	Expenditure	Balance
			Work in progress	Completed work	%Project Average			
1	1	Design, Construction, Monitoring for Bulk Engineering Services for the Bulk Water Pipeline, Sewer bridge crossing and Sewer Pump Station at Giyani Ext. H	Concept and Viability	Stage 1 to 2	40%	R 9,307,659.60	R 4,330,991.00	R4,976,669
2	1	Designs, Construction, Monitoring for Bulk Engineering Services for the Bulk Sewer Pipeline Siyandhani	Contractor appointed	Stage 1 to 4	60%	R 7,021,450.00	R 4,992,017.00	R2,029,433
3	1	Design , Construction and Monitoring for Bulk Engineering Services for Sewer Treatment Plant at Ext. H	Design stage	Stage 1 to 3	50%	R 19,153,962.00	R 5,268,100.00	R13,885,862
4	1	Designs , Construction Monitoring for Bulk Engineering Services for the Bulk Water Pipeline Siyandhani	Tender Stage	Stage 1 to 4	60%	R 4,794,400.00	R 2,605,800.00	R2,188,600
5	1	Designs , Construction Monitoring for Bulk Water Pipeline at Giyani Ext. H	Tender Stage	Stage 1 to 4	60%	R 6,847,100.00	R 4,270,640.00	R2,576,460
6	1	Designs , Construction Monitoring for the Bulk Engineering Services for the Water Pipeline at Giyani Ext. F	Contractor appointed	Stage 1 to 4	60%	R 3,680,667.63	R 2,395,265.00	R1,285,403

7	1	Design , Construction Monitoring for Bulk Engineering Servies and upgrading of Rietbok Sewer Pump Station.	Contractor appointed	Stage 1 to 4	60%	R 8,091,400.00	R 4,363,400.00	R3,728,000
Total					61%	R58,896,639	R 28,226,213.00	R30,670,426

6.3.6 Department of Water and Sanitation RBIG 2024/25 – 2025/26 indicative allocations

6.3.7 Department of Sports, Arts and Culture



Libraries to be built in the next 5 years

DEPARTMENT OF SPORT, ARTS & CULTURE

Payments of infrastructure by category

Maintenance and repairs:

Project Name	Project No.	Type of Infrastructure	Municipality /Ward	Town/Village /Township	Project Duration		Source of Funding	Budget programme name	Total project cost	Total Expenditure to date from the previous years	MTEF Estimate		
					Start	Finish					2025 /2026	2026/2027	2027/2028
Muti Wa Vatsonga	129	Museum	Ba-Phalaborwa Municipality Ward 18	Tzaneen	1/4/2025	31/03/2026	EQUITABLE SHARE	CULTURAL AFFAIRS	1,500	1,786	500	500	500
Mulati Library	111	Library and Archive Centre	Greater Tzaneen Municipality Ward 25	Mulati	1/4/2025	31/03/2026	COMMUNITY LIBRARY SERVICES	LIBRARY AND ARCHIVES	150	346	900	-	-
Giyani Public Library	176	Library and Archive Centre	Greater Giyani Municipality Ward 11	Giyani	1/4/2025	31/03/2026	COMMUNITY LIBRARY SERVICES	LIBRARY AND ARCHIVES	789	1,037	600	-	-

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1

Project name	Project no	Type of infrastructure	Municipality/ward	Township/Village	Project duration		Source of funding	Budget programme name	Total project cost	Total expenditure to date from previous years	2025/2026	2026/2027
					Start	Finish						
Makhuva public library	242	Library and archive centre	Greater Giyani Municipality ward 29	Makhuva	1/4/2021	31/03/2027	Community library services	Library and archives	14,100	-	9,000	2,200

7 CHAPTER SEVEN: SUMMARY OF BUDGET FOR 2025/26 FY.

7.1 Revenue

Source	Budget R'000
Equitable Shares	1 427 429
Financial Management Grant	3'000
Municipal Infrastructure Grant	543 922
Rural Roads Asset Management Grant	2'587
Water Services Infrastructure Grant	-
Expanded Public Works Programme	7 838
Total Grants	1 984 776

Source	Budget R'000
Interest earned on External Investment	20 000
VAT recoveries	
Selling of Tender Documents	3 000
Fire Services Charges and EHS Services	500
Water and Sewer Service Charges	440 270
Insurance Claims	-
Commission on debit Orders deducted-	-
TOTAL REVENUE	443 770

7.2 Budgeted Expenditure

Description	Budget R'000
Salaries	551 340
Finance Charges	31 955
Inventory Consumed (Repairs & Maintenance & Bulk Purchases)	416 841
General Expenses	114 691
Capital Outlays/Infrastructure	557 842
Depreciation and Debt Impairment	384 188
Contracted Services	324 041
Operating Leases	5 000
Remuneration of Councilors	28 426
Water loses	
TOTAL	2 414 328

7.3 Budgeted Operational Expenditure per function

Directorate	2025/2026 Budget (R'000)
Executive & Council / Mayor & Council	66 031
Executive & Council / Municipal Manager	185 729
Finance & Admin / Finance	161 058
Corporate Services / HR	112 927
Planning & Development / Economic	43 018
Community Services / Other Community	187 260
Water and Water Distribution	1 577 576
Waste Water Management	19 127
Technical Services	61 366
Total	2 414 092

7.4 Budgeted capital expenditure per function

Directorate	2025/2026 R'000
Finance	1 000
Water / Water Management	526 842
Public safety/community	25 000
Information Technology	5 000
Administration	1 000
Total	558 842

7.5 OPEX Budget %

.	Budget R'000	% Budget
Salaries of Employees	551 340	29.6
Finance Charges	31 955	1.7
Inventory Consumed (Repairs & Maintenance & Bulk Purchases)	416 841	22.4
General Expenses	114 691	6.1
Depreciation and Debt Impairment	384 188	20.6
Contracted Services	324 041	17.4
Remuneration of Councilors	28 426	1.5
Operating lease	5 000	0.2
Total	1 856 482	100

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	-	2024	Valid
2.	Water Services Development Plan	2003	17 January 2023	January 2023	Valid
3.	Water Conservation and demand Man. Plan	2022	17 January 2023	January 2023	Valid
4.	Green Drop Improvement Plan	2022	-	2024	Valid
5.	Water and Sanitation Bylaws	2021	23 July 2021	July 2021	Valid
6.	Wastewater Risk Abatement Plan	2020	-	2021	Valid
7.	Water and Sanitation Master Plan	2022	17 January 2023	17 January 2023	Valid
8.	UIFW Reduction strategy	2021	07 Dec 2021	Dec 2021	Valid
9.	Funding Plan	2023	20 August 2023	August 2023	Valid
10.	Spatial Development Framework	2019	31 May 2020	May 2020	Outdated
11.	Local Economic Development Strategy	2021	20 October 2021	October 2021	Valid
12.	GIS Strategy	2020	31 May 2022	May 2022	Valid

13.	Disaster Management Plan	2009	29 July 2021	July 2021	Valid
14.	Integrated Waste Management Plan	2022	31 July 2023	July 2023	Valid
15.	Air quality Management Plan	2016	31 July 2023	July 2023	Valid
16.	Air Quality By-law	2021	25 July 2023	July 2023	Valid
17.	Municipal Health Services By-law	2022	28 July 2022	July 2022	Valid
18.	Fire By-law	2006	25 July 2023	July 2023	Valid
19.	Waste Management By-law	2021	28 July 2022	July 2022	Valid
20.	District Health Plan	2005	N/A	N/A	Being reviewed
21.	Fire Plan	2022	25 July 2023	July 2023	Valid
22.	District Integrated Transport Plan	2004	N/A	N/A	Under review
23.	Workplace Skills Plan	2021	31 April 2022	April 2022	Valid
24.	HRM&D Strategy	Draft documents	Not adopted	N/A	COGSTA to assist with the development of the HRM& D document.
25.	Risk Management Plan	2023	31 June 2023	2023	Valid
26.	Fraud Risk Management Plan	2023	31 June 2023	2023	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%).
- 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 Skills Development Plan.

List of learning interventions by name – Unemployed								
Ofo Code	Occupation	Type of learning intervention	Learning intervention	Name of learning intervention (Other)	NQF Level	Funded By	Pivotal	Number trained in this learning intervention Female
2021-411101-9	Administration Clerk / Officer	Work Integrated Learning (WIL) TVET College Placement	Management Assistance_		NQF Level 4	Other funding government, donors, other SETAs	NO	2
Administration Clerk / Officer Totals								2
2021-671101-4	Electrician (General)	Apprenticeship	Electrical _		NQF Level 4	Other funding government, donors, other SETAs	Yes	4
Electrician (General) Totals								4
2021-652302	Fitter and Turner	Apprenticeship	Pipe Fitters_		NQF Level 4	Other funding government, donors, other SETAs	Yes	18
Fitter and Turner Totals								18
2021-441601	Human Resources Clerk	Work Integrated Learning (WIL) TVET College Placement	Human Resources Management _		NQF Level 6	Other funding government, donors, other SETAs	NO	15
Human Resources Clerk Totals								15

2021-242102-5	Management Systems Consultant	Work Integrated Learning (WIL) TVET College Placement	Office Management_		NQF Level 6	Other funding government, donors, other SETAs	NO	13
Management Systems Consultant Totals								13
2021-711201-37	Plant Operator	Learnership	National Certificate: Water and Wastewater Treatment Process Operations _58951		NQF Level 4	Other funding government, donors, other SETAs	Yes	59
Plant Operator Totals								59
2021-226302-9	Road Safety Coordinator	Learnership	FETC: Road Traffic Law Enforcement _62289		NQF Level 4	Other funding government, donors, other SETAs	NO	0
Road Safety Coordinator Totals								0
Totals								111

Total Actual Workplace Training systems beneficiaries as at 1 May 2023 - 30 April 2024

Total Actual Workplace Training systems beneficiaries					
Type	Female Beneficiaries	Male Beneficiaries	Total	Total number of training interventions	Total number of training interventions funded by LGSETA
Skills Development Facilitator	1	2	3	1	1
Local Labour Forum			0		
Training Committee	4	4	8	1	1
Totals	5	6	11	2	2

8.1.6 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.

8.1.7 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

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.

8.1.8 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.

8.1.9 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 (AQA). 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.

8.1.10 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.