



MOPANI DISTRICT
MUNICIPALITY

**FINAL
INTEGRATED
DEVELOPMENT
PLAN (IDP)
2026/2027 –
2030/2031**

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



Mopani District
Municipality

2021 - 2026 COUNCIL

MEMBERS OF THE MAYORAL COMMITTEE



Mr. P. K. Maseko
Mayor



Mrs. M. M. Maseko
Deputy Mayor



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Deputy Mayor



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CHAIRPERSONS OF SECTION 79 COMMITTEES



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Deputy Mayor



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COUNCILLORS



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



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



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GLOSSARY

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

(i) EXECUTIVE MAYOR'S FOREWORD



It is my singular honour and privilege to present the final reviewed Integrated Development Plan 2026/27. This integrated development plan is grounded on the social compact made with our people around the programme of building better communities together.

Our priorities for 2026/27 are also aligned to the three priorities adopted by the 7th Administration in the context of the Medium-Term Development Plan 2024-2029. The strategic priorities are as follows:

- Priority 1: To drive inclusive growth and job creation
- Priority 2: To reduce poverty and tackle the high cost of living
- Priority 3: To build a capable, ethical and developmental state

All these priorities are informed by the goals as set out in the National Development Plan – our roadmap to 2030. One of the key pillars of the NDP which continues to guide our work is the active involvement of citizens in their own development, but also in strengthening democracy and in holding their government accountable.

Our work at this level of our democratic government is done within the framework of the district development model which is about improved, well-coordinated, accelerated service delivery in the district space. Through this model, various stakeholders including the other spheres of our democratic government, the business community and civil society actively participated in shaping the programmes as detailed in this reviewed integrated development plan.

We have committed to expand the provision of basic services to address the backlog, particularly the water provision to our communities in the district. We have to ensure that more of our people in the district have access to piped water in their homes. Where we encounter challenges in giving our people surface water through bulk, we will do so through boreholes, and water tankers where needed. Improving reticulation, reducing water leaks will be our key priorities for the year.

In this financial year, we will also pay special attention to our wastewater treatment plants. We plan to refurbish several of these wastewater treatment plants in order to comply with the Green Drop standards. The work to improve access to decent sanitation will also continue as part of our Rural Households Sanitation Projects.

We will also continue to support our local municipalities in the township establishment programme, which is designed to support our efforts in building integrated human settlements. Therefore, the sustained relationship with our traditional leaders becomes so key as we pursue this programme.

We have committed to work closely with other strategic partners through collaborations to drive economic growth in the district. Through these partnerships and collaborations, we will continue the rollout of broadband infrastructure to our rural communities, building on the lessons learnt so far. Working together, we can register major breakthroughs in our continued efforts to drive local economic development, including a comprehensive support to spaza shops and renewed energy around building the township economy.

This Council will rely on the support from the people of Mopani to realize all the commitments, engraved in this developmental tool. We remain fully committed to our pledge of building a resilient Municipality that is responsive to the needs of our people. Therefore, we are making a clarion call for our people to continue walking this journey with us – the journey of building better communities together.

CLLR P.J SHAYI
EXECUTIVE MAYOR

(ii) MUNICIPAL MANAGER EXECUTIVE SUMMARY



Mopani District Municipality management is mindful of the end of term of the current council (2021 - 2026). The management is also considerate of the new term of council (2026 - 2031). The 2026/27 IDP/Budget/PMS is structured to capture the moment and to paint a strategic posture for the envisaged term.

Mopani District Municipality (MDM) has established a transformative approach to unify the Integrated Development Plan (IDP), the Budget, and the Performance Management System (PMS) across all areas of service delivery. This strategic coherence ensures that the district functions as a unified entity, where planning is directly associated with financial allocations and institutional responsibility. In alignment with the CoGTA Guidelines for Performance Management, the connection between these processes is built on two fundamental principles: the seamless integration of the IDP and Budget processes with the PMS, and the role of Performance Management as the mechanism for executing and monitoring the IDP.

To guarantee that the final developmental plan is genuine, quantifiable, and pragmatic, the IDP Review, PMS, and Budget processes are conducted simultaneously. This coordination guarantees that institutional accountability is embedded within the municipality's operations from the outset. The IDP review process has gone through five thorough stages: the Analysis Phase, the Strategies Phase, the Projects Phase, the Integration Phase, and the Approval Phase. In the Analysis Phase, a detailed situational audit was conducted to assess the current developmental condition of the Mopani District and pinpoint the critical gaps requiring immediate attention.

The district-wide strategic planning session held from 18-20 February 2026, aimed to review and reinforce the municipality's Strategy, affirming the existing Vision, Mission, and Values. During this session, the goals and objectives of the Council were carefully refined to ensure strong alignment with the National Development Plan (NDP) 2030, ensuring that the Mopani District continues to be a significant contributor to the national developmental agenda.

During Projects Phase, the municipality's operational strategies were converted into actionable initiatives aimed at fulfilling our strategic goals. A vital component of this phase is ensuring fiscal alignment, where the budget is carefully allocated to the identified programs and projects. This guarantees that the IDP is more than just a wish list; it is a reliable, funded plan. In the Integration phase, the various sector plans are aligned to prevent duplication of resources and in the Approval phase, the draft IDP is tabled before the municipal council and subsequently published

for a mandatory 21-day public comment period to allow all stakeholders to provide inputs. Following the consultation, the Council formally adopts the IDP and Budget. The approval transforms the document into a legal mandate.

The Service Delivery and Budget Implementation Plan (SDBIP), as mandated by the Municipal Finance Management Act (MFMA), remains a crucial tool for tracking the implementation of the IDP on a yearly basis. The SDBIP acts as a technical agreement between the administration and the community, offering a detailed guide for service delivery. This is further enhanced by the Annual Performance Plans (APPs) of various sector departments with projects in our district and local municipalities, promoting a multidisciplinary approach to development.

MDM's Performance Management System is fully integrated with the IDP and SDBIP, functioning as a strategic facilitator for the municipality to report, monitor, and evaluate progress in implementation. This integrated framework encourages improved accountability and benchmarking across our local municipalities. In addition, it provides the empirical foundation for mid-year budget revisions and informs the performance contracts of both the Municipal Manager and senior managers directly accountable to the accounting officer. In essence, the IDP serves as the central plan of government. The acceleration of positive impacts on our communities' well-being relies on the collective commitment of resources from all stakeholders towards Mopani's strategic objectives.

TJ MOGANO

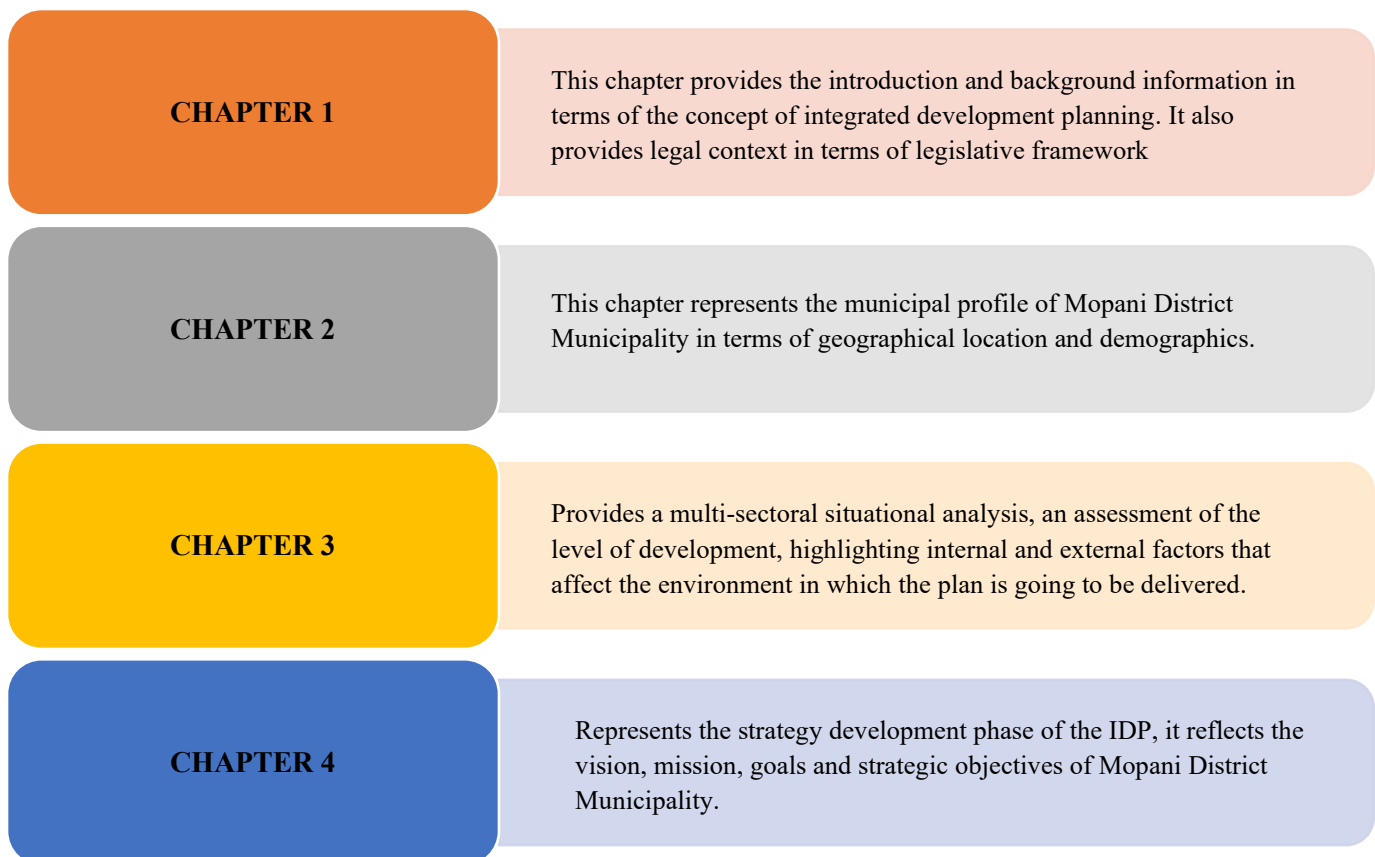
MUNICIPAL MANAGER

1 CHAPTER ONE: INTRODUCTION AND BACKGROUND

This Integrated Development Plan (IDP) serves as the primary strategic framework and decision-making instrument for the Mopani District Municipality. Its core purpose is to provide clear guidance for budgeting and resource allocation, ultimately aimed at improving the quality of life for all communities within the district. The preparation of this document is a formal fulfillment of the municipality's legal obligations as mandated by Section 34 of the Local Government: Municipal Systems Act 2000 (Act No. 32 of 2000). As a Category C municipality, Mopani holds executive and legislative authority over a broad area that incorporates five distinct local municipalities: Greater Giyani, Greater Letaba, Greater Tzaneen, Ba-Phalaborwa, and Maruleng. This administrative structure allows for coordinated regional development across the various local jurisdictions it encompasses within the Limpopo Province. Geographically, the Mopani District is strategically positioned within the north-eastern quadrant of the Limpopo Province. Its location is of significant regional importance, as it shares international borders with Zimbabwe to the north and Mozambique to the east.

1.1 Structure Of The IDP

The structure of the Mopani District Municipality is as follows:



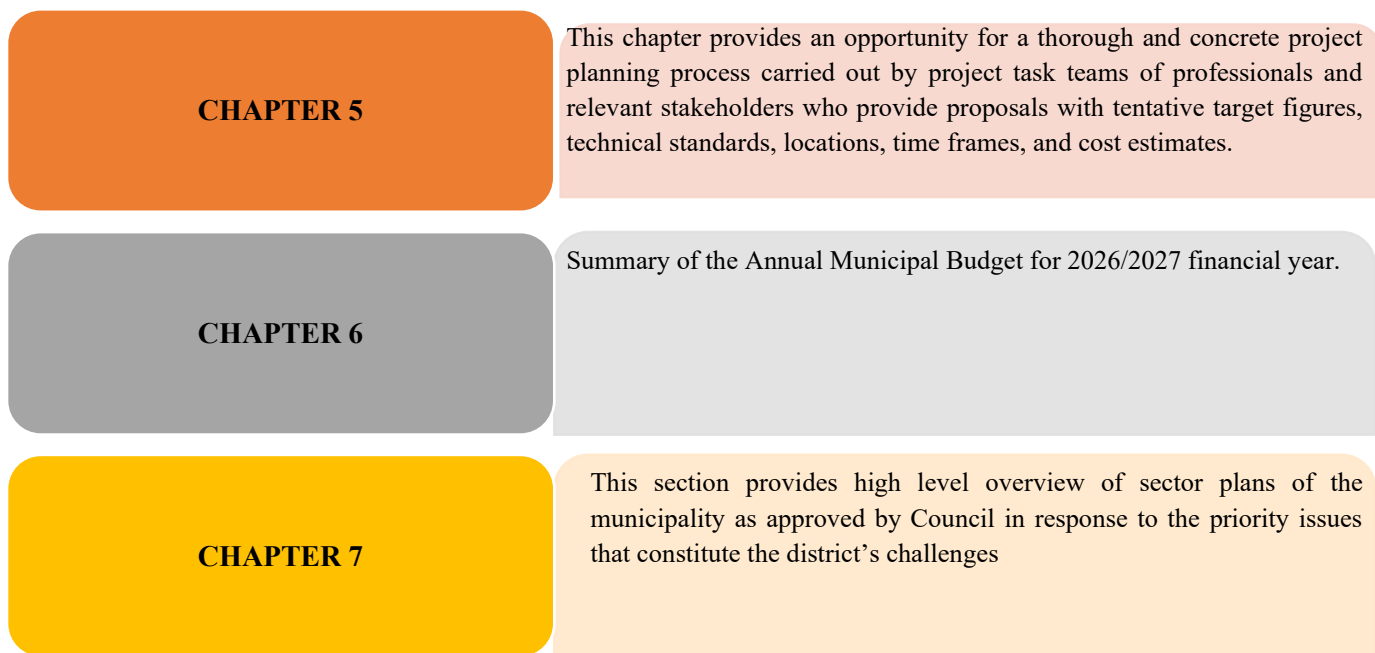


Figure 1: Structure of the IDP

1.2 POLICY IMPERATIVES AND CONTEXT ALIGNMENT

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:

1.2.1 Legal Framework

The Constitution of the Republic of South Africa Act 108 of 1996

States in Section 153 that municipalities are tasked with planning and budgeting responsibilities that prioritize the essential needs of their communities and promote both social and economic development.

Municipal Structures Act 117 of 1998

According to Section 84, subsection 1, the powers and responsibilities of district municipalities include the comprehensive integrated development planning for the entire district and the creation of a district framework that guides the IDP development of local municipalities within its jurisdiction.

The Municipal Systems Act 32 of 2000

Classifies the IDP as a fundamental duty of a municipality and mandates that every Municipal Council adopt a single, inclusive, and strategic plan (IDP) for municipal development. This plan should incorporate, unify, and coordinate various other plans while considering community proposals for municipal development. It must also align the

municipality's resources and capabilities with the execution of the plan, provide the policy framework that underpins annual budgets, and be consistent with national and provincial development plans and planning requirements. The act outlines additional provisions, including:

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

1.2.2 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.



➤ **National Development Plan: Vision 2030**

The National Development Plan (NDP), adopted by the South African Cabinet in 2012, serves as the definitive long-term vision for our country. Its primary mission is to eliminate poverty and significantly reduce inequality by the year 2030 through a series of coordinated actions across all levels of government. Mopani District Municipality remains fully committed to this vision, ensuring that our local planning and resource allocation directly support these national milestones. To achieve these goals, the municipality focuses on the following key targets set out in the NDP:

- **Economy and Employment:** We are working toward the national target of reducing unemployment to 6% by 2030. This involves creating an environment where the proportion of working adults increases from 41% to 61% and supports an annual GDP growth rate of 5.4%.
- **Economic Infrastructure:** Our priority is to ensure that all residents have access to electricity and clean, potable water. We also focus on securing enough water for agriculture and industry, developing affordable and integrated public transport, and building a strong ICT sector to drive modern economic activity.
- **Human Settlements:** We aim to transform our spatial planning so that more jobs are created near urban townships. This allows our people to live closer to their places of work and benefit from a better quality, integrated public transport system.

- **Building a Capable State:** The municipality is dedicated to becoming a capable and effective local government. This means maintaining an administration that is professional and efficient, with the technical skill required to enhance economic opportunities for all.
- **Fighting Corruption and Accountability:** We are committed to a corruption-free society by strictly adhering to ethical standards. By enhancing accountability at every level, we ensure that public resources are used solely for the benefit of our communities.



➤ **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 the 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 2024-2029**

Since 1994, South Africa has made significant progress in building a democratic nation, reducing poverty, and expanding basic services through a progressive Constitution and a transforming economy. To build on these successes, the Seventh Administration has adopted the **Medium-Term Development Plan (MTDP) 2024-2029** as the new implementation vehicle for the National Development Plan (NDP) 2030, replacing the previous Medium-Term Strategic Framework (MTSF). This transition aligns South Africa with global development standards and ensures that the Government of National Unity's (GNU) priorities are met. It is essential for the Mopani District Municipality to align its IDP with the MTDP 2024-2029 to ensure full integration of all planning tools, avoid the duplication of resources, and focus on the three key strategic priorities designed to drive inclusive growth and development over the next five years.

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

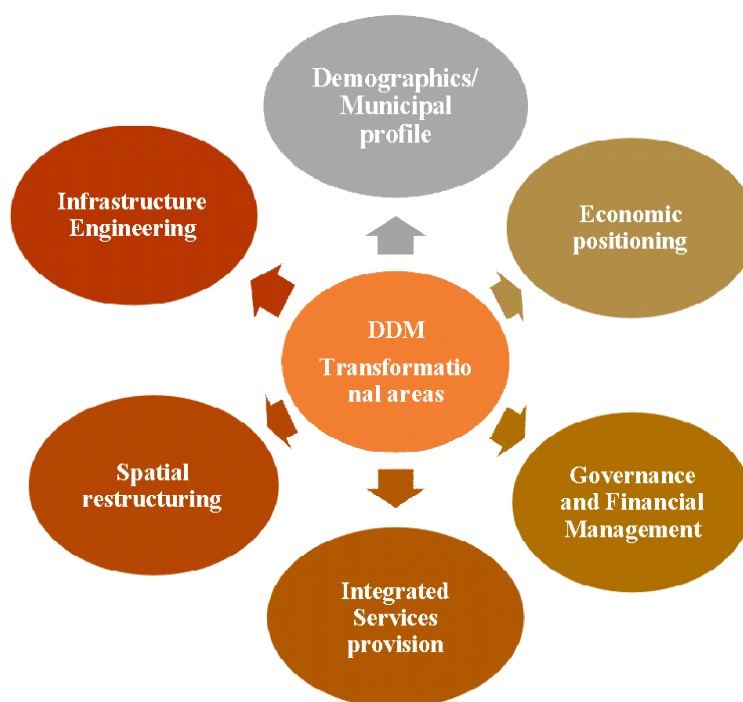


Figure 2: MTDP 2024/2029 Priorities

➤ **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 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:



➤ **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

➤ **State of the Nation Address**

The 2026 State of the Nation Address held on the 12th of February 2026 identifies water security as the single most critical issue for many South Africans, specifically highlighting the hardships faced by residents in rural areas like Giyani. To address these systemic failures and years of infrastructure neglect, the national government is elevating its response through a National Water Crisis Committee, which the President will chair to deploy technical experts and resources directly to municipalities facing water challenges. For Mopani's strategic planning, it is significant that R156 billion has been committed to water and sanitation infrastructure over the next three years. Furthermore, it was stated that a new R54 billion incentive will be offered for municipalities to ensure water revenues are reinvested into fixing pipes, reservoirs, and pumping stations.

The district must also account for the increasing frequency of extreme weather, as evidenced by the recent catastrophic flooding in Limpopo that resulted in the loss of at least 45 lives and the destruction of schools, clinics, and homes. This event was classified as a national disaster, a move that enables the prioritization of national and provincial funding to address the immediate and long-term needs of affected communities. As the government commits over R1 trillion to public investment in infrastructure over the next three years the largest allocation in the country's history Mopani can look toward national support for the building and maintenance of resilient roads, bridges, and dams. This shift is part of a broader "differentiated approach" to local government, where the state recognizes that some municipalities require more direct intervention and support to provide basic services effectively.

Finally, the agricultural heart of the region faces both a unique opportunity and a severe threat that must be addressed within the IDP. While the President announced the deployment of 10,000 new extension officers to support farmers and boost productivity, the cattle industry is currently battling one of the worst outbreaks of foot-and-mouth disease the country has experienced. Because this pandemic is devastating herds and damaging the economy, it has been classified as a national disaster, prompting the state to facilitate the central acquisition of 28 million vaccines. Mopani District will need to coordinate closely with the national task team to ensure that communal and private farmers have immediate access to these vaccines to protect the local livestock economy and secure the livelihoods of young people entering the sector.

1.2.3 Alignment of development plan

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 development al 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	Spatial Restructuring	Provision of environmental management services

				Limpopo's citizens		
Goal 17. Strengthen the means of implementation and revitalize the global partnership for sustainable development	Building a capable state	Building a capable, ethical and development al 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 development al 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 development al 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

Table 1: Alignment of Development Plans

1.3 POWERS AND FUNCTIONS OF THE MUNICIPALITY

	POWERS AND FUNCTIONS OF MDM	Legislative reference	Effective/	Comment
(a)	Integrated Development Planning for the district municipality as a whole, including a framework for integrated development plans for the local municipalities within the area of the district municipality, taking into account the integrated developments plans on those local municipalities,	Mandates: ➤ Sections 83 and 84 of the Municipal Structures Act, 1998, ➤ Limpopo Provincial Notice No. 309 of 2000, Government Gazette No. 615 of 1st October 2000. ➤ Limpopo Provincial	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	Notice no 356, Gaz. No. 1195 of 14th October 2005.	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		Effective	No distribution of grants

	grants made to the district municipality			
(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.

Table 2: Powers and Functions of the Municipality

1.4 IDP PROCESS OVERVIEW

According to section 28 of the Municipal Systems Act 32 of 2000, it is required that every municipal Council establish a procedure to guide the planning, formulation, approval, and review of the IDP and Budget. It is essential to have clear and established mechanisms, procedures, and processes for engaging with communities, which must be followed prior to the Council adopting the plan.

1.4.1 Institutional arrangement to drive the IDP Process

The following entities are responsible for the creation, execution, and oversight of the IDP for MDM. The Municipal Manager and the IDP Manager will facilitate all processes related to the IDP. The Municipal Manager will also hold administrative accountability while providing political oversight during 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.

		❖ 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)	❖ 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:	- Economic & Spatial Technical committee - Transformation and Organizational Development Technical committee: - Good Governance Technical committee. - Infrastructure Committee - Finance Technical committee	❖ Implement the IDP ❖ Develop Sector plans ❖ Initiate projects ❖ Progress reporting on implementation

Audit Committee	Audit Committee members Directors and managers	❖ IDP Advisory.

Table 3: Structures that drive IDP process

1.4.2 Stages/Phases Of IDP

Municipalities are mandated by the Municipal Systems Act to conduct an annual review of IDPs. Through this review process, the municipality can enhance its IDP alignment with long-term objectives while considering possible external influences. Furthermore, the IDP review ensures that ongoing projects correspond with the established five-year targets. It also proposes alternative methods for reaching these goals if there are major changes or unexpected situations, adjusts budgets for the current cycle, and integrates feedback from various stakeholders who were consulted. The process undertaken to create the strategic document is outlined in the table below. This table illustrates the phases or stages involved in the IDP process and the activities required for the IDP review

STAGES/ PHASES OF THE IDP PROCESS	
IDP PHASES	ACTIVITIES
PREPARATORY July - August 2025	- Identification and establishment of stakeholders and or structures and sources of information. - Development of the IDP Framework and Process Plan.
ANALYSIS PHASE August –September 2025	- Compilation of levels of development and backlogs that suggest areas of interventions.
STRATEGIES PHASE October-December 2025	- Reviewing Vision, Mission, Strategies and Objectives.
PROJECTS PHASE January - February 2026	- Identification of possible projects and their funding sources.
INTEGRATION PHASE February – March 2026	- Sector Plans Summary inclusion and programmes of action.
APPROVAL PHASE March - May 2026	- 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.

Table 4: IDP Phases

ALIGNMENT ACTIVITIES	TIME FRAME		
	District Municipality	Local Municipalities	Sector Departments
Preparatory phase	July 2025	July 2025	July 2025
Status Quo Analysis phase	September 2025	August 2025	Sept. 2025
Strategies phase	January 2026	December 2025	Nov–Dec 2025
Project phase	February 2026	January 2026	Feb.-March 2026
Integration and adoption phase	March 2026	March 2026	*
Council approves Draft IDP/ Budget	31 March 2026	31 March 2026	*
Publication for comments on Draft IDP/ Budget	10 April 2026		*
Public participation Roadshows	April – May 2026	April – May 2026	*
Final Adoption of IDP/ Budget by Municipal Councils	May 2026	May 2026	*
Make public the 2026/27 Final IDP	June 2026	June 2026	
Compilation of draft SDBIP for 2026/2027 financial year.	June 2026	June 2026	*
Conclude 2026/27 annual performance agreements	01 July 2026	01 July 2026	
Submit final approved SDBIP	31 July 2026	July 2026	
Make public the 2026/27 SDBIP	August 2026	August 2026	

Table 5: Alignment of activities

1.4.3 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)

1.5 Summary of MEC 2025/2026 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 2025/2026 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

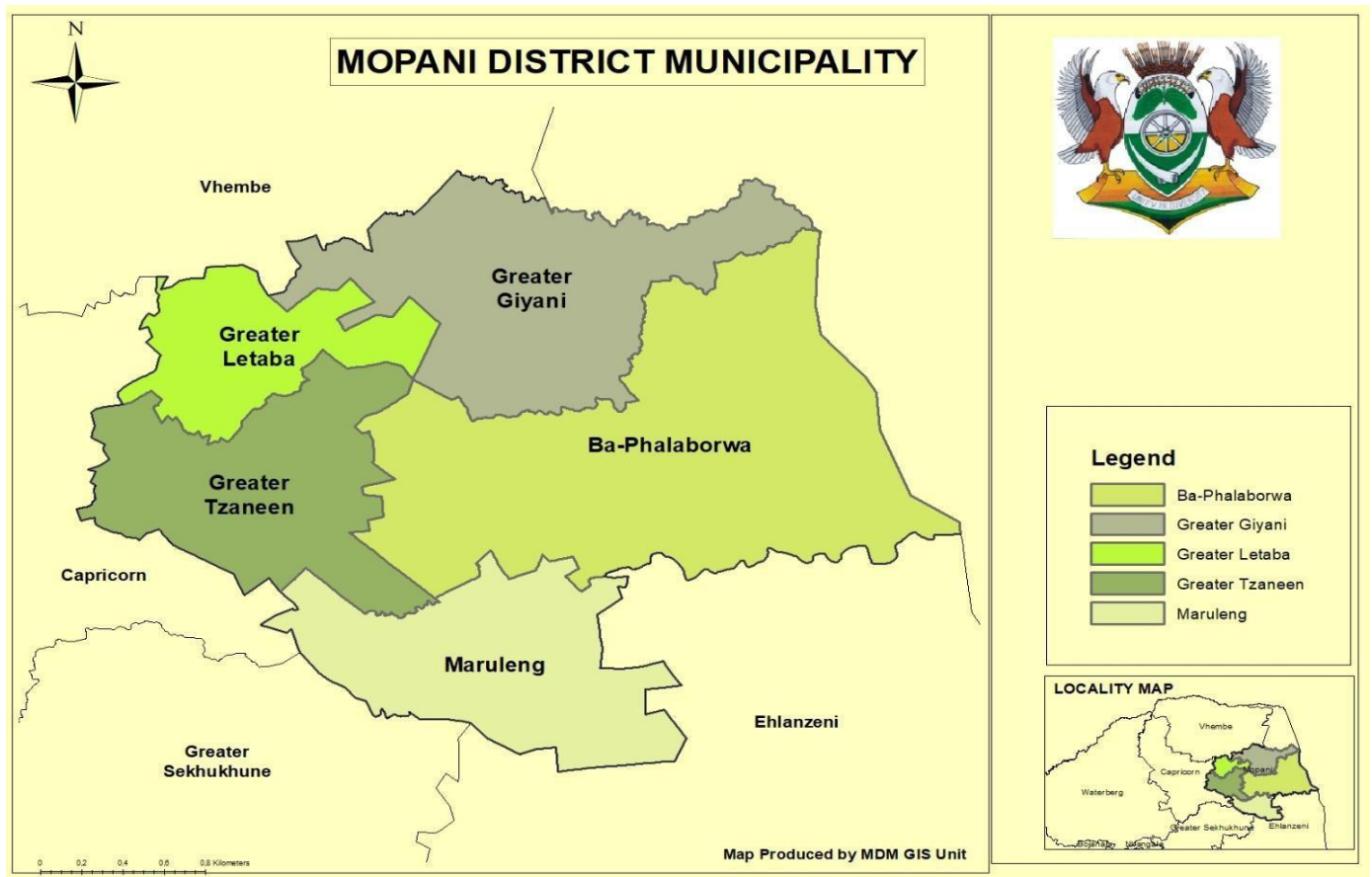
Table 6: MDM Summary of assessment report

2 CHAPTER TWO: MUNICIPAL PROFILE

This chapter provides a comprehensive overview of the municipality, establishing the socio-economic and geographical context within Mopani District Municipality

2.1 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. The district 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. Furthermore, it is in 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 MDM

MDM 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

Table 7: 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.

2.2 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.

2.2.1 Population growth trends 2011-2022

The table below shows the population Trends from 2011 to 2022. The population in Mopani has increased at a rate of 2.2, the population Increased from a total of 1 092 507 in 2011 to 1 372 873 in 2022.

Province, district and local municipality	CENSUS 2011			Sex	CENSUS 2022			Sex	Growth Rate
	Total population			Ratio	Total population			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

Table 8; Population trends

Source: Census 2022

2.2.2 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

Table 9: Population by broad age groups

Source; census 2022

2.2.3 Age and gender distribution

The table below shows the age and gender distribution in Mopani District. It is evident that the population in Mopani is predominantly youth.

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

Table 10: Age and Gender Distribution

Source: Census 2022

2.2.4 Household 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 considering other relevant criteria, such as service backlogs, poverty-stricken areas and identified growth areas, etc.

Province, district and local municipality	Households				Type of main dwelling							
	2011		2022		2011				2022			
	Total household	Average household size	Total households	Average household	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

Table 11: MDM Household Growth Trend

Source: Census 2022

2.2.5 Population Density

Population density is measured as the number of persons per land area. As population increases in a particular area, there are both development and environment-related positive and negative implications including land degradation, disease breakouts, strained infrastructure and inadequate basic services provision in situations where too many people are concentrated in a very small land area.

Local Municipality	Land Area	Population		Population Density	
		2011	2022	2011	2022
Greater Giyani	4 167	242 986	316 841	58	76
Greater Letaba	1 896	213 932	261 038	113	138
Greater Tzaneen	2 896	389 623	478 254	135	165
Ba-Phalaborwa	7 490	150 637	188 603	20	25
Maruleng	3 563	95 328	128 137	27	36

Table 12: Population Density Per Municipality

Source: Census 2022

In the year 2022, the population density of local municipalities in Mopani District is distributed in the Table above. The most densely populated local municipalities are Greater Tzaneen with 165 in 2022 and 135 in 2011 persons per square kms, Greater Letaba 138 in 2022 persons per square kms and it was 113 in 2011 persons per square kms and Greater Giyani 76 in 2022 and 58 in 2011 persons per square kms.

2.2.6 Population by Functional Age Groups per Municipality

District and local municipality	0 – 14		15 – 64		65+		Total	
	N	%	N	%	N	%	N	%
Mopani	455 748	33,2	829 231	60,4	87 835	6,4	1 372 814	100
Greater Giyani	112 090	35,4	184 568	58,3	20 180	6,4	316 837	100
Greater Letaba	91 530	35,1	150 253	57,6	19 253	7,4	261 036	100
Greater Tzaneen	150 352	31,4	297 150	62,1	30 702	6,4	478 205	100
Ba-Phalaborwa	59 935	31,8	119 264	63,2	9 403	5,0	188 602	100
Maruleng	41 841	32,7	77 996	60,9	8 297	6,5	128 134	100

Table 13: Distribution of Population by Functional Age Groups

Source: Census 2022

It is evident that Ba-Phalaborwa Municipality had the highest proportion of labour force population at , followed by Greater Tzaneen local municipality with 62,1% which is also higher than mopani district municipality labour force population proportion. Moreover, Greater Letaba has the highest proposition of elderly population of 7.4%, while the trend follows with other municipalities ranging between 6.4% and 6.5%, the lowest being Ba-phalaborwa with 5.0%. The highest proportion of children is in Greater Giyani with 35.4% and the lowest in Greater Tzaneen with 31.4%.

2.2.7 Distribution of population-by-population group per municipality

District and local municipality	Black African		Colored		Indian or Asian		White		Other		Total
	N	%	N	%	N	%	N	%	N	%	
Mopani	1 329 411	96,8	2 600	0,2	6 231	0,5	33 048	2,4	1 412	0,1	1 372 702
Greater Giyani	312 803	98,7	458	0,1	2 817	0,9	415	0,1	273	0,1	316 765
Greater Letaba	257 350	98,6	392	0,2	569	0,2	2 387	0,9	337	0,1	261 034
Greater Tzaneen	464 489	97,1	1 011	0,2	1 994	0,4	10 334	2,2	392	0,1	478 221
Ba-Phalaborwa	175 851	93,3	402	0,2	495	0,3	11 600	6,2	214	0,1	188 562
Maruleng	118 917	92,8	337	0,3	358	0,3	8 313	6,5	195	0,2	128 120

Table 14: Distribution of population by groups

Source: Census 2022

Mopani District Municipality exhibits a predominantly Black African population at 96.8% (1,329,411 people), totaling 1,372,702 residents, with Whites at 2.4% (33,048) concentrated in Ba-Phalaborwa (6.2%) and Maruleng (6.5%) due to mining and farming. Local municipalities like Greater Giyani (98.7% Black African) and Greater Letaba (98.6%) are highly homogeneous and rural, while Greater Tzaneen hosts the largest population (478,221). Coloured, Indian/Asian, and other groups remain marginal (<1%)

2.2.8 Population by Marital Status Per Municipality

Local municipality	Legally married (including customary, traditional, religious, etc.)		Living together like husband and wife/partners		Divorced		Separated, but still legally married		Widowed		Never married		Total
	N	%	N	%	N	%	N	%	N	%	N	%	N
Greater Giyani	39 316	17,6	34 624	15,5	1 495	0,7	731	0,3	12 877	5,8	134 599	60,2	223 641
Greater Letaba	36 198	19,7	16 387	8,9	1 271	0,7	565	0,3	7 971	4,3	121 398	66,1	183 790
Greater Tzaneen	64 821	18,6	42 889	12,3	2 948	0,8	1 246	0,4	14 857	4,3	222 217	63,7	348 978
Ba-Phalaborwa	26 910	19,5	19 385	14,0	1 588	1,2	601	0,4	4 994	3,6	84 527	61,2	138 005
Maruleng	19 825	21,5	7 377	8,0	702	0,8	181	0,2	2 341	2,5	61 936	67,1	92 360

Table 15: Population by marital status

Source: Census 2022

In Mopani District's local municipalities, marital status data reveals a dominant trend of never married individuals (61-67% across areas), reflecting high youth populations and rural demographics, with Greater Letaba at 66.1% (121,398) and Maruleng at 67.1% (61,936). Legally married rates (including customary unions) range 17.6-21.5%, peaking in Maruleng (21.5%), while living together as partners varies from 8.0% in Maruleng to 15.5% in Greater Giyani. Divorced, separated, and widowed groups remain marginal (<6%).

2.2.9 Mainstreaming Demographic Dividend

The concept of a demographic dividend refers to accelerated economic growth. This quick increase is due to a shift in the age distribution of the population, with a significant portion falling within the prime working age. Furthermore, the concept of the demographic dividend is based on the connection between a nation's demographic makeup and its capacity for increased economic growth. As a nation experiences a decline in its fertility rate over time, it generally leads to a higher ratio of working-age individuals, or the segment of the population aged 15 to 64. This is primarily because the country initially has high fertility rates and a large youthful population.

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.

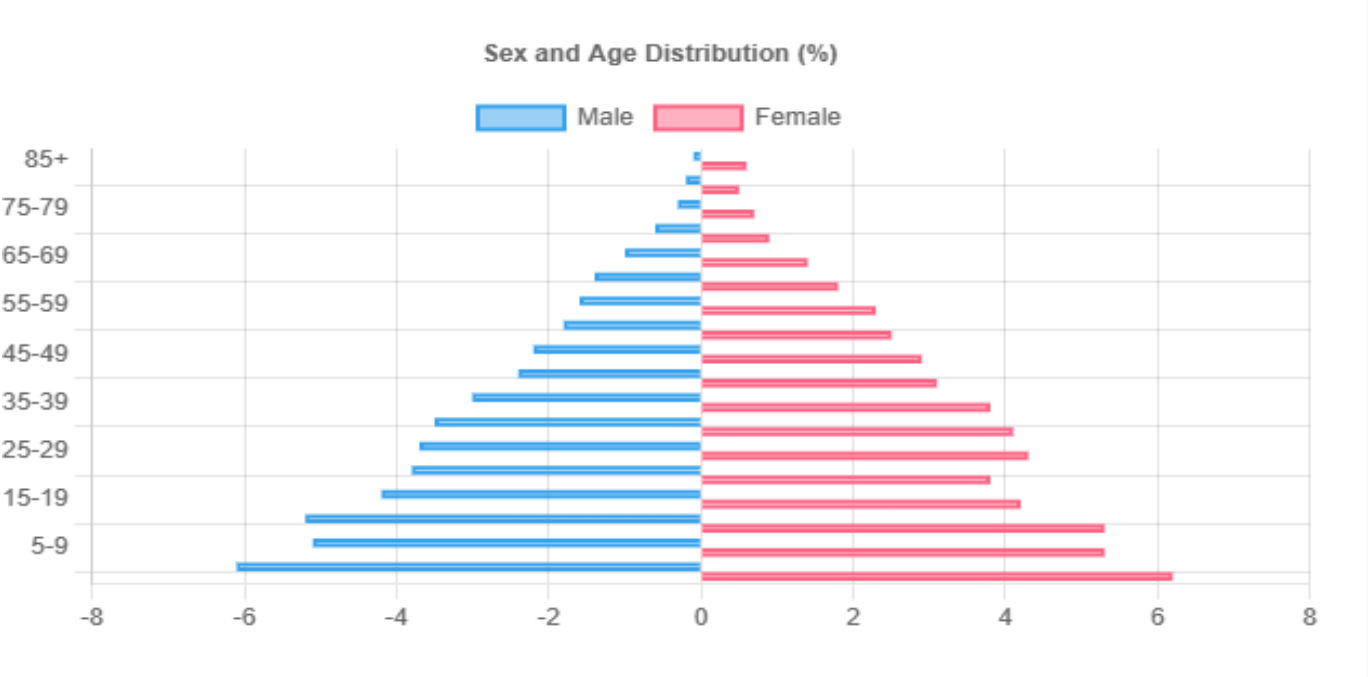


Figure 3: Sex and Age Structure

Source: Census 2022

2.2.10 Mopani Key Statistics

The Demographic Dividend represents a strategic window of opportunity for accelerated economic growth, occurring when a municipality possesses a large working-age population relative to its dependents. This potential is measured through the dependency ratio, which compares economically active "producers" (ages 15–64) against

"consumers" (children under 15 and the elderly over 65). To unlock this dividend, a municipality's population structure must meet specific criteria: children under 15 should make up less than 30% of the population, and the elderly should account for less than 15%.

Data from the 2022 Census indicates a complex demographic outlook for the Mopani District. While the elderly population remains low at 6.4% (well within the required 15% threshold), the proportion of children under 15 stands at 33.2%. Because this exceeds the 30% limit, the district's "window of opportunity" for a demographic dividend is currently considered closed. Furthermore, Mopani faces a high dependency ratio of 65.3%, meaning that a significant majority of the population relies on the income and productivity of a smaller group of economically active citizens.

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%
Flush toilets connected to sewerage	28,9%	18,2%
Weekly refuse disposal service	25,6%	16,9%
Access to piped water in the dwelling	27,6%	16,8%
Electricity for lighting	97,4%	88,7%

Table 16: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.

2.2.11 Frequency of population groups

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%

Table 17: Frequency of Population Groups

Source: Census 2022

Mopani District's population frequencies highlight Black Africans as the largest group by far at 1,329,411 (96.8%), dwarfing all others and reflecting rural Limpopo's indigenous dominance. Whites rank second with 33,048 (2.4%), followed distantly by Indian/Asian at 6,231 (0.5%), Coloured at 2,600 (0.2%), and Other at a minimal 1,412 (0.1%), emphasizing a highly skewed demographic structure that prioritizes majority-focused development planning.

2.2.12 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.

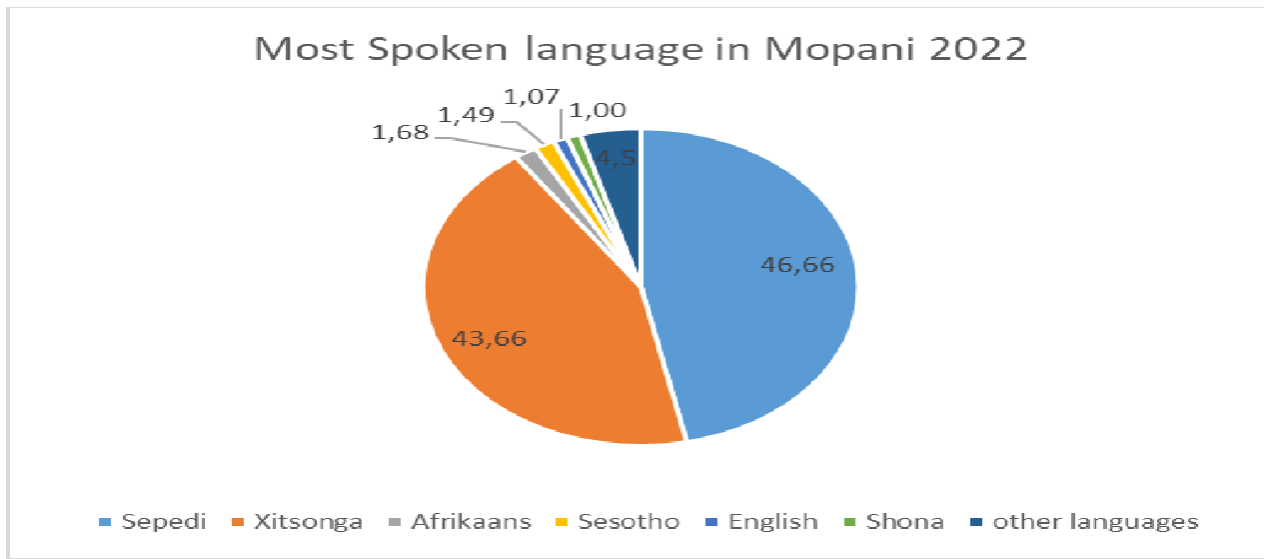


Figure 4: Language Diversity

Source: Census 2022

2.2.13 Population Projection

In terms of the population projection by Stats SA, 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.

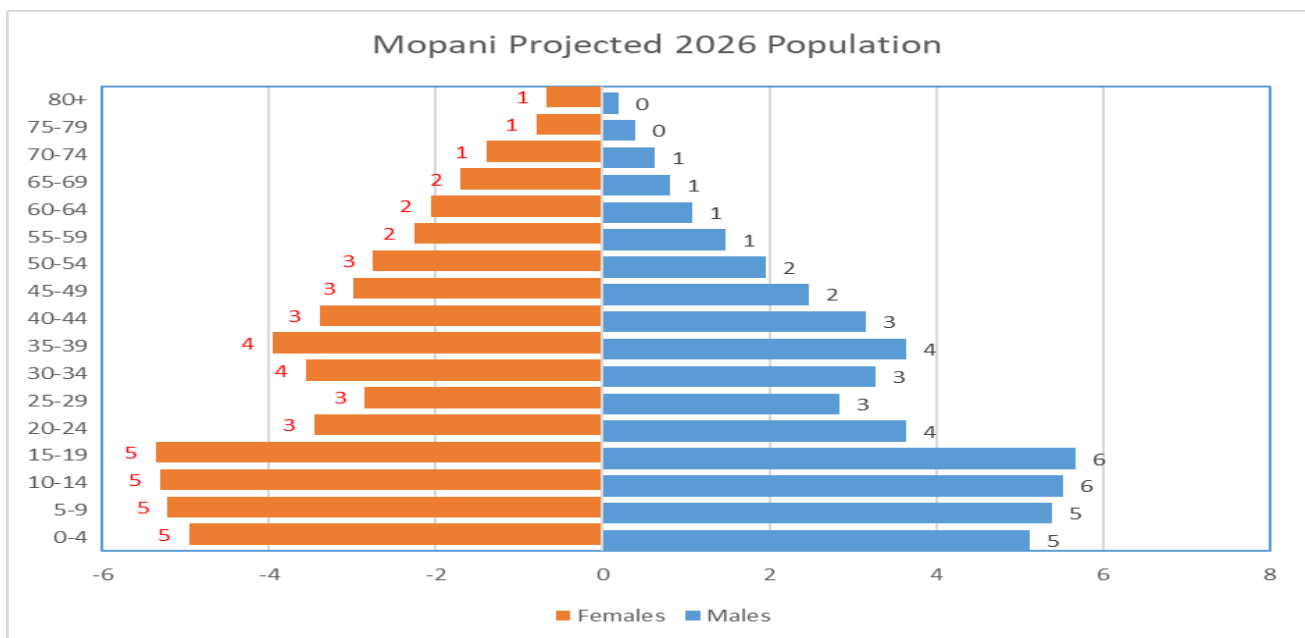


Figure 5: MDM Projected Populations

Source: Census 2022

2.2.14 Population Movements (In-Migration and Out-Migration)

Migration as a phenomenon has increasingly gained global attention significantly in the last decades. There have been prominent agendas internationally and nationally on issues of migration leading to reviews and formation of policies. Therefore, quality data on migration are fundamental (Census, 2022).

Percentage distribution of population by place of birth district, local municipality, Census 2011- 2022

Province, district and local municipality	Born in South Africa		Born outside South Africa	
	2011	2022	2011	2022
Limpopo	96,9	97,3	3,1	2,7
Mopani	96,8	97,5	3,2	2,5
Greater Giyani	96,8	96,9	3,2	3,1
Greater Letaba	97,0	98,0	3,0	2,0
Greater Tzaneen	97,3	97,7	2,7	2,3
Ba-Phalaborwa	94,6	96,9	5,4	3,1
Maruleng	97,7	97,8	2,3	2,2

Table 18: Percentage distribution of population by birth

Source: Census 2022

In Limpopo Province and Mopani District Municipality, Census data from 2011 to 2022 reveals a consistently high proportion of residents born in South Africa, exceeding 94% across all periods and areas, underscoring the region's deep-rooted native population with minimal international migration influence. Province-wide, the native-born share edged up from 96.9% to 97.3%, while Mopani improved slightly from 96.8% to 97.5%, reducing foreign-born residents from 3.2% to 2.5%; this stability reflects rural Limpopo's economic anchors in agriculture and mining, which attract few cross-border migrants compared to urban hubs like Gauteng. Local municipalities mirror this trend, with Ba-Phalaborwa showing the sharpest gain (+2.3 percentage points to 96.9%) amid its mining dynamics, while Greater Letaba reached the highest at 98.0%.

Among Mopani's local municipalities, variations highlight distinct socio-economic patterns: Greater Giyani and Maruleng remained stable (96.8-96.9% and 97.7-97.8%, respectively), signaling entrenched rural communities with low mobility, whereas Greater Tzaneen (97.3% to 97.7%) and Greater Letaba (97.0% to 98.0%) saw modest rises tied to agricultural stability. Ba-Phalaborwa's lower 2011 baseline (94.6%) likely stemmed from temporary mining labor from neighboring Mozambique, but its 2022 recovery to 3.1% foreign-born indicates workforce localization or policy shifts. Overall, foreign-born shares peaked below 5.4% historically, aligning with Stats SA profiles of Limpopo's 96-97% native dominance and limited inflows.

Country of citizenship for Population	
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

Table 19: Country of citizenship for population

Source: census 2022

The recent Census 2022 figures depict that Zimbabwe and Mozambique were the top sending neighboring 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.

Internal Migration

The Net-Migration in Mopani District is at -365, this implies that the district is losing more people that it is receiving. On out Migration, the top 5 destination municipalities where most people from Mopani District move to are: Ekurhuleni (445), City of Tshwane (443), City of Johannesburg (360), Capricorn (292) and Vhembe (97). On in-migration, the top 5 sending municipalities are: Ekurhuleni (288), Vhembe (272), City of Johannesburg (256), Ehlanzeni (233) and City of Tshwane (189).

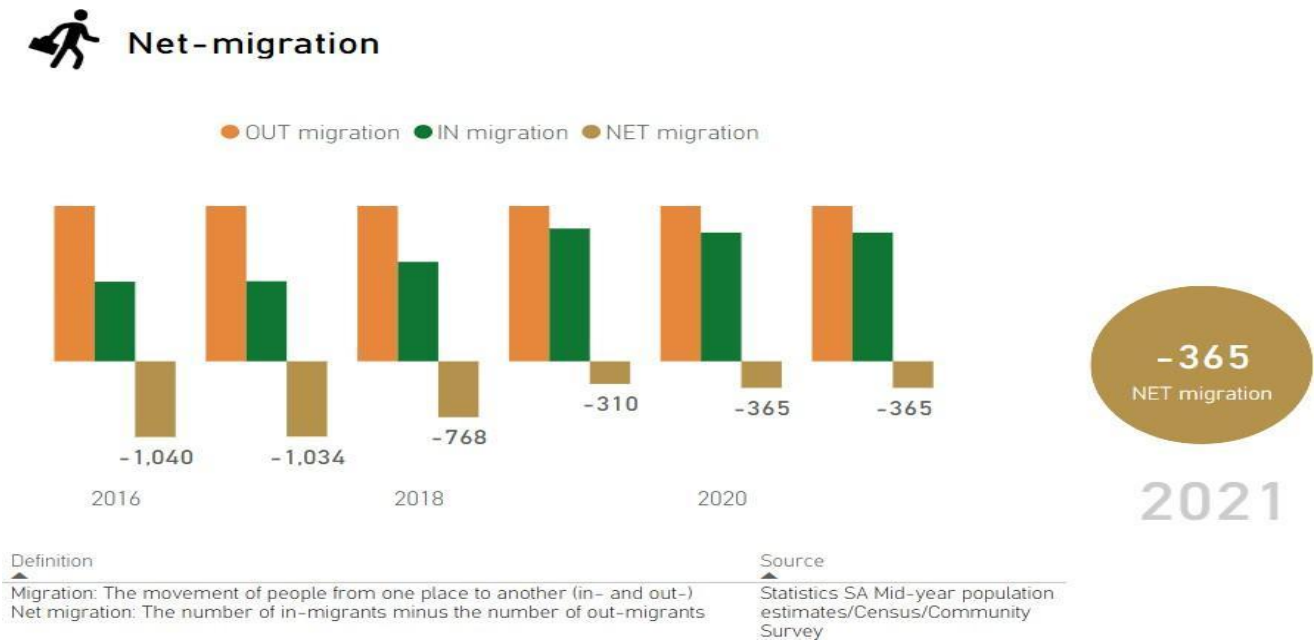


Figure 6: Net Migration

Source: National Strat Hub

2.2.15 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.

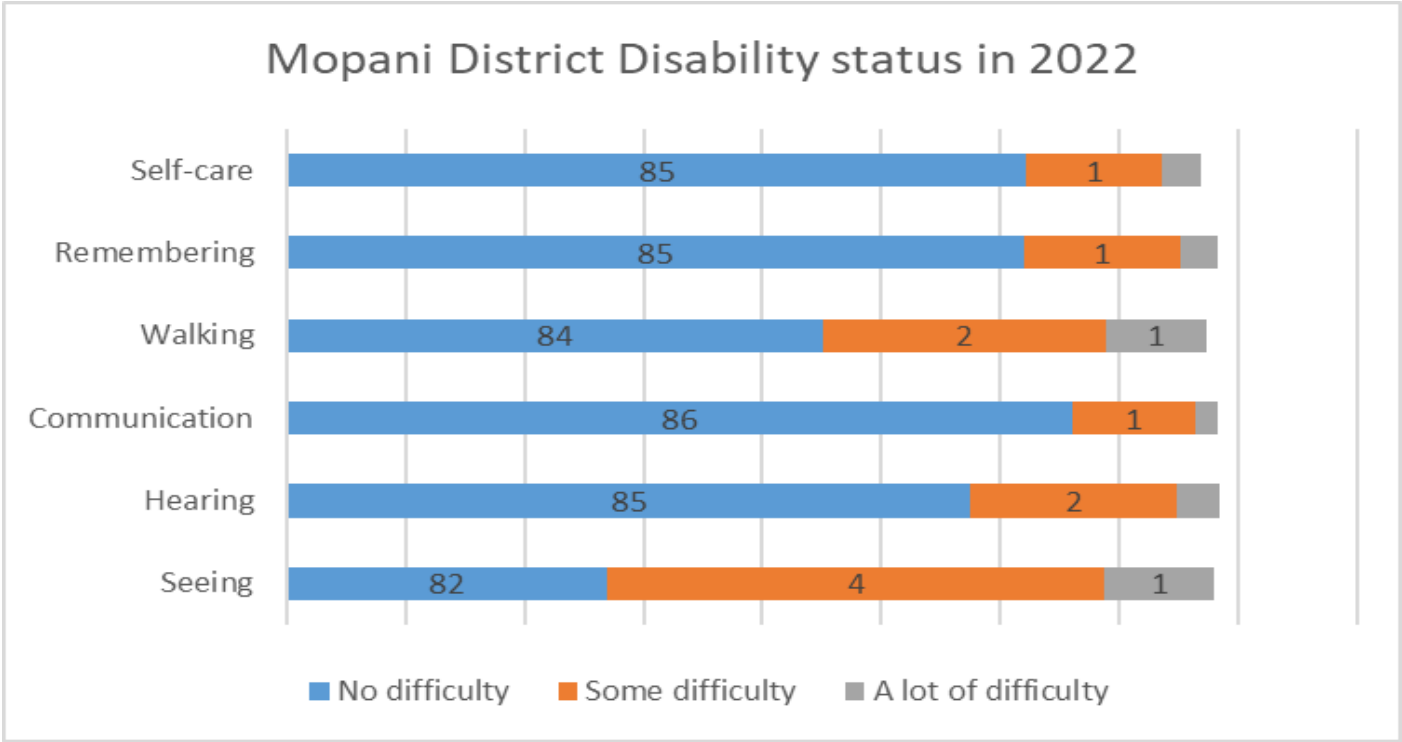


Figure 7: MDM Disability Status Source: Census 2022

Services To People with Disabilities

The Mopani District Municipality has established the functional Disability Special Programs Officer 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 Municipal Manager with its major role of coordinating the implementation of the White Paper on the Rights of Persons with Disabilities and the UN Convention on the Rights of Persons with Disabilities in the district. The Disability Special Program intends to play advocacy and Coordination role in highlighting the needs of persons with disabilities with emphasis on the following key area: Contact Service Coordination, Mainstreaming, Capacity building, civic education and raising awareness on disability issues. The Municipality has adopted a Disability Policy as a tool to guide disability management and support in the workplace and developed a Disability Strategy to Coordinate Services to persons with disabilities through collaboration with Local Municipalities and Sector departments.

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 Special School and Yingisani School for the deaf within Greater Tzaneen Municipality, Pfunanani Special School within Greater Giyani Municipality, Nthabiseng Special School with Ba-Phalaborwa and Ramogwagwa Special School within Greater Letaba. Maruleng is currently catering for persons with disabilities through disability centers on Stimulation and Protective Services. There is currently Four designated Full Services School which are catering for learners with barriers to learning within the district. Giyani High School within Greater Giyani Department of Education Mopani East, N'waxindzele Full-Service School, Mariveni Full-Service School and Marumofasi Full-Service school within Greater Tzaneen Department of Education Mopani West. There is currently a best practice collaboration model between the Mopani District Municipality and Department of Education Mopani East and West to provide coordination and advocacy support to inclusive education.

There are existing disability centers across all local municipalities which are catering for adults with disabilities on Stimulation Services and children with disabilities on Stimulation Services. There are two life-care centre in the district, namely Shiluvana Life Centre and eVuxakeni Life Care Hospital that caters for homeless and severely disabled people. eVuxakeni is now converted into a fully functional hospital. In addition, there are 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 supporting persons with disabilities in an integrated manner due to lack of disability special programs personnel.
- Lack of Braille Service resources Compliance
- Lack of sign language interpretation services/ specialists Compliance
- Inaccessibility to government buildings and public transport.
- Persons with disabilities are best understood by their family members, and they are thus socially cut off from public when there is no inclusive development and community disability understanding particularly Sign language and assistive devices support.
- 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 persons with disabilities 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%

Table 20: Participation of persons with disabilities in structures

Source: Empirical data from LMs through CDWs, 2021

General Health and Functioning 2022 (MN Phase 2)			
Age Range	Male	Female	Total
0 – 18	3335	3216	6551
19 – 35	3617	3891	7508
36 – 54	4919	7186	12105
55 – 64	3363	5614	8977
65 – 120	6180	15618	21798
Total	21414	35525	56939

Table 21: Age in completed years by sex for the population with disability

Source: MDM Dept Health

General Health and Functioning 2022 (MN Phase 2)						
Disability	Seeing	Hearing	Communication	Walking	Remembering	Self-care
No difficulty	35808	44310	48741	38240	45803	45566
Some difficulty	12912	7283	4021	9819	6195	5245
A lot of difficulty	4462	2044	830	4931	1566	1863
Cannot do at all	692	236	262	884	242	1158

Table 22: General Health Functioning for Population with Disability

Source: MDM Dept of Health

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.

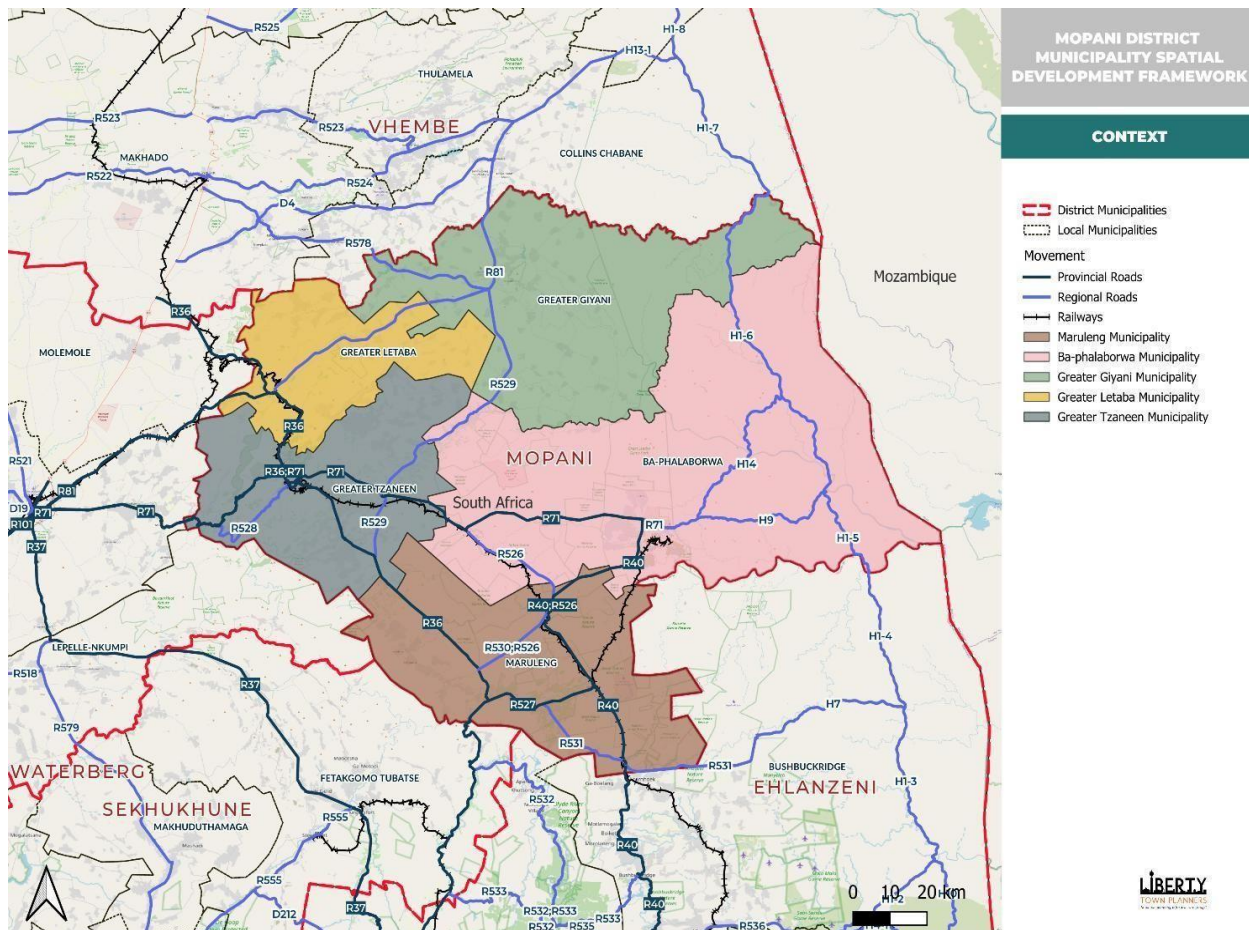
3 CHAPTER THREE: SITUATIONAL ANALYSIS

The chapter illustrates the intentional efforts of the Mopani District Municipality to establish the vision of becoming “The food basket of Southern Africa and a preferred tourism destination” in accordance with the principles of the SPLUMA Act. Additionally, this chapter acknowledges the necessity of embedding the District Development Model (DDM) One Plan within the spatial rationality of the district. In light of this, the spatial rationale chapter provides guidance to the community of Mopani, as well as to government bodies, stakeholders, and investors, through the essential spatial characteristics of Mopani District Municipality, which include:

- Human Settlement Patterns, encompassing “informal Settlements.”
- Economic Growth Areas
- Economic Development Corridors
- Population Concentration Points
- Geo-referencing of Catalytic Projects according to the DDM One Plan
- Competitive and Comparative LED of each Local Municipality.

3.1 KPA: 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 under 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:

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.

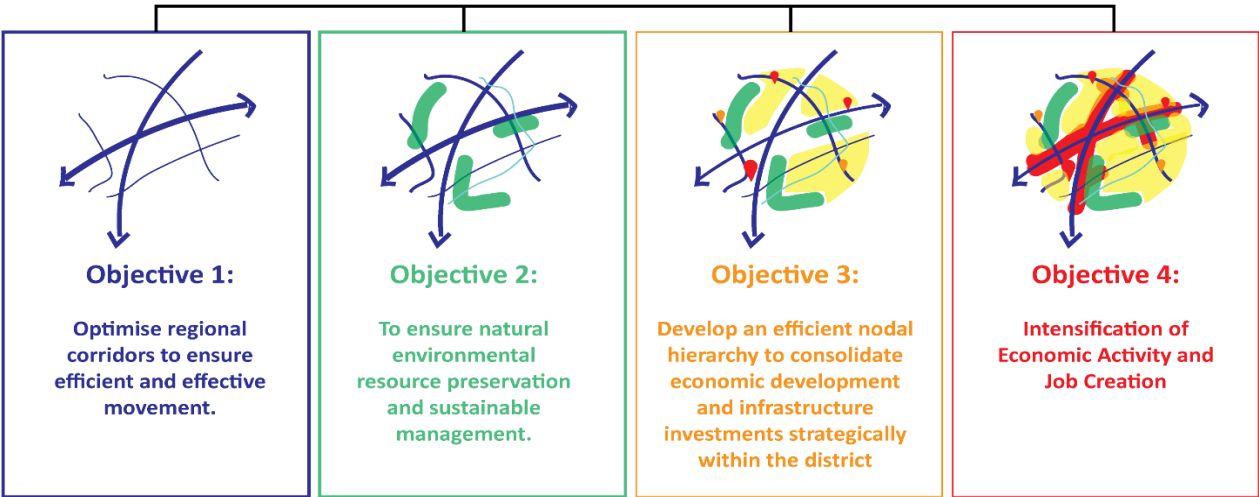
3.1.1 Spatial Development Framework

The *Mopani District Spatial Development Framework (SDF) 2025* presents a strategic, long-term plan to guide spatial development across the district in alignment with national and provincial frameworks such as SPLUMA, the National Development Plan 2030, National Spatial Development Framework 2022 and the Limpopo SDF 2025. Its purpose is to promote sustainable, inclusive, and coordinated growth that improves the quality of life for all residents while protecting the region’s valuable natural and agricultural resources.

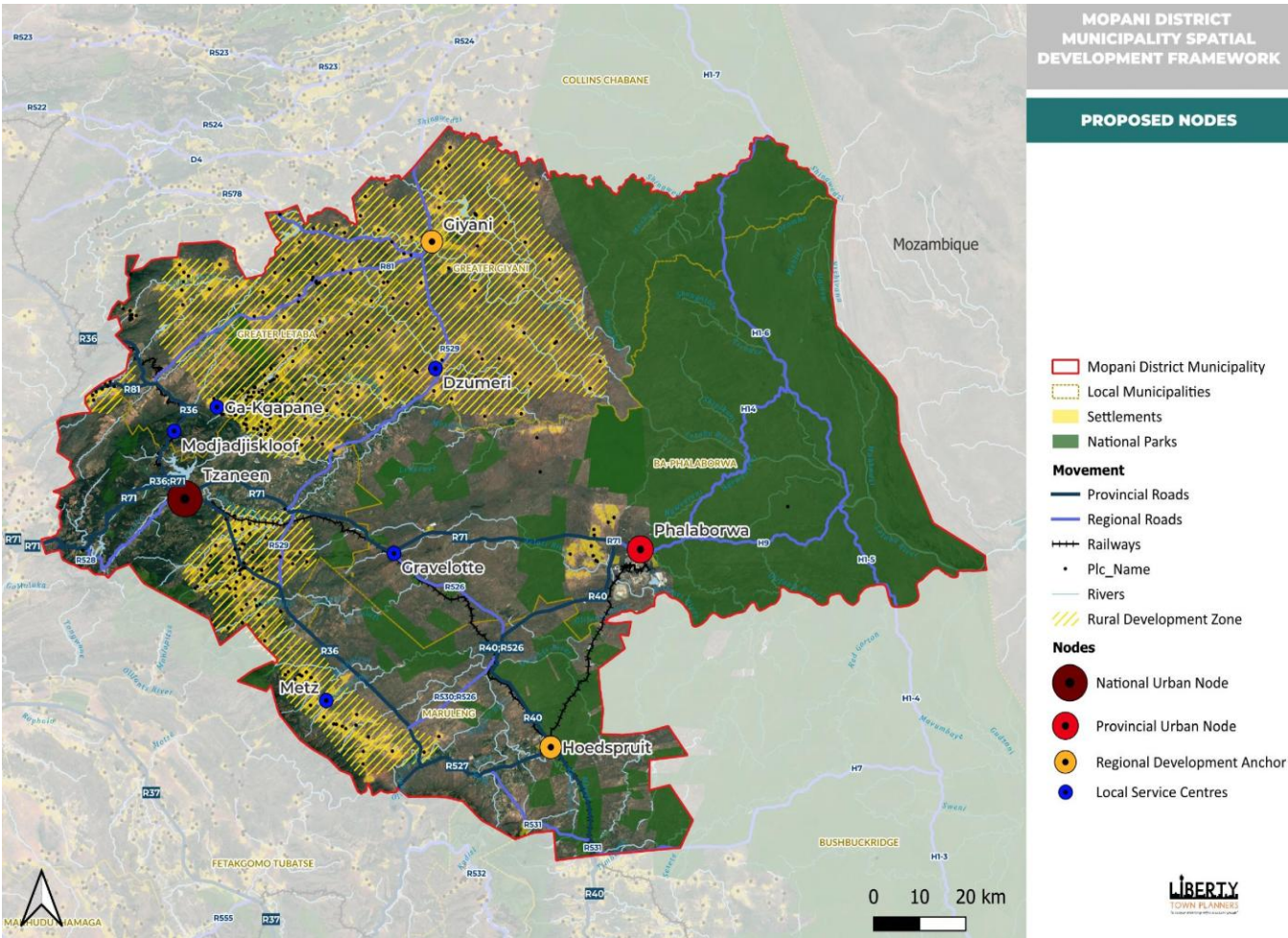
The vision for Mopani District is to create a balanced and inclusive development landscape that bridges the gap between urban and rural areas. By fostering equitable access to infrastructure, preserving natural resources, strategically enhancing regional corridors, leveraging tourism, intensifying agriculture, empowering communities, promoting sustainable livelihoods, and ensuring long-term prosperity for all residents.

The vision is ‘*To serve as tourism destination and a source of service, success and sustenance for the nation and beyond*’.

Objectives of MDM SDF



Proposed Economic nodes



Map 2 Proposed Economic Nodes

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 Haenertsburg	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 Xikumba	Mavalani; Thomo; Homu; Ngove; Xikukwani
Greater Letaba	Modjadjiskoof	Ga-Kgapane	Senwamokgope	Mooketsi; Thakgalane; Mamaila; Nakampe.
Maruleng		Hoedspruit	Metz Lorraine	

Table 23: Growth Points of MDM

The descriptions and main characteristics of the 5 local municipalities in the district

Greater Tzaneen Local Municipality

Greater Tzaneen is surrounded by Maruleng and Lepelle-Nkumpi to the south and southwest, Molemole to the west, Greater Letaba to the north, Greater Giyani to the northeast, and Ba-Phalaborwa to the east. Covering a total land area of 3,242.6 square kilometers, the municipality extends about 85 km from Haenertsburg in the west to Rubbervale in the east, and 47 km from Modjadjiskloof in the north to Trichardtsdal in the south. It comprises five officially recognized towns: Tzaneen, Nkowankowa, Lenyenye, Letsitele, and Haenertsburg, which act as the main economic drivers for the province and district. The municipality also encompasses 125 rural communities.

Greater Letaba Local Municipality

Situated in the northwest region of the Mopani District, Greater Letaba is flanked by Greater Giyani to the northeast, Molemole to the west, Makhado to the northwest, and Greater Tzaneen to the south. Economic activities primarily occur in three designated towns: Modjadjiskloof, Ga-Kgapane, and Senwamokgope. Covering an area of 1,891 square kilometers and including 80 settlements, it is the smallest local municipality within the district. The area displays stark differences, with a denser population in the northeast and thick timber vegetation in the south. Although internal resources are limited, the municipality's location near the boundaries of Greater Tzaneen enables it to leverage the tourism, dams, and greenery found in Tzaneen and Haenertsburg.

Greater Giyani Local Municipality

Greater Giyani shares borders with Greater Letaba to the west, Ba-Phalaborwa to the south, Greater Tzaneen to the southwest, and Thulamela and Makhado to the northwest. It encompasses the land south of the Shingwedzi River within the Kruger National Park and is home to the District Municipal offices, which historically served as the administrative center of the Gazankulu homeland. This municipality spans 4,171.6 square kilometers and consists of 93 sparsely populated villages, including Muyexe Village, where the 2009 pilot project for the National Rural Development Programme took place. Economic development is constrained by its remoteness from markets, a lack of skilled labor, inadequate infrastructure, and challenging climate conditions. The proximity to Mozambique and Zimbabwe has resulted in an influx of refugees who have significant social and land-related needs, exemplified by the Hluphekani informal settlement. Future opportunities lie in sectors such as mining, agriculture, and the processing of local natural products like Mopani worms and Marula fruit, alongside the proposed commercial entrance at the Shangoni Gate to the Kruger National Park.

Ba-Phalaborwa Local Municipality

Ba-Phalaborwa is bordered to the north by Greater Giyani and Greater Tzaneen, to the south by Maruleng, and to the east by Mozambique. It includes parts of the Olifants, Letaba, Mopani, and Shimuwini camps of the Kruger National Park and is integrated within the Great Limpopo Trans-Frontier Park. The municipality comprises four towns and 23 villages, with major population centers located in Phalaborwa, Namakgale, Lulekani, and the rural Seloane/Nondweni area adjacent to the Eiland resort. Although mining represents the predominant economic sector and the largest contributor to the district's GVA, its finite nature poses future challenges. Additionally, the region faces significant land claims and the necessity to integrate Mozambican residents in areas such as Humulani. The area's distinctive natural features present substantial opportunities for ecotourism and conservation initiatives.

Maruleng Local Municipality

Maruleng Local Municipality is located in the southern part of the Mopani District, bordered by the Kruger National Park to the east, and Ba-Phalaborwa and Greater Tzaneen to the north, as well as various municipalities to the west and south, including the Drakensberg escarpment. It spans an area of 3,244.3 km² and consists of 33 rural villages along with 3 urban centers (Hoedspruit, Kampersrus, and Mica). The region is characterized by Lowveld vegetation and diverse population densities. There is a notable fragmentation from the apartheid era, with 90% of the population residing on less than 20% of the land (around Sekororo), while the remaining land is utilized for game farming and urban development. Despite progress in racial integration within the towns since 2001, the high expense of land under the "willing seller-willing buyer" principle continues to pose a significant obstacle to the expansion of Hoedspruit and other developmental projects.

3.1.2 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 GaKgapane) 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

Municipality	Total	Rural settlements	Non-urban	Urban
Greater Giyani	100. 0%	85.7%	0.9%	13.4%
Greater Letaba LM	100. 0%	92.8%	5.1%	2.1%
Greater Tzaneen LM	100. 0%	86.6%	6.4%	7.0%
Ba-Phalaborwa LM	100. 0%	87.0%	4.3%	8.7%
Maruleng LM	100. 0%	88.0%	8.0%	3.4%

Table 24: Settlement Patterns

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

The Mopani District Municipality's spatial economy is structured around a clearly defined nodal hierarchy that guides economic investment and service delivery, ensuring compliance with both the National and Limpopo Spatial Development Frameworks (LSDF). The highest tier consists of Provincial/1st Order settlements, including Tzaneen, Phalaborwa, Giyani, Modjadjiskloof, and Hoedspruit, which function as the District's primary administrative, economic, and service centers. These nodes are critical for concentrating public investment to achieve efficiency. Supporting these anchors are the District/2nd Order settlements, such as Nkowankowa, Namakgale, and Ga-Kgapane. These areas are designated as key industrial, retail, and service hubs for instance, Nkowankowa is vital for manufacturing and agro-processing and are essential for distributing economic benefits and high-order social facilities to the wider rural population. This hierarchy is the foundation for directing DDM One Plan Catalytic Projects and must serve as the key reference point for guiding all government, private sector, and civil society initiatives.

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 3	KaNkomo
	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,	Ga-Kgapane
		Madibeng 2, Thibeni , Shotong, Sekhuteni, Malematsa, Mapaana, Tshabelammatswale, Naledi 4, Mandela Park, Rapitsi, Bakinofaso, Ga-Kgapane	
		Modjadji Head Kraal, Bolobedu, Mollong, Maraka Eketeng B, Rabothatha, GaMokwasela, Makhupe, Mamakata A, Motsinoni, Ramphenyane, Sephatwene, Moshakga, Mamphakathi	Bolobedu
	3	Mukwakwaila , Senakwe, Ga-Matipane Bulasini, Ga-Mothombeki, Mathipane	Bulasini
	3	Iketleng, Kwatane, GaPhooko, Staseni, Raphahlelo Mahembeni, Makwidibung, Moshate, Roerfontein Rakgara, Vaalwater B, Chabelane, Senwamokgope Eketeng A, Nyakelang	Senwamokgope
	3	Makgakabeng, Mohlabeng, Lebaka, Plantane Sethabane, Nkwelemotse, Naledi A 2, Xawela Ditshoseng, Twoline	Makgakabeng
	3	Mamaila, Nakampe, GaMaupa, Bellevue, Sefofosetse	Mamaila
GreaterTzaneen	1	Tzaneen	Tzaneen
	2	Nkowakowa	Nkowakowa

	2	Sethone B, Bokhuta, Mapitula Ga-kubjana, Leokwe, Fobeni, Thapane, Modjadji, Ga-Modjadji, Mothomeng, Kgwekgwe, Shotong, 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

Table 25: Settlement Hierarchy

Uncoordinated Land Use

In light of the ongoing spatial challenges faced by local government in South Africa, the Mopani District Municipality displays disjointed and uncoordinated patterns of land use. This situation often manifests through informal or unauthorized land occupations, highlighting a complex governance environment where the state does not exclusively control spatial use. Instead, various stakeholders, including the private sector, traditional authorities, and civil society organizations shape land-use trends.

So far, the municipality has faced considerable structural challenges in establishing and synchronizing different sectoral instruments. Key frameworks such as the Spatial Development Framework (SDF), Local Economic Development (LED) Plan, Disaster Management Plan, Waste Management Plan, and Infrastructure Plan typically function in isolation rather than as a cohesive system. This disconnect often leads to spatial decisions that deviate from the government's fundamental developmental objectives.

The consequences of this fragmented spatial governance are two-fold. Firstly, there is a persistent encroachment on high-potential agricultural areas for residential development, a trend that significantly undermines regional food security. Secondly, local municipalities are increasingly facing the emergence of spontaneous settlements that ignore statutory regulations. These "informal occupations" drastically diverge from established planning procedures. This chapter identifies and explores seven (7) particular settlements within the district that fall under this classification, as outlined in the subsequent table.

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

Table 26: Informal Settlements

Land Restitution

The land restitution process is at the 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 as a sign to government to speed up the process. The latter is critical because the land restitution process while positive 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%

Table 27: 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.

The analysis confirms pervasive uncoordinated land use, often manifesting as illegal/informal occupation of land (e.g., Hluphekani in GGM, Humulani in BPM). This practice violates the principles of spatial sustainability and efficiency, resulting in:

- Loss of Prime Land: Prime land earmarked for agriculture is converted to residential use, negatively impacting the district's role as the "food basket of Southern Africa."
- Settlements on Unsafe Grounds: The invasion of land often results in settlements in areas with environmental hazards.

Furthermore, the Land Restitution Process presents a major constraint, with 44 valid claims covering 185,497, 6970 hectares (7.3% of the total municipal area). This challenge keeps affecting land unutilized, hindering development and complicating the review of the Spatial Development Framework.

3.1.3 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.

Spatial Opportunities

- Abutting with Mozambique afford MDM citizens proximity to access the beaches in Xaixai, Baleni, etc and make MDM a gateway 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

3.2 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

- Human settlements
- Social Development
- Health
- Transport and community safety

3.2.1 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 PSHDAs.
Tzaneen Core	Yes	

Table 28: Priority human settlements 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

Table 29: Human settlements programmes

Human Settlement Planning Mopani District Municipality

Area	Municipality Needs / Priorities	Sector priorities	App: Programmes	Challenges / Gaps
Rural/Urban Housing	24 802	540 housing units	Breaking New Ground (BNG) within HSDG	-Limited HSDG funding -Non-compliance on due date for submission of housing all allocation
Eradication of Mud houses and shacks	17456 Mud houses 18213 Shacks	Eradication of mud houses and shacks	Special intervention programme from NDHS	Limited HSDG funding
Informal settlements with approved General plans	02 Township Establishments	2500 sites	Informal settlement upgrading	Land ownership (private/ government) Land invasion
IRDP (Bulk and internal)	4500 sites	1365 sites	Breaking New Ground (BNG) within ISUPG	Poor performance of contractors

Removal of Asbestos roofs	4891 houses backlog (District)	Removal of Asbestos roofs of assessed properties	Special intervention programme from NDHS	Unavailability of funds to implement the project.
PHSHDAs (Priority Human Settlement & Housing Development Areas)	three (3) development plans to be implemented	20% investment of the total Human Settlements projects	HSDG and ISUPG	Delays in identification of projects within PHSHDAs.
Hectares of land acquired	03 Properties earmarked for acquisition.	30ha	Land acquisition programme	Limited submission from municipality Outdated Municipal land acquisition Process of acquisition/donation is lengthy
Households that received subsidies through First Home Finance	As per applications	200 units	First Home Finance (known as FLISP)	Subsidy is not known (lack of awareness)
Provision of Emergency housing	Number of temporary shelters depends on occurrence of disaster	As per disaster occurrence.	Emergency housing	None

Table 30: Human settlement planning

Challenges and Interventions

The Mopani District Municipality comprises five local municipalities with a total population of 1,372,874, of which 54% are female and 60% fall within the economically active age group of 15-64 years. Economically, only 211,312 people (15.4%) hold full-time employment, with 79% earning below R3,500, the minimum living level. Housing challenges persist, as the Limpopo Province faces a backlog of 96,496 units per the Limpopo Multi-Year Housing Sector Development Plan (LMYHSDP 2024-2029), while the district contributes 24,802 units (25.7% of the provincial total). Characterized by both clustered urban and scattered rural settlements, the district includes 370 settlements and 358,153 households.

Challenges	Interventions
Delays in implementation of projects	Forward planning
Change of submitted and approved development areas (villages) during the implementation	Improve projects planning and coordination by all stakeholders
Poor performance of contractors	Allocation of units for performing contractors/contractors with capacity
Mushrooming of informal dwellers on private and formalized municipal properties (land invasion)	Enhancing strong relationship between the community representative forum, landowners and Municipalities
Outdate human settlement /housing sector plans and Land acquisition plans	Municipalities to review / develop human settlement housing sector plans
Limited suitable land for Human settlement	
Delays on completion of projects due to exorbitant demand by traditional authorities and business forums	Enhancing strong relationship between the Traditional authorities and Municipalities

3.2.2 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 interventions.

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

Table 31: MDM Health Facilities

High poverty, unemployment, rural settlement dispersion, and a youthful population create strong demand for maternal and reproductive health services. High dependency ratios and migration patterns further strain facility access.

Health Service Delivery Performance 2025

HIV Case finding April-June 2025

	Monthly Targets	HIV test done - sum	Gap	HIV testing Rate
lp Mopani District Municipality	63144	684.9842,0	-5698	109
lp Ba-Phalaborwa Local Municipality	9045	12064,0	-3019	133
lp Greater Giyani Local Municipality	14081	13469,0	612	96
lp Greater Letaba Local Municipality	11630	12600,0	-970	108
lp Greater Tzaneen Local Municipality	22657	22730,0	-73	100
lp Maruleng Local Municipality	5733	7979,0	-2246	139

ART Adult initiated on ART

	April 2025 Antenatal client eligible for ART initiation	April 2025 HIV positive 15- 24 years female (excl ANC)	April 2025 HIV positive 15- 24 years male	April 2025 HIV positive 25- 49 years (excl ANC)	April 2025 HIV positive 50 years and older	Total positive	April 2025 ART adult naïve start ART in month	ART adult naïve start rate
Mopani District	209	101	24	681	156	1171	1093	93
Ba-Phalaborwa	40	20	3	73	21	157	143	91
Greater Giyani	48	26	7	130	22	233	240	103
Greater Letaba	35	13	3	128	25	204	160	78
Greater Tzaneen	71	33	9	268	74	455	426	94
Maruleng	15	9	2	82	14	122	124	102

Clients initiated on PrEP

	April 2025 Initiated on PrEP	April 2025 Antenatal client HIV 1st test negative	April 2025 Antenatal client started on PrEP	April 2025 Total client start on PrEP
Mopani District	353	5085	127	353
Ba-Phalaborwa	31	510	19	31
Greater Giyani	96	896	38	96
Greater Letaba	55	1835	8	55
Greater Tzaneen	154	1372	47	154
Maruleng	17	472	15	17

Identified Challenges and opportunities

Identified challenges	Intervention
➤ Critical staff shortages, particularly in rural areas ➤ Infrastructure decay and maintenance backlogs ➤ Utility failures - water, electricity, load reduction ➤ Security vulnerabilities at health facilities ➤ Persistent disease burdens - TB, maternal mortality, teenage pregnancy ➤ Financial constraints are limiting capital projects	➤ Digital health platforms (DHIS2, TIER.Net, TB Dashboard) ➤ Municipal partnerships for infrastructure support ➤ Ward-based outreach and traditional authority collaboration ➤ Donor/private sector engagement for equipment and staffing

3.2.3 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 is 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. To do this, the Mopani District has created a social crime-prevention strategy that combats crime in collaboration with the province's Safety and Security Department.

Municipality	Contact Crime	Property Related	Other Serious	Crimes Dependent on Police Action	Total Reported Crimes
Greater Tzaneen	2,495	1,256	2,206	910	7,317
Greater Letaba	1,843	626	696	N/A	3,884
Ba-Phalaborwa	1,064	880	869	731	3,787
Maruleng	1,249	773	739	N/A	3,490
Greater Giyani	1,243	N/A	524	N/A	2,700

Table 32: Reported Crimes

Source: National Strut hub

An analysis of the 2024 crime data for the Mopani District reveals significant spatial and thematic challenges regarding public safety. Greater Tzaneen is identified as the primary criminal hotspot, recording 7,317 total crimes, which is nearly double the volume of any other local municipality in the district.



Total contact crimes

7894

Contact Crime

● Assault ● Attempted murder ● Carjacking ● Murder ● Robbery ● Sexual offences

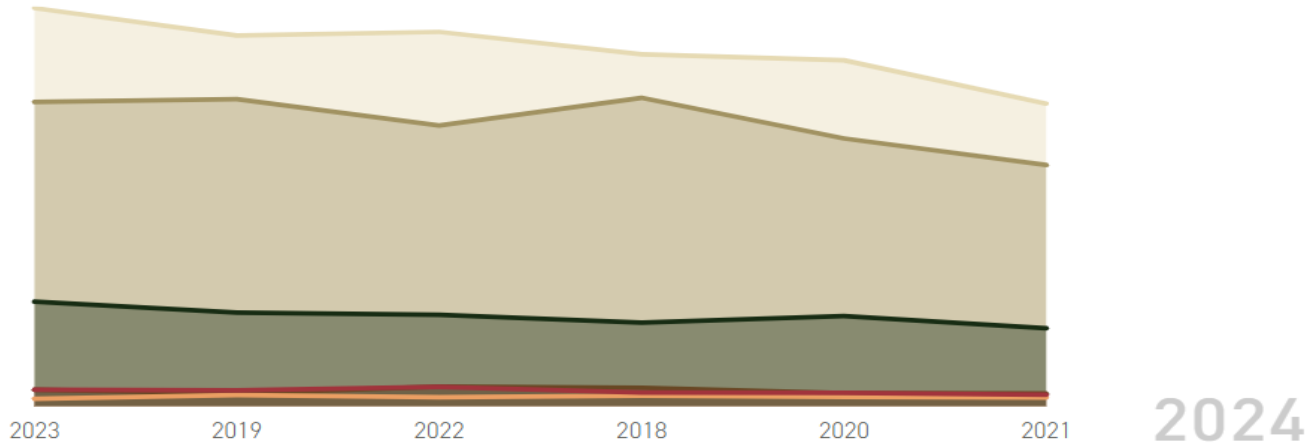


Figure 8: Total Reported Crimes

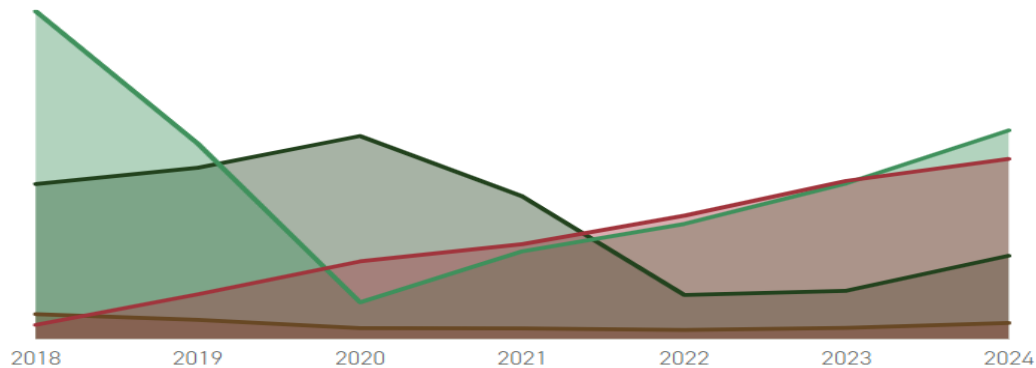
Source: National Strut hub

Across the district, Contact Crimes, including assault, robbery, and sexual offences, represent a dominant and persistent threat, totaling 7,894 incidents district-wide in 2024. While the total volume of contact crimes has shown a slight decline since 2023, the high prevalence of these interpersonal offences, particularly in Greater Tzaneen (2,495) and Greater Letaba (1,843), remains a critical concern for developmental planning. Furthermore, the concentration of Property-Related Crimes in economically active areas like Tzaneen (1,256) and Ba-Phalaborwa (880) underscores a direct link between urbanization and specific criminal typologies.



Total crimes dependent on police action

● Driving under the influenc... ● Drug-related crime ● Illegal possession of ... ● Sexual Offences ...



2024

Figure 9: Total Crimes

Source: National Strut hub

The chart above highlights a troubling trend in Crimes Dependent on Police Action within the district from 2018 to 2024. The most notable aspect is the steady and significant year-on-year rise in sexual offenses, which have nearly doubled over the six-year span, representing the most consistent upward trend among all the categories tracked. Conversely, drug-related offenses exhibit a fluctuating pattern; following a substantial peak in 2018 and a sharp decline that reached its lowest point in 2020, they have rebounded toward their earlier highs by 2024. Driving under the influence shows a similar U-shaped recovery, returning to pre-pandemic figures after a significant drop in 2022. At the same time, the illegal possession of firearms and ammunition remains the least frequent category, displaying a relatively stable but flat presence throughout the reporting period.



Total contact-related, property-related and other serious crimes

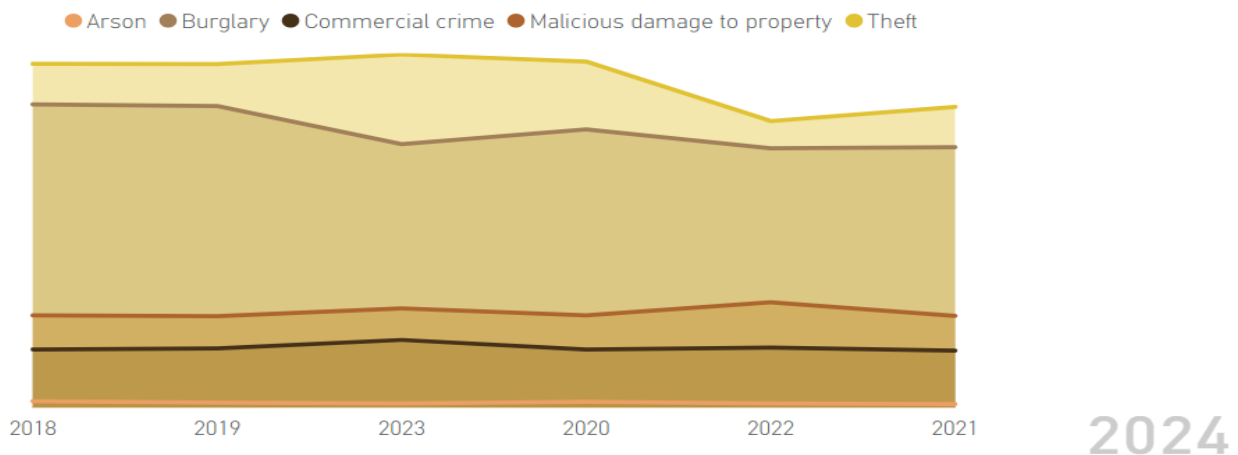


Figure 10: Other Serious Crimes

Source: National Strut hub

The statistics on serious crimes from 2018 to 2024 reveal a complex picture regarding property and contact-related offences. Theft remains the most prevalent crime category, though it has declined significantly since 2020 and has recently increased slightly. Burglary, closely following theft, has shown relative stability with a slight decrease throughout the six-year span. Malicious damage to property and commercial crime have both kept consistent, lower-volume rates with little variation, while arson remains the least commonly reported offence. In summary, the data suggests that while most serious crimes have either leveled off or slightly diminished since their peaks between 2018 and 2020, theft and burglary still account for the largest share of reported crimes within the district.

Between 2018 and 2024, the district witnessed a significant shift in crime trends: while proactive police-action crimes, such as drug offences and driving under the influence, experienced a temporary drop before bouncing back to pre-pandemic levels by 2024, sexual offences have shown a steady, aggressive increase each year, nearly doubling during this period. Concurrently, serious property crimes like theft and residential burglary maintained their status as the most frequently occurring offences, despite showing gradual stabilization. Meanwhile, the most severe violent crimes, including arson and illegal firearm possession, consistently remained low.

3.2.4 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

Table 33: Attendance at an educational institution

Source: Census 202

Number of Existing schools in Mopani District



Total number ordinary schools, educators and learners

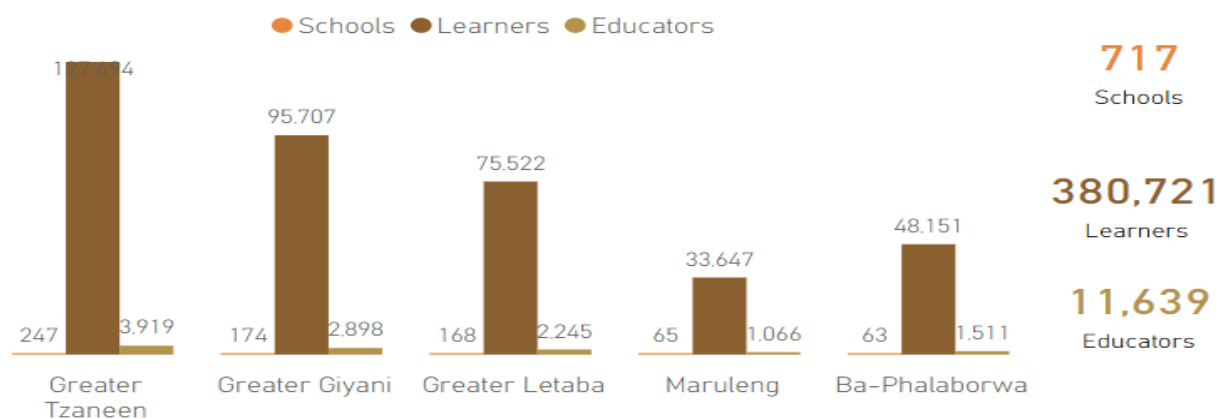


Figure 11: Number of existing Schools

Source: National Strat Hub

The bar chart depicts how ordinary schools, teachers, and students are distributed across five municipalities in Limpopo Greater Giyani, Greater Letaba, Maruleng, Ba-Phalaborwa, and Greater Tzaneen that is highlighting significant inequalities in educational resources that point to difficulties for integrated development planning (IDP) and community involvement in rural governance. The overall totals amount to 717 schools, 11,639 teachers, and 380,721 students, resulting in an average learner-to-teacher ratio of around 33:1, which greatly surpasses national standards and corresponds with reports from the Limpopo Department of Education regarding the high enrollment challenges in the Mopani.

Literacy Rates

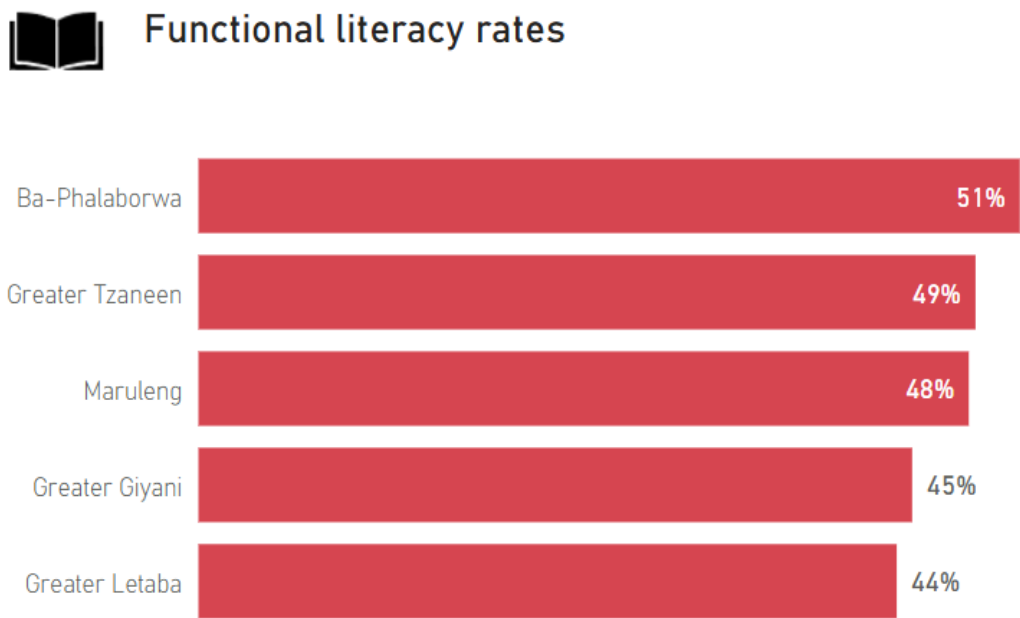


Figure 12: Functional literacy rates

Source: National Strat Hub

Functional literacy rates across the local municipalities of Mopani District Municipality indicate modest levels of proficiency, Ba-Phalaborwa being at the top with 51%, followed closely by Greater Tzaneen at 49%, Maruleng at 48%, Greater Giyani at 45%, and Greater Letaba at the lowest with 44%. This pattern reflects ongoing educational disparities that correspond with previous attendance trends from Census 2022, where primary education prevails while enrollment in post-secondary institutions remains low. These statistics, likely sourced from national Strat Hub highlight the differences between rural and urban areas Ba-Phalaborwa benefiting from economic centers in contrast to Greater Letaba's isolation and underscore the need for initiatives focused on adult education to enhance community involvement in governance.

Children Attending ECD Programme



Percentage of children aged 0-6 attending ECD programmes

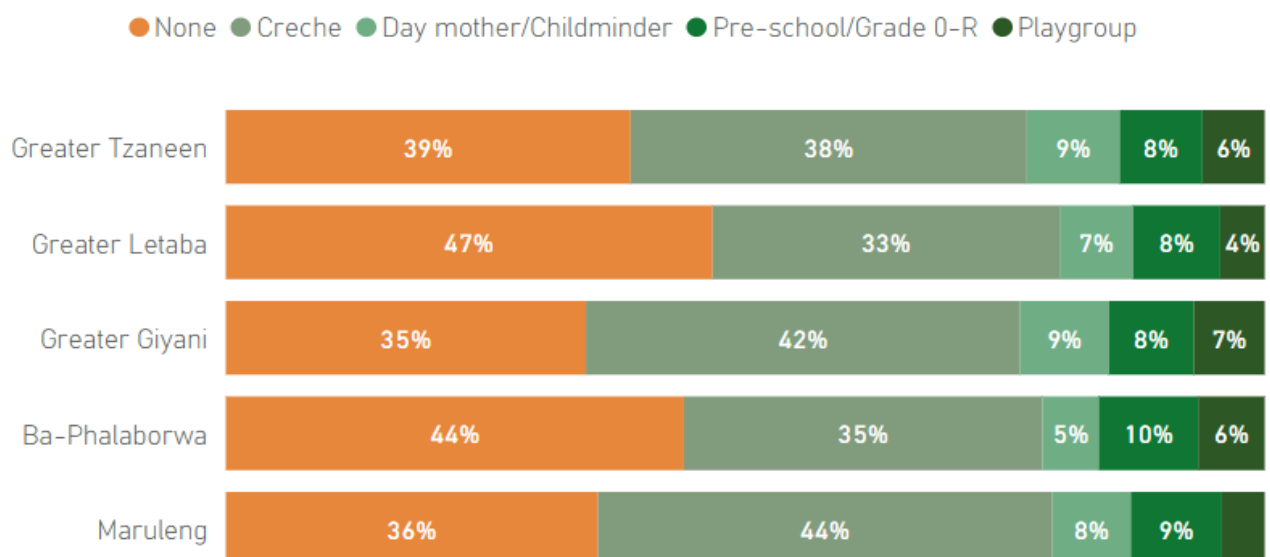


Figure 13: Percentage of children attending ECD programmes

Source: National Strat Hub

The above chart illustrates ECD programme attendance among children aged 0-6 across five Mopani District municipalities Greater Tzaneen, Greater Letaba, Greater Giyani, Ba-Phalaborwa, and Maruleng highlighting non-participation rates peaking at 47% in Greater Letaba and bottoming at 33% in Maruleng, with creche/day mother/childminder uptake around 30-35%. Pre-school/Grade R dominates formal engagement at 33-46% (highest in Greater Giyani), followed by playgroup at 5-10%, revealing foundational gaps that preceded the primary school dominance (42-45%) and modest functional literacy outcomes (44-51%) observed in prior charts for this age cohort's trajectory. These disparities with rural areas like Greater Letaba.

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.

- Inadequate sanitation and 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.

Schools in Need of Infrastructure and Furniture

Schools in need of infrastructure	Reasons for the need	No. of schools which needs furniture
18 Schools	Overcrowding	25
No. of Circuits	Reasons and challenges	
05 Giyani Cluster Circuits	Circuit officials are currently accommodated at Unigaz Two circuits will be moved to Shamavunga circuit office once renovations by LDPWI are completed.	
02 RAMO Cluster Circuits	Relocated to the Old Circuit Building and Shortage of offices Currently under renovations Water and electricity challenges	

Schools Without Water

The water challenge in various communities affects schools, with some having salty (undrinkable) water (Class 4 water). Some schools lack access to bulk water from the community

Most schools listed have a dry borehole as the challenge.

- Lulekani Circuit: Chuchekani Primary, Masaswivona Primary.
- Mamaila Circuit: Mmaba Secondary (no borehole), Mokutu Secondary, Khathola Secondary, Makhaka Secondary, Molate Secondary, Seripe Primary.
- Man'ombe Circuit: Kutsakeni Primary (Contractor drilled new borehole in 2021, now dry).
- Modjadji Circuit: Masalanabo High, Bolobedu Primary.

- Molototsi Circuit: Maloba Primary, Mampeule Secondary.
- Namakgale Circuit: Leseding Primary.
- Rakhwadu 1 Circuit: Shotong Primary, Modika Secondary, Matome Modika Sec (Contractor drilled new borehole in 2022, now dry).
- Sekgosese East 1 Circuit: Pheeha Primary, Mphuma Secondary, Lephai Secondary.
- Sekgosese East 2 Circuit: Phetole Primary.
- Shamavunga Circuit: Malenga Secondary (Contractor drilled new borehole in 2022, now dry).

Schools with Salty Water (Class 4 Water - Undrinkable)

- Mamaila Circuit: Ramatimana Primary.
- Groot Letaba Circuit: Charlie Rhangani Primary.
- Shamavunga Circuit: Sikhunyani Secondary, Gija Ngove Secondary

School Special Projects

Special projects refer to the National School Nutrition Programme (NSNP) and Scholar Transport. NSNP provides learners with nutritious food, but the programme is facing issues like selling expired food. Scholar transport assists learners who must travel long distances.

➤ NSNP Beneficiaries and Job Creation

- Total number of NSNP beneficiaries: 194,337 across 13 circuits.
 - Highest beneficiaries: Lulekani (22,732).
 - Lowest beneficiaries: Molototsi (7,201).
- Jobs created through the NSNP Program: 1,145 food handlers.
 - Highest food handlers: Lulekani (114).
 - Lowest food handlers: Molototsi (52).
- Jobs created through the PYEI (Presidential Youth Employment Initiative):
 - Curriculum Assistant: 402.
 - Reading Champions: 860.
 - E – Cadres: 343.
 - Care and support: 343.
 - Sports and enrichment: 343.
 - Handy persons: 344.

Scholar Transport

- Scholar transport is provided as an intervention for learners who cannot afford to travel long distances.
- Challenges include service providers using cars not contracted for the service.
- Collaboration with the Department of Transport and Community Safety helps by providing bicycles, although adults sometimes take these from learners in areas like Nkomo, Shawela, and Shikhumba.
- Learner transport organized by parents, particularly around the Dzumeri area using vans, poses a challenge.
- Total beneficiaries: 34 schools and 3,321 learners.
- School with the highest beneficiaries: Malenga (397 learners).

Teenage pregnancy

No.	Circuit	Grades						
		6	7	8	9	10	11	12
1.	Groot Letaba			2	2	12	18	12
2.	Klein Letaba			7	7	12	18	12
3.	Lulekani	1		5	6	12	8	2
4.	Mamaila			8	15	16	12	9
5.	Man'ombe		1	3	11	12	8	5
6.	Modjadji				3	7	9	10
7.	Molototsi				3	7	10	11
8.	Namakgale		1	2	3	5	5	2
9.	Nsami			2	1	25	21	10
10.	Rakwadu 1				1	6	8	5
11.	Sekgosese East 1			1	5	9	19	10
12.	Sekgosese East 2		1	1	3	7	12	9
13.	Shamavunga			5	2	12	12	41
	Total	1	3	36	62	142	160	138

3.2.5 Sports, 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 grandstand 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: Mavuza 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.

Table 34: MDM Sports Centres

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 jewelry.

Thusong Centres (Multi-Purpose Community Centres)

In the district, 10 Thusong centers previously known as MPCCs have been developed. 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.

3.3 ENVIRONMENTAL ANALYSIS

3.3.1 Environmental Setting

❖ Land Cover

Forest and cultivated land are the dominant land cover types in the MDM, together, covering over 70% of the total land cover. Most of the cultivated land and residential areas are in the western half of the district. Grassland land covers a significant portion of the landcover in the north-eastern portion of the MDM. There is a heavy presence of mines and quarries in the Ba-Phalaborwa region.

❖ Topography

Mopani District is characterized by mountainous, inaccessible terrain in the western bushveld region, and un-even topography (gentle slopes) in the eastern lowveld region. The mean altitude of the eastern lowveld is about 436 m whilst that of the western bushveld averages 811 m above mean sea level separated by the north-eastern escarpment. At the western end, the highest elevation is higher than 1800m falling to below 400 m in the river valleys of the eastern end.

❖ Geology

The geology of the Mopani District is diverse and characterized by a mix of geological formations including sandstones, shales, grit, conglomerate, quartzite, and basalt. The district also hosts several mineral deposits, particularly copper, gold, and magnetite, making it favorable for mining activities, especially in the Ba-Phalaborwa region. The area also features the Giyani Greenstone Belt, with 55 known gold occurrences (20 inactive mines and 35 prospects).

The mining sector plays a significant role in the district's economy with the Phalaborwa region being a major mining hub where copper and phosphate deposits are prominent. The mining development has the potential to generate significant investments and economic growth in the district and the Limpopo Province. Small-scale mining initiatives also exist, such as gold mining in the Giyani and Murchison Greenstone areas.

3.3.2 Environmental Governance and Integrated Environmental Management

Environmental Management in the district is governed by Section 24 of the Constitution of the Republic of South Africa which focuses on the protection of environmental rights for all people. This right is further expressed by the National Environmental Management Act, 1998 (Act No. 107 of 1998) ("NEMA") and the following Specific Environmental Management Acts (SEMA's):

- the National Environmental Management: Air Quality Act, 2004 (Act No. 39 of 2004),
- the National Environmental Management: Waste Act, 2008 (Act No. 59 of 2008);

- the National Environmental Management: Biodiversity Act, 2004 (Act No. 10 of 2004); and
- The National Environmental Management: Climate Change Act, 2024 (Act No. 22 of 2024).

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 processes.

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 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.

An Environmental Management Forum (Mopani District Environmental Management Forum) has been established which assists in dealing with issue identification and planning. In addition to this, the Municipality forms part of the Provincial-Municipal Air Quality Officers’ forum (facilitated by LEDET) as well as the Provincial Climate Change and Environmental Management Forum (Led by SALGA) which are convened quarterly to discuss environment related issues (air quality, climate change, waste management, biodiversity, etc) within the province.

As part of the National and Provincial Government interventions on environmental management, the DFFE in partnership with DWS and LEDET have funded the development of Environmental Management Framework (EMF) for Letaba and Olifant Catchment areas that have also covered the Mopani District Municipality. The EMF provides necessary guidance for environmental considerations in Municipal Planning processes to promote sustainable development that caters for the needs of current and future generations in Mopani District Municipality. In addition to this, the DFFE and LEDET have also deployed officials to the MDM to provide technical advice on environmental management issues, ensure proper planning and implementation of its EPWP projects and provides inputs on Municipal planning structures such as IDP Technical committee and IDP representative forums. The district is working with various stakeholders including CBO’s, NPO’s, PPPs, SMME’s, industries, academic institutions and sectors departments to deliver on its environmental management function.

The Mopani District Municipal area is faced with environmental risks and trends that lead to environmental degradation. To ensure that development activities carried out by Mopani District Municipality are sustainable, the IDP of Mopani District has considered environmental and socio-economic issues in an integrated manner in decision

making, project planning and implementation. A summary of the district's environmental analysis is outlined below. It provides the state of the district's environment including the priority environmental issues or challenges facing the district as well as the interventions that are implemented to address these challenges in a short, medium and long term. Below is the discussion of the state of the environment for Mopani District Municipality.

3.3.3 Biodiversity and Conservation

Mopani district has about 50% areas which are designated as nature conservation (including the Kruger National Park, which occupies 43% of the total area.). The land is characterized by a significant amount of savanna biome, which covers about 68% of the area, with the remainder being grassland (16%) and forest (10%) biomes. There are twenty-five different vegetation types found in the district, with 24 outside of the Kruger National Park. Nine of these vegetation types are classified as threatened, and some are endemic or near-endemic to the province.

Mopani District Municipality has a 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 privately 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 needs to be strengthened.

The district has a Bioregional Plan which is a spatial plan for biodiversity conservation and ecosystem function. It identifies and maps areas crucial for maintaining biodiversity and ecosystem processes, known as Critical Biodiversity Areas (CBAs) and Ecological Support Areas (ESAs). The plan is based on the Limpopo Conservation Plan v2 (LCPv2) but is adapted to local threats and stakeholder input.

The district municipality and all five local municipalities do not have Alien Invasive Species Eradication Plans to identify, monitor regularly, and respond immediately to new infestations. The district together with the local municipalities are working to eradicate alien invasive species through various initiatives, including bioregional plans,

monitoring, and control measures. The Municipality collaborates with government agencies like the DFFE and South African National Biodiversity Institute (SANBI) to address alien plant species. Only Maruleng LM in the district has the open space management by-laws that govern the management, use, and enjoyment of public parks, gardens, and other recreational areas. These by-laws aim to ensure the safety, well-being, and environmental sustainability of these spaces for all members of the community.

3.3.4 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.

3.3.5 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 flow 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, and N'wamitwa villages
Ba-Phalaborwa Municipality	Majeje, Mashishimale, and Makhushane villages
Maruleng Municipality	Makgaung

Greater Letaba Municipality	Ga-Kgapane & Bellevue
Greater Giyani Municipality	Siyandani, Homu, Shawela (community processes salt from the resource)

Table 35 Wetland Areas

3.3.6 Priority Environmental Challenges Identified in Mopani District Municipality

The environmental challenges which are of primary concern in the district are listed below. These are the areas which need to be properly addressed/managed in order to ensure that environmental rights are protected as required by the Constitution of the Republic of South Africa and the NEMA.

- Illegal waste disposal
- Waste burning
- Water pollution
- Air pollution
- Climate Change
- Deforestation
- Alien and invasive species
- Soil erosion
- Veld and forest fires
- Informal settlements

3.3.7 Air Quality Management Plan

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 Mopani District Municipality has a poor or potentially poor air quality rating, particularly due to excessive Sulphur Dioxide (SO₂) emissions from the Ba-Phalaborwa area as well as Particulate Matter (PM) emissions from domestic fuel and waste burning. Key contributing factors to air pollution in the district include industrial activities, domestic fuel burning (e.g., wood burning for cooking and heating), and biomass burning (e.g., agricultural seasonal burning) are major sources of air pollution in the district. The municipality reviewed its Air Quality Management Plan

(AQMP) in terms of Section 15 (2) of the National Environmental Management: Air Quality Act, 2004 (Act No.39 of 2004) (“NEMAQA”). The AQMP was reviewed and approved by council in 2023, and it is being implemented to ensure that the identified air quality issues are addressed. The municipality has developed Air Quality Management By-laws which are aimed at regulating and controlling air pollution within the district and are under implementation. Chapter 4 of the National Framework for Air Quality Management in South Africa (2018) mandates district municipalities to conduct ambient air quality monitoring within their jurisdictions. Monitoring must be conducted in adherence to the National Ambient Air Quality Standards (Government Gazette No. 32816, Notice 1210 of 24 December 2009), promulgated under the NEMAQA. Mopani District Municipality operates a Continuous Ambient Air Quality Monitoring Station (CAAQMS) which is located at the Disaster Management Centre in Tzaneen. The station is owned and managed by the Municipality. It is equipped to monitor the following parameters:

- Sulphur dioxide (SO₂);
- Oxides of Nitrogen (NO_x) – expressed as Nitrogen dioxide (NO₂);
- Particulate matter (PM₁₀ and PM_{2.5});
- Ozone (O₃);
- Carbon Monoxide (CO);
- Benzene, Toluene, Ethylbenzene and Xylene (BTEX); and
- Meteorological parameters (wind speed, wind direction, barometric pressure, ambient temperature, relative humidity, rainfall and solar radiation)

There are four CAAQMSs located in the Ba-Phalaborwa area. Of the four stations, one is owned and managed by the Limpopo Department of Economic Development, Environment and Tourism (LEDET) and the remaining three stations are privately owned and managed by the Phalaborwa Mining Company (PMC).

The LEDET station measures most of the criteria pollutants including Sulphur Dioxide (SO₂), Nitrogen Dioxide (NO₂), Oxides of Nitrogen (NO_x), Particulate Matter (PM₁₀ and PM_{2.5}), Ozone (O₃), Carbon Monoxide (CO), and BTEX, as well as meteorological parameters. The three stations owned by PMC measure only SO₂ and meteorological parameters.

Ambient air quality monitoring data from all the two government owned stations (MDM and LEDET) are logged and reported live the South African Air Quality Information System (SAAQIS). The data can be processed online for air quality information. Some quality control is carried out, but the data still requires further processing. The data from the stations is accessible to members of the public through on the SAAQIS Mobile App which can be downloaded from App Store (for Apple users) and Google Play (for Android users), as well as the SAAQIS website.

Mopani District Municipality is a Licensing Authority for Atmospheric Emission Licences (AELs), as mandated by Section 36(1) of the NEMAQA. As the licensing authority, the Municipality must issue and manage AELs within its jurisdiction. The municipality has an Air Quality Officer responsible for performing all air quality management issues in the district, as legislated by NEMAQA.

3.3.8 Climate Change

The MDM has a temperate climate with rainfall predominantly occurring in the summer months (80%) from November to March. On average the MDM receives between 400 mm over the dry Savannah areas and up to 2000 mm of rain per annum over the Great escarpment areas. The temperature ranges from a maximum average of 21°C in the mountainous areas, to 25°C in the dry lowveld areas (MDM, 2022), with north-easterly to south-easterly winds frequently observed (Mopani AQMP, 2015).

Mopani District Municipality developed a Climate Change Response Strategy (2025) with the assistance of the Council for Scientific and Industrial Research (CSIR), SANTAM, DFFE, and SALGA. This strategy presents a comprehensive blueprint for resilience, integrating both adaptation and mitigation measures to promote sustainable development, protect natural resources, and enhance the quality of life for its residents.

According to the strategy, the district faces a range of climatic challenges (IPCC, 2022), including extreme weather events, rising temperatures, irregular rainfall, and prolonged droughts., including extreme weather events, rising temperatures, irregular rainfall, and prolonged droughts. These factors exacerbate existing socio-economic vulnerabilities, threaten critical infrastructure, and endanger key sectors such as agriculture, mining, and tourism. In alignment with the National Environmental Management: Climate Change Act 22 of 2024 (“Climate Change Act”) and the Local Government: Municipal Systems Act, this strategy fulfils the mandate for municipalities to assess climate risks, establish greenhouse gas inventories, and integrate climate response plans into their Integrated Development Plans (IDPs).

The climate risk profile of MDM underscores the following critical vulnerabilities which require urgent attention (CSIR, 2019):

- ***Increasing Temperatures:*** Projected average annual temperature increases of 2.2–2.5°C by 2050 (IPCC, 2022), leading to more frequent and intense heatwaves.
- ***Irregular Rainfall:*** Spatial variability in rainfall, with potential decreases in some areas and increases in others, heightening the risks of droughts and floods.
- ***Wildfire Risks:*** Greater wildfire likelihood, particularly in the wildland-urban interfaces of Phalaborwa and Hoedspruit.
- ***Flooding Hazards:*** Increased extreme rainfall events, especially in areas such as Tzaneen, Ba-Phalaborwa, and Hoedspruit, with implications for infrastructure and communities.

The strategy prioritizes adaptation to safeguard livelihoods and infrastructure against climate impacts. Four core adaptation goals are identified and focus on water security, biodiversity and ecosystem protection, agricultural resilience, and resilient human settlements. It also identifies the mitigation strategies to reduce greenhouse gas emissions which are as follows:

- **Energy Sector:** Promote renewable energy sources, energy-efficient buildings, and the adoption of clean technologies.
- **Transport:** Develop sustainable transport systems, including non-motorized transport and low-emission public transport options.
- **Waste Management:** Strengthen recycling programmes and waste-to-energy initiatives to minimize landfill emissions.
- **Agriculture:** Enhance soil carbon sequestration and reduce emissions from livestock through improved management practices.
- **Forestry and Ecosystems:** Implement afforestation and reforestation projects to serve as carbon sinks.

As part of ensuring proper response to climate change issues, Mopani District in its process to review the Disaster Management Plan, is including climate change response into the plan. Climate change issues are also incorporated in other sector and strategic plans (e.g. LED, Infrastructure, Water, etc).

The Mopani District Municipality Climate Change Response Strategy represents a pivotal step toward sustainable and climate-resilient development. By addressing vulnerabilities, leveraging opportunities for mitigation, and fostering community partnerships, MDM aims to build a future that is resilient to climate risks while contributing to global climate goals. The strategy's success hinges on integrated planning, stakeholder collaboration, and sustained commitment from all sectors of society. It is therefore imperative that residents, businesses, and partners collaborate with the Municipality to secure a resilient and prosperous future for the district.

Climate Change Response Strategy

The world is facing unprecedented change and uncertainty due to climate change. The Mopani District Municipality Climate Change Response Strategy (MDM, 2025), identifies four critical vulnerabilities for the Mopani District:

- Increasing temperatures with a projected average annual increase in temperature of 2.2-2.5°C by 2050 resulting in more frequent and intense heatwaves.
- Irregular rainfall: increased risk of droughts and flooding due to spatially variable rainfall.
- Wildfire risks: greater wildfire risk, especially in wildland-urban interfaces located in Phalaborwa and Hoedspruit.

- Flooding hazards: an expected increase in extreme rainfall events, particularly in Tzaneen, Ba-Phalaborwa and Hoedspruit.
- Those most at risk of the negative impacts of projected climate change in the Mopani District are rural settlements (MDM, 2025).

The MDM Climate Change Strategy identifies key objectives for climate change adaptation and mitigation (MDM, 2025):

- Enhancing water security and conservation.
- Promoting sustainable use of natural resources and protecting biodiversity.
- Strengthening agricultural resilience.
- Improving the adaptive capacity of human settlements, especially in vulnerable populations.
- The reduction of greenhouse gas emissions through energy efficiency, the adoption of renewable energy and sustainable practices across all sectors.

The MDM Climate Change Response Strategy identifies four core adaptation goals and programmes, namely (MDM, 2025):

- Water security: The development of water resource management plans which incorporate the use of groundwater, rainwater harvesting and wastewater reuse.
- Optimize resource efficiency through the implementation of water conservation and demand management programmes.
- Strengthen drought resilience through the exploration of alternative water sources and improved infrastructure development.
- Biodiversity and ecosystem protection: The restoration and conservation of critical ecosystems such as wetlands and riparian areas.
- The integration of biodiversity considerations into spatial development frameworks and urban planning.
- Agricultural resilience: The promotion of sustainable agricultural practices, including the production of drought-tolerant crops and agroforestry.
- Enhance support systems for farmers, including early warning systems for pests and extreme weather events.
- Resilient human settlements: The upgrade of infrastructure in informal settlements to withstand extreme weather conditions.
- The use of education and early warning systems weather-related hazards.

3.3.9 Waste Management

Mopani District is faced with various challenges regarding waste management. MDM and two local municipalities

(Greater Giyani and Greater Letaba) have approved and endorsed Integrated Waste Management Plans. Waste management By-laws are also in place and under implementation for MDM, Ba- Phalaborwa Municipality, Greater Giyani Municipality, and Greater Tzaneen Municipality.

In terms of waste disposal, Greater Tzaneen and Maruleng municipalities have licensed landfill sites. Ba- Phalaborwa and Greater Giyani municipalities are utilizing licensed waste disposal sites. It must be noted that all the five local municipalities in the district have been granted Landfill Site Licenses. Greater Giyani has already started with the development of its landfill site. GGM, GLM, and BPM have obtained licenses for waste landfill sites in Sekhunyane, Maphalle and along R40, respectively.

All the local municipalities have several recycling programs 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 municipalities are aware of the issues that affect their constituents.

3.3.10 Integrated Waste Management Plan

In all municipalities, efforts have been made to expand service, and progress has been made in various areas. Ba - Phalaborwa provides 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 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 are 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 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.

Disposal situation in the Local Municipalities

In addition to the available disposal sites in the district, there are numerous illegal dumping sites that are created by the communities and industries. Most of these illegal dumping sites are not protected, which results in children and animals having easy access to them, posing a serious health risk. This reflects 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 the Municipal 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 and to implement control measures against illegal dumping within their jurisdiction.

The waste management issues which are faced by the local municipalities are presented below:

(i) Ba–Phalaborwa

- Existence of mines contributes to atmospheric, land and water pollution.
- The current waste disposal site is full and needs closure and rehabilitation.
- The dumping site at Namakgale was closed and it is yet to be rehabilitated to Marula Orchards through funding from Foskor mine.
- Three informal settlements with approximately 1143 households without access to basic services like waste removal, sanitation, water and electricity also contribute to environmental pollution.
- Lack of waste removal services in rural communities also pose a challenge which leads to these areas being heavily polluted by litter.

(ii) Greater Giyani

The Giyani town is currently using a licensed waste disposal site and is working on finalizing the development of the new licensed landfill site. Giyani town faces various waste management issues which are caused by the following factors:

- Uncontrolled and unlicensed street traders.

- Three informal settlements with 1134 dwellings that are without access to basic services like water, sanitation and waste removal, resulting in an impact on the environment.
- Illegal dumping, limited human resources, lack of air space in the waste disposal site, lack of waste operation equipment and specialized waste management vehicles needed for proper landfill site management.
- Waste burning on illegal dumping site and in skip bins provided by the Municipality.

(iii) Greater Letaba

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

- The Municipality collects waste kerb side in Modjadjiskloof town and Ga-Kgapane township. Waste collection has also been extended to rural areas where skip bins are placed at strategic positions within the villages.
- There is no landfill site (though a license has been obtained for a landfill site at Maphalle village), hence the Municipality transports its waste to be disposed of at Tzaneen landfill site. This is a costly service delivery option for the Municipality.
- The municipality is encountering illegal dumping and waste burning.

(iv) Greater Tzaneen

Greater Tzaneen is on course with waste collection and landfilling. It has a licensed and fully functional 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. The community is also encouraged to use these transfer facilities for their household waste. Additionally, skip bins have been placed at strategic positions within the rural areas. There is, however, a problem of street traders who contribute to pollution by littering. There are also two informal settlements with 2 493 dwellings which need basic services.

(v) Maruleng

Maruleng municipality has been providing waste collection services in three management areas: Hoedspruit, Kampersrus and Drakensig for a total of 660 households. Kerb-side collection in urban residential and townships takes place twice a week. The municipality has a licensed landfill site in London village. This accounts for collection from about 3% of households in both commercial and residential areas. There is no refuse removal provided in some of the villages and the households rely mostly on backyard dumping, burial and burning. These practices adversely impact on human health and the environment. There is also limited human resources and waste management resources, such as specialized waste management vehicles, poor infrastructure, and the absence of electricity in the

landfill site.

Refuse Removal

Most rural communities in Mopani do not have access to waste removal services from local municipalities. Residents in these areas dispose of refuse on their own, often in an uncontrolled way. This practice has adverse consequences for environmental health.

Refuse removal services by municipalities have been focusing on urban areas (towns and townships). It should be considered that 81% of the population of Mopani District reside in rural areas, where the municipalities have a serious backlog on such services.

Given this, all local municipalities are trying to include rural areas in the refuse removal system. This is done by placing the skip bins in strategic areas (mostly at the illegal dumping hotspots) for the rural communities to dump their waste which will be collected by the LMs.

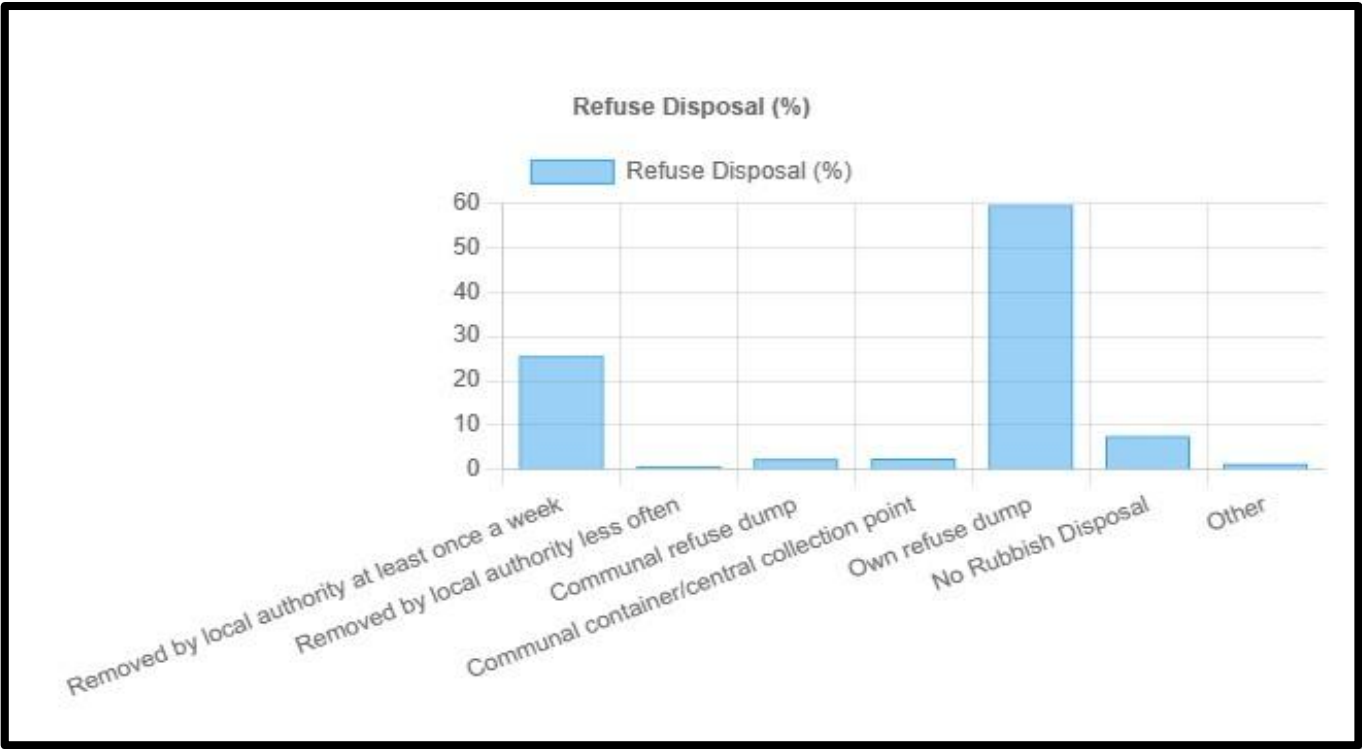


Figure 14: Refuse Refusal in Mopani

Source: Census 2022

3.3.11 Environmental Impact Assessments (EIAs)

Environmental Impact Assessments (EIAs) are a key tool in effective environmental management. Section 24 of the Constitution of the Republic of South Africa, 1996, calls on the State to secure everyone the right to an environment that is not harmful to health or well-being. An important component of ensuring a healthy environment is in

understanding the impact of human activities on the environment and the health and wellbeing of those who live in and depend on that environment. The document act as a guiding document for informed decision-making & activities pertaining to listed activities.

Environmental Impact Assessments and Authorization Process

Mopani District Municipality is commenting on all Environmental Authorization applications within the district. This applies to all activities that transform an ecosystem, and which triggers the activities listed in the Schedules 1, 2 and 3 of the NEMA.

Land-use decisions that lead to land cover change as well as all decisions where the mitigation sequence is applicable should be monitored by the municipality. Mopani District Municipality is guided by the following legislative guidelines when commenting on all EIA applications, the National Environmental Management Act, 107 of 1998 Environmental Impact Assessment (EIA) regulations (2014) and any applicable national and provincial legislation.

Environmental Compliance & Enforcement

Environmental compliance and enforcement are critical to ensure that development, industrial, mining and agricultural activities within the district adhere to environmental legislation, hereby preventing degradation and promoting accountability.

Mopani District Municipality has a functional environmental and compliance unit which ensures that compliance to environmental legislation is achieved by all sectors. Compliance and enforcement activities are conducted consistently by Environmental Management Inspectors (EMI) and visibility has improved. Local Municipalities within the districts also have trained EMIs that are performing compliance and enforcement function. There is a need for additional EMI's considering the increasing number of industries, agricultural activities and other regulated businesses within Mopani.

Compliance and Enforcement activities

- Monitoring compliance in terms of environmental management in local authorities as per National Environmental Management Act and its Specific Environmental Management Acts.
- Individual and joint routine and strategic inspections with other relevant authorities on environmental emission licenses issued
- Continuous update of the complaints registers
- Investigate all environmental complaints and incidents received

- Follow up / feedback and closure on complaints received
- Issuing of notices, directives and fines on all non-compliant premises

Challenges pertaining to compliance and enforcement activities

Currently, Environmental Management still experiences challenges of a shortage of Environmental Management Inspectors servicing the district. The shortage varies amongst the local municipal areas, for example Greater Letaba Municipality currently has no trained Environmental Management Inspector, although certain areas and facilities are serviced by the District Municipality.

Environmental Awareness Programmes

Section 2(4)(h) of the National Environmental Management Act, 108, 1998 mandates all organs of state that may significantly affect the environment to ensure that community wellbeing and empowerment are promoted through environmental education, the raising of environmental awareness, the sharing of knowledge and experience and other appropriate means.

Mopani District Municipality launched a Programme known as the Clean Earth Campaign in the year 2023. The aim of the Programme is to raise awareness on environmental issues within the district and to ensure that the community takes a stand in the fight against environmental degradation. This is done by educating and celebrating environmental calendar days with the community as well involving them in various projects that seek to identify and solve environmental problems in their immediate surroundings.

The projects that are conducted under the campaign cover various aspects of the environment such as waste management, air quality management, climate change, biodiversity, water management, energy conservation, etc. Some of the projects which are conducted under the Programme are: school competitions, Greening/tree planting initiatives, clean-up campaign, etc. Of these projects the annual Clean Earth School Competition is the largest. The competition involves various high school from the five local municipalities of the district and gives the schools an opportunity to learn and action out their environmental management efforts. The competition is conducted in partnership with the Department of Education as well as the Department of Forestry, Fisheries & the Environment (DFFE) and Limpopo Department of Economic Development, Environmental & Tourism (LEDET). The aim of the competition is to raise awareness among school learners who would in turn share the lessons learned to the communities that they reside in.

Awareness programmes such as clean-up campaigns, tree planting initiatives, etc are also being conducted by the five local municipalities as well as the DFFE and the LEDET. The projects which are conducted by the local municipalities are highlighted below:

- **Greater Letaba Municipality:** Greening/tree planting initiatives for commemoration of Arbor month, environmental awareness campaigns to tribal authorities and communities, etc.
- **Greater Giyani Municipality:** Clean up campaigns, environmental awareness campaigns, energy saving projects, etc.
- **Ba-Phalaborwa Municipality:** Adopt a school Programme, Greenest Ward Competition, Environmental Advocacy Programme, Greening
- **Greater Tzaneen Municipality:** Energy efficiency school competition, etc.
- **Maruleng Local Municipality:** Clean-up campaigns, environmental awareness campaigns



Mopani District Municipality in collaboration with DFFE planted fruit trees at Siyandani and Fuyatha Primary Schools as part of the One Million Trees Campaign to improve the environmental management gap within communities.

3.4 KPA: LOCAL ECONOMIC DEVELOPMENT

The vision of Mopani District Municipality is “to be the food 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 economies 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 need to be realized to ensure that the triple-threatening 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 the picture of state of broadband infrastructure because all the 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 marketplace.

Like many rural districts 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 marketplace. 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 line, and the province also has the lowest HDI (0,485) in the country. Although the number of unemployed people has declined, the percentage of people with no income in Mopani is still higher than that of the Limpopo Province. With regards to education the percentage of people with no education has declined from 30% in 1996 to 22% in 2001 in the Mopani District. The Capricorn and Mopani

district are seen as the main economic engines of the province, with Polokwane, Phalaborwa and Greater Tzaneen identified as the principal economic centres. The provincial development strategy, vision 2020, sees the economic heart of the province as formed by the circle of towns stretching from Mogalakwena, Polokwane, Makhado, Thohoyandou, Giyani, Phalaborwa, Tzaneen, Lebowakgomo and other smaller towns and villages within this circle. The area covers one quarter of the province, accommodates the majority of the population, and accounts for approximately 80% of the Gross Geographic Product (GGP) of the province.

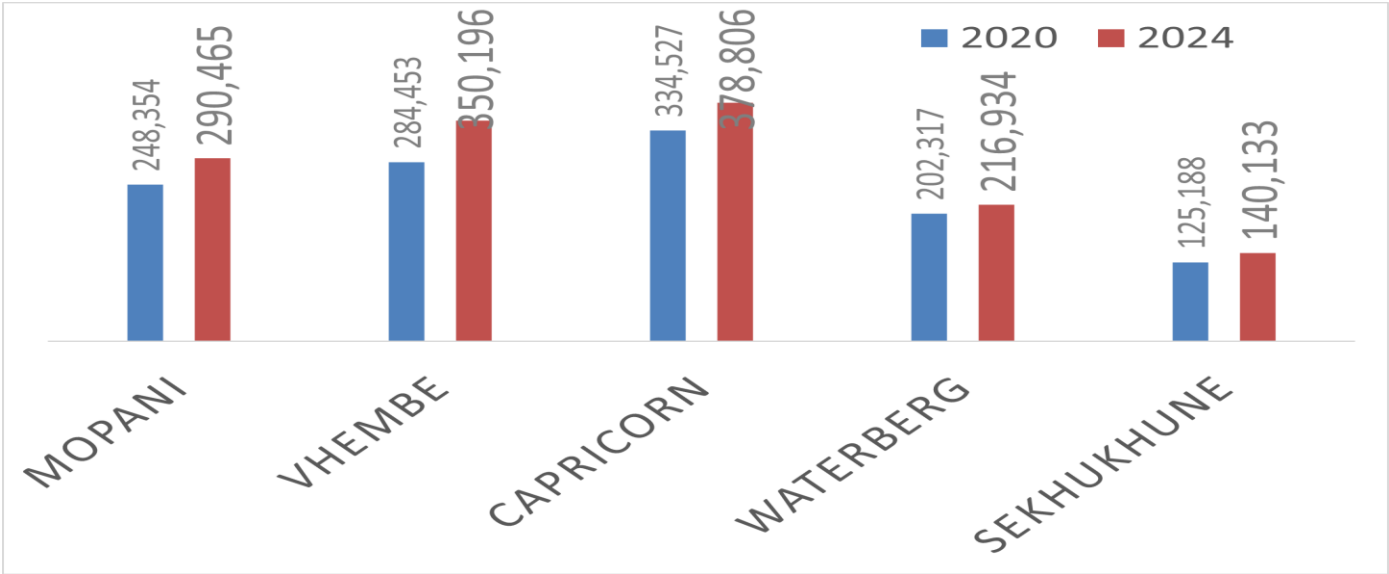


Figure 15: Employment per District

The figure above illustrates a consistent and positive growth trend in employment across five districts in Limpopo between 2020 and 2024. Capricorn remains the provincial leader in employment volume, increasing from 334,527 to 378,806 over the four-year period, while Vhembe showed the most significant absolute gain, rising to 350,196 employed individuals. The Mopani district also saw steady progress, reaching a total of 290,465 employed persons by 2024. A closer look at the Mopani district reveals that this figure is largely driven by Greater Tzaneen, which accounts for 103,443 jobs, followed by Greater Giyani (68,056), Greater Letaba (54,690), Ba-Phalaborwa (43,935), and Maruleng (20,341). Even the districts with lower overall volumes, such as Waterberg and Sekhukhune, demonstrated resilient growth, reaching 216,934 and 140,133 respectively. Collectively, these charts reflect a strengthening labor market across the entire region, with every monitored district successfully expanding its workforce since 2020.

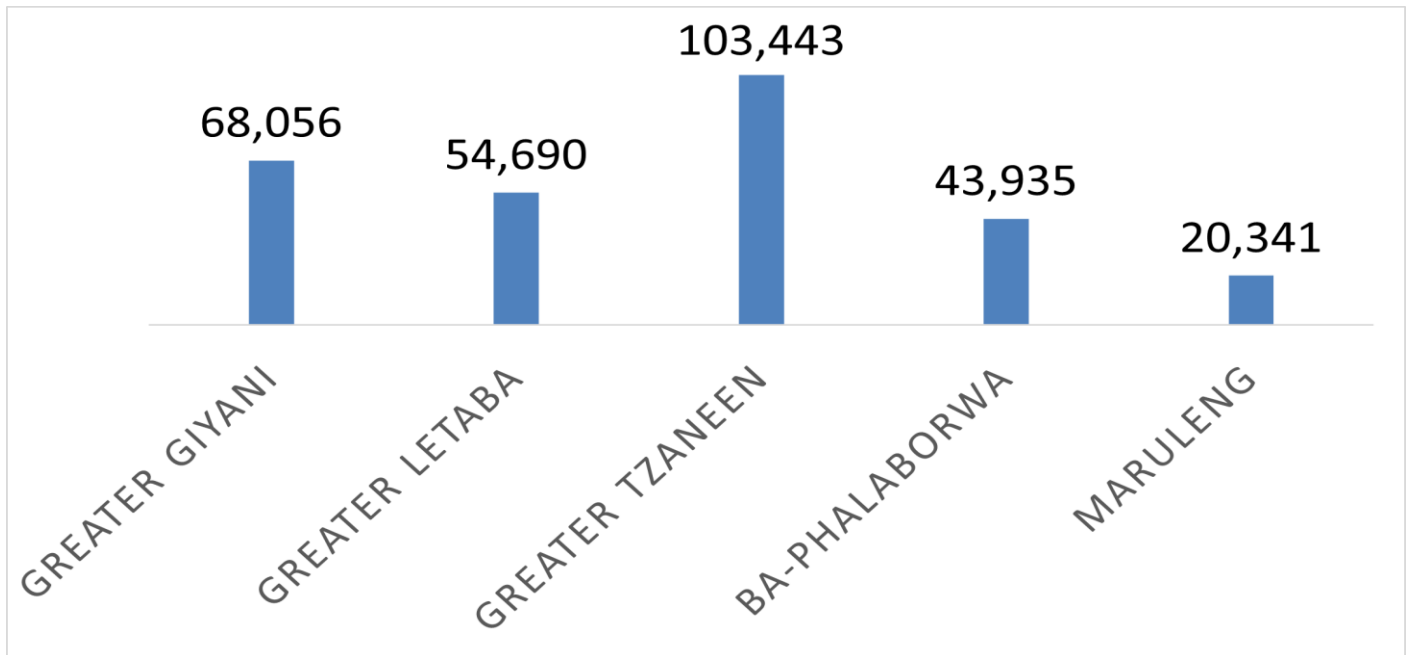


Figure 16: Employment per Municipality

Mopani District Municipality shows an improvement in total employment from 248,354 in 2020 to 290,465 in 2024, with Greater Tzaneen Local Municipality contributing a significant portion of 103.443, followed by Greater Tzaneen Local Municipality with 68,056, and Greater Letaba with 54,690. From the observation, Ba-Phalaborwa and Maruleng had the least employment figures compared to the other municipalities.

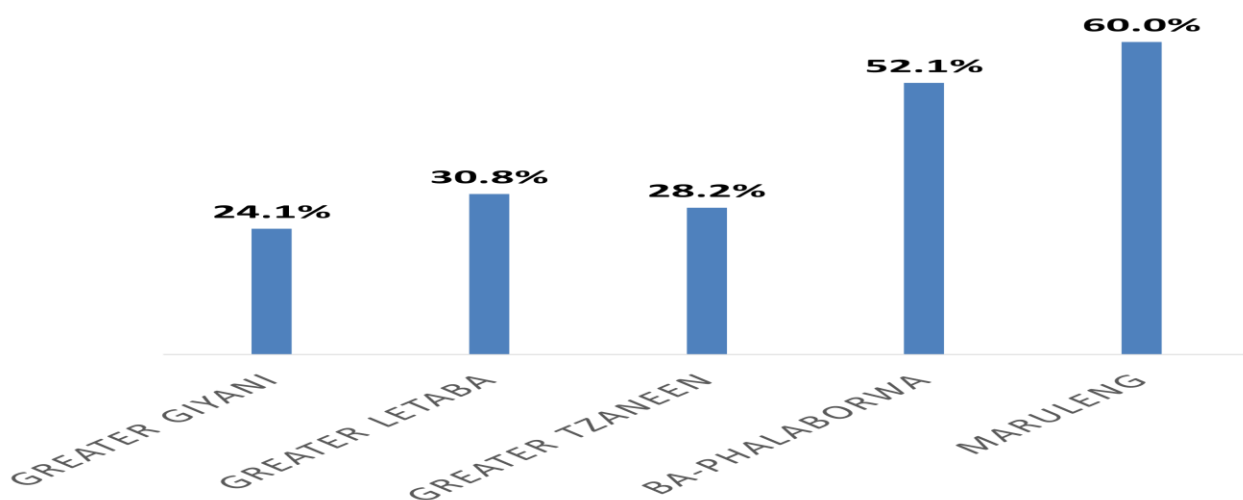


Figure 17: Total Unemployment

The unemployment landscape in the Mopani District reveals a stark economic divide, where the astronomical 60% rate in Maruleng and 52.1% in Ba-Phalaborwa highlight a deep-seated structural crisis. While Maruleng suffers from a lack of industrial identity and high "transaction costs" for rural job seekers traveling to commercial hubs like Hoedspruit, Ba-Phalaborwa's high rate reflects a "mining paradox" where capital-intensive extractive industries fail to absorb a largely unskilled local workforce. In contrast, municipalities like Greater Tzaneen (28.2%) and Greater Giyani (24.1%) fare significantly better due to more diversified agricultural bases and concentrated government service sectors. Despite a recent provincial trend showing Limpopo's overall unemployment easing to 29.8% by late 2025, the district remains vulnerable to a massive youth unemployment burden often exceeding 50-60% driven by a mismatch between available skills and the technical requirements of the modern labor market.

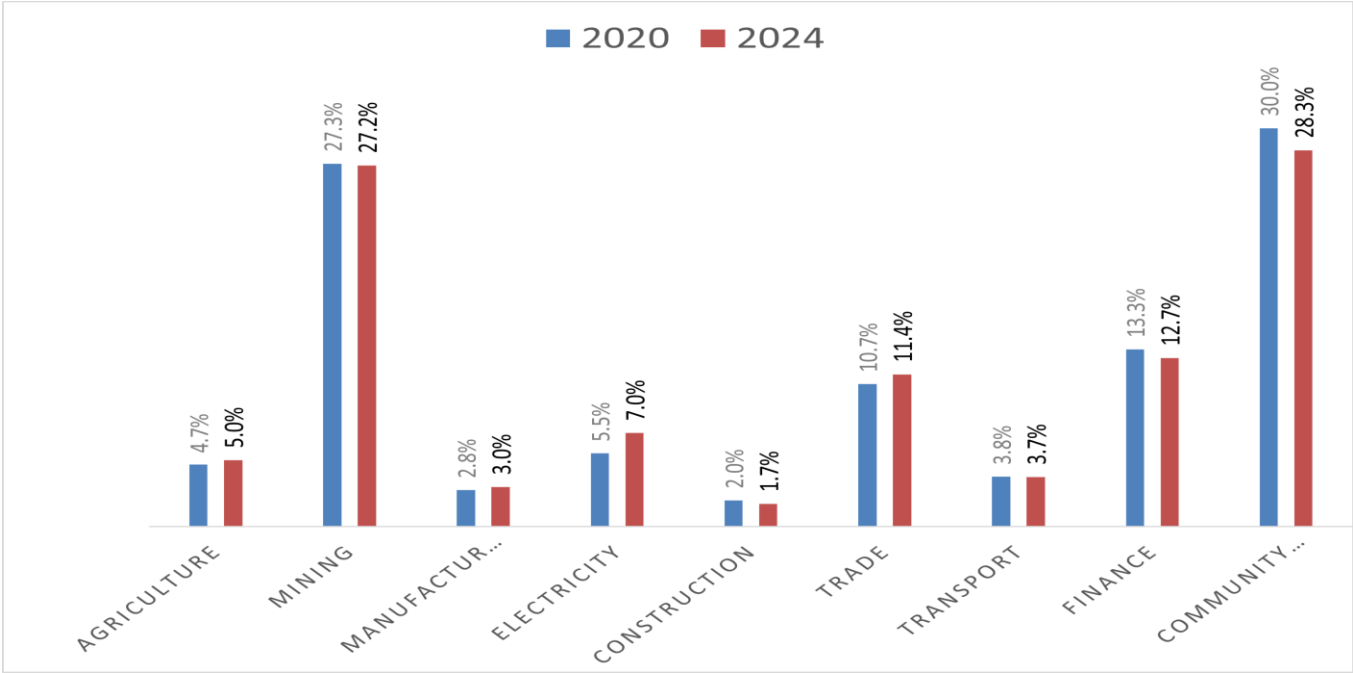


Figure 18: Economic Structure

In recent years the analysis of the economic structure between 2020 and 2024 shows a slight sectoral shift, although the economy remains heavily dependent on a few key sectors. In 2024, the largest contributors were Community Services (28.3%) and Mining (27.2%), closely followed by the Finance sector (12.7%). Over the four-year period, the largest proportional growth was observed in the Electricity and Trade sectors, both increasing their contribution by 1.3 percentage points to reach 7.0% and 11.4 %, respectively. Conversely, sectors like Community Services and Construction experienced minor proportional declines, dropping by 0.7 and 0.3 percentage points, indicating a minor restructuring towards utilities and commercial services.

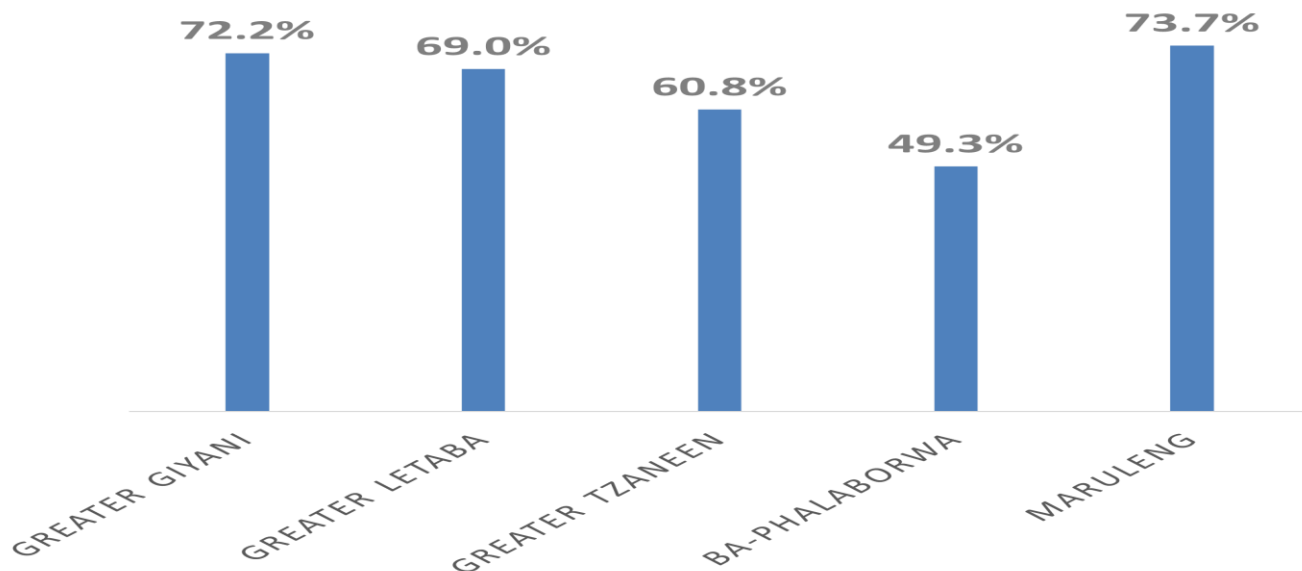


Figure 19: Poverty Rate

The poverty data for the Mopani District reveals a staggering socio-economic crisis, where the poverty rate (73.7% in Maruleng) consistently dwarfs the unemployment figures, suggesting that even those with jobs are often trapped in a cycle of "working poverty." While Maruleng remains the most distressed area with nearly three-quarters of its population living below the poverty line, the most alarming disparity exists in Greater Giyani, where a relatively low unemployment rate of 24.1% is overshadowed by a massive 72.2% poverty rate. This gap indicates that the local economy is dominated by low-wage, informal, or subsistence labor that fails to provide a living wage, leaving the majority of households dependent on social grants. Even in Ba-Phalaborwa, which shows the lowest poverty rate at 49.3%, the figure remains unacceptably high for a mining hub, underscoring that the wealth generated by the district's natural resources is not effectively trickling down to the broader community.

3.4.1 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

The link between IDP and 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.

3.4.2 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 forestry and timber played a relatively 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.

Figure 20: Distribution of GVA in Mopani

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)

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.

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 undertaken by the Murchison Consolidated Mine which is 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 to the mining complex in Mopani District in 2019. As mentioned above, its contribution toward 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 focus being sand mining, stone aggregate, etc.

Local Skills Base in Mopani District Municipality

- Greater Tzaneen Municipality

Skills training within GTM should concentrate 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 concentrate on the three priority sectors, namely agriculture, tourism, and retail. There is generally a shortage of technical skills in 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 skills based on these economic sectors mainly on 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 a 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 a 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

3.4.3 Tourism in Mopani District

The Mopani District tourism economy is anchored by Gastronomy Route 71 which lead to Kruger National Park via

	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

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
- 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.

3.4.4 Mopani district municipality gross value adding (GVA)

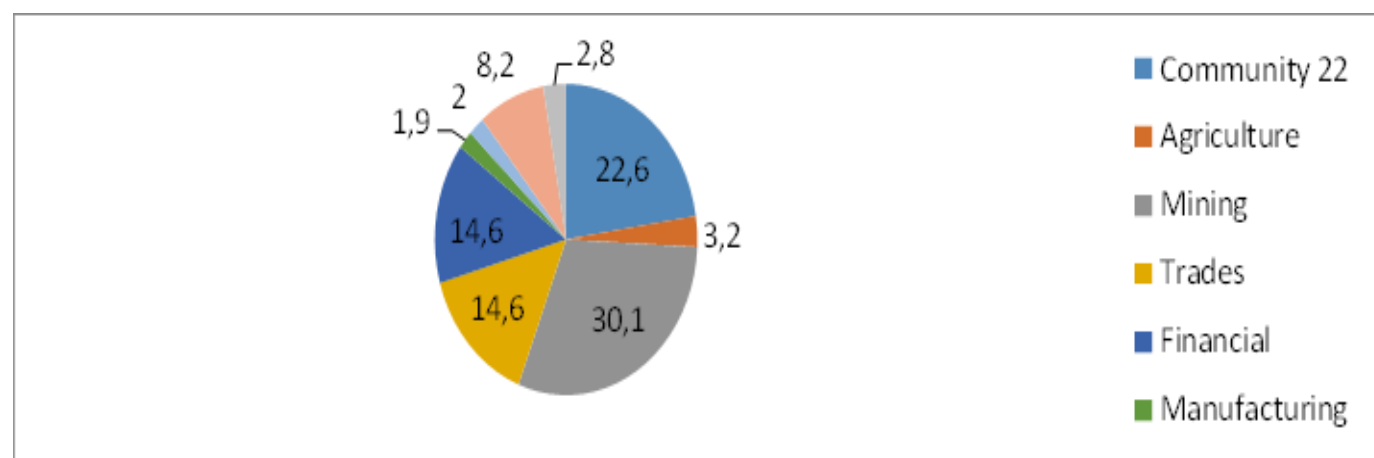


Figure 21: MDM Gross Value

Major exports in Mopani District Municipality

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 several producers but ZZ2 dominates in terms of output, and the major focus is on subtropical fruit (tomatoes, bananas, mangoes, oranges and pineapples). The 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
- 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

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 greater 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

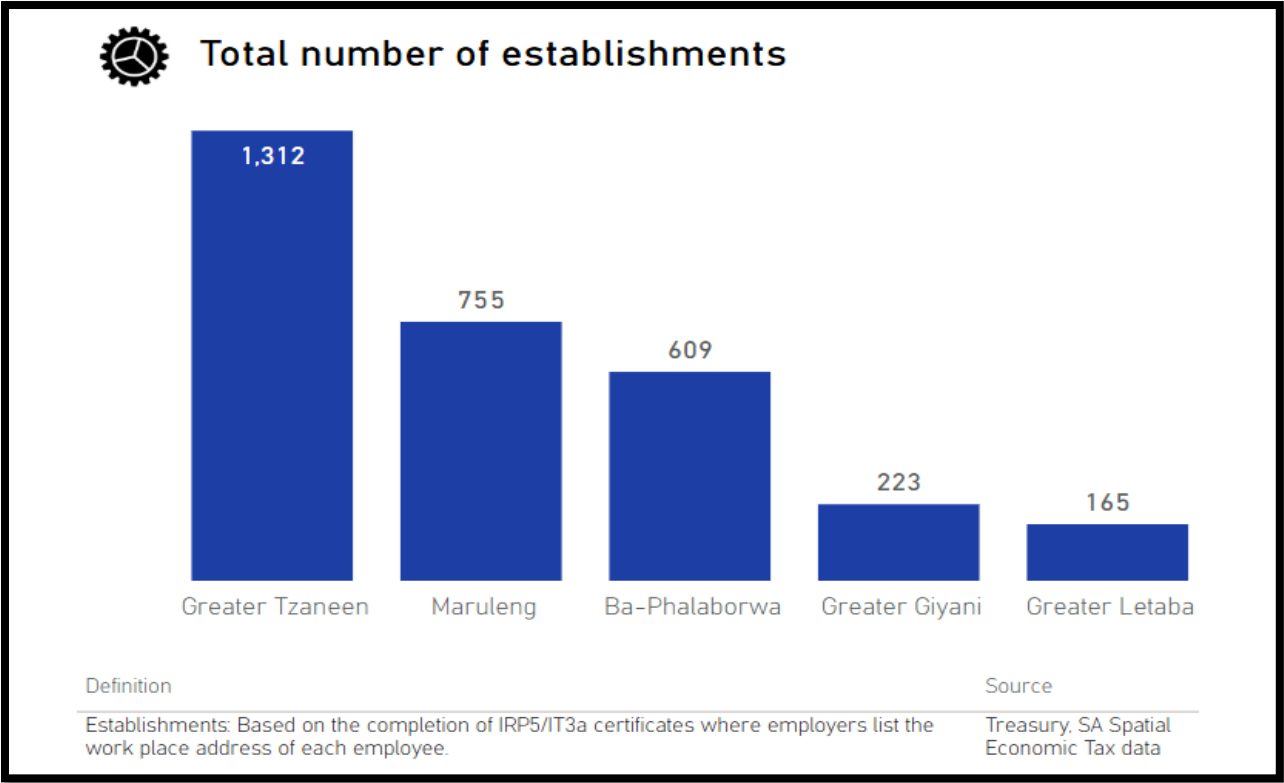
Maruleng

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

Economic Positioning



Map 3 total number of establishments

The figure above shows the total number of establishments in each municipality in Mopani District. This data was compiled based on the completion of IRP5/IT3a certificates where employers list the workplace address of each employee. From the graph above the municipality with the highest number of establishments is greater Tzaneen Municipality with 1,312 establishments, this explains why most of the people in the district are concentrated in

Greater Tzaneen. Greater Tzaneen is followed by Maruleng Municipality with a total of 755 establishments. The top 5 industries by number of establishments in Mopani District are 1. Manufacturing, 2. Wholesale and retail trade, 3. Agriculture, forestry and fisheries, 4. Professional, scientific and technical, and 5. Administration and support

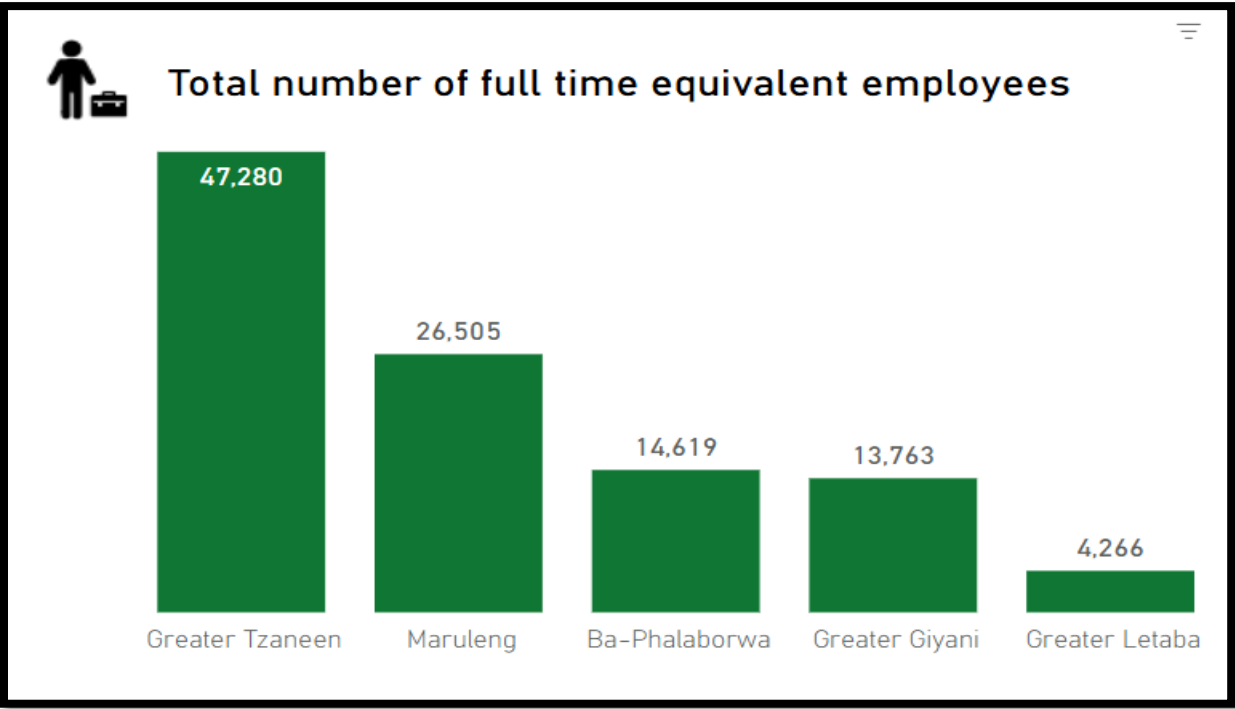


Figure 22Total number of full time employees

Full-time equivalent (FTE) employees equate to an individual that worked for 100% of the temporal period and 0.5 FTE employees equates to a person that worked for 50% of the corresponding temporal period (6 months for a tax year or 15 days for a 30-day month).

3.5 DISTRICT DEVELOPMENT MODEL AND ONE PLAN

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:

- A few key economic infrastructure projects 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 a substantial contribution towards economic growth, job creation and skills revolution).
- Key projects that are aimed at stimulating and diversifying the economy.
- Short-term delivery service improvement actions.
- Immediate Local Government stabilization and institutional strengthening actions



Mopani District Municipality was recognised for creativity in the implementation of the District Development Model (local economic development initiatives) during the SALGA Moses ‘Big Moss’ Maluleke Municipal Awards held on the 26 February 2026.

Catalytic projects

Project level	Project type	Description
Level 1: Game Changers	Government Mega Projects	Level 1 Catalytic Projects (Game Changers) are government funded mega infrastructure projects. By nature, these are projects of multi-sectoral significance. They serve as a foundation for the implementation of Major (Social and/or Economic) Enabler Projects (see Level 2 Projects). Level 1 Catalytic Projects (Game Changers) may cover more than just one district or province. Game Changer Projects are significantly catalytic, unlocking potential across several sectors.

The launch of Majeje Citrus, a beacon of hope for agricultural sector

📅 Published: 18 November 2024

By Matsobane Manaka, Maphari Machaka and Tebogo Mabilalala



Project	Sector	Lead Stakeholder	Locality
Majeje Citrus	Agriculture	LDARD	BLM

R5.6 Million 25/26 FY

Catalyser – Capital Budget

Partners: Majeje Traditional Authority, Komati Fruit Group, Boela Bruwer, and supported by entities like the Motsepe Foundation and the Limpopo Department of Agriculture.

Jobs: 90 Permanent, 400 Seasonal



SABC REPORT: ZZ2 AND MAKGOBA START NEW COOPERATION UNDER MAKGOBA AFRIKA

ZZ2 has started a new project in cooperation with the Makgoba people to replace the tea plantations in Magoebaskloof with avocado orchards. Click on the link to watch the TV News report.

Project	Sector	Lead Stakeholder	Locality
Makgoba Avacado Project	Agriculture	LDALRD	GTM

Catalyser – Strategic Partnership

R10 Million 25/26 FY

Partners: Mopani DM, GTM, Makgoba Land Claimants, LDARD, ZZ2, IDC

Jobs: Multiplier effect expected Avocado Value Chain

Plan to open new gate, tourism activity hub at Kruger National Park



Mashudu Sadike | Published 4 years ago

f X in WhatsApp Telegram 2min



Project	Sector	Lead Stakeholder	Locality
Shangoni Gate	Tourism	LEDET	GGM

Beneficiary Framework submitted to Department of Tourism for budgeting and related purposes since May 2024, ongoing works by SANPARKS

Catalyser – Beneficiary Framework Endorsement

Partners: Mopani and Vhembe DM, SANPARKS, Traditional Authorities

Jobs: Multiplier effect expected across the Tourism Value Chain



The Department of Trade, Industry and Competition working through the Limpopo Development Agency has allocated R49 million for the revitalization project of the Nkowankowa Industrial Park. He said the Municipality is continuing with water development plans to ensure construction of separate lines to support farmers in business including the much-anticipated Dan City.

The Executive Mayor said the Municipality “has committed to an elusive and very complex journey towards a funded budget. For the first time in the more than a decade our unfunded budget is affordable.

“We have signed affordable repayment agreements with DWS and Lepelle Northern Water. Arising from this new repayment agreement, millions in interests were written off. As a result, our combined debt to both these institutions has reduced to under R400 million from over R1 billion, just three years ago. We are taking advantage of Lepelle Debt Relief Grant, which if successful, will see the entire debt extinguished and we start from new slate,” he said.

Project	Sector	Lead Stakeholder	Locality
Nkowankowa Industrial Park	Manufacturing	LEDET-LEDA	GTM

R49 Million , First Phase Refurbishment – Project Near Completion

Catalyser – Bulk Infrastructure Upgrades & Guarantees

Partners: Mopani DM, DTIV, GTM

Jobs: Multiplier effect expected across the Manufacturing Sector

FlySafair launches flights between Hoedspruit and Cape Town

FlySafair will launch a new direct flight between Cape Town and Hoedspruit in Limpopo from October.

July 16, 2025 at 11:55 am



South African pilots ar...

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Judge in bribery scandal: 'She is my



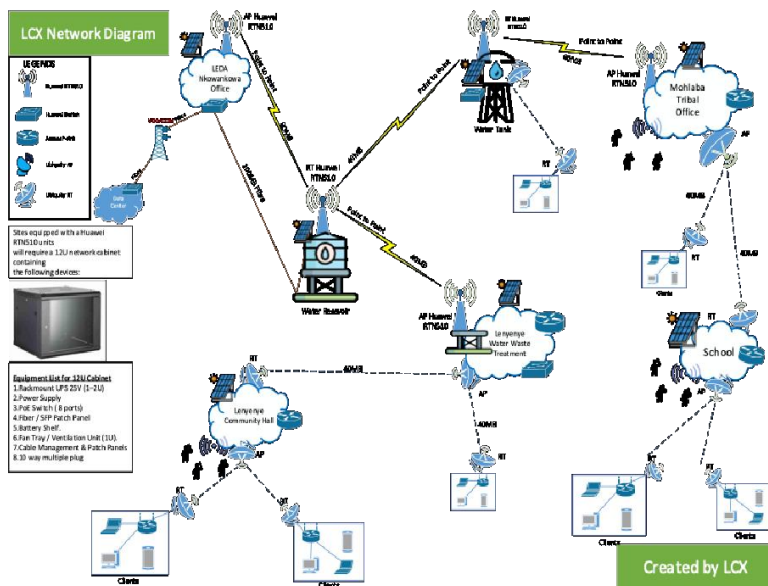
Project	Sector	Lead Stakeholder	Locality
East Gate Airport - Internationalization	Tourism & Logistics	Dept of Transport & Community Safety	MLM

Catalyser – International Licensee Status

Awaiting Consultation Feedback – Dept of Defence

Partners: Mopani DM, Private Sector , MLM, Airports South Africa,

Jobs: Multiplier effect expected across the Toursim Sector



Project	Sector	Lead Stakeholder	Locality
Mopani_District Wifi Towers	4 IR – Sunrise Economies	MDM-LCX Collaboration	District Wide

Catalyser – Broadband Infrastructure

R2 Million 25/26 FY

Partners: MDM-LCX Collaboration

Jobs: Multiplier effect expected across all sectors of the economy

Local news

TUT Giyani campus refurbishment finally underway

Refurbishment of TUT's Giyani campus has begun, with leaders vowing to complete the long-awaited project in time for its January 2026 opening.

September 23, 2025

Orlando Chauke 1 minute read

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Project	Sector	Lead Stakeholder	Locality
TUT -Giyani Campus	Skills Development	Dept of Higher Education, TUT	GGM

Catalyser – Skills Development Infrastructure

R220 Million

Partners: MDM, GGM, DHE, TUT

Jobs: 52 during construction - Multiplier effect expected across related sectors of the economy

Project level	Project type	Description
Level 2: Major Enablers	Private Sector and Public Private Partnerships	Level 2 Catalytic Projects (Major Enablers) are private sector led partnership projects, such as PPPs and joint ventures, that have the capacity to be major enablers in a particular sector or sectors. Level 2 Catalytic Projects (Major Enablers) leverage a combination of private and public sector investment, or purely private sector investment.

Mopani Solar Project to tackle Limpopo power crisis

The Mopani Solar Project, backed by a R9.8 billion investment, aims to address Limpopo's power crisis and create thousands of jobs.

© March 10, 2025

Tintswalo Shipalana 1 minute read

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LIMPOPO – Plans to develop the multi-billion-rand Mopani Solar Project to address the ongoing power crisis in Limpopo are underway.

Limpopo Premier Dr Phophi Ramathuba announced the initiative during the State of the Province Address (Sopa) at the Limpopo Legislature in Lebowakgomo on Thursday, February 27.

Project	Sector	Lead Stakeholder	Locality
Moshupatsela Farm	AgriPV	MDM-Mukhufhi Agro-Processing & Essentials Oils Collaboration	GTM GGM

Catalyser – Innovative District Wide Hub &S poke Clustering Model across four Value Chains, Renewable Energy, Avocado, Poultry and Textile

R9.8 Billion Investment Pledge, Section 113 ongoing Processes

Partners: Mopani DM &. All Locals, MAPEO, Letaba TVET College, AWARD, Limpopo Connexion

Jobs: Multiplier effect expected across 4 Value Chains i.e. Agriculture Direct and indirect - 765 pa)

In South Africa, Voltalia builds the Bolobedu solar power plant

By CCENEWS TEAM December 27, 2022 0 3200



Project	Sector	Lead Stakeholder	Locality
Bolobedu Solar Plant	Renewable Energy-Solar	Voltalia	GLM

Catalyser – Private Sector Funding

R2.5 Billion

Partners: Voltalia, LEDET, MLM, MDM. Lobedu ba Modjadji

Jobs: 700

Project level	Project type	Description
Level 3: Major Needs Projects	Community Projects	Level 3 Catalytic Projects (Community Projects) are community or civil society-led initiatives that improve the quality of life of a particular community within a district. These projects address pressing needs - such as basic services, social cohesion, gender-based violence, reproductive rights, HIV/AIDS, or food security - and reflect partnerships between government and communities. While Level 3 Catalytic Projects (Community Projects) are often smaller in financial scale, they have meaningful socio-economic impact and are typically funded through grants or corporate social investment. They promote participation and co-governance, with benefits visible in the short, medium, and long term. Projects may be single-sector or multi-sectoral.



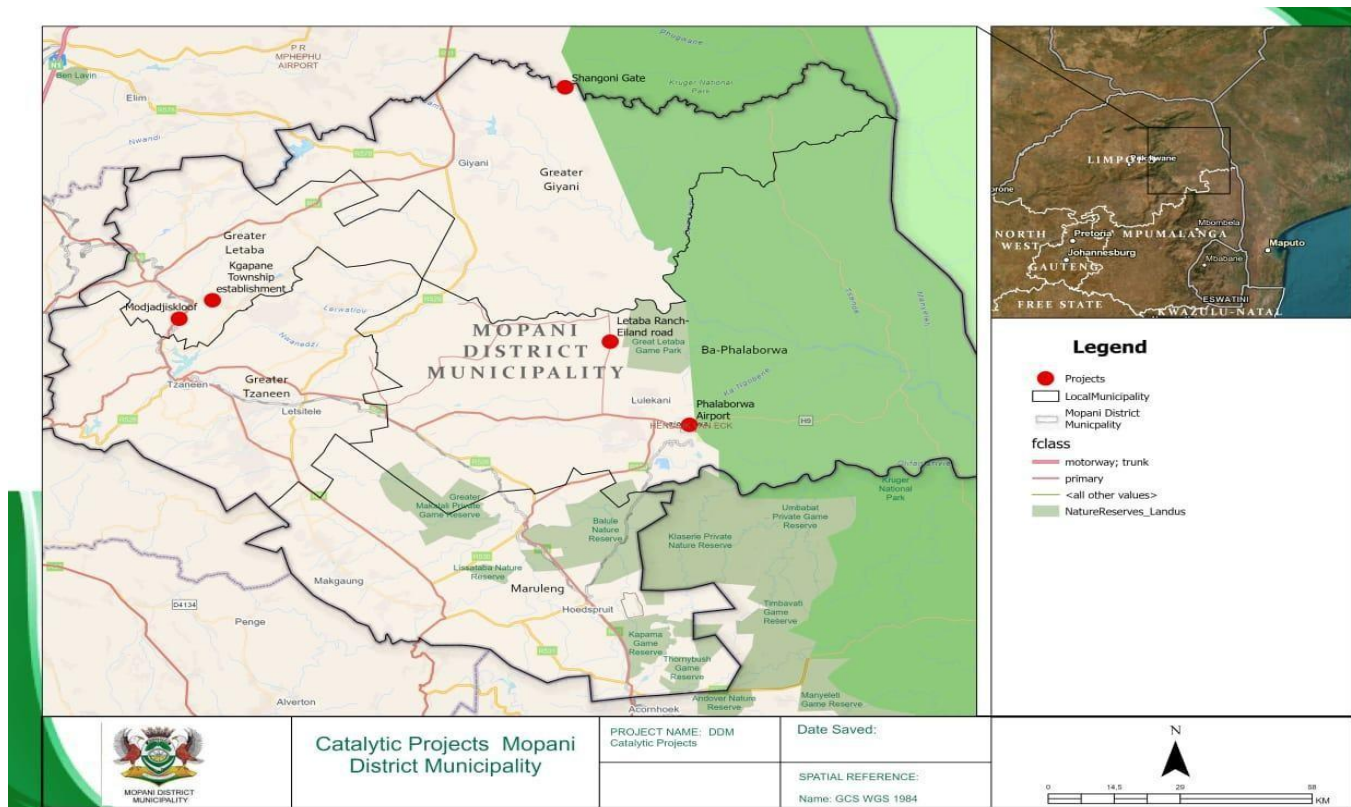
Project	Sector	Lead Stakeholder	Locality
Solar Business Labs – Youth-Led Clean Energy Enterprise Development	Skills Development & manufacturing	AWARD	District Wide (Letaba TVET Colleges & Moshupatsela Farm)

Catalyser – Private Sector Funding

R16 Million

Partners: AWARD, European Commission, MDM, Letaba TVET College, MAPEO

Jobs: 20 SMMEs & Multiplier effect in related economies



MAP 4: Spatial Representation of Catalytic Projects

3.6 KPA: BASIC SERVICES/INFRASTRUCTURE ANALYSIS

3.6.1 Water and Sanitation

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 benefiting 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 lead 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.

MDM DAM LEVELS AND CAPACITIES				
No	Name of the DAM	Full Storage Capacity (M m3)	Scheme Serving	Local Municipality
1	TOURS	6.1	Tours Waterworks	GTM
2	EBENEZER	69.2	Haenertsburg/ PLM	GTM
3	HANS MERESKY	1.3	Agricultural	GTM
4	MAGOBASKLOOF	4.9	Politsi	GTM
5	TZANEEN	156.6	Ritavi 1 & 2	GTM
6	DAP NAUDE	2.0	PLM	GTM
7	THABINA	3.5	Thabina	GTM
8	MIDDLE LETABA	(172)	Giyani/Makha do	GGM
9	NSAMI	(21.9)	Giyani	GGM
10	MODJADJI	7.2	Modjadji	GLM
11	THAPANE	*Not recorded	Thapane Water Works	GTM
12	BLYDERIVERSPOORT	53.4	Mametja Sekororo, Hoedspruit Kampersrus	MLM
13	NANDONI	166.2	Vhembe & Giyani	***GG M

Table 36: MDM Dams

Mopani's bulk water supply is characterized by a variety of surface water schemes that are in various stages 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, treats 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 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 in urban areas. Over-usage of water is generally observed in most of the areas, amounting to more than 150 liters 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.

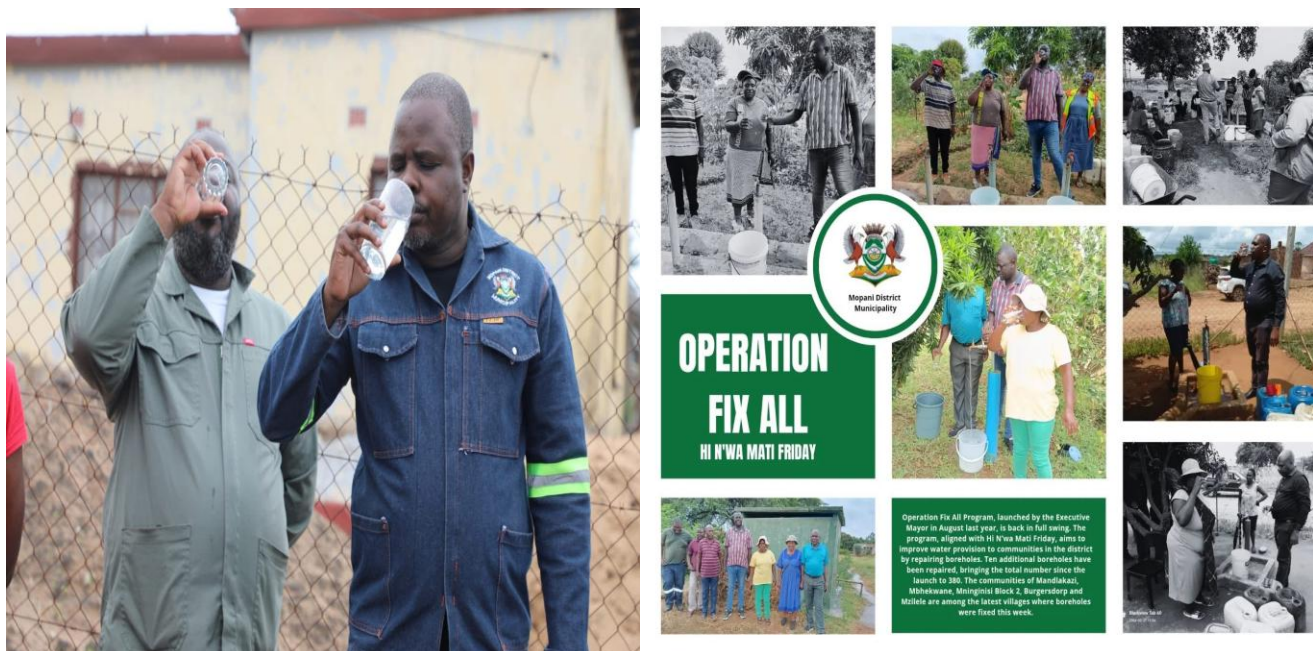
All municipalities in the district are providing free basic water to some extent (6000 litres per household per month) with almost none providing free basic waste removal. To eradicate the water backlog, Mopani district as the water services authority prioritized water services as the first service among 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.

Mopani district municipality water quality samples & analysis				
1	No. Of samples & tests	Drinking water supply systems	Wastewater treatment systems	Total combined
2	Number of samples	118	14	132
3	Target number of samples	118	14	132
4	Actual number of samples collected	118	14	132
5	Number of samples not collected	0	0	0
6	Total test conducted	1705	121	1826
7	Chemical tests	900	56	956
8	Physical tests	590	42	632
9	Microbiological tests	215	23	238

Table 37: Water Quality Samples

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.



In light of the existing water challenges within Mopani District Municipality, the Executive Mayor Cllr Pule Shayi launched an “Operation Fix All” also referred to as “Hi N’wa Mati Friday” with the aim of providing water to communities through the refurbishment of boreholes in which more than 400 boreholes have been repaired.

3.6.1.1 Water Services Development Plan

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 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, poor on-going 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 of regional bulk supply schemes providing water to all localities exists.

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.

Breakdown of levels of water, 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 toilet	Other	None	Electricity	Gas	Other	Electricity	Gas	Other
Limpopo			889 449	528 636	1 059 262	752 303	309 905	1 006 146	102 033	637 164	1 131 144	43 257	708 913	21 956	684 806	892 812	327 080	588 684
Mopani	C2	84,1%	167 631	128 683	197 756	160 398	53 954	205 294	37 066	103 613	242 165	12 375	119 539	2 758	173 372	156 985	49 400	150 997
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
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
Greater Tzaneen	B4	40,0%	48 013	60 692	62 271	67 308	19 441	77 098	12 166	37 515	88 154	3 910	51 386	1 061	55 995	73 866	18 773	36 580

Ba-Phalaborwa	B3	33,4%	36 679	4 435	38 373	13 278	17 496	18 919	4 698	25 223	24 250	2 178	27 801	628	12 615	30 636	7 844	13 084
Maruleng	B4	48,6%	8 209	16 480	14 390	17 579	3 169	20 051	1 469	8 480	22 792	697	7 424	412	16 789	9 831	5 365	16 728

Table 38: Levels of water, electricity, and sanitation backlog

DRINKING WATER QUALITY SUMMARY																							
Parameters/Determinants			Giyani	Mapave	Middle-Letaba	Modjadji	Nondweni	The Oaks	Mametja-Sekororo	Nkowanokwa	Thabana	Tours	Thapane	Nkamabako	Semarela	Zava	Modjadji-Politsi	Phalaborwa/Namakgale/Lulekani	Sekororo Hospital	Dranakesig	Kuranda	Sekhiming	SANS 241 STANDARDS
Microbiological	E. coli(MPN/100ml)	E.Coli	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	NIL	
	T/coliform (MPN/100ml)	T.C	0	0	3	0	0	7	0	0	0	1	0	0	0	4	0	4	1	2	1	2	<10
Disinfection	F/ Chlorine(mg/l)	F.Cl	1.23	0.68	0.52	0.51	0.52	0.52	0.58	0.54	0.64	0.61	1.41	2.00	0.53	0.52	0.65	0.35	0.51	0.22	0.30	≤2	
	T/chlorine(mg/l)	T.Cl	1.91	0.70	0.55	0.88	0.54	0.58	0.59	0.61	0.55	0.65	0.65	1.67	2.20	0.55	0.56	0.97	0.48	0.54	0.29	0.39	≤5
Physical	pH (pH units @25 °C)	Ph	7.42	8.54	7.81	7.59	7.21	7.84	7.86	7.62	7.51	8.77	8.22	7.72	9.36	7.36	8.49	7.90	7.80	7.59	7.33	7.26	≥5 - 9.7
	Cond (M/s/m)	E.C	11.62	14.05	21.43	19.99	24.30	9.99	10.01	46.20	4.81	3.83	13.26	17.01	12.07	14.96	6.22	35.00	9.18	9.59	30.70	52.10	≤170
	Turbidity (NTU)	NTU	0.23	0.88	0.95	0.50	1.00	0.62	0.36	0.32	1.04	0.99	1.00	0.22	1.00	0.98	0.52	0.92	0.48	0.57	0.32	0.21	≤1 - ≤5
	Temperature(°C)	T	21	20.30	19	24	20	19.20	19.5	19	19	21	21	18	21	19	21	20	20	20	22	23	
	TDS (mg/l)	TDS	76.69	92.73	141.44	131.93	160.38	65.93	66.07	304.92	31.75	25.28	87.52	112.27	79.66	98.74	41.05	231.00	60.59	63.29	202.62	343.60	≤1200
Chemical	T/Alkalinity(mg/l CaCO ₃)	T/ALK	60.05	76.07	74.07	80.07	64.06	58.05	56.05	28.03	26.02	20.02	64.06	48.04	50.05	62.06	22.02	112.10	54.05	60.05	136.12	144.13	20-200
	P/Alkalinity(mg/l CaCO ₃)	P/ALK	0.00	0.00	10.01	2.00	0.00	2.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	12.01	6.01	0.00	0.00	4.00	100.09	20-200
	T/Hardness (mg/l CaCO ₃)	TH	46.04	68.06	76.07	72.06	76.07	46.04	76.07	30.03	32.03	20.02	72.06	52.05	60.05	46.04	14.01	180.16	72.06	62.06	152.14	160.14	300 - 650
	Calcium as Ca(mg/l)	Ca ²⁺	22.02	66.06	56.05	68.06	64.06	46.04	60.05	16.01	10.01	8.01	50.05	30.03	26.02	40.04	22.02	136.12	34.03	46.04	124.11	108.10	150 - 200
	Calcium as CaCO ₃ (mg/l)	CaCO ₃	55.05	165.15	140.13	170.15	160.14	115.10	150.14	40.04	25.02	20.02	125.11	75.07	65.06	100.09	55.05	340.31	85.08	115.10	310.28	270.24	150 - 200
	Magnesium as Mg(mg/l)	Mg ²⁺	40.69	52.02	62.46	55.54	60.51	34.86	61.49	26.14	29.60	18.07	59.91	44.76	53.73	36.32	8.67	147.11	63.80	50.88	122.00	133.89	70 - 100
	Flouride as F(mg/l)	F ⁻	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	≤1.5
	Copper as Cu(mg/l)	Cu ⁺	0.00	0.05	0.08	0.40	0.03	0.06	0.05	0.06	0.02	0.05	0.04	0.03	0.08	0.00	0.03	0.04	0.03	0.04	0.03	0.02	≤2
	Chloride as Cl(mg/l)	Cl ⁻	6.50	5.00	5.50	10.75	9.50	3.00	3.50	5.00	3.50	4.00	5.50	7.00	11.50	10.00	4.50	14.00	2.75	3.50	16.99	40.24	≤300
	Sulphate as SO ₄ (mg/l)	SO ₄ ²⁻	1.00	0.08	1.00	7.00	6.00	6.00	7.00	0.00	0.00	0.00	0.00	1.00	0.00	3.00	0.00	72.00	0.00	7.00	14.00	21.00	≤500
	Nitrate as NO ₃ (mg/l)	NO ₃ ⁻	2.00	1.20	1.10	1.50	1.30	0.60	0.50	0.50	1.60	1.20	1.20	1.90	1.60	1.20	3.40	0.90	1.50	2.00	0.40	2.10	≤11
	Iron as Fe(mg/l)	Fe ³⁺	0.06	0.04	0.05	0.03	0.18	0.04	0.00	0.05	0.40	0.17	0.03	0.06	1.23	0.08	0.12	0.15	0.22	0.06	0.00	0.09	≤0.3-2
	Manganese as Mn(mg/l)	Mn	0.50	0.32	1.20	0.60	1.20	0.20	0.60	0.40	1.50	1.50	0.20	0.90	0.60	0.90	0.12	1.20	0.20	1.30	0.10	2.50	≤0.1

Table 39: Quality of Drinking Water Summary

MOPANI DISTRICT MUNICIPALITY WASTEWATER QUALITY SUMMARY REPORT										
Parameters & Determinants			Giyan i	Kgapan e	Lenyeny e	Namkagal e	Luleka ni	Nkowankow a	Phalaborw a	Recommend ed Limit
MICROBIO LOGICAL	E. Coli (MPN. /100)	E. coli	1011	870	2420	03	2420	2420	960	1000
	Faecal Coliform (MPN. /100)	FC	2420	1120	2420	53	2420	2420	1553	1000
	F/ Chlorine(mg/l)	F.Cl	0.19	0.23	5	3	0.20	0.24	0.18	0,25
PHYSICAL	pH (pH units @25 °C)	pH	8.83	7.1	9	9	6.92	7.36	8.92	5,5-9,5
	Total Suspended Solids (mg/l TSS)	SS	24.0	20.0	20.0	0		19.0	21.0	25
	Settleable Solids(mL/l)	SS	21.5	21.2	18.0	21.6	22.0	24.3	19.0	25
	Temperature (°C)	T	21.5	21.2	18.0	21.6	22.0	24.3	19.0	N/A
	Cond (Ms/m)	E.C	98.20	130.10	78.40	107.30	105.60	125.10	114.30	75-150
CHEMICAL	Ammonia(mg/l)	NH ₃	250.0 0	260.00	340.00	160.00	165.00	160.00	200.00	3
	Chemical Oxygen Demand(mg/l)	CO D	101.0 0	188.00	340	67.00	52.00	126.00	93.00	75
	Orthophosphate (mg/l)	PO ₄ 3-	2.70	2.20	3.2	2.90	2.00	2.80	2.00	10
	Nitrate as NO3(mg/l)	NO ₃ -	7.40	6.00	6.20	3.50	0.60	2.70	0.90	15

Table 40: Summary of Wastewater Quality

LIST OF WATSTEWEATER WORKS AND THE AREAS THEY SERVE							
No	Name of the treatment works	Owned by	Managed by	Capacity	Projected upgrade	LM	Town Serving
1	Giyani Sewage	MDM	MDM	4,5 MI/d	17.0 MI/d	GGM	GIYANI
2	Phalaborwa Sewage	MDM	MDM	8,0 MI/d	12.0 MI/d	BPM	PHALABORWA
3	Lulekani Sewage	MDM	MDM	3,6 MI/d	10.0 MI/d	BPM	LULEKANI
4	Namakgale Sewage	MDM	MDM	6,3 MI/d	12.0 MI/d	BPM	NAMAKGALE
5	Nkowankowa Sewage	MDM	MDM	8.0 MI/d	12.5 MI/d	GTM	NKOWANKOWA
6	Tzaneen Sewage	MDM	GTM	8,0 MI/d	12.0 MI/d	GTM	TZANEEN
7	Lenyenye Sewage	MDM	MDM	1,5 MI/d	6.0 MI/d	GTM	LENYENYE
8	Kgapane Sewage	MDM	MDM	4,5 MI/d	8.0 MI/d	GLM	POPITSI & KGAPANE
9	Sekgosese Sewage	MDM	MDM	1,5 MI/d	NEW	GLM	SENWAMOGOPE
10	Kampersrus Sewage	MDM	MDM	2,0 MI/d	NEW	MLM	KAMPERSRUS/NEW
11	Hoedspruit Sewage	DPW	DPW	4,5 MI/d	6.0 MI/d	MLM	HOEDSPRUIT

Table 41: List of Water Works

WATER PURIFICATION WORKS, CAPACITIES AND VILLAGES/TOWNS OF SUPPLY								
No.	Name of the water works	Owned By	Managed By	Capacity	Operating capacity	Proposed upgrade	Local Municipality	No villages /Towns supplying
1	Giyani Water Works	MDM	MDM	30ML	@ 24,3 MI	40 ML	GGM	55
2	Mapuve Water Works	MDM	MDM	5ML	@ 4,5 MI	N/A	GGM	6
3	Middle Letaba Water Works	MDM	MDM	36ML	@ 9,0 MI	N/A	GGM	34
4	Nkowankowa Water Works	MDM	MDM	24ML	@ 20,3 MI	N/A	GTM	22
5	Nkambako Water Works	MDM	MDM	12ML	@ 7,2 MI	N/A	GTM	28
6	George's valley Water Works	MDM	GTM	8ML	@ 8,9 MI	N/A	GTM	01
7	Tzaneen Dam	MDM	GTM	6ML	@ 6,3 MI	N/A	GTM	01
8	Thapane Water Works	MDM	MDM	8ML	@ 5,8 MI	N/A	GTM	12
9	Thabina Water Works	MDM	MDM	12ML	@ 11,0 MI	N/A	GTM	11
10	Tours Water Works	MDM	MDM	13ML	@ 8,0 MI	N/A	GTM	17
11	Simarela Package Plant	MDM	MDM	1ML	@ 0,6 MI	N/A	GTM	01
12	Modjadji Water Works	MDM	MDM	8ML	@ 6,2 M	N/A	GTM	8
13	Mametja Sekororo	MDM	MDM	15ML	@ 1,0 MI	N/A	MLM	8/27
14	The Oaks Package Plant	MDM	MDM	1ML	@0,6 MI	N/A	MLM	01
15	Hoedspruit Water Works	DPW	DPW	5,3ML	@ 4,6 MI	N/A	MLM	01

16	Kampersrus Water Works	MDM	MDM	3ML	Not yet in operation waiting for transformer upgrade	N/A	MLM	02
17	Nondweni Water Works	MDM	MDM	5ML	@ 3,8 MI	N/A	BPM	01
18	Phalaborwa Works	LNW	LNW	75 ML	@ 85,0 MI	N/A	BPM	05
19	Letsitele Water Works	MDM	GTM	1,5ML	@1,0 MI	N/A	GTM	01
20	Skhiming Sand Water	MDM	MDM	0,3ML	@ 0,3 MI	N/A	GGM	01
21	Politsi Water Works	LNW	LNW	5,0 ML	@ 5.0 MI	N/A	GLM	02
22	Ebenezer Water Works	LNW	LNW	55.0 MI	@ 56,0 MI	N/A	GTM	02
23	Kuranta Sand Water	MDM	MDM	0,3ML	@ 0,3 MI	N/A	GLM	01

Table 42: Water Purification Works, Capacities and Villages of Supply

BOREHOLE STATUS SUMMARY									
N O	BOREHOLE SUMMARY	MD M	BP M	GG M	GLM	MLM	GTM	%	ACTION TAKEN
1	Total Number of Boreholes	1727	81	373	402	208	663	100	Register
2	Operational	1041	37	266	280	135	323	60%	Maintain
3	Not operational	686	44	107	122	73	340	40%	Prioritise
3.1	Fallen Columns	54	2	2	5	2	43	3%	Requisition Submitted
3.2	Dry	151	1	23	54	32	41	9%	Requisition Submitted for re-survey
3.3	Collapsed	45	10	4	9	17	5	3%	Requisition Submitted replacement

3.4	Need electrification	233	15	19	42	6	151	13%	Verify Application
3.5	Transformer stolen	25	5	5	6	3	6	1%	Report to SAPS and BTO for Rep
3.6	Vandalized	114	10	54	6	4	40	7%	Report for refurbishment
3.7	Decommissioned	64	1	0	0	9	54	4%	Report for write off
	Total	686	44	128	148	85	351	43%	

Table 43: Borehole Status Summary

Challenges and Recommendations

#	Challenges	RECOMMENDATIONS
1	Demand is higher than water Produced	Waterworks to be upgraded so that the produced Water be sufficient
2	Low Revenue collected in towns	LM collecting less revenue and utilizing tariffs not approved by council. We need to make emphasis to them than they are compelled to utilize MDM Tariffs.
3	High Water loss due to illegal Connections	Promotion of Water Bylaw implementation during Imbizo and public participations.
4	Lack of Water loss strategies in the distribution network	Providing and installation of bulk and Zonal meters at the distribution networks and outlet of command reservoirs and the level indicators
5	Water theft by Water Mafias	Appointment of Riot Squad Securities to prevent water theft and the recruitment of Peace officers to enforce the bylaws.
6	Overloaded of the Wastewater works	Recommendation that Wastewater works to be upgraded to the required capacities – the current MIG allocation to consider upgrade of the sewer system. Many years the WWW not upgraded resulting in overloaded and blocked manholes.
7	Lack of Bulk Contribution Policy	The appointment of the PSP to develop BCP to ensure that Developers can pay for the bulk services – hence to loss of income.

3.6.1.2 Mopani district municipality indigent households

Local Municipality	Municipal determination of indigent household (2022)	Total H/H	Total Indigents		Indigents benefitting		Indigents not benefitting	
			No	%	NO	%	NO	%
Greater Tzaneen Municipality	0 ≤ (h/h income) ≤ R3 000 pm	108705	86343	79.3	32573	37.7	53770	62.3

Table 44: GTM Indigent Households

Source: GTM IDP

Local Municipality	Service	No. Indigent Households	Access	Backlog
Greater Letaba Municipality	Water	28	28	0
	Sanitation	28	28	0

Table 45: GLM Indigent Households

Source: GLM IDP

Local Municipality	Service	No. Indigent households	Access	Backlog
Maruleng Local Municipality	Water	1100	400	700
	Sanitation	1100	404	696
	Electricity	1100	869	231
	Refuse Removal	1100	380	720

Table 46: Maruleng Local Municipality Indigent Households

Source: MLM IDP

Local Municipality	Services	Number of registered households
Greater Giyani Municipality	Water	22845
	Sanitation	
	Electricity	

Table 47: GGM Indigent Households

Source: GGM IDP

Local Municipality	Services	Backlog
Ba-Phalaborwa Local Municipality	Waste	1181
	Electricity	2716

Table 48: *BPM Indigent Households*

Source: DPM IDP

3.6.2 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.

Electricity backlog	
Municipality	Total number of units
Greater Tzaneen Municipality	2878
Ba-Phalaborwa Local Municipality	2250
Greater Letaba Local Municipality	2120
Greater Giyani Local Municipality	9 073
Maruleng Local Municipality	1294

Table 49: *Electricity Backlog*

3.6.3 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”.

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.

Name of municipality	Status
Mopani District municipality	In progress
Greater Giyani municipality	In progress
Maruleng municipality	In progress
Greater Letaba municipality	Outdated 2014 version needs to be reviewed
Greater Tzaneen municipality	Outdated 2017 version needs to be reviewed
Ba-Phalaborwa municipality	No ITP, never developed

Table 50: Status of Integrated Transport Plans

3.6.3.1 Transport operations and public transit

Transport operations in the Mopani District are centered on monitoring subsidized bus services across five local municipalities and issuing operating licenses for public transport. Currently, the district manages 140 subsidized routes through three main contracts: Mopani 1 (Giyani), Mopani 2 (Hoedspruit), and Mopani 3, which covers Tzaneen, Ba Phalaborwa, and Letaba. Monitoring is intensive, with 14,800 subsidized bus trips recorded across four quarters. While the department has successfully concluded new bus contracts to cover previously abandoned areas, it faces significant operational friction. There is an emerging trend of taxi operators blocking buses in Greater Giyani, claiming schedule violations, which has required stakeholder intervention to resolve.

Licensing Challenges and Regulatory Trends

The issuance of operating licenses for the district's 21 registered taxi associations and other transport modes faces a backlog, primarily due to the time-consuming nature of processing special licenses and waiting for municipal

comments. To combat this, the Provincial Regulatory Entity (PRE) plans to double its monthly meetings in the third and fourth quarters. Beyond administrative delays, the district is dealing with "splitter groups" attempting to register unauthorized taxi associations and the rise of unregulated e-hailing services in Greater Tzaneen and Ba Phalaborwa. These issues often lead to industry conflicts, though the recently amended National Land Transport Act is expected to begin regulating e-hailing services soon.

Road Safety and Law Enforcement

Mopani's road network, which includes eight national roads, is patrolled by a combined force of 286 traffic and law enforcement officers. Road safety remains a critical concern, as the district reports high fatality rates and specific accident hotspots, such as the R71 Magoebaskloof in Greater Tzaneen and the R81 Lebaka–Sekgopo in Greater Letaba. Statistics show that accidents are most frequent between 18:00 and 05:00 from late Fridays to early Mondays, often caused by speeding, fatigue, drunken driving, and stray animals. Strategic interventions to mitigate these risks include 24/7 law enforcement deployment, the use of unmarked vehicles for moving violations, and the implementation of the National Road Safety Strategy's five pillars.

Police Services and Community Safety

The Provincial Secretariat for Police Services (PSPS) oversees 17 police stations in the district, focusing on monitoring SAPS performance and domestic violence compliance. Major crimes reported in 2024 and 2025 include murder, assault GBH, and rape, many of which are linked to liquor and domestic disputes. Oversight visits have identified critical failures in serving protection orders and a general shortage of resources like personnel and vehicles. To improve safety, the district utilizes Community Policing Forums (CPFs) and social crime prevention strategies, such as "de-bushing" hotspot areas to minimize contact crimes. Despite these efforts, a major planning gap remains: four of the five local municipalities currently have no Integrated Transport Plan (ITP) in place

New negotiated bus service contracts which commenced in April 2025 are as indicated below.

Bus Operator	Municipalities serviced	Contract Name	Contracted routes	Contracted buses
GNT-Giyani	Greater Giyani municipality	Mopani 1	19	18
GNT-Hoedspruit	Maruleng municipality	Mopani 2	62	55
Mopani three Transport Pty Ltd (GNT Tzaneen ,GNT Phalaborwa, Risaba and Mathole bus services(Tzaneen, Letaba and Phalaborwa)	Greater Tzaneen, Greater Letaba and Phalaborwa municipalities.	Mopani 3	59	72
TOTAL			140	145

Table 51: Subsidized Bus Service Contract

Quarter 1	3408
Quarter 2	3651
Quarter 3	3886
Quarter 4	3855
Total	14800

Table 52: Subsidized Bus Trips Monitored

List of major roads within the district		
ID	Corridor	Description
1	Tzaneen to Nkowankowa and Lenyenye	Along road R36 south-west of Tzaneen through Nkowankowa up to Lenyenye
2	Tzaneen to Boyne	Along road R71 west of Tzaneen up to Boyne and Polokwane
3	Tzaneen to Modjadjiskloof	Along road R36 north-west of Tzaneen to Road R529
4	Tzaneen to N'wamitwa	Along a road east of Tzaneen to road R529
5	Giyani to Mooketsi	Along road R81 south of Giyani to Mooketsi
6	Modjadjiskloof to Kgapane	Along road R36 north of Modjadjiskloof to Kgapane
7	Phalaborwa to Lulekani	Along road R71 to the west of Phalaborwa to road R40 Lulekani
8	Giyani to Malamulele	Along road R81
9	Giyani to Bungeni	Along road R81 south of Giyani into road R578
10	Nkowankowa to Letsitele	Nkowankowa through east to Letsitele

11	Giyani to Letsitele/Nkowankowa	Road R81 south of Giyani into road R529 to Letsitele
12	Giyani to Mothupa	Road R81 south of Giyani, turning at Lebaka Cross to Mothupa
13	Modjadjiskloof to Giyani	Road R36 north of Modjadjiskloof into road R81 towards Giyani
14	Kgapane to Mokwakwaila	From Kgapane heading north through villages to Mokwakwaila
15	Phalaborwa to Namakgale	From Phalaborwa along R71 to Namakgale

Table 53: MDM Major Roads

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.

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

Table 54: Provincial and District Roads

Phalaborwa local municipality 1. Mashishimale to Lebeko-D3781 2. Mashishimale to Makhushane-D3794 (Maune-Mabikiri) 3. Eiland to Letaba Ranch-P43/3 Greater Giyani local municipality All roads on priority list are hotspots Greater Letaba local municipality 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 Maruleng local municipality Moshate-Balloon-Calais road- D3878	Greater Tzaneen local municipality 1. Thapane cross-Mandlakazi –Nwamitwa-D3248 2. C.N Phathudi-Pharare-Mogapeng-D3893 3. Musiphane –Risaba-D3249 4. Moruji to Mavele-D3186 5. Malengana-Tickyline/RamalemaD3880 6. And D3770 7. Mmaphala bridge 8. Phelana to Block D3198 9. Sunnyside graveyard-Bokgaga tarven-D3762 10. Leolo bridge 11. Madumane to Morapala to Block 6-D3215 12. Kings to Shivulani-D3890 13. Matlala bridge 14. Babanana to Madlakazi-D3128 15. Mogapeng 4 ways to Pharare-D3894 16. Moime road-D4157 17. Moruji-Khetlhakong-D3184 18. Mhangweni-Mafarana-D3775 19. Lenyenye to Khujwana-D3880 20. Maluti to Sedan-D3768 21. Pulaneng to Myakayaka ZCC

Table 55: 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 during funerals as alleged.
- Lack of access bridges (most reported in Maruleng).
- Increasing of illegal minibus taxis operators resulting in conflicts
- Damage to the road network due to increased overloaded vehicles

- Increase in road traffic fatalities due to lawlessness
- Narrow roads due to no upgrading of roads
- Stray animals due to lack of fencing.
- Taxi conflict due to non-compliance to operating licenses
- Illegal transportation of workers (e.g. farm workers) due to inadequate bus routes subsidy.

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

Table 56: MDM Taxi Association

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,

Strategic challenges and interventions

- High fatality rate
- Increase on illegal public transport operators

Strategic interventions

- Deployment of law enforcement traffic officers for 24/7 on strategic routes .
- Deployment of public transport unit in strategic locations
- Deployment of unmarked traffic vehicles to deal with moving violations
- Deployment of speed enforcement on strategic locations
- Urge municipalities, as planning authorities, to develop and implement Integrated Transport Plans.
- Establishment and resuscitation of Transport Forums
- Continue with Passenger Subsidy Programme
- The Province will monitor implementation of average speed over a distance on the N1;
- Manage traffic contravention management system which will enforce compliance to traffic offenders;

The province will also implement pillars approved by the National Road Safety Strategy 2016 2030 (NRSS) , as follows:

- Pillar 1: Road Safety Management: strengthening relationship with stakeholders, eliminate fraud & corruption
- Pillar 2: Safer roads & mobility: Identify & address high road safety risk & hazardous location. Have a system to coordinate lack of road signage & road markings with affected authorities
- Pillar 3: Safer Vehicles: Increase traffic enforcement around vehicle roadworthiness. Enhance visibility through “Lights –on” programme
- Pillar 4: Safer road users: Improve Road users’ behavior & implement 24/7 Law enforcement in critical routes

- Pillar 5: Post-crash Response: Strengthening relationship with Road Accident Fund (RAF) at district level through Road Incident Management System

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 Recapitalization 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.

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 analyzed 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.

3.6.4 Community Services

Disaster Management Plan

The Fire Brigade Services Act 99 of 1987 serves as the primary legislation governing national Fire and Rescue operations, outlining key functions in Section 1(xii) such as preventing fire outbreaks, extinguishing fires, protecting life and property, rescue operations, ambulance services (transferred to the Department of Health in 1998), and related duties. The National Veld and Forest Fire Act 101 of 1998 aims to prevent and combat veld, forest, and mountain fires by requiring landowners to maintain fire breaks (Chapter 4), keep firefighting equipment and personnel ready (Chapter 5), and establishing Fire Protection Associations (FPAs); MDM currently operates four such FPAs, including Letaba (covering Greater Tzaneen and Greater Letaba), Ba-Phalaborwa, Maruleng, and Kruger Park. Additionally, SANS 10400 under the National Building Regulations mandates that buildings be designed for safe evacuation, minimal fire spread, and equipped with necessary fire protection, with non-compliance by owners constituting a prosecutable offence

Fire And Rescue Services

Fire and Rescue Services in Mopani District Municipality (MDM) provide essential protection against fires, emergencies, and related hazards across five operational stations: Tzaneen, Modjadjiskloof, Phalaborwa, Giyani, and Hoedspruit, with 132 personnel ensuring 24/7 coverage. These services focus on prevention, rapid response, public education, and compliance enforcement under key legislation including the Fire Brigade Services Act 99 of 1987, National Veld and Forest Fire Act 101 of 1998, and SANS 10400 building regulations. Planned satellite stations at The Oaks, Maphalle, and Maake, alongside R20 million in 2025/2026 vehicle procurement, aim to address aging

equipment and enhance response times amid ongoing challenges like non-compliant building plans and inadequate fire breaks.

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MDM Fire Services currently employ 132 operational firefighters and support staff, deployed across five stations as follows: Tzaneen (32), Modjadiskloof (21), Phalaborwa (25), Giyani (23), and Hoedspruit (21). The vehicle fleet comprises specialized fire and rescue units, though many date back to the 1980s and 1990s and urgently require replacement, while all stations are equipped with vehicle rescue sets (Jaws of Life), rope rescue gear, hazmat equipment, and standard firefighting tools. All five fire stations maintain 24-hour staffing with four operational shifts per station, supplemented by station commanders and fire prevention officers on standard hours and weekly standby. Each station features its own control room for receiving emergency calls, dispatching personnel within three minutes, and coordinating responses, though on-scene arrival times depend on distance, traffic, and weather conditions.

Operational Challenges

Local municipalities often fail to submit building plans to Fire Prevention sections for compliance checks, compounded by a shortage of capacitated building control officers for inspections and project oversight. Maintenance of fire hydrants and reticulation systems is inconsistent, while property owners neglect annual fire equipment servicing, emergency exits, stacking limits, and safe storage of flammables; similarly, landowners including municipalities, government departments, and traditional authorities do not maintain required fire breaks

Fire Prevention Strategy

Fire Prevention Officers scrutinize building plans for compliance, issuing notices and recommendations for deficiencies, while businesses receive hands-on training in extinguisher and hose reel use. Awareness efforts include weekly school visits to stations for fire education, static displays and demonstrations at public events, and regular media notices on fire danger ratings and prohibition periods, particularly during the fire season.

Response And Reactionary Strategy

An allocation of R20 million in the 2025/2026 financial year will fund the procurement of specialized fire and rescue vehicles, including tankers, rapid intervention rescue units, and wildfire vehicles, to bolster response capabilities.

Training Strategies

Ongoing training is vital for adapting to new technologies and environments, ensuring professional service delivery across the Mopani region. Planned specialized programs cover commercial rescue divers, Fire Fighter 1 and Hazmat Awareness, Fire Fighter 2 and Hazmat Operational, incident command management, law enforcement, advanced fire prevention, rescue technician skills, and defensive driving

Preparation of a disaster plan

The overall objective of developing a District Disaster Management Plan is the establishment of a uniform approach to assessing and monitoring disaster risks, implementation of integrated disaster risk management plans and risk reduction programs and effective and appropriate disaster response and recovery to inform disaster risk management planning and disaster risk reduction.

Preparing a Disaster Management Plan requires the following:

- A consultative process that requires meaningful involvement of a wide range of different stakeholders in various stages of the analysis and the decision-making process. Getting everybody on board when and where he or she needs to be on board (rather than all the time) is a complex task.
- A strategic process which requires a focused approach, and a systematic search for the most appropriate and effective solution, keeping in mind given resources, and overall policy guidelines and principles. This goes well beyond simply compiling priority lists and transforming them into budget proposals.
- An integrated approach that requires thinking and acting holistically across the conventional sectoral boundaries.
- Implementation-oriented planning, which requires becoming quite specific in terms of quantities, quality, responsibilities, location, time and costs to make sure delivery will take place. This goes well beyond a list of project titles.

Risk assessment and the development of an indicative risk profile

The disaster risk profiling assessment normally produces so many hazards that must be addressed that the sheer volume of work tends to be overwhelming. Consequently, a process to determine Relative Risk Prioritisation is undertaken to assist the Local Municipalities in their risk management planning.

$$\text{Risk} = \text{Hazard} \times \text{Vulnerability} / \text{Capacity}$$

Relative Risk Prioritization

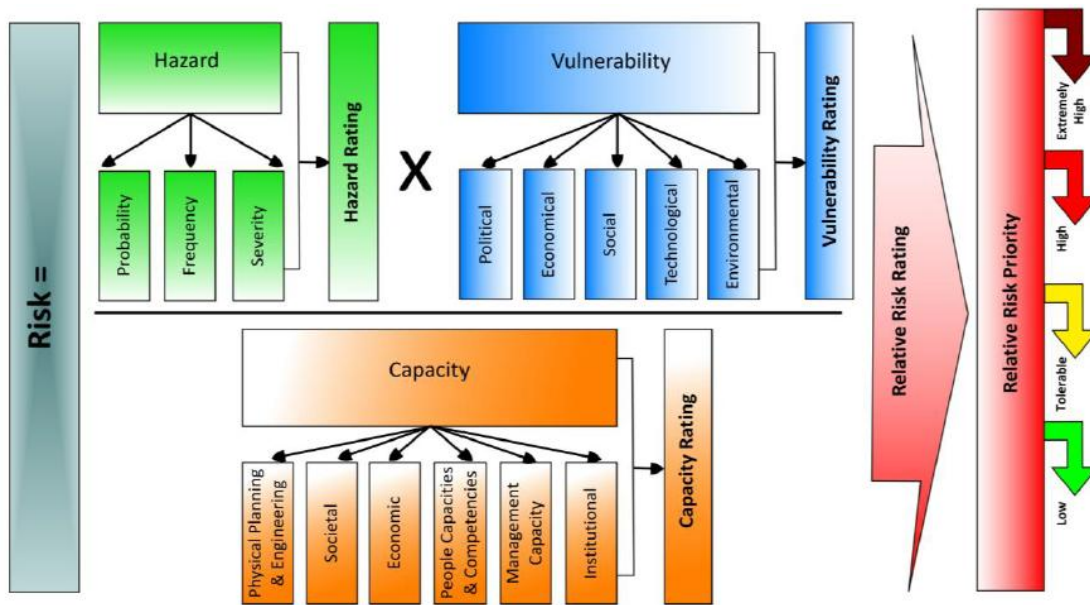


Figure 23: Total Risk Model used in Risk Assessment

According to the National Disaster Management Centre guideline document on risk assessment, the following model is advocated:

During the 2024/2025 financial year, a risk assessment was re-conducted at all local municipalities within the Mopani District. Using a spreadsheet tool which calculated hazard, vulnerability and capacity, an overall risk rating and risk priority could be calculated. Based on these results, individual layers were created in GIS for each hazard for each local municipality. Where a great deal of overlap exists, particularly for those hazards with high or extremely high scores, priority areas could be identified. A number of hazards were considered, including natural hazards, technological hazards and environmental hazards. As far as possible, specific areas were identified where the different hazards are known to have occurred in the past, or which areas are currently affected or may be affected in the future. This helps to identify specific areas which require attention. Generalised hazards which cover the entire municipality were also included in the analysis, such as drought, flooding and diseases. Due to the nature of these hazards, it is too difficult to specify specific areas which may be affected. These do however also contribute towards the overall result. In conducting the analysis, input was sought from a number of different stakeholders, including the Department of Agriculture, local municipalities, Mopani Fire & Rescue, EMS, Traffic, Department of Water and Sanitation and Department of Environmental Affairs.

Key hazards

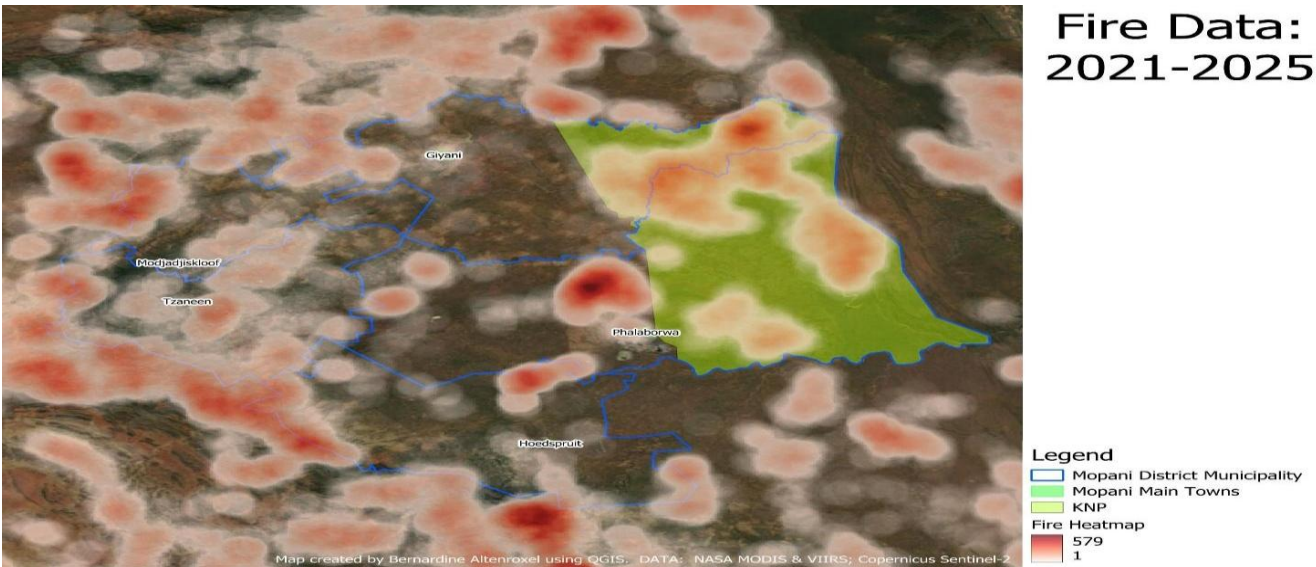
Following the consultative process to revise the Indicative Risk Profile and Disaster Management Plan, key themes which emerged were:

Environmental degradation

Deforestation, poor waste management, soil erosion and sand mining have emerged in all local municipalities as pressing environmental issues which need to be addressed. Together, they contribute towards overall environmental degradation. Each has a ripple effect, resulting in further environmental degradation and an associated negative impact on ecosystem services and human wellbeing. Well-structured programs are required to reduce environmental pressures, including more sustainable sand-mining practices, reduced dependence on wood as a source of fuel for cooking, better waste management practices and better land management practices.

Fire

The occurrence of wildfires is an annual reality for the Mopani District during the dry season late in winter and early spring. Along the higher rainfall areas along the Escarpment of Greater Tzaneen and Greater Letaba Municipality, high value pine and Eucalyptus plantations are located. In these higher rainfall areas, invasive plant species, such as lantana, triffid weed and bugweed proliferate in the humid sub-tropical climate. These invasive species create a higher fire risk due to them creating an impenetrable barrier against fire-fighting efforts. Some invasives, such as triffid weed, also contain volatile oils which enhance wildfires. Local Fire Protection Associations work to ensure legal compliance among their members and provide support in the event of a wildfire. These activities aid in reducing fire risk. However, large, damaging fires still occur during the fire season, resulting in massive losses.

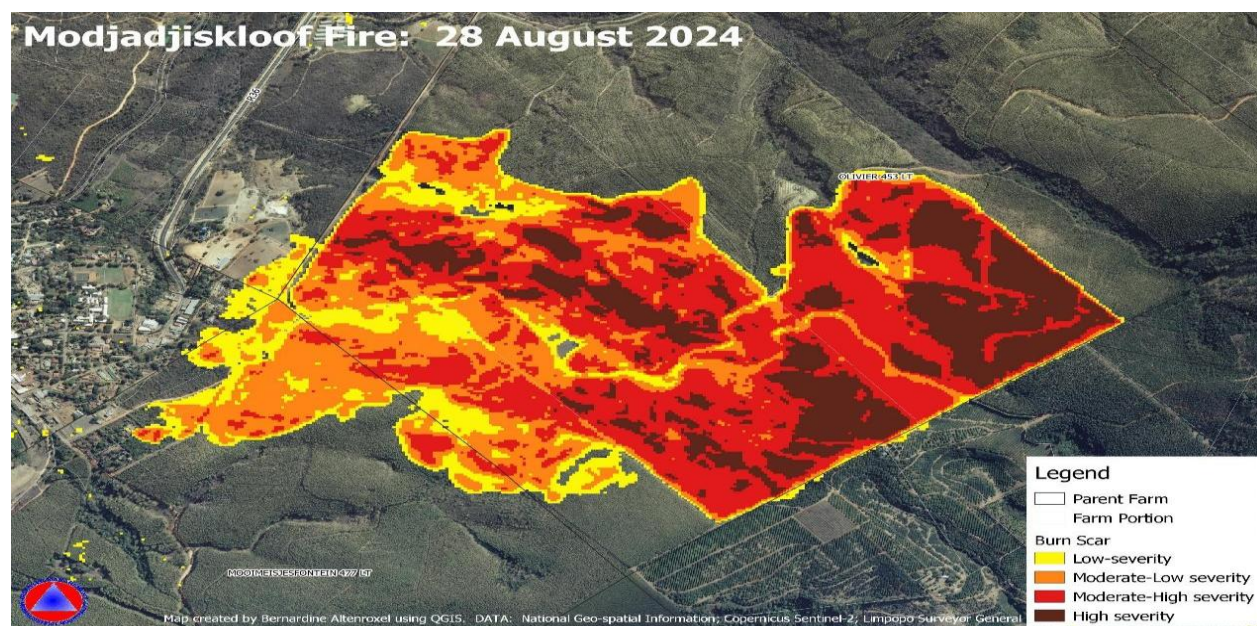


MAP 5: MDM Fires Heat Map

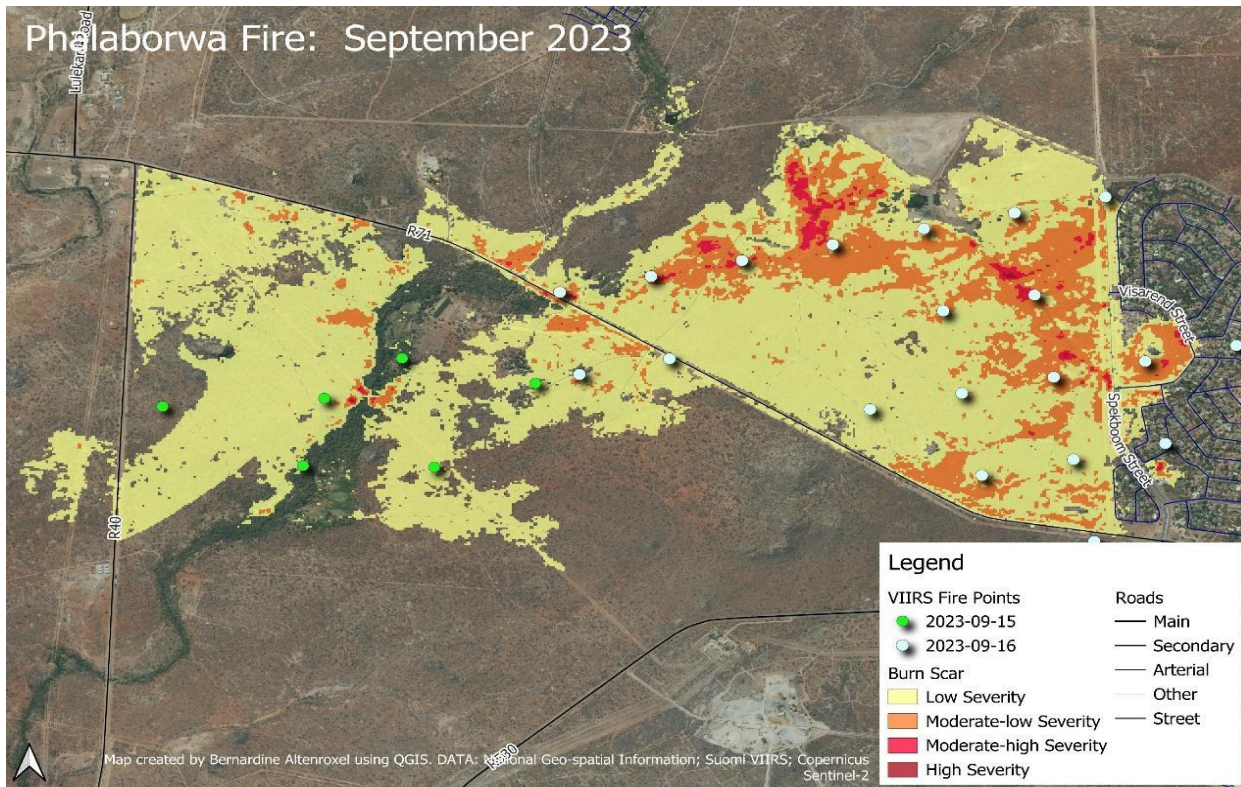
For the Mopani District, fire in the wildland-urban interface has become a stark reality. As detailed under the discussion sections for Greater Tzaneen, Greater Letaba and Ba-Phalaborwa Municipalities, urban areas came under threat from fire during the 2023 and 2024 fire seasons. While structures were saved in the case of the Greater Tzaneen

and Greater Letaba fires, several structures were affected by fire in Ba-Phalaborwa in 2023. This indicates the need for a more structured approach in mitigating the fire risk in urban areas. Maruleng Municipality, which has many thatch roofed structures and several wildlife estates, faces a similar risk. Local municipalities need to budget sufficiently for the preparation of firebreaks between wildland and urban areas, particularly those which have previously come under threat from fire. Additionally, provision needs to be made for appropriate measures to remove alien invasive plant species on municipal land. Building design and materials which are fire resistant should be promoted, and landscaping should not introduce plant species which may promote the spread of fire. Sufficient water to meet fire-fighting needs must also be available at all times.

A large fire occurred on the outskirts of Modadjiskloof on 28 August 2024. The fire caused extensive damage to a Eucaluptus plantation.



MAP 6: Modjadjiskloof fire



MAP 7: Phalaborwa Fire

In September 2023, a grass fire spread into the residential area of Phalaborwa resulting in damage to several structures.

Drought

Severe drought has also occurred in the Mopani District, which is strongly influenced by weather phenomenon such as El-Nino Southern Oscillation (ENSO) and the Indian Ocean Dipole (IOD). At times, extended drought episodes have occurred over a number of years, during which water security has been severely affected. Just prior to Tropical Storm Dineo (2017), severe drought conditions had been present. Major dams in the region were coming under severe strain, until they were replenished by the rainfall brought by Tropical Storm Dineo. However, just a year later, drought conditions returned and persisted into 2020. Intervention was required to deal with water scarcity issues. By 3 February 2020, which would normally have been the peak of the rainfall season, the Tzaneen Dam was down to just 7.23%, Middle Letaba was at 2.11%, Tours Dam was at 16.20% and Ebenezer Dam was at 21.32%. Most major dams had reached critically low levels by the end of 2020. Extreme rainfall from Tropical Storm Eloise in January 2021 finally ended the extended drought.

Flooding

The most devastating flooding in the recent history of the Mopani District occurred in February 2000 when ex-Tropical Cyclone Eline swept inland from the South-West Indian Ocean (SWIO). Extensive flooding was experienced across Mozambique, South Africa and Zimbabwe as a result of TC Eline. In the three days after TC Eline made landfall over the African landmass, rainfall stations located near the interior escarpment of northeastern South Africa recorded rainfall of 400-550mm, totals which are around three times higher than average for February (Reason and Keibel, 2004: 803). Rainfall measurements over just 24-hours on 24 February 2000 included 555mm at Woodbush, 353mm at New Agatha, 324mm at Letabadrift and 303mm at Vergelegen (Dyson and Van Heerden, 2001:84). By the end of February 2000, massive rainfall totals were recorded, e.g. Woodbush 1739mm, Westfalia 1280mm, Vergelegen 1265mm, New Agatha 1230mm and Politsi 1074mm (Dyson and Van Heerden 2001:81). Extensive infrastructure damage was reported, including the collapse (and subsequent closure) of the R71 Magoebaskloof road, homes lost to mudslides and farm dams which were breached. Both weather systems which affected northeastern South Africa are recognized as having an anomalously long life overland (Dyson and Van Heerden, 2001:80). Along the eastern Escarpment area of the then Northern Province, monthly rainfall totals exceeded 1000mm (Dyson and Van Heerden 2001:80). In Limpopo Province alone, estimated damage to infrastructure amounted to R1.3-billion (Dyson and Van Heerden 2001:80).

It would be 12 years before the Mopani District would see the arrival of another tropical system from the SWIO. In January 2012, a small low-pressure system, located to the south of Madagascar, drifted in a westerly direction. In crossing the Mozambique Channel, the system intensified and was named Dando. After making landfall along the coastline of Mozambique about 40km to the north-east of Xai-Xai (Barratt, 2018:35), Sub-tropical Depression Dando moved inland, resulting in significant flooding in the Lowveld area, particularly over the Hoedspruit area and Kruger National Park. Rescue operations were required to airlift people who had been left stranded by the flooding. The rescue operations were carried out by, amongst others, Hoedspruit Airforce Base (19 Squadron), Limpopo EMS, Mopani Fire & Rescue and SAPS Search & Rescue. There was significant infrastructure damage with several roads, bridges and tourist lodges affected.

Just one year later, a low-pressure system again brought heavy rain to the Mopani District. The Kruger National Park was particularly hard-hit, with Shingwedzi Camp being completely flooded. Another rescue operation was launched to rescue stranded tourists.

A series of droughts occurred in the period after the 2012 floods, until 2017 when Tropical Storm Dineo made landfall over southern Mozambique and headed inland. Although not as intense as the floods of 2000 and 2012, Tropical Storm Dineo brought widespread rain to the Mopani District. However, in 2021 northern South Africa was again affected by an intense tropical system from the SWIO. Tropical Storm Eloise originated to the east of Madagascar in January 2021 and moved in a westerly direction into the Mozambique Channel. After making landfall over central Mozambique, Tropical Storm Eloise penetrated inland towards northern South Africa. The South

African Weather Service issued a Level 4 impact-based warning for eastern Mpumalanga and northern and eastern parts of Limpopo, and a Level 9 weather warning for the Escarpment of Limpopo and Mpumalanga. Widespread damage and losses were reported as a result of the flooding caused by Tropical Storm Eloise, however, what was different on this occasion was the level of preparation due to the advance warning of imminent flooding. The early warning messages provided by the South African Weather Service were widely distributed and pre-flood meetings held with relevant stakeholders. Preplanning included flood preparation to prevent flood damage, such as clearing stormwater drains to ensure the easy flow of storm water and the removal of branches and trees which could potentially fall across the road. Lower-lying camps in the Kruger National Park were also evacuated ahead of time. Sanral Routine Road Maintenance (RRM) teams were also placed on standby for rapid deployment to any problem which would potentially arise on major routes. This proved highly effective, especially on the R71-1 Magoebaskloof road. This level of preparation assisted in preventing greater damage from occurring. Infrastructure damage was however reported, such as the damage to roads in the Kruger National Park, damage to a bridge at Bismark and damage to houses.

Severe weather

Severe storms with large, damaging hail have been reported in the past, especially along the mountainous areas such as Bolobedu South, Hoedspruit and George's Valley. Late in 2010, a hailstorm with hailstones the size of tennis balls caused extensive damage to houses in Bolobedu South. The hail smashed through tiled roofs and windows and caused damage to crops. The contents of the homes were also damaged. Areas affected in Motupa, Relela, Moleketla, Marirone, Sethone, Bokhuta, Leretjene and Thapane (SowetanLive, 2010) In September 2017, a severe storm in Maruleng resulted in extensive damage to commercial agricultural crops. Some farmers lost as much as 80-100% of their crops (Letaba Herald, 2017). Previously, a severe hailstorm in the Hoedspruit area on 15 November 2015, caused extensive damage, including structural damage on the Hoedspruit Airforce Base.





On the 11-17 January 2026, severe storms were reported across parts of the Mopani District. A large number of homes across Greater Giyani, Greater Letaba and Ba-Phalaborwa Municipality were affected. Some schools and health facilities were also affected by the storm. Assessments were undertaken on each household and the required assistance was provided where necessary.

Municipal health services overview

Mopani District Municipality delivers essential municipal health services across five key functions: water quality monitoring, premises surveillance, communicable disease prevention, disposal of the dead, and food control.

➤ Water Quality Monitoring

Water scarcity poses major developmental challenges due to climate variability, low rainfall, inequitable management, and insufficient bulk infrastructure for rural areas. Environmental Health Practitioners monitor domestic water quality urgently.

- Challenges: Water-scarce area; unreliable sources causing disease outbreaks; contaminated sources
- Interventions: Sample and map sources; lobby for local accredited labs; awareness on purification, diseases, cleanliness; promote water harvesting

➤ Premises Health Surveillance

Regular monitoring of residential, business, and public premises identifies health risks including ventilation, air quality, lighting, moisture, thermal conditions, structural safety, overcrowding, and nuisances. Includes environmental impact assessments and remedial actions.

- Challenges: Outdated facility database requiring resources; rapid growth of spaza shops

- Interventions: Continuous database collection and updates

➤ **Communicable Disease Surveillance**

Prevents diseases transmitted person-to-person, animal-to-person, or via agents through health and hygiene promotion (immunizations excluded).

- Challenges: Under-reporting to Environmental Health Practitioners hinders prioritization
- Interventions: Monthly data requests from district coordinator

➤ **Disposal of the Dead**

Regulates district-wide cemeteries per Municipal Structures Act Section 84(1)(l) and by-laws, covering undertakers, mortuaries, cemeteries, crematoria, exhumations, reburials, and pauper burials.

- Challenges: Poor cemetery siting near water; communities bypassing municipalities; lacking sanitary facilities/waste storage
- Interventions: Awareness campaigns on proper siting and sanitation provision

➤ **Food Control**

Enforces WHO standards for safe, quality food across formal and informal premises through production, handling, storage, processing, distribution, and labelling.

- Challenges: Uncertified caterers/food handlers appointed; residential small shops proliferating; EHP impersonation
- Interventions: Training on Certificates of Acceptability (COA); require zoning certificates; issue MDM employee cards

3.7 KPA: FINANCIAL VIABILITY

Mopani District 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
- Unfavorable audit outcomes
- Poor internal control environment
- Improper record keeping

Policies and Procedures

- 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

Revenue Management

The main function of the Revenue Management Unit is to enhance the 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 licensing 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.

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.

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.

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 efficiency on the part of user directorates with regard to the development of accurate specification

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 dependency 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 unfavorable audit outcomes.

3.7.1.1 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, Kruger 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 statement 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

3.8 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

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

Table 57: Municipal Structures.

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
	Male	31	41	37	35	22
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

Table 58: Proportional Political Representation seats in Council 2021-2026

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

Table 59: MDM CDW

3.8.1 Summary of issues raised during community consultation

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.”.

Date and Time	Meeting Venue	Stakeholder/Ward	Inputs/Suggestions/Issues Raised
12 April 26	Nwamitwa Tribal Hall	Councilors, Community members, Ward Committee Members	- Roads - Internal streets paving in ward 06 Malele - Refurbishment of roads in wards 03, 04, 06, 07 and the road leading to the graveyard - Grading of roads leading to schools in ward 03 - Completion of a Bermuda road ward 06 - Maintenance of existing bridge in ward 09 - Need for a culvert bridge in Nhangelani graveyard road - Water - Borehole repairing in ward 06 (Borehole cable theft) and a need for boreholes in ward 09 - Bulk water supply in Nkambako village, Shongani village and surrounding villages - Electricity

			- Electrification of new stands in Shongani village and block H. - Three high mast lights in Nwamitwa - LED – Job creation - Community services - Refurbishment of Tzaneen stadium - Refurbishment of the school in ward 03
13/April/2026	Tzaneen Disaster Centre	Traditional leaders, council and officials	- Ward counsellors to liaise with traditional authority to identify beneficiaries for sanitation - Bulk water supply in the villages - Need for capacity building for traditional leaders (training) - Traditional authority should be informed about the operation of graders for proper monitoring - MDM to work with traditional leaders in identifying beneficiaries for bursaries - Demarcation of the sites in Majeje Village - Need for de-bushing at Sekgosese area - Addition of R200 000 to local house of traditional leaders' budget
13 April 26	Impala Sports Hall	Councilors Community members Ward Committee Members	- Water and sanitation - Refurbishment of sewage pipes in Ba-phalaborwa - Repair burst of pipes in town - Need for water and sewage in schools in Ba-phalaborwa - Need for clean water supply in ward 16, not boreholes - Need for consistent water supply through water tankers

			- Redirect R48 million for water tankers to fixing water issues in ward 15, such as bulk supply and fixing pipes - Water hydrant repair in Ba-phalaborwa - Budget allocation of R35 million for wastewater needs to be re-visited, and community members should be consulted - Maintenance of back-up generator for water pumps in Ba-phalaborwa - Roads - Need for road maintenance in Ba-phalaborwa - Rehabilitation of internal streets in Ba-phalaborwa - Repairs of infrastructure destroyed by floods in Ba-phalaborwa - Community services - Development of plans to deal with foot and mouth disease - Refurbishment of Lulekani and Namakgale stadium - Need for an operational landfill site - Planning - The review of SDF should be in-house to save budget and allocate it towards fixing old roads - Finance - Development of projects or strategies for revenue generation - Electricity - Intervention in load reduction in ward 15 and electricity supply in Phalaborwa
14 April 26	Impala Sports Hall	Councilors Community members Ward	- Roads - Need for additional graders to assist in the re-gravelling roads - Street paving (Gravesite road) - Refurbishment of destroyed bridges and roads due to floods

		Committee Members	- Bridge in ward 02 (community's grave site) - Water and Sanitation - Need for bulk water supply (Matiko-Xikaya, Lulekani) - R48 million for water tankers budget be allocated to bulk water supply - Intervention to resolve illegal connections - Clean water supply in service points (hospitals, police station) - Repair and maintenance of existing boreholes - Need for extra boreholes in Gravelotte - The use of boreholes should have timeframes, as it's a temporary solution to water provision - Water tankers need to come more than once a week and their capacity is not sufficient, other households do not get assistance. - The municipality needs to assess the quality of water from boreholes because the water causes health issues to community members - LED - Need for EPWP jobs - Need for investment in youth and tourism - Electricity - Need for Apollo lights at Gravelotte - Streetlights in Phalaborwa town - Intervention in the issue of load reduction - Other

			- Provision of RDP houses (17) and intervention to deal with corruption in the allocation of RDP houses - Ward 1 Mojela RDP house leaking due to floods and still not completed - Need for sports ground for the youth - Capacity building for councilors - Tribal authorities to work with community members to protect water infrastructure - Need for interpretation during public participation (Sign language)
15 April 26	Letsitele AFM	Councilors Community members Ward Committee Members	- Water - Need for water supply in ward 23 - Need for JoJo tanks stands at Magangeni side - Need for two operational boreholes in ward 23(Makananeni) - Repair of burst pipes in George's Valley - Increase budget for repairs and maintenance - Removal of all illegal water connections in Nkowankowa - Need for a signed SLA between Mopani and Tzaneen - Repair and maintenance of sewage system (Mariveni and Nkowankowa) - Water reticulation in new extensions - Electricity - Need for high mast light in Xipungu to reduce crime rate - Need for solar plant and electrification of new stands - Other - More investment in network project (Tele communication mast)

			- Municipality to complete projects initiated in the previous financial year
15 April 26	Haenertsburg Community Hall	Councilors Community members Ward Committee Members	- Water – Maintenance of water infrastructure (Leaking reservoir) and electrification of existing borehole - Roads - Road maintenance in Haenertsburg - Planning and LED - Municipality to fast track the Shangoni Gate catalytic project for economic development - IDP to include more projects for Haenertsburg - Need for a museum that was proposed 3 years ago - Need for tourism projects/programmes in collaboration with community members.
16 April 26	Sekgopo Community Hall	Councilors Community members Ward Committee Members	- Water - Need for bulk water supply in Sekgopo community - Planning and LED - Job creation and Local SMMEs empowerment - Need for skills development especially in agriculture - Need for shopping complex, municipality to resolve current land dispute (Machipisa) - Roads - Internal street paving for road leading to office of traditional council and other strategic areas (schools, clinics, graveyard etc) - Other

			- Municipal Bursaries allocation to cater for Sekgopo grade 12 learners - Disaster relief support - Need for SASSA Satellite offices
16 April 26	GLM Main Office Community Hall	Councilors Community members Ward Committee Members	- Water & Sanitation - Urgent sewage system repair and maintenance in Mokgoba and modjadjiskloof - Provision of VIP (Ventilated Improved Pit) toilets; general sanitation improvements for Mokgoba. - Roads - Tar road and low-level bridge in Mokgoba. - Re-gravelling of roads - Road signage in Mokgoba. - Community services: - De-bushing and trimming of trees along road reserves to improve visibility and safety. - - Electricity & Energy - Need for Streetlights - High mast light at Mokgoba. - Repair collapsed electrical poles and cables in Mokgoba - Installation of new electrical smart meter boxes in Mokgoba. - - Planning and Economic Development

			- Provision of RDP houses. - Expansion of Modjadjiskloof town; utilizing vacant space behind Mokgoba for new development. - Job creation and SMMEs support - Regulation of spaza shops
21 April 26	Lorraine Community Hall	Councilors Community members Ward Committee Members	- Water & Sanitation - Purchase of bulk water Pipes (shifting from emergency relief to permanent infrastructure). - Repair the pipeline from The Oaks to Sekororo - Repair and maintenance of boreholes in Lorraine Zone 01 and 12 - General need for water supply in Ward 12 and Kanana. - Electrification of the borehole in Kanana. - - Roads, Transport & Public Safety - Internal street paving (road to Matshengwane primary school) - Upgrading of roads and pavement of the road leading to the graveyard. - Re-gravelling of roads in Kanana and surrounding areas; construction of a bridge at Musunnana - - Electricity - Apollo lights needed in Nkopetsi, Kanana and Lorraine - Electrification of extensions - - Community services

			- Urgent intervention requested from the Department of Health regarding Malaria control. - Maintenance of school infrastructure in Sekororo; specific refurbishment needed for Khudu High School. - Library in Ward 12. - Urgent intervention needed to resolve network issues (Telecommunications Masts) in Ward 12.
21 April 26	Hoedspruit Community Hall	Councilors Community members Ward Committee Members	- Water & Sanitation - Allocation of budget for the Hoedspruit Bulk water project - Urgent intervention for the burdened sewage in Hoedspruit - Need for bulk water supply in Scotia. - Additional boreholes and water tanks in Scotia. - Repair and maintenance of a leaking reservoir Kampersrus - - Roads & Technical Infrastructure - Internal street paving in Scotia - Refurbishment of Bismark main Road - - Electricity - Electricity of new stands (Scotia phase 2) and network/telecommunications mast. - - Planning and Economic Development - Need for Township Establishment in Scotia. - RDP houses for "Plastic" residents who lost homes to fire outbreak.

			- IDP to include programmes focusing on economic development.
05 May 26	Thomo Community Hall	Councilors Community members Ward Committee Members	- Roads - Tar road in Mphambo and Jilongo (Block 03); Completion of D road project (Gawula). - Refurbishment of roads from Xikukwani to Mbatu (Ward 20), (Block 02), (Thomo). - Internal street Paving in Ward 17; Ward 20; Block 03; Thomo (Ward 17); Khakhala to Homu road and Gawula road. - Culvert bridges in Block 03; Nine bridges in Muyexe; Culvert bridges at central street (Mahlathi). - Water & Sanitation - Bulk Water supply in (Block 02 and Block 03); Water reticulation (Mahlathi & Gawula). - Electrification of boreholes in (Ward 20); Pressure pump installation (Ward 19); Refurbishment of boreholes in (Thomo). - VIP toilets (Gawula); Toilets (Khakhala & Muyexe). - Electricity - Electrification of 39 households (Mninginisi Block 02). - High mast lights (Khakhala)(Gawula). - Community services - Community halls (Ward 20, Block 02, Ward 19, Khakhala, and Gawula). - Sports centers (Block 03, Khakhala, and Mahlathi).

			- New clinic for Mahlati, Khakhala, Gawula, and Hlomela; Clinic for Block 03 (to replace mobile service). - Need for Secondary school in (Ward 17); Refurbishment of Giva-Mhlali High School; New schools in Honwana; - Libraries (Khakhala); - Creche (Block 03). - Disaster Management: Disaster houses (Muyexe). - Planning and Economic Development - Provision of RDP houses (Khakhala & Muyexe). - Job Creation
06 May 26	Giyani Community Hall	Councilor's Community members Ward Committee Members	- Water & Sanitation - New boreholes (Bode A & C, Zaba, Ward 24); Electrification of boreholes (Makoxa); Repairs/Maintenance (Ward 14, Mapayeni, 14C, Ward 26); Control box and 8m cable. - New bulk line (Ward 14) and new water tank (Xikukwani); - Uncompleted water project in Mageva - Repair of water pipes (Homu 14 A & B). - Non-operational purification system in (Ward 24) - Pressure pump repair in (Ward 27) - Need for three (3) water tankers in (Mphagani) - Sewage pump repair in (Ward 13); Drainage of toilets in (Zaba); Replacement of asbestos pipes (Giyani Section A); Manual sewage pipeline upgrade in (Giyani).

			- Roads - Completion of a Bermuda Road (D3187) by Road Agency Limpopo (RAL); Tarring of road from Mdavula to Thomo; Tarring of road from Mahlongoni to town - Re-gravelling of roads in risinga (Ward 31); Paving of roads in (Ward 41, 14C, Ward 24, Eco-park and the road from Malonga to Thomo). - Low-level bridges in (Ward 07, Mzilele, 14C) and the Completion of Dzumeri bridge. - Alternative roads to ease traffic in Giyani. - Electricity & Public Safety - Streetlights at R81; Apollo lights (Zamani, Ward 24, Eco-park, Ward 25). - Electrification of new extensions (Mahlongoni); Ward 26 - - Planning and Economic Development - Reduction of Giyani market stall tariffs from R350 per day to R100. - IDP should include tourism projects/programme; Revitalize Man'ombe (currently a "white elephant"). - MOU with TUT for job creation; General job opportunities (Mphagani). - Provision of RDP houses for flood victims (Zaba). - Demarcation of sites for growing population and regulation of vacant stands (Kremetart). - Community services - Community halls (Ward 07, Mzilele); Sports centre (Ward 07)

			- Fencing of graveyard (Ward 07) and construction of toilets at Bode cemetery. - IDP must reflect Climate Change/Disaster

- **Top 5 priority issues**

- Bulk water supply
- Sanitation (Wastewater treatment and VIP Toilets)
- Roads and stormwater
- Housing (RDP Houses)
- Electricity & Telecommunications

- **Observations**

- Attendance and participation of community members has been satisfactory in all areas visited.
- The collaboration strategy with locals was a good initiative, although it resulted in the district schedule being adjusted to accommodate the locals.
- Bulk water supply and repair of boreholes remain a thorny issue in all the local municipalities.
- The attendance of Sector Departments was poor in all the local municipalities

3.9 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		Males	Females	Disabled	Youth	T/Leaders
Council		31	22	0	10	0
Mayoral Committee + Executive Mayor		4	7	0	0	0
Municipal Public Accounts Committee		4	1	0	0	0
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
Councilors		31	7	7	11	4
Traditional Leaders		0	10	10	7	5

Table 60: Structure of Council

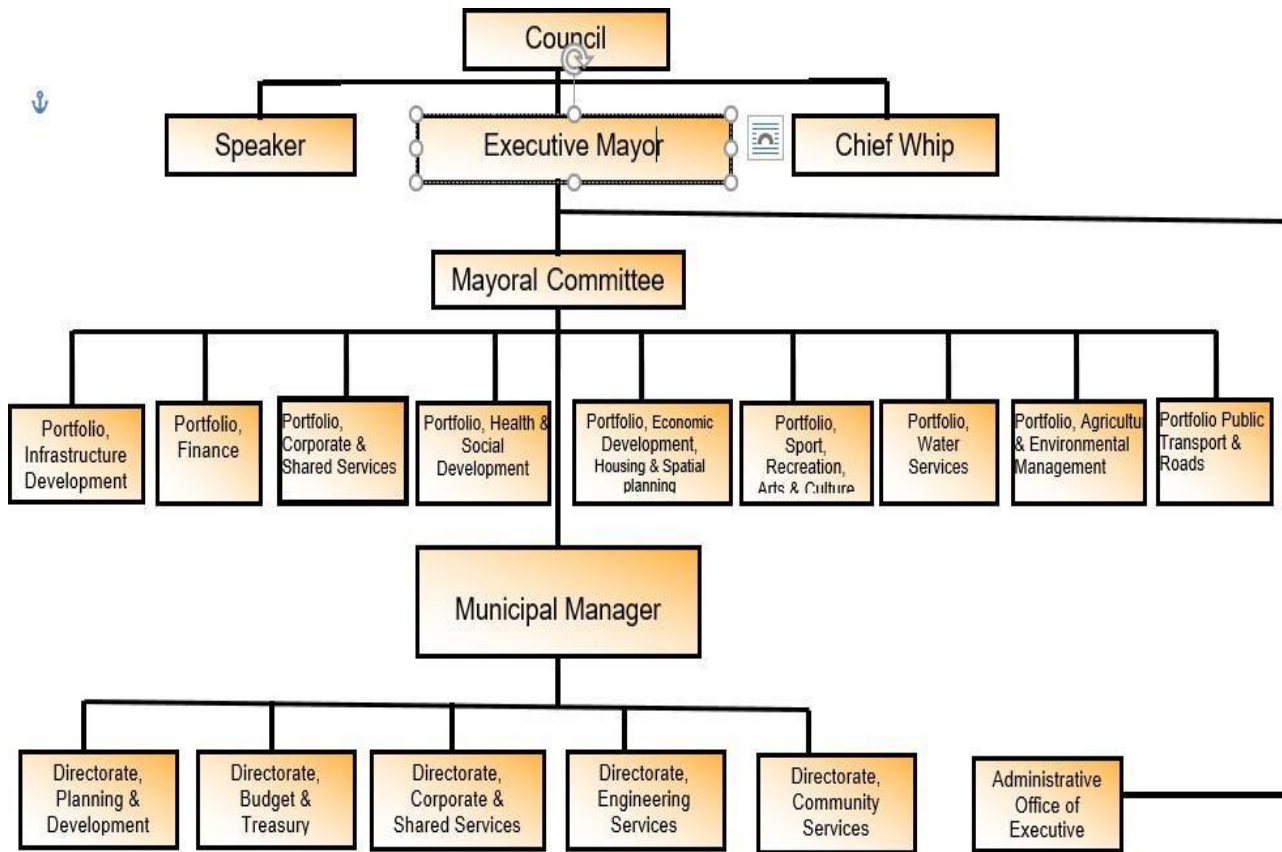
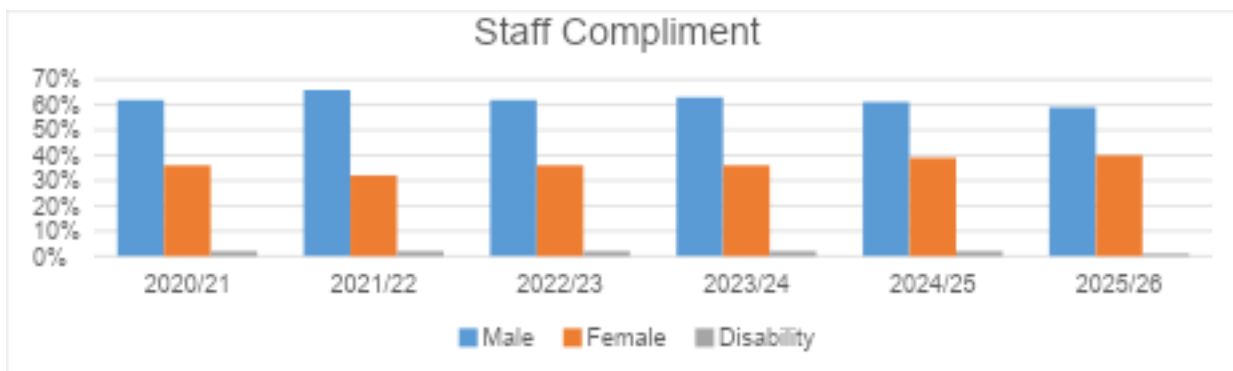


Figure 24: MDM Organisational Structure

3.9.1.1 Staff complement

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%



	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	2025/26
Total Post	914	984	993	996	995	995
Total vacant	281	335	292	336	300	271
Total Filled	633	649	701	660	695	724

Financial Year	Approved Posts	Filled	Vacant	Vacancy rate %
2021/2022	984	649	335	34%
2022/2023	993	701	292	29%
2023/2024	996	660	336	34%
2024/2025	995	695	300	30%
2025/2026	995	724	271	27%

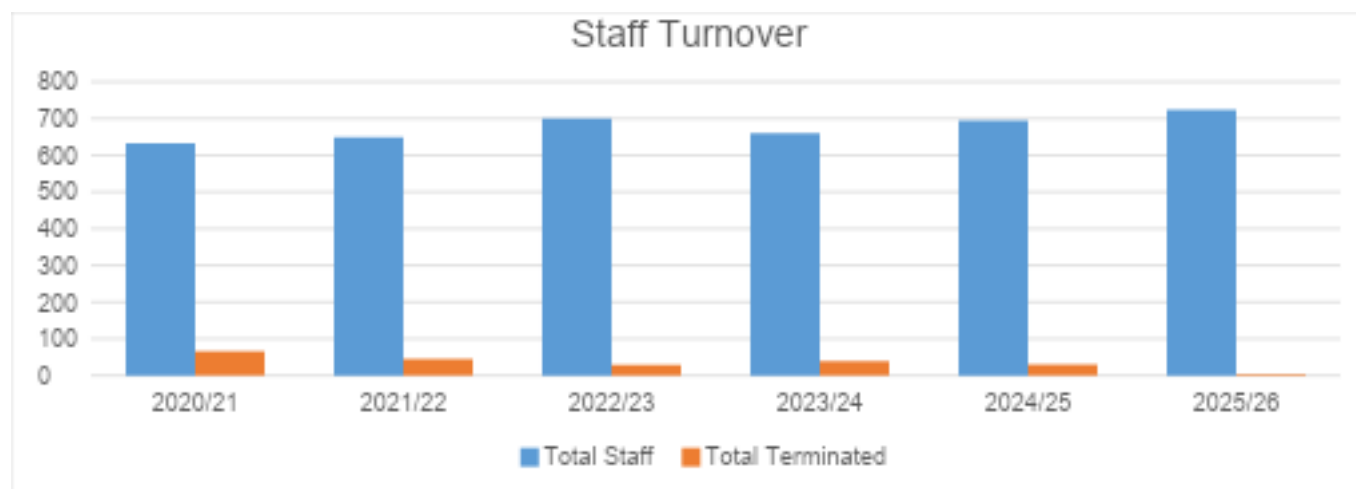


Figure 25: Staff Turnover against Retention

Year	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
Total Staff	633	649	701	660	695	724
Total Terminated	66	45	29	39	30	4

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

Table 61: Filling of Top Management Position

DIRECTORATE / OFFICE	APPROVED POST	FILLED POST	VACANT	VACANCY RATE %
Office of the speaker	2	2	0	0%
Office of the chief whip	1	1	0	0%
Office of the executive mayor	5	5	0	0%
Municipal Manager's office	32	27	04	1%
Technical services	37	32	5	13%
Development planning	12	11	1	8%
Community services	227	192	33	14 %
Budget and treasury	48	34	14	29 %
Corporate shared services	80	61	20	25%
Water and sanitation	550	359	191	34%
Totals	995	724	271	27%

Table 62: Vacancy Rate

3.9.1.2 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 disadvantages in employment experienced by in designated groups

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 Departments Sector: Technical committees, District Managers’ forum.

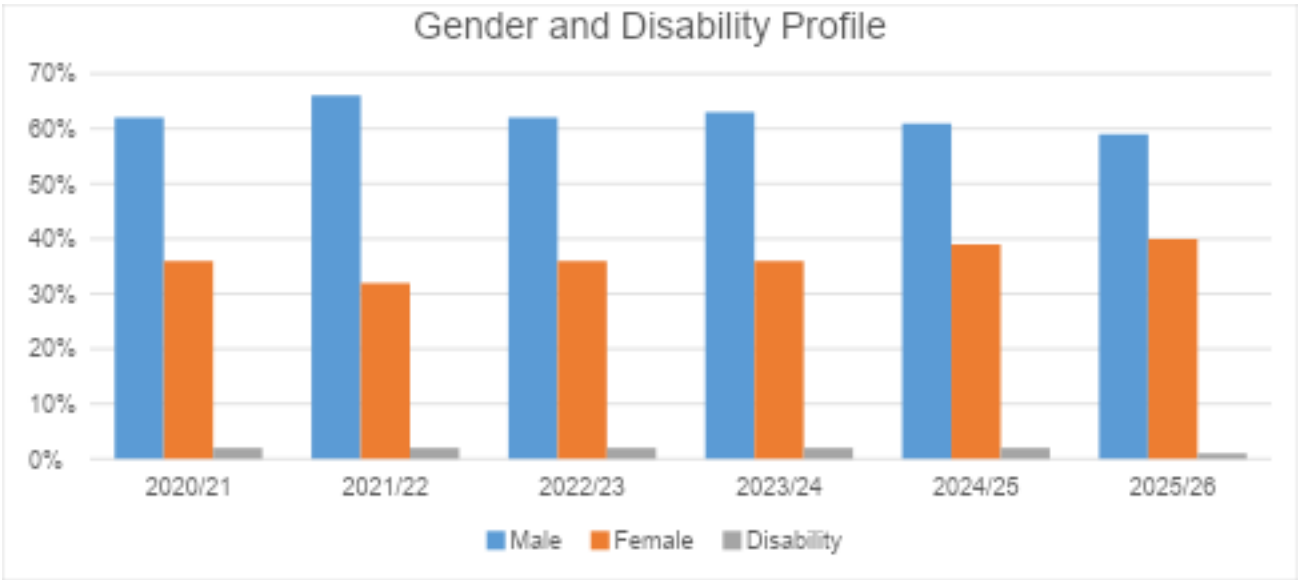
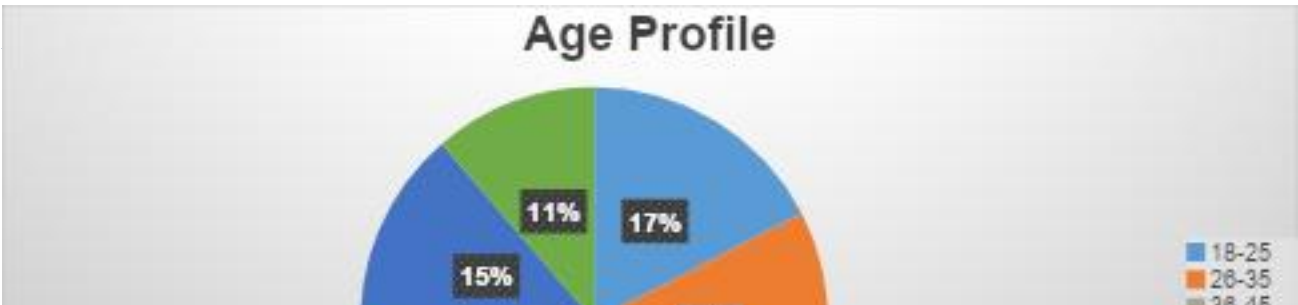


Figure 26: Gender and Disability Profile



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

3.9.1.3 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.

Skills Development Plan.

Total Actual Workplace Training systems beneficiaries as at 1 May 2025 - 30 April 2026

Total Actual Workplace Training systems beneficiaries					
Type	Female Beneficiaries	Male Beneficiaries	Total	Total number of training interventions	Total number of training interventions funded byLGSETA
Skills Development Facilitator		1	1	1	1
Local Labour Forum			0		
Training Committee	1		1	1	1
Totals	1	1	2	2	2

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.

Figure 28: Facility Management

3.9.1.4 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 outweigh 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 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.

3.9.1.5 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

3.9.2 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 realized and implemented, the municipality made provision for the Performance unit that should manage the Performance unit. 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 2024/25 financial year, the municipality did not fully achieve its set targets. The following were the challenges in the 2024/25 financial year:

Despite the achievements alluded above, there were challenges, cutting across the key performance areas that had impacted negatively on service delivery in the year under review. The challenges amongst others include the following:

- Local Municipalities failing to pay over the water services collection to MDM as per Service level Agreement.
- The municipality has not achieved some of the SDBIP planned targets.
- Failure to appoint service providers timeously.
- Internal Audit and AG findings not fully addressed.
- Failure to pay service provider within 30 days period

➤ **Key Performance Indicators**

KPA	Strategic objective	Key Priority issues	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 settlement processes need to be accelerated. The District is blessed with immense beauty and survival of thousands of species to be protected. Ensure effective management of non-renewable natural resources.

Local Economic Development	To promote economic sectors the District	Environment conducive for economic development	Being in proximity with the internationally acclaimed Kruger National park and the Great Limpopo Transfrontier park, the District has awesome opportunity to embrace. The District also has a variety of natural and cultural resources to promote.
Spatial Rationale	To have efficient, effective, economic and integrated use of land space.	Optimal use of land space	Need to increase access locally and outwardly for transportation of goods. Resolving conflicts.
Financial Viability	To increase revenue generation and implement financial control systems	Sound financial management and reduction of dependency	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 implemented. Essential to the adherence to the demand management plan, is to ensure quorate bid committee sittings per schedule are adhered to.
Good Governance and Public Participation	Promoting democracy and sound governance	Inclusive Sound governance	In order to have open and transparent decision-making and sound governance practices in the district it will be essential to focus on improving efficiency and effectiveness. Improved effectiveness and efficiency within the district area will advance the utilisation and allocation of financial resources:

3.9.3 Internal Audit and audit committee

The Municipality has the Internal Audit and Audit Committee of Council primarily established to provide independent specialist advice on financial performance and efficiency, compliance with legislation, and performance management. The Internal Audit was established in terms of section 165 of the MFMA and Audit Committee was appointed to represent both Performance Audit and Audit Committees in compliance to section 166 of MFMA no 56 of 2003 and section 14(2) of Municipal Planning and Performance Management Regulations.

The Audit Committee complies with its responsibilities arising from Section 166 of the Municipal Finance Management Act and Circular 65 issued by National Treasury. The Audit Committee also reviews and adopt appropriate formal terms of reference as its Audit Committee Charter, and it is regulating its affairs in compliance with this charter and is discharging all its responsibilities as contained therein. Audit Committee ensures that the strategic internal audit plan is based on key areas of risk, including having regard to the institution's risk management strategy. The Committee reviews the work of Internal Audit through internal audit reports. The Audit Committee also reviews the adequacy and effectiveness of internal controls and make recommendations where discrepancies are identified.

The Audit Committee reviews the quality of monthly and quarterly reporting system as required by the Municipal Finance Management Act (MFMA). The Audit Committee also reviews the functionality of Performance Management System and makes appropriate recommendations. The Audit Committee also reviews the effectiveness of risk management, information technology, compliance with law and regulations and make appropriate recommendations. The Audit Committee presented reports and make appropriate recommendations to Council on a quarterly basis.

Audit Outcome

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 five years:

Financial year	2020/21	2021/22	2022/23	2023/2024	2024/2025
Audit Opinion	Qualified	Disclaimer	Qualified	Qualified	Qualified

3.9.4 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.

Strategic Risks

Identified Strategic risks are reviewed annually. The main purpose of the review is to assess progress made in risk management 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.

Risk Description	Actions to improve management of the risk
Inadequate Organisational performance	• Development of Retention strategy • Develop and enforce a municipal-wide records management policy • Filling of vacancies • Redesigning offices in the main office • Implement a digital records management system with backups • Training of employees on records management • Signing of performance agreement • Procurement of performance management system
Inadequate infrastructure or Continued deterioration of existing municipal infrastructure	• Implementation of the Water Maintenance Plan. • Implementation of the Water Master Plan. • Refurbishment of the projects. • Implementation of the demand management plan. • Submission of insurance claims • Follow up with Eskom to reconnect electricity • Regular site inspection and monitoring • Monthly consultants and contractors meeting • Repairs and maintenance of building • Rehabilitation of infrastructure • Review of the maintenance plan • Maintenance of vehicles • Explore other funding opportunities

Insufficient water provision	• Conduct condition assessment of infrastructure audit • Installation and calibration of water meters. • Replacement of defected flow meters SM Water • Completion of Water reticulation projects • Monitoring projects to ensure completion on time. • Reviewing and Signing of the SLA • Development of feasibility studies for water recycling • Implementation of water shedding • Explore alternative source of funding to upgrade the source of waterworks • Review of water service development plan. • Implementation of by-law (Penalties of illegal connections) • Submission of insurance claims for vandalism of infrastructure
Ongoing threats to community safety, public health, and social well-being despite municipal interventions	• Conduct civic education • Awareness campaigns • Cleaning up campaign to the community • Conduct annual risk assessment in the local municipalities
Inadequate SMME support to Sunrise Economies per LDP definition	• Devise strategies to identify and incubate potential SMMEs in Sunrise Economies and related economies. • Streamline Sunrise Economies and related economies to the LED Strategy. • Streamline LED, SDF and GIS to ensure synergy
No adherence to the Spatial Development Framework	• Constant workshops on Spatial Planning Frameworks to various stakeholders. • Review of SDF. • Active participation in the SPLUMA Review Process. • Spatial rationale forum to craft a programme focusing on By-law Implementation
Business Interruptions	• Review of Disaster Recovery plan • Development of ICT Strategy • Review Business Impact Analysis • Business Recovery Policy and Framework

	• Develop Business Continuity Plan and Framework • Installation of water backup and power supply
Inability to achieve financial sustainability and effective financial management	• Settlement with the locals on water related debts • Review of the Revenue Enhancement Strategy • Investigation of the UIFW by MPAC (Investigation • Implementation of the recommendations of the MPAC • Installation of the prepaid water meters in the locals • Development and implementation of standard operating procedures • Reconciliations of balances with the local municipalities. • Financial and Disciplinary board. • Charging of penalties of the contracts which are not meeting deadline
Non-compliance with applicable laws and regulations	• Development of Compliance Policy and framework • Review of litigation and monitoring • Monitoring of compliance with laws and regulation as per the compliance Universe • Implementation of robust water quality monitoring systems (Regular Water testing). • Regular testing of water in the Water treatment plant. • Appointment of qualified personnel in Water Treatment plan. • Scheduled maintenance and upgrading of treatment infrastructure to improve testing procedure • Regular training and certification of water treatment personnel

Challenges

- Poor maintenance of water infrastructure.
- Audit recommendations are not fully implemented.
- Non-adherence to project completion schedule.
- Slow implementation of projects
- No compliance with the SLA that resulted into litigations.

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.

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 cover 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.

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

- I. Structural Strategies.
- II. Operational Strategies.
- III. Prevention Strategies and.
- IV. Detection 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; an

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.

Risk Management Strategy

The risk experienced 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.

4 CHAPTER FOUR: 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 promoting 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.

4.1 VISION

During the 2026/27 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”

4.2 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”.

4.3 VALUES

Values	Description
Innovation	For the District Area to achieve its vision it must have “out of the box” thinking - to do things differently for maximum impact. The District area needs to identify creative strategies to enable it to address the back log as well as prepare for future growth in the area.
Commitment	Each and every role player needs to be fully committed to the vision for the district area, both from an institutional as well an individual point of view.
Excellence	Synonyms for ‘Excellence’ include ‘fineness’ ‘brilliance’, ‘superiority’, ‘distinction’, ‘quality’, and ‘merit’. Excellence in all endeavors must be a defining virtue by which the district area pursues its vision.
Care	The concept of caring needs to be inculcated into the hearts and minds of both officials and politicians: caring for the marginalized, caring for the environment, caring about consequences,

	care in every action, decision and thought, and caring about each value underpinning the vision for the district area.
Ubuntu	The district area needs to subscribe to the philosophy of Ubuntu – “We are because you are”. Ubuntu was described by Archbishop Desmond Tutu (1999) as: “A person with Ubuntu is open and available to others, does not feel threatened that others are able and good, for he or she has a proper self-assurance that comes from knowing that he or she belongs in a greater whole and is diminished when others are humiliated or diminished”

Table: MDM Values

4.4 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.

4.5 STRATEGIES TO DEVELOPMENTAL ISSUES

4.5.1 KPAs 1&2: Municipal Transformation, Good Governance and Public Participation

STRENGTHS	OPPORTUNITIES
1. Competent staff 2. Functional Council Structures 3. Effective stakeholder and community consultation 4. Functional Local Labour Forum 5. Functional firewall and monitored access to the server rooms. 6. Functional District Records Management forum. 7. Integrated network system 8. Electronic record management system 9. Compliance to records management practices being implemented 10. Improved work ethics and accountability 11. Existing training programs 12. Enhanced communication systems	13. Provincial Records Management Forums 14. District Forums are functional in line with the DDM 15. Deployment of Microsoft products (Teams, Emails) 16. E-Recruitment system for online applications for SA citizens from different provinces 17. Uninterrupted power supply (Solar system being installed) 18. Partner with external stakeholders for funded training programmes (e.g SETAs, etc)
WEAKNESSES	THREATS
1. Outdated of ICT Strategy & Master Systems Plan, BCP, DRP & Business Impact Analysis (aligning IT risks) aligned with IDP 2. No Active Disaster Recovery Site aligned with BCP, DRP and BIA 3. Inadequate use of records management. 4. Performance gaps due to skills mismatch 5. Inadequate Office Space 6. No retention strategy (succession)	1. Cyber attack 2. Usage of private e-mails for Municipal Work 3. No retention strategy (succession) People leaving 4. Loss of Institutional Data (lack of disaster recovery site)

INTEGRATED DEVELOPMENT PLAN							
Municipal KPA		MUNICIPAL TRANSFORMATION & ORGANIZATIONAL DEVELOPMENT GOOD GOVERNANCE & PUBLIC PARTICIPATION					
Problem statement and root causes		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					
2024-2029 MTD Priority		A capable, ethical and a developmental state Reduce poverty and high cost of living					
Limpopo Development Plan 2025-2030 priority		Integrated and sustainable socio economic infrastructure development Transform the public service for effective and efficient service delivery Accelerate social change and improve the quality of life of Limpopo's citizens					
Municipal Priority		Promoting the interest of marginalized groups Institutional Development					
Strategic objective		To inculcate entrepreneurial and intellectual capabilities To strengthen record keeping & knowledge management To promote democracy and sound governance					
No	ISSUES	BASELINE	OBJECTIVE	Performance indicator	Strategies		
					Short term (0-1 YR)	Medium term (1-2 YRS)	Long term (3-5 YRS)

1	Inadequate training of Councillors and employees.	Inadequate training of Councilors & employees, Insufficient budget	To ensure adequate training of councillors and employees	Capacitate Councilors and employees with the skills	Conduct Skills Audit, Development of Training Plan and Implementation of Personal Development Plan.	Training and awareness	Assess impact of training interventions
2	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.
3	Shortage of Office space.	Renting from Public Works, Congested office space	To Have sustainable office space for employees and full-time Councilors.	Designing & Construction of offices	Design & Acquiring of land	Construction of office space	Maintenance
4	Inadequate records management system	A functional manual / partial electronic record management systems	To have centralized records management system to securely capture, store & retrieve municipal records	Functional Records management System	Acquisition & procurement of the records management system support, Training & awareness	Monitor, evaluate and upgrade the system timeously	Monitor, evaluate and upgrade the system timeously
5	Inadequate maintenance of facilities	Dilapidated Offices & accommodation	To Have conducive office & accommodation	Renovation & Replacement of old structures	Allocation of sufficient budget & Renovation	Replacement of old structures	Building of new modern Office space &

			space for employees				accommodation
6	Inadequate Mainstreaming of special programmes across all occupational categories.	EE Plan is in place with numerical targets.	To ensure the Mainstreaming of gender and disability in all occupational categories	A workforce which is responsive to mainstreaming of all occupational categories	Gap analysis and development of strategy Training and awareness-raising, target the appointment of designated groups (People Living with Disability, Women and Youth)	Training and awareness-raising	Assess impact of mainstreaming strategy
7	Lack of Disaster Recovery Site	Outdated Disaster Recovery Plan in place, No secondary data centre	To establish & implement compliant, tested & secure disaster recovery site	Establishment of Disaster Recovery Centre	Review & Approve Disaster Recovery Plan	Construction of the DR data centre, Purchase & Install servers earmarked for DRP	Maintenance
8	No E-recruitment system	Manual recruitment processes	To enhance efficiency & modernise recruitment process	Procurement of E-recruitment system	Development of Specifications, Acquisition & procurement of the E-recruitment system	User training & System maintenance	User training & System maintenance

4.5.2 KPA's 3&4: Spatial Rational and Local Economic Development

STRENGTHS	WEAKNESSES
1. District SDFs Alignment with National and Provincial SDFs 2. Blend of young and experience – diverse team 3. Functional District Municipal Planning Tribunal 4. GIS functionality to support IDP – DDM Spatialisation. 5. Blend of young and experience – diverse team 6. Mandate directly speaks to the vision of the district – Tourism and Agriculture. 7. Increased Mandate for LED- beyond pop up markets. 8. Draft Bylaw on Township & Village Economy. 9. Coordinated LED Structures	1. Insufficient GIS infrastructure 2. The SDF does not have a strong link to other sector plans of the institution 3. Agility to adjust Artificial Intelligence AI opportunities – GIS Functionality 4. Spatial planning Integration and project coordination 5. Ad-hoc SMMEs support. 6. Ineffective influence over local municipalities economies. 7. No recognised Economists in the team. 8. No tools to measure SMMEs Support Impact 9. Confined thinking on Spaza Shop debate- looming crisis in Tarvens
OPPORTUNITIES	THREATS
1. National Strategic Hub Pilot 2. Implementing developmental GIS. 3. Growing GIS capacity in District LMs 4. BRICS and Africa Free Trade Market Opportunities- LCX MoU 5. DDM Catalytic Projects. 6. Established Private Sector i.e. ZZ2, Westfalia. 7. All locals adopted/noted Draft Bylaw on Township & Village Economy. 8. Sentech Interested to partner for Broadband Connectivity 9. Collaborative training informs Service Delivery with TUT	1. None implementation of SDF by all sectors of society- market dictating land use development patterns 2. Land Debate over ownership and allocation of land (land invasion). 3. Probability of increased Informal Settlements as a coping mechanism to respond to floods disaster. 4. Lack of numbering in settlements allocated by Traditional Leaders. 5. Volatile international economy impacting commodities in the district - 6. Loss of confidence in local government support- resulting in non-compliance. 7. Climate Change and its impact for SMMEs – Floods impact on Spaza Shops

INTEGRATED DEVELOPMENT PLAN							
Municipal KPA	Spatial Rationale (Planning & Development) Local Economic Development						
Problem statement and root causes	30 Years into democratic South Africa, Mopani District Municipality with a population of 1.3 million and five local municipalities is characterized by underdevelopment that is manifested spatially and economically.						
2024-2029 MTDP Priority	Drive inclusive growth and job creation Reduce poverty and tackle the high cost of living						
Limpopo Development Plan 2025-2030 priority	Integrated and sustainable socio-economic infrastructure development Economic transformation, job creation and international cooperation Spatial transformation for integrated socio-economic development						
Municipal Priority	Transforming spatial planning and supporting LED						
Strategic objective	Spatial transformation Grow the economy						
Key issues	Baseline	Objective	Performance indicator	Intervention/ programme	Strategies		
					Short term	Medium term	Long term
Lack District Wide GIS Cadastral Mapping Application to	No District Wide GIS Cadastral mapping	To proactively advise land development patterns	Functional District Wide GIS Cadastral Mapping Application	Development of District Wide GIS Cadastral Mapping Application	Development of the application system	Implementation of the application system.	Review and upgrade of the application system

support Traditional Authorities							
GIS Based Application to support Disaster Management Response-	Lack of address system in Traditional Authority land	To develop an address system to support Disaster Management Response	Geo-Database in Traditional Authority land Functional GIS Address System Application	Development of GIS Based Application to support Disaster Management Response Development of S Address System Application	Development of the application system. Development of the application system.	Implementation of the application system. Implementation of the application system.	Review and upgrade of the application system
GIS Based Application to support Standard Draft By-law for Township and Village Economies – Environmental Health Practitioner	Lack of address system to support Spaza Shop Compliance	To support implementation of the Standard Draft By-law for Township and Village Economies	Functional GIS Address System Application	Development of S Address System Application	Development of the application system.	Implementation of the application system.	Review and upgrade of the application system
Strong linkage	Lack of address	To ensure a	% of spatialized catalytic	Review of LED	Spatialization of	Development support	Development

between SDF & LED Plan	system to support Spaza Shop Compliance Weak spatial dimension in LED Strategies	strong link between SDF and LED Plan	& route development in LED Plan	Plan	catalytic & route development corridor in LED Plan.	LED programmes for catalytic projects and route development.	support LED programmes for catalytic projects and route development
Mopani District Wi-fi Towers	Limited LCX broadband Infrastructure	To ensure the district-wide roll out of Mopani District Wi-fi Towers.	# of Mopani District Wi-Fi Towers Rolled Out	Mopani District Wi-fi Towers	Increase roll-out of Mopani District wi-fi Towers through a tripartite MoU with LCX and Sentech.	Support LCX to increase the broadband fiber in the district.	Ensure all households in the district have access to broadband infrastructure
Untapped Potential Revenue Base (Telemast Poles)	No revenue generated from Telemast Pole Infrastructure	To increase the revenue base of municipalities	# of Telemast Pole Infrastructure Audited	Tele-mast Pole Management Audit	Audit Telemast Poles Management through a tripartite MoU with LCX and Sentech.	Identify and develop systems/policies/bylaws to generate revenue from Telemast Poles	Implement Bylaws

Lack of public owned data center to inform IDP	No public owned data center to inform IDP	To establish data centers benefit of IDP	One (1) data center established to support district planning	Data Center Establishment	Institutionalise data center in R&D and conduct feasibility study through tripartite MoU with LCX and Sentech	Data Center Establishment to inform IDP	Data Center Establishment to inform IDP
Township & Village Economies	No comprehensive strategy to support Township & Village Economies.	To mainstream township & village economies.	# of programmes instituted to support township and village economies.	Training/support for township and village economies.	Develop a comprehensive strategy to support township and village economies	Ensure a circular economy for township and village economies	Create strong linkages between township and village economies to mainstream economy
DDM Partnerships	DDM partnerships in progress.	To implement DDM partnership approach.	# of partnerships/collaboration ratified	Marketing Mopani District as DDM Champions in Limpopo province.	Identify potential partners for collaboration in government, private sector and civil society organizations.	Ratify collaboration agreements/MoUs with programmes.	Implement programmes in line with vision of the district.

Applied Science & Agriculture	No laboratory to support the vision of the district	To partner with institutions of higher learning and local SMMEs to establish a agriculture research-based laboratory.	1 Agriculture laboratory supported.	Support establishment of agriculture laboratory.	Identify potential partners for support with University of Limpopo.	Identify SMMEs and commodities that require the services of the laboratory.	Identify SMMEs and commodities that require the services of the laboratory.
Cannabis Economy	Provincial strategy on cannabis and herb	To support existing & emerging SMMEs in the cannabis& herb economy.	# of SMMEs supported in the cannabis & herb economy.	Institutionazing of cannabis economy in both SDF and LED Plan.	Identify SMMEs in the cannabis& herb economy.	Hand on support of SMMEs through partnership with UL & Letaba Tvet College.	Mainstreaming SMMEs in the cannabis& herb economy.
Marula Fruit Valorization	Non commercialization of Marula Fruit	To support existing and emerging SMME in Marula Fruit. To support different value chains of the Marula Fruit.	# 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.	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. Develop a strategy to support different value chains through partnership with UL.	Mainstreaming SMMEs in the Marula Fruit economy. Mainstreaming different value Chains of Marula Fruit.

Re-Imagining Phalaborwa Town	One Commodity Town, Mining Town	To diversify the economy of Phalaborwa Town by unlocking new economies- Logistics and Hydrogen.	# of stimulated economic sectors.	Identify potential sectors of the economy for diversification.	Research the potential of hydrogen and logistics as viable economic opportunities for Phalaborwa.	Conceptualize and conduct feasibility studies on Hydrogen and Logistics in Phalaborwa.	Devise an investment plan for hydrogen and logistics in Phalaborwa.
Giyani Gold Fields	No planning for Giyani as potential Mining Town.	To establish a multistakeholder team to begin to reimagine Giyani as Mining Town.	Multistakeholder Team established and reporting Biannually.	Scenario based planning i.e. infrastructure implication.	Identification of key stakeholders to form part of the multistakeholder team.	Development of Terms of References for the multistakeholder team	Formulation of scenario based planning.

4.5.3 KPA 5: Financial Viability

STRENGTHS		WEAKNESSES
1. Water service authority status 2. Proper grants management 3. Effective records management 4. Large asset base 5. Qualified and skilled person 6. Positive Cashflow management 7. Revenue from Investments		1. Ineffective implementation of SLAs. 2. Ineffective engagements with the local municipalities regarding the water transactions. 3. Over reliance on grants 4. Unfunded budget 5. Stagnant audit opinion. 6. Use of consultants 7. Application of incorrect tariffs by local municipalities 8. Ineffective revenue management 9. Water distribution losses 10. Inadequate contract management
OPPORTUNITIES		THREATS
1. Advancement in technology, i.e smart meters 2. Revenue Enhancement 3. Opportunity to collect revenue from the new development around Mopani and VDM 4. Opportunity to a funded budget (Debt relief programme with Water Boards) (Signing of repayment agreements with local municipalities) 5. Reduction of UIF 6. Improved internal control environment		1. Withholding of grants 2. Going concern 3. Growing debt book. 4. Poor Economic Conditions that will result in revenue erosion

INTEGRATED DEVELOPMENT PLAN							
Municipal KPA	Financial viability						
Problem statement and root causes							
2024-2029 MTDP Priority	A capable, ethical and a developmental state Reduce poverty and high cost of living						
Limpopo Development Plan 2025-2030 priority	Integrated and sustainable socio economic infrastructure development Transform the public service for effective and efficient service delivery Accelerate social change and improve the quality of life of Limpopo's citizens						
Municipal Priority	Improve financial viability						
Strategic objective	Become Financially viable, increase revenue and implement financial control systems						
Key issues	Baseline	Objective	Performance indicator	Intervention/ programme	Strategies		
					Short term 2026/27	Medium term 2027/28	Long term 2028/29

Unfunded Budget	Unfunded budget	Adoption of a Funded budget by Council.	Funded budget	Signing of repayment agreement with Local municipalities Comply with the conditions of Debt relief with the Water Board Implement Cost Containment strategy Realistic estimates on both revenue and expenditure. Installation of smart meters to increase revenue collection	Signing of repayment agreement with Local municipalities Comply with the conditions of Debt relief with the Water Board Implement Cost Containment strategy Realistic budget estimates. Installation of smart meters	Taking over from all the locals.	Maintain Realistic Funded budget
Revenue Management	Ineffective Revenue management	Ensure complete billing Application of cost reflective	Billing reports Tariffs	Ensure reconciliation between Valuation roll and billing reports Implementation of Cost reflective	Ensure reconciliation between Valuation roll and billing reports Implementation of Revenue	Review and Implementation of the By-Laws	Effective Revenue Management

		tariffs by the local municipalities Improved collection		tariffs by the local municipalities Implementation of Credit control and debt collection by-laws Enforce on Revenue Collection from business, government institutions and individuals. Consider the use of smart metering Review, Implement and Enforcement of Revenue Enhancement Strategy	Enhancement Strategy Installation of smart meters Implementation of Cost reflective tariffs by the local municipalities Gazette of Credit control and debt collection by-laws		
Water distribution losses	30% distribution losses	To reduce the distribution losses	Monthly calculation of the distribution losses	Conduct technical investigation of the produced and distributed water Installation of Zonal meters Timely repairs and	Conduct technical investigation of the produced and distributed water Installation of zonal meters Repairs and	Monitoring and review of water distributions	

				maintenance of water infrastructure	maintenance		
Good Governance	Implementation of SLA with local municipalities. Zero % UIFWe Quarterly AFS.	Improve Revenue collection Reduction of UIFWe. Credible AFS	Inter- municipal transfers Progress report on UIFWe reduction strategy. Credible AFS	Perform reconciliation on a monthly basis. Implementation of UIFWe reduction strategy. Submission of UIFWe to council quarterly for timely processing. Preparation of quarterly financial statements with audit file. Implementation of the use of consultants reduction strategy	Perform reconciliation on a monthly basis. Implementation of UIFWe reduction strategy. Submission of UIFWe to council quarterly for timely processing. Preparation of quarterly financial statements with audit file. Implementation the use of consultants reduction strategy	Implementation of SLA implementation of UIFWe reduction strategy. Preparation of quarterly financial statements with audit file. Fully Prepare AFS in house	Fully Comply with UIFWe Strategy

4.5.4 KPA 6: Basic Services and Infrastructure Development

STRENGTHS		WEAKNESSES
1. Availability of Raw Water from All Various (Surface and Ground) Sources. 2. Strong Institutional arrangements and support systems. 3. Effective district forums and DDM Programme (Effective IGR Structures) 4. Stable municipality senior management component. 5. Availability of Municipal Water Master Plan, Roads & Stormwater Master Plan, Water Services Development Plan, and Infrastructure Master Plan. 6. Established Project Management Unit including PMU Support. 7. Availability of infrastructure development grants. 8. Implementation of Inter Governmental Authorization Agreement (IGAA) 9. Utilizing the Existing and new infrastructure to enhance cost recovery. 10. Availability of Funding Partnerships 11. Availability of operational resources within the district (equipment and machinery :TLBs, graders ect) 12. Skilled and semi-skilled personnel 13. Availability of relevant legislation and policies to manage infrastructure 14. Availability of infrastructure development grants		1. Ageing infrastructure & Outdated Technologies 2. Inadequate blading of gravel roads. 3. Lack of information and document management system. 4. Lengthy processes of Schedule 6B payment certificates, leading to delays in payment of service providers. 5. Over-dependence on Grant-funding – Non-Ring-fenced grants/ budgets 6. Shortage of personnel 7. Inadequate capacity of WWTW 8. Inadequate implementation of contract authority function for subsidized bus services. 9. Poor maintenance of vehicle and equipment 10. Inadequate Local Integrated transport plans. 11. Delays in procurement of contractors leading to poor grants performances. 12. Inadequate collection of revenue / lack of cost recovery 13. Lack of Water Conservation and Demand Management Implementation Plan 14. Lack of succession planning or skills retention 15. Dilapidated and Aged infrastructure for Water and Sanitation 16. Inadequate funding for operations and maintenance 17. Shortage of personnel

15. Procedures and policies in place to ensure infrastructure development 16. Effective stakeholder participation 17. Availability of Bulk Water from Nandoni to boost the economy 18. Availability of the Water and Sanitation Master Plan 19. Availability of institutional policies, by laws and other relevant legislations 20. Political will and support 21. Existence of governance structures, e.g. Portfolio Committees, Cluster Technical Committees, AIDS Technical Committees, AIDS Council, Community Safety Fora, Hospital Boards, Clinic Committees. 22. Public Private Partnership 23. Affiliation to fire Protection Associations. 24. Ability to respond to incidence		18. Inadequate capacity of Watercare facilities. 19. Fragmented policy framework and lack of synergy between sectors 20. Poor functionality of some of the governance structures, eg Local AIDS Councils, Clinic Committees, District Health Council, Food Control Committee, 21. Poor attendance of meetings by some stakeholders 22. Shortage of tools of trade and equipment. 23. Resource constraints, both financial and human resources to ensure effective service delivery 24. Poor implementation of by-laws and policies. 25. Inadequate relief material for disaster relief. 26. Inability to meet fire and rescue service standards. 27. Inadequate water for fire extinguishing (fire hydrants)
OPPORTUNITIES		THREATS
1. Stable political structures in communities providing a conducive environment for development. 2. District Development Model for good coordination of local infrastructure development programs 3. Available MIG, WSIG,IUDG,INEP and RBIG grants for Infrastructure Development 4. Support from Sector Departments, Parastatals and State Owned Entities 5. Professionalised Construction Industry for sourcing capable		1. Negative impacts of Climate change 2. Theft and vandalism of completed infrastructure 3. Delay on appointments and confirmation of budget by sector departments (Schedule 6B) 4. Delays in ESKOM connections leading to stalled projects and costly Close-Out project Phases 5. High accidents rate leading to loss of life 6. Poor management of ground water. 7. Limited water resources

service providers (CIDB) for Construction contractors. Regulations and Standards 6. Sourcing of funds for infrastructure development and maintenance 7. Creation of job opportunities through the implementation of projects 8. Research opportunities from various academic institutions 9. Continuous technological growth(4IR & 5IR) 10. Explore Renewable / the Just Energy Transition for employment generation and skills transfer. 11. Dredging/Scooping of Dam sediments to enhance volume. 12. Professionalisation of Municipal Staff. 13. Availability of Flood water from neighbouring countries. 14. Audit Outcome 15. Support from sector departments and parastatals 16. Usage of renewable energy sources (e.g.. solar energy and cow dung) 17. Conduction of community education and awareness campaigns to curb the theft, illegal connection and vandalism of infrastructure 18. Sourcing of funds for infrastructure development and maintenance 19. Utilizing the Existing infrastructure to enhance cost recovery (Peppadew and The Oaks Mall) 20. Creation of job opportunities through the implementation of refurbishment projects	8. Illegal/Unauthorized connections for water and electricity on new water infrastructure 9. Violent community protests 10. Mushrooming (Unplanned/Unauthorized) of new settlement area. (Those in flood lines, and those in high elevated areas) 11. Conflicts in the Public Transport industry endangering the lives of commuters and causing commuters to be stranded and unable to access services 12. Low Carrying Capacity of Dams due to silt (sediments) 13. Bad Audit Outcomes 14. No capacitated Contractors and PSPs 15. Limited water resources – low dam levels 16. Theft and vandalism of infrastructure including (Water Vendors – Mafias) 17. Illegal connections for electricity on new boreholes, water and sewer. (SPs applying and community members connecting – RDP) 18. Weather abnormalities (climate change), Global warming – affecting ground water. 19. Demand higher than the supply capacity 20. Siltation of rivers and dams – eg Modjadji Dam . 21. Untimely power outages – Eskom Load reduction and load shedding 22. Violent community protests- demanding continuous water supply when we are sharing. 23. Communicable and non – communicable diseases prevalence. 24. Depletion of the natural resources such as water and green

21. Waste water recycling – changing of grey water to potable water 22. Rainwater harvesting – using jojo tanks to harvest rainwater at household levels 23. Developed infrastructure, e.g. electricity, roads, rail, health facilities, etc 24. Huge Mining and Agricultural sector, and Tourism 25. Good stakeholder relationship 26. Collection of revenue from Fire & Rescue services, Municipal Health Services and Air Quality Management (contravention of By – laws and other legislation). 27. Research opportunities from various academic institutions		vegetation 25. Development of informal settlements 26. Electricity disruption 27. Land, water and air pollution. 28. Climate Change - Occurrence of extreme weather conditions. 29. Natural and manmade disasters

INTEGRATED DEVELOPMENT PLAN	
Municipal KPA	Basic Service Delivery And Infrastructure Development
Problem statement and root causes	Inadequate, Dysfunctional And Aged Infrastructure To Abstract And Supply Water To Communities- Reticulation
2024-2029 MTDP Priority	Consolidating The Social Wage Through Reliable And Quality Basic Services A capable, ethical and developmental state Reduce poverty and high cost of living
Limpopo Development	Integrated And Sustainable Socio-Economic Infrastructure Development

Plan 2025-2030 priority	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 Management Services, municipal health and community safety 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	Intervention/ programme	Strategies		
					Short term	Medium term	Long term
WATER: DEPARTMENT OF TECHNICAL SERVICES							
Inadequate, dysfunctional and aged infrastructure to abstract and supply water to communities-reticulation.	Inadequate water infrastructure	Refurbishment and Construction of new infrastructure	Number of completed projects.	Implementation of projects in the master plan. Completion of current projects Drilling of borehole for areas without water supply.	Replacement of ageing infrastructure Development of new infrastructure to meet the future demand	Development of infrastructure plans. Utilization of RBIG, WSIG and MIG to implement sustainable water infrastructure projects.	Functionality assessment and infrastructure audit RBIG, MIG and WSIG projects

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.	Number of metered household connections	Installation of meters Awareness campaigns	Awareness campaigns. installation of meters Cost recovery	Awareness campaigns. installation of meters. Cost recovery	Installation of meters. Awareness campaigns. Cost recovery
Slow progress on water projects due to constant interruptions by communities leading to delays in completion of projects.	Political intervention through Executive Mayor's office	Timeous completion of projects	Number of completed projects on time.	Enforcing Compliance to construction regulations within due time frames and Strengthening of project monitoring mechanisms and community involvement, including stakeholders' engagements.	Enforcing Compliance to construction regulations within due time frames and Strengthening of project monitoring mechanisms and community involvement, including stakeholders' engagements.	Enforcing Compliance to construction regulations within due time frames and Strengthening of project monitoring mechanisms and community involvement, including stakeholders' engagements.	Enforcing Compliance to construction regulations within due time frames and Strengthening of project monitoring mechanisms and community involvement, including stakeholders' engagements
SANITATION: DEPARTMENT OF TECHNICAL SERVICES							
Sanitation backlog	Backlogs in RDP standard toilets	Backlog eradication	Number of completed VIP sanitation units completed.	Conduct needs analysis	Upgrade and extend infrastructure to meet the demand	Upgrade and extend infrastructure to meet the demand	Mopani rural household sanitation

ENERGY AND ELECTRICITY: DEPARTMENT OF TECHNICAL SERVICES							
Poor electricity supply that need ESKOM power stations to be upgraded.	MDM is the coordinator in the area of supply whereas locals are implementing the electrification projects	Provision of electricity/ Energy	Number of areas connected with capacity shortage.	Identification of areas, that requires upgrades.	Submission to ESKOM for upgrading	Strengthening of capacity projects by ESKOM	Upgrade standard of electricity Upgrading existing substations
High cost of electricity compels poor households to top up the energy with wood.	MDM is the coordinator in supply as locals are implementing the project	Provision of affordable electricity/ Energy	Participation in NERSA tariffs consultation programs.	Liaison with NERSA and attendance of NERSA conference to negotiate affordable electricity for Municipal area	Liaison with NERSA and attendance of NERSA conference to negotiate affordable electricity for Municipal area	Liaison with NERSA and attendance of NERSA conference to negotiate affordable electricity for Municipal area	Coordinate electricity supply
Continuous establishment of uncoordinated new settlements aggravates the high demand of electricity	MDM is the coordinator in the area of supply as locals are implementing the project	Provision of electricity/ Energy	Number of households with access to electricity.	Liaison with ESKOM to provide electricity	Liaison with ESKOM to provide electricity	Liaison with ESKOM to provide electricity	Integrated Electrification Program (INEP)

supply. (Hence backlog - moving target)							
Delay in energizing of infrastructure projects leading to non-commissioned projects and contractual disputes (premature release of contractors)	Unfair and prolonged hold of retention from service providers. Increase of stalled projects	Provision of electricity/ Energy for energising projects.	Number of completed and energized projects.	Liaison with ESKOM to fast track the energizing of projects	Liaison with ESKOM to fast track upgrading of the sub-stations to increase capacity	Include green energy on new projects to reduce dependency on ESKOM	Reduced number of projects that requires to be energized.
ROADS: DEPARTMENT OF TECHNICAL SERVICES							
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.	Liaison with Local Municipalities, DPWRI, RAL,SANRAL on implementation of roads projects.	Liaison with Local Municipalities, DPWRI, RAL,SANRAL on implementation of roads projects	Liaison with Local Municipalities, DPWRI, RAL,SANRAL on implementation of roads projects	Rural Road Asset Management System

				Signing MoU for operation and maintenance of graders with Local Municipalities	Implementing MoU for operation and maintenance of graders with Locals	Implementing MoU for operation and maintenance of graders with Locals	Blading of internal streets
				Liaison with Local Municipalities and RAL on RRAMS project	Liaison with Local Municipalities and RAL on RRAMS project.	Liaison with Local Municipalities and RAL on RRAMS project.	Special District Transport forum on Road infrastructure
				Signing and implementation of MoA with RAL for D-Roads	To upgrade existing gravel D roads to tar and maintain existing infrastructure	To upgrade existing gravel D roads to tar and maintain existing infrastructure	District Transport Forum.

High accident rate	High number of accidents in MDM	To reduce the number of road accidents in MDM	Number of Road safety campaigns held and supported successfully YTD	Conduct road safety campaigns Support road safety campaigns implemented by DoTCS and Local Municipalities Monitoring of road safety operational plans during easter and festive seasons.	Conduct road safety campaigns Support Campaigns implemented by DoTCS and Local Municipalities Monitoring of road safety operational plans during easter and festive seasons.	Conduct road safety campaigns Support Campaigns implemented by DoTCS and Local Municipalities. Monitoring of road safety operational plans during easter and festive seasons.	Road safety campaigns.
Regulation of Passenger Transport Services.	Poor Regulation of Mini Bus Taxi Industry. Inadequate implementation of Contract	To ensure a safe public transport system.	Development and Approval of Organogram for transport Planning and Management Department to effectively	Attend All district and local inquiry task team meetings to provide comments on application for operating licenses.	Regulation of Passenger Transport services	Regulation of Passenger Transport services	Attend All district and local inquiry task team meetings to provide comments on application for operating licenses.

	Authority Function for Subsidized Bus Services.		regulate passenger transport services.	Formation of a committee to ensure implementation of passenger transport service function. Benchmarking with other district Municipalities/CCT on regulation of passenger transport Services. Conducting Awareness Campaigns to ensure implementation of amendment National Land Transport Act No.23/2023 (Approved in Sept			Formation of a committee to ensure implementation of passenger transport service function. Benchmarking with other district Municipalities/CCT on regulation of passenger transport Services. Conducting Awareness Campaigns to ensure implementation of amendment National Land Transport Act No.23/2023 (Approved in Sept 2025) Conduct workshops

				2025) Conduct workshops so that Local Municipalities can understand the importance of Transport Planning (ITPs) in regulating passenger transport services.			so that Local Municipalities can understand the importance of Transport Planning (ITPs) in regulating passenger transport services.

WATER: DEPARTMENT OF WATER AND SANITATION

Inadequate, dysfunctional and aged infrastructure to abstract and supply water to communities- reticulation.	Inadequate water infrastructure	Refurbishment and Construction of new infrastructure	Continue conducting functionality assessment and audit for infrastructure maintenance plan. Review and ensure that the approved master plan is in	Conduct routine maintenance Completion of current projects Drilling of borehole for areas without water supply.	Replacement of ageing infrastructure Development of new infrastructure to meet the future demand	Development of infrastructure maintenance plan Utilization of RBIG, WSIG and MIG to implement sustainable water infrastructure	Functionality assessment and infrastructure audit RBIG, MIG and WSIG projects

			alignment with provincial master plan.			projects.	
High numbers of indigents who would not afford paying for water	74% of h/h are indigent	Coordinate the updating of the indigent register by the local municipality.	Indigent register	Coordinate the review of indigent register	Monitor and evaluate the implementation of indigent register	Provide free basic water supply to poor households. Implementation of the cost recovery strategies	Water provision to indigent households Monitoring of the high-water consumption
Limited O&M budget allocations for existing water and sewer infrastructure.	Water and Sanitation department is currently operating with 2% O&M budget instead of the 8% maximum budget.	Adequate maintenance of existing infrastructure.	Functional water and sewer infrastructure	Maintenance conducted on ADHOC basis	Prioritize the available limited budget on infrastructure seeking urgent attention	Development of new infrastructure to meet the future demand Rehabilitation and replacement of ageing infrastructure Sourcing of operation and maintenance	Functionality assessment and infrastructure audit

						funds.	
Water loss	15% water loss	Repair and maintenance plan. Implementation of the Water Conservation and Demand Management Plan	Proper management of water and repairs for mechanical, civil, and electrical equipment.	Implementation of the municipality bylaws. (Removal of illegal connections) Rapid response to water leaks.	Replacement of ageing infrastructure Continuous implementation of the municipality bylaws. (Removal of illegal connections)	Replacement of ageing infrastructure Development of new infrastructure to meet the future demand	Water Conservation and Demand management SCADA Automatic bulk meter reading.
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.	Report theft and vandalism to SAPS for enforcement of criminal laws Repair and maintenance of infrastructure	Theft and vandalism is reported to asset management for claim processes. Enforcement of by-laws	Awareness campaigns Rehabilitation and replacement of infrastructure	Conduct awareness campaigns Rehabilitation and replacement of infrastructure

					Awareness campaigns		
Supply of water through the RDP standard.	H/H no longer tolerate RDP level of water services	A progressive improvement from communal standpipes to yard connections. (hence water metering and cost recovery)	Water provision in a level of yard connections	Assess capacity of existing infrastructure Conduct needs analysis. (through WSDP)	Upgrade infrastructure to meet the demand	Eradication of the RDP standard.	Water reticulation and metered household connections
COMMUNITY SERVICES DEPARTMENT							
By-laws Compliance	Train and certified peace officers.	Ensure legal compliance	Improved community wellbeing		Enforcing compliance to by-laws.	Enforcing compliance to by-laws.	By-laws Compliance
Climate change	Climate change response strategy in place	To improve adaptative capacity to climate change impacts and mitigate climate change effects.	Development and implementation of climate change strategy.		Development of floods response strategy. Development of climate change	Implementation of projects addressing the impact of climate change	Implementation of projects addressing the impact of climate change

					response strategy projects		
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. (Done)	MDM to advertise, appoint and appoint accredited laboratory based on the developed specification.	Take water and food samples for analysis
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.
Disaster management capacity building	Disaster management plan in place and approved by council	To capacitate different stakeholders on disaster management	Building resilient communities		Develop capacity building plan	Conduct capacity building workshops. Implementation of the capacity building plan	Monitor and evaluate the effectiveness of the campaign.
Compliance with national turnaround time	Scientific study on emergency incidence	Reduce fatalities and damage of	Community protection against emergency		Appointment of additional fire services	Establishment of prioritized satellite fire	Operating within required standards and SANS 100900

for fire and rescue response.		properties	incidences		personnel Identify water sources	stations at The Oaks,	
Response and relief to disaster incidents.	Inadequate disaster relief material	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.
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.
Establish an effective fire services emergency communication network	No communication system	To safe life and property	Safe community		Develop specification for communication system (radio)	Acquisition, training of personnel and maintenance of communication system	Utilisation of communication system

Implementation of IWMP	IWMP in place	Educate the community/ conduct awareness on the importance of special days.	IWMP projects implemented		Conducting awareness and identification of IWMP projects	Implementation of projects based on the integrated waste management plan.	Implementation of projects addressing waste management
Plan and develop district fire training centre at Tzaneen	No fire training centre	To strengthen specialised skills, required for fire services personnel and public education	Skilled personnel and public		Develop and design a district fire training centre 2026/2027	Construct a complete required infrastructure and simulation props. Appoint training officers. 2027/2028 (MIG)	Training of personnel and interested parties.

5 CHAPTER FIVE: 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.

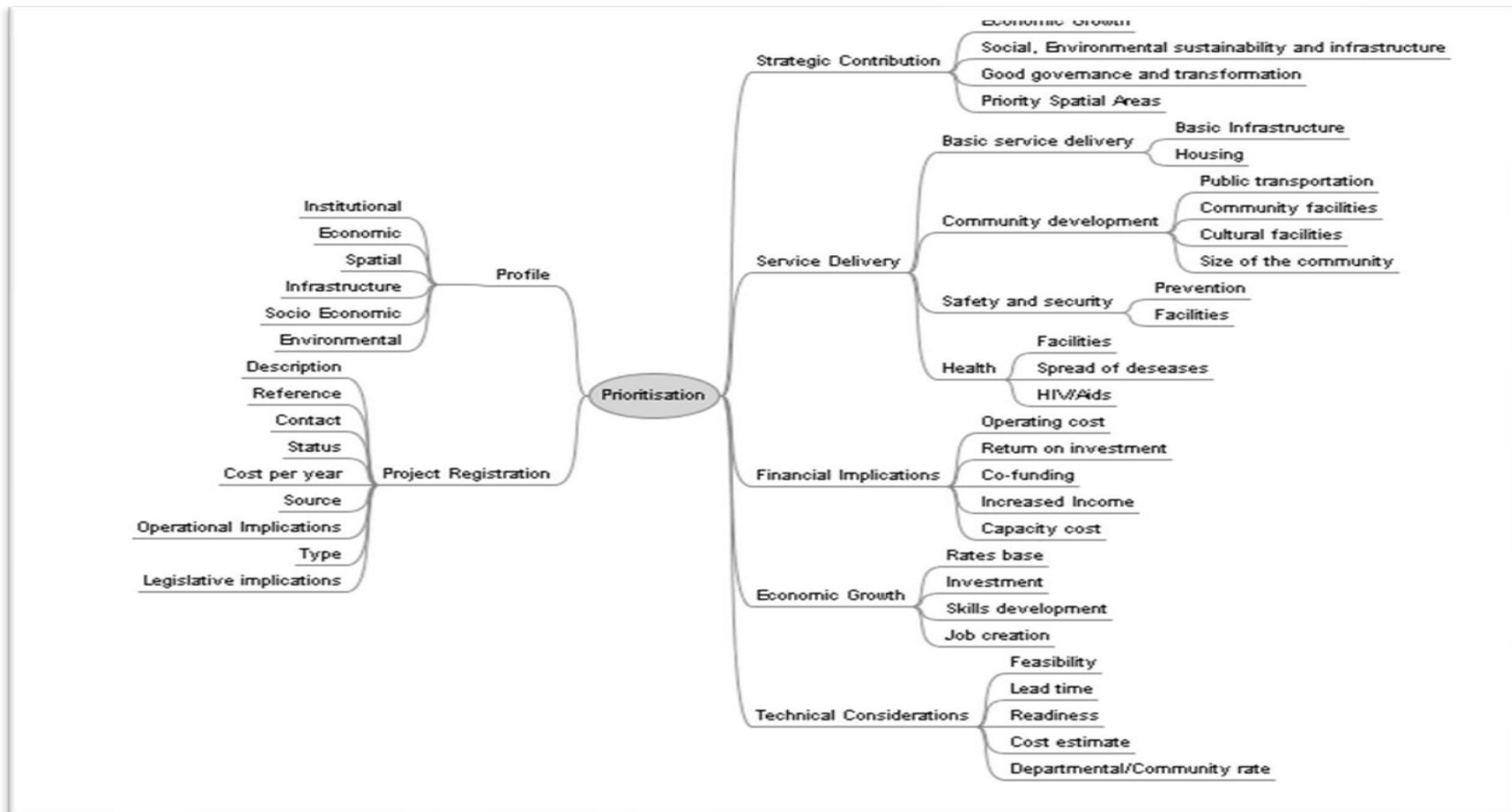


Figure 29: Project Prioritization Process

5.1 MOPANI DISTRICT PROJECTS/ PROGRAMMES FOR 2026/27 FINANCIAL YEAR

5.1.1 Funded Programmes/Projects

KPA: GOOD GOVERNANCE AND PUBLIC PARTICIPATION

KPA: 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	Performance Indicator	MTREF Budget			Cost Estimates		Funding
							2026/2027	2027/2028	2028/2029	2029/2030	2030/2031	
01	Opex	District Ward Committee Forum	Coordinate all ward committees in the MDM	MDM	4 meetings annually	Reports on functionality of all ward committees in the district	R500 000.	R550 000.	R600 000.	R630 000	R661 500	MDM Own Funding
02	Opex	Public Participatio n Forum	Coordinate and align public participation programs	MDM	12 meetings annually	Reports and alignment of public participation programs in the district	R1, 500 000.	R2, 000 000.	R2,500.000	R2 625 000	R2 756 250	MDM Own Funding
03	Opex	Mayoral Imbizo	Community report back and engagements	MDM	4 meetings annually	Number of quarterly feedback meetings held within financial year	R2,000,000	R2,500,000	R3,000,000	R3 150 000	R3 307 500	MDM Own Funding
04	Opex	MPAC activities	Coordinate MPAC	MDM	5 MPAC meetings	Number of MPAC meetings held within financial year	R1,000,000	R1,052,500	R1,107,756	R1 163 143,8	R1221200,99	MDM Own Funding

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	Performance Indicator	MTREF Budget			Cost estimates		Funding
							2026/2027	2027/2028	2028/2029	2029/2030	2030/2031	
01	Opex	Bursaries	Academic funding for learners.	MDM	Target both learners and employees	Proposal, Advert, Number of External Applications	500, 000	R525,000	R551,250	R578 812,5	R607 753,12	MDM Own Funding
02	Opex	District IGR	Quarterly platform for coordination of services Delivery	MDM	Government institutions; private sectors and NGOs.	Reports and Resolutions	R250, 000	R262,500	R275, 625	R289 406,25	R303 876,56	MDM Own Funding
03	Opex	Local House of Traditional Leaders	Funding the activities of Traditional Leaders in the district.	MDM	Support to 30 Traditional Authorities	Proposals and Resolutions	R1,700,000	R1,785,000	R1,873,750	R1,874,250	R2,811,375	MDM Own Funding
DISABILITY PROGRAMMES												
01	Opex	District Older Persons Forum	Caring for the elderly	MDM	Information sharing sessions in the quarterly meeting (4 x a Year)	Reports on active ageing and advocacy awareness on the rights of Older Persons in the community	R50,000	R52,500	R55,125	R578 812,5	R607 753,12	MDM Own Funding
YOUTH PROGRAMMES												
01	Opex	Youth advisory council (SAYC)	District Council for the youth.	MDM	Organized youth in the district.	Action Plan for Youth Advisory Council and the	R200, 000	R210, 000	R220,500	R231 525	R243 101,25	MDM Own Funding

						implementati on of the Resolutions						
02	Opex	Mopani Youth Fund	Funding youth enterprises in collaboration with NYDA	MDM & NYDA	EmpoweriN g young people through enterprise funding and intervention s	MOU (signed/ with Council item) Action Plan on Mopani Youth Fund	R2 000 000	R2,100 000	R2.205, 000	R2 315 250	R2 431 012,5	MDM
GENDER PROGRAMMES												
01	Opex	Gender & Men's Forum	Provision of catering & transport.	MDM	Convene meetings quarterly	Proposal and Action Plan	R50,000	R52,500	R55,125	R57 881,25	R60 775,58	MDM
02	Opex	Multi-Party Women Caucus	Advancing gender equality and empowering women across	MDM	Convene meetings quarterly	Number of meetings convened	R 300 000	R 315 000	R330 750	R347 287	-	MDM

OFFICE OF MUNICIPAL MANAGER

Office of Municipal Manager												
Strategic objective: To promote democracy and sound governance												
No.	Capex/ Opex	Project name	Project Description	Location	Target to achieve	Performance Indicator	MTREF Budget			Cost Estimates		Funding
							2026/27	2027/28	2028/29	2029/30	2030/31	
1.	Opex	5-year IDP Review	Strategic Planning, Facilitation and	MDM	Approved reviewed IDP Document	Council Approved Five Year IDP	R1,300,000	R1, 365 000	R1,433 250	R1 504 912,5	R1 580158,12	MDM

			Development of IDP Document									
2.	Opex	Printing of 5-year IDP	Print council approved Five-year IDP	MDM	Printed 5-year IDP documents	# Of IDP documents printed	R500 000	R525 000	R551 250	R578 812,5	R 6077553,12	MDM
3.	Opex	Electronic performance system	Administering IT action assist electronic PMS for reporting	MDM	Performance report aligned with KPIs	# of performance reports aligned with KPIs	R4 000 000	R420,000	R4,410, 000	R6 630 500	R4 862 025	MDM
4.	Opex	Annual Report	Printing of MDM annual report	MDM	Printed Annual Report	# of Annual Reports tabled in Council by 31 January each year	R 399 996.	R450 000	R500 000	R525 000	R551 250	MDM
5.	Opex	Performance Bonuses for officials	Remuneration of officials with exceptional performance in their KPIs	MDM	Performance bonuses paid to senior managers and staff	R value in performance bonuses paid to senior managers and all officials	R 5 237 504	R 5 512 473	R 5 801 878	R6 091 971,9	R6 396 570,5	MDM
6.	Opex	Physical security guards for MDM, Assets and employees	Provision of security services in all MDM premises/are as (Water	MDM	Safety of employees, secure assets against theft	Security Expenditure report	R140 000 000	R160 000 000	R165 000 000	R173 250 000	R181 912 500	MDM

			Schemes, Fire stations, Satellite offices, Head Office, Booster Pump Stations)		and vandalism							
7.	Opex	Continuous Development Program	Implement professional development initiatives to enhance the skills and competencies of Internal Audit staff.	MDM Officials	100% of Internal Audit staff complete the annual CPD	Percentage of Internal Audit staff who complete planned development activities	R300 000	R350 000	R400 000	R420 000	R441 000	MDM

Office of Municipal Manager												
Strategic objective: To promote democracy and sound governance												
No.	Capex/Opex	Project name	Project Description	Location	Target to achieve	Performance Indicator	MTREF Budget			Cost Estimates		Funding
							2026/27	2027/28	2028/29	2029/30	2030/31	
8	Opex	Audit Data Analytics Capability Development	Develop the Internal Audit units capacity to apply data analytics techniques to improve audit effectiveness and risk detection	MDM	At least 100% of audit engagements utilise data analytics techniques.	Percentage of audit engagements that utilise data analytics techniques.	R1,700,000.	-	-	-	-	MDM

9.	Opex	Advertising	Placement of adverts on local and national print media.	MDM	To publish public notices and advertise vacancies in local and national print Media	Adverts published	R1000 000	R1 050 000	R1 102 500	R1 157 625	R1 215 50,25	MDM
10	Opex	Newsletter	Development and printing of quarterly newsletter	Office of municipal manager	To publish quarterly newsletter detailing programmes carried out in the quarter	Printed quarterly newsletter	R200 000	R210 000	R220,500	R231 525	R243 101,25	MDM
11	Opex	SITA contracted services	Website maintenance services	Office of Municipal Manager	To keep the municipal website updated.	Monthly reports	R200,000	R210, 000	R220,500	R231 525	R243 101,25	MDM
12	Opex	Batho Pele Day	Hosting of District Batho Pele day, service delivery and information sharing drive	Office of Municipal Manager	To promote good governance and public participation	Quarterly Reports	R150,000	R157,500	R165, 375	R173643,75	R182 325,93	MDM
13	Opex	Partnership with community radio stations	A platform for live broadcasting of mayoral imbizo and post council imbizo.	MDM all locals	Quarterly reports on Mayoral imbizo and post Council briefing.	Quarterly Reports	R500,000	R525, 000	R551, 250	R578 812,5	R607 753,12	MDM

KPA: MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT

KPA: Municipal Transformation and institutional development												
Corporate services												
Strategic objective: To promote democracy and sound governance												
No.	Capex/ Opex	Project name	Project Description	Location	Target to achieve	Performance Indicator	MTREF Budget			Cost Estimates		Funding
							2026/27	2027/28	2028/29	2029/30	2030/31	
01	Capex	High Volume Printers	Renting of High-Volume printing machine	MDM	Provision of printing service in the municipality	Printers	R5 000 000	-	-	-	-	MDM
02	Opex	Employee Wellness and Medical Screening	To conduct Municipal Employee sports activities and medical investigation n on Employees	MDM		Number of employees screened	R350 000	R367,500	R385,875	R405168,75	R425 427,18	MDM
03	Opex	Training for councilors	To conduct Capacity building programmes to all staff and councilors in line with the Workplace Skills Plan (WSP) and B & T.	MDM	6 X Training interventions implemented for 60 employees and 4 x training interventions for councilors	Capacitate the employees and Councilors	R1,000,000.	R1,500,000.	R2,000,000.	R2 100 000	R2 205 000	MDM
		Training for employees					R4,000,000.	R5,000,000.	R6,000,000.	R6 300 000	R6 615 000	
04	Capex	Electronic record Management System	Annual Payment of License Fees	MDM	Backup for the municipal records	Functional Collaborator System	R600 000	R660 000	R727 000	R763 350	R801 517,5	Own

05	Capex	Disaster Recovery Plan (DRP), Business Continuity Plan (BCP) and Business Impact Analysis (BIA) Review	Annual Review of the information systems DRP, BCP and BIA	MDM	Annually	% of DRP reviews completed within the financial year. # of BCP review sessions conducted # of BIA review within the financial year.	R1 000 000	R1,050, 000	R1,102,500	R1 157 625	R1 215506,25	MDM
08	Capex	Server room and Maintenance Support	Maintenance and Support of Aircons, servers, fire suppression, server room monitoring	MDM	Monthly	# of Server room inspections conducted	R2.000,000	R2,500,000	R3,000,000	R3 150 000	R3 307 500	MDM Own Funding
09	Opex	mScoa	Implementation of mScoa compliant Integrated Financial Management Syst	MDM	99% system uptime.	Availability and functionality of the mScoa financial system	R6, 000,000	R6,500,000	R7,000,0000	R7 350 000	R7 717 500	MDM Own Funding
10	Capex	Servers	Acquisition of server	MDM	100% implementation of planned server procurements	% of ICT server procurement aligned with the approved procurement plan and budget	R2 000 000	-	-	-	-	MDM Own Funding

11	Capex	Computers	Purchase and delivery working tools including Tablets for Councilors, GIS, Graphic Design, Disability assets	MDM	100% implementation of planned computer procurements	% of ICT computer procurement aligned with the approved procurement plan and budget	R2,500,000	-	-	-	-	-	MDM
12	Opex	Contracted services SITA	Maintenance and Support Services, for SITA Technician and Website Maintenance Services	MDM	Quarterly SLA performance review meetings conducted	# of SLA meetings between the municipality and SITA	R2 500 000	R3,000,000	R3,500,000	R3 675 000	R3 858 750	MDM	
13	Opex	Maintenance of Financial Management Services (FMS)	Maintenance of Financial Management Services (FMS)	MDM	Quarterly system maintenance completed	# of Preventive maintenance and updates conducted on the FMS	R500 000	R500 000	R500 000	R525 000	R551250	MDM	
14	Opex	Computer Networking	To upgrade office networking and cabling	MDM	Quarterly network maintenance conducted	# of Preventive maintenance conducted on network infrastructure (switches, routers, firewalls, cabling)	R1,000,000	R1 500,000	R2 000 000	R2 100 000	R2 205 000	MDM	
15.	Opex	Computer software	Procurement of computers	MDM	100%	% Of software procured in line with	R3 000 000	R3 150 000	R3 307 500	-	-	MDM	

						approved ICT procurement plan and budget						
15	Opex	Pest control	Treatment of workplaces against pest	MDM	Control of our facilities against pests.	Delivery notes for service rendered	R100,000	R105, 000	R110,250	R115 762,5	R121 550,62	MDM
16	OPEX	Protective Clothing	Procurement of specialised Uniform and PPE for Fire Services	MDM	100%	Ensure Safe Community	R4,000,000	R4,200,000	R4,410,000	R4 630 500	R4 862 025	MDM
17	OPEX	Skills Devel	Capacity building for employees	MDM			R250,000.	R262,500.	R275,625	R289 406,25	R303 876,56	MDM
18	Opex	Procurement of IT Service Desk system (Internal Audit Finding)	Ticketing System for users to log with IT for delivery of IT services to customers	MDM	100% procurement alignment with approved ICT procurement plan	%of IT Service Desk system procured in line with the approved ICT procurement plan and budget	R600 000	R600 000	R600 000	R630 000	R661 500	MDM
19	Opex	Refurbish disaster management Centre		MDM			R1 000 000	R1 050 00	R1 102 500	R1 157 625	R1 215 506	MDM

KPA FINANCIAL VIABILITY

KPA: Financial Viability												
Strategic objective: To increase revenue generation and implement financial control systems												
No.	Capex/ Opex	Project name	Project Description	Location	Target to achieve	Performance Indicator	MTREF Budget			Cost Estimates		Funding
							2026/27	2027/28	2028/29	2029/30	2030/31	
01	Opex	AFS Preparations	Preparation of GRAP annual financial statements	MDM	GRAP Compliant AFS	# of quarterly financial statements submitted to Provincial Treasury	R5 500 000	R5 000 0000	R4 000 000	R4 200 000	R4 410 000	MDM
02	Opex	Budget preparation	MScoa Budget preparation	MDM	MSCOA compliant budget	Council approved Final Budget within the financial Year	R3,000 000	R3,200,000	R3,400,000	R3 570 000	R3 748 500	MDM
03	Opex	Assets register	Compilation of asset register	MDM	GRAP Compliant FAR	# of GRAP Compliant Assets register Compiled	R4,000,000.	R4,000,000.	R4,000,000.	R4 200 000	R4 410 000	MDM
04	OPEX	Training of interns		MDM			R600,000.00	R630,000.00	R661,500.00	R694 575	R729 303,75	MDM

KPA: SPATIAL TRANSFORMATION AND LOCAL ECONOMIC DEVELOPMENT

KPA: SPATIAL TRANSFORMATION AND LOCAL ECONOMIC DEVELOPMENT												
SPATIAL PLANNING												
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	Performance Indicator	MTREF Budget			Cost Estimates		Funding
							2026/2027	2027/2028	2028/2029	2029/2030	2030/2031	
1.	Capex	Township establishment	300 sites Meilingen Township establishment	MDM	To support LMs to establish townships.	Surveyor General approved General Plan	R700,000	R800,000	R900,000	R945 000	R992 250	MDM
2.	Capex	Township establishment	300 sites Maphalle Township establishment	MDM	To support LMs to establish townships.	Surveyor General approved General Plan	R700, 000	R800, 000	R900,000	R945 000	R992 250	MDM
3.	Capex	Township establishment	300 sites Majeje Township establishment	MDM	To support LMs to establish townships.	MPT approved township establishment application	R700, 000	R800, 000	R900, 000	R945 000	R992 250	MDM
LOCAL ECONOMIC DEVELOPMENT												
01	OPEX	Expanded Public Works Programme	Presidential EPWP programme	MDM	Recruiting EPWP participants	Number of people recruited for EPWP jobs	R20,929,000	R21,975,450	R23,074,222	R24,227,933	R25 439 328	MDM

02	OPEX	Mainstreaming SMMEs	Promotion & Marketing SMMEs	N/A	To mainstream SMMEs by supporting comparative and competitive economies of the district.	Number of SMMEs marketed and promoted	R800,000.	R820,000.	R841,000.	R883 050	R927 202	MDM
01	OPEX	Gastronomy R71	Tourism SMMEs support	N/A	To support tourism SMMEs on Gastronomy Route	Number of tourism SMEEs supported	R100 000	R105 000	R110 250	R115 762,5	R121550,125	MDM
GEOGRAPHIC INFORMATION SYSTEM												
01.	OPEX	Development of Corporate GIS	GIS license, software & hardware maintenance.	MDM	Functional GIS applications	Functional GIS applications	R3,500, 000	R4,000,000	R5,000,000	R5 250 000	R5 512 500	MDM
RESEARCH AND INNOVATION												
01	CAPEX	4IR Broadband Mopani Wifi Towers	4IR Broadband Economic Infrastructure	MDM	To roll out 4IR Broadband Infrastructure to grow district economy.	Number of initiatives to support Mopani Wi-Fi Towers	R1 000 000	1 050 000	R1 102 500	R1 157 625	R1215506,25	MDM

02	CAPEX	Innovation activities	Innovative Climate adaptation Strategy and Innovative Commercialization Fruit and Worms value chain	MDM	To create a responsive, resilient and adoptative economy To commercialize Marula Fruit and Mopani worms across the value chain	Climate Change Economic Strategy adopted Number of initiatives implemented for Marula Fruit Valorization and Mopani Worms	R1,000,000.	R1,050,000.	R1,102,500.	R1 157 625	R1 215 506	MDM

KPA BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT

KPA: BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT PMU												
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	Performance Indicator	MTREF Budget			Cost Estimates		Funding
							2026/27	2027/28	2028/29	2029/30	2030/31	
1.	Capital	Lulekani Water Scheme (Benfaru)	Construction of internal reticulation, connection to boreholes and commissioning	BPLM	Sustainable water provision	Completion certificate	R10,035,440.	-	R-	-	-	MDM
2.	Capital	Makushane Water Scheme	Internal water reticulation to villages, construction of bulk lines to service reservoirs.	BPLM	Sustainable water provision	Completion certificate	R17,391,304.	- 0,00	-R 0,00	-	-	MDM
3.	Capital	Lephephane Bulk Water	Internal water reticulation, borehole augmentation system, and refurbishment of existing bulk mains.	GTM	Sustainable water provision	Completion certificate	R23,796,396.	-	R-	-	-	MDM
4.	Capital	Tours Water Reticulation	Internal water reticulation to villages and installation of elevated tanks	GTM	Sustainable water provision	Completion certificate	R34,782,608.	-	R27,606,691.00	-	-	MDM

5.	Capital	Greater Tzaneen Rural Household Sanitation MTEF - 02	Construction of VIP toilets for backlog eradication	GTM	Sustainable sanitation provision	Completion certificate	R40,329,634.		R	-	-	MIG
6.	Capital	Maruleng Rural Household Sanitation MTEF - 02	Construction of VIP toilets for backlog eradication	MLM	Sustainable sanitation provision	Completion certificate	R8,673,385.		R	-	-	MIG
7.	Capital	Greater Letaba Rural Household Sanitation MTEF - 02	Construction of VIP toilets for backlog Eradication	GLM	Sustainable sanitation provision	Completion certificate	R42,745,444.		R	-	-	MIG
8.	Capital	Ba-Phalaborwa Rural Household Sanitation MTEF - 02	Construction of VIP toilets for backlog eradication	BPLM	Sustainable sanitation provision	Completion certificate	R1,294,603.		R	-	-	MIG
9.	Capital	Greater Giyani Rural Household	Construction of VIP toilets for backlog Eradication	GGM	Sustainable sanitation provision	Completion certificate	R43,478,261.	R52,278,239	R52,278,239.	-	-	MIG

		Sanitation MTEF - 02										
10.	Capital	Ritavhi 2 Water Scheme (Sub- Scheme 2)	Construction of bulk mains to various service reservoirs, refurbishment of booster pump stations, internal reticulation and commissioning.	GTM	Sustainable water provision	Completion certificate	R103,157,481.	R329,404,441.	R328,534,876.	-	-	MIG
11.	Capital	Repairs and Maintenance - Nkowan owa WWTW	Repairs and maintenance for the WWTW as per the approved scope of Works	GTM	Sustainable sanitation provision	Completion certificate	R16,785,367.	R16,785,367.	R16,785,367.	R17 624 635,35	R18 505 867,12	MIG
12.	Capital	Repairs and Maintenance - Kgapane WWTW	Repairs and maintenance for the WWTW as per the approved scope of Works	GLM	Sustainable sanitation provision	Completion certificate	R17,352,328.	R17,352,328.	17,352,328.	R18 219 944	R19 130 941	MIG
13.	Capital	Repairs and Maintenance - Phalabor wa WWTW	Repairs and maintenance for the WWTW as per the approved scope of works	BPLM	Sustainable sanitation provision	Completion certificate	R11,354,808.	R11,354,808.	R11,354,808.	R 11 922 548	R12 518 675,8 -	MIG

14.	Capital	Repairs and maintenance for the WWTW as per the approved scope of Works	BPLM	Sustainable sanitation provision	Completion certificate	R12,682,525.	R12,682,525.	R12,682,525.	R13 316 651	R13 982 483,8-	MIG
15.	Capital	Repairs and maintenance for the WWTW as per the approved scope of Works	GTM	Sustainable sanitation provision	Completion certificate	R7,267,734.	R7,267,734.	R7,267,734.	R7 631 120	R8 012 676	MIG
16.	Capital	Repairs and maintenance for the WWTW as per the approved scope of works	GGM	Sustainable sanitation provision	Completion certificate	R11,345,100.	R11,345,100.	R11,345,100.	R 11 912 355	R12 507 972	MIG
17.	Capital	Repairs and maintenance for the WWTW as per the approved scope of works	BPLM	Sustainable sanitation provision	Completion certificate	R7,608,494.	R7,608,494.	R7,608,494.	R7 988 918	R8 388 364	MIG
18.	Capital	Thapane RWS Refurbishment of the WTW and bulk lines. Construction of command reservoir	GLM	Sustainable water provision	Completion certificate	R25,771,550	R	-	-	-	MDM

19.	Capital	Sefofotse to Ditshosin e Bulk Water Supply and reticulation	Equipping boreholes and electrification, construction of command reservoir, construction of bulk lines and Reticulation	GLM	Sustainable water provision	Completion certificate	R17,603,004.		R	-	-	MDM
20.	Opex	Eskom borehole and plant electrification	Boreholes electrification	MDM	60 % boreholes electrified	Boreholes electrified	R45 000 000	R65 000 000	R65 000 000	R68 250 000	R71 662 500	MDM
21	OPEX	PMU SUPPORT CONSULTANT	Consultants	MDM	Sustainable sanitation provision	Completion certificate	R18,000,000.	R20,000,000.	R25,000,000.	R26 250 000	R27 562 500-	MDM
22	OPEX	Supply water (Water Tankers)	Provision of water tankers for water supply	MDM	Sustainable sanitation provision	Completion certificate	R48,000,000	R50,000,000.	R52,000,000	R54 600 000	R 57 330 000	MDM
23	Capital	Hoedspruit Bulk Water Supply	Construction of raw water bulk line, Construction of WTW, command reservoir and clear water pumping main.	MLM	Sustainable water provision	Completion certificate	-	R869,565.	-		-	MIG

24	Opex	Borehole spares	Maintenance of boreholes	MDM	Sustainable sanitation provision	Completion certificate	R25,000,0000	R31,575,000.	R33,232,687.	R 34 894 321	R36 639 037	MDM
25	Capital	Kampers us Bulk Water Scheme & Scotia Water Reticulation	Completion and commissioning of the WWTW and construction of outfall sewer and networks.	MLM	Sustainable sanitation provision	Completion certificate		R869,565.		-	-	MIG
26	Capital	Middle Letaba Refurbishment of Water treatment Plant	Refurbishment of water treatment plant	GLM	Sustainable sanitation provision	Completion certificate		R23,702,786.		-	-	MIG
27	Capital	Prepaid Water Meters	Install and purchase of bulk and plant meters	MDM	100 % meters installed in WWTWs and WTWs 60 % Bulk meters installed	Blue and Green Drop Water Balance	R5 000 000	R5, 262,500.	R5, 538,781.	R5 815 720	R6 106 506	MDM
28	Capital	Thabina Regional Water Scheme (The Resizing & Replacement of	Construction of bulk supply lines, refurbishment of existing pumps stations, construction of command reservoir and commissioning.	GTM	Sustainable water provision	Completion certificate	R -	R869,565.	R -			MIG

		Bulk Water Pipeline from Thabina to Lenyenye										
29	Opex	Training programme	Training programme	MDM	% of training programmes conducted	Completion certificate	R1,000,000	R1,050,000	R1,102,500	MDM	29	MDM
RBIG												
30	Capital	Mametja Sekororo RWS	Bulk water supply	MLM	100%	Completion certificate	501 474 000	531 861 000	566 099 000	-	-	RBIG
WSIG												
31	Capital	Water reticulation of the 55 Giyani villages (Phase 2a villages 15)	Bulk water supply	GGM	100% Reticulation of 55 villages in Giyani	Completion certificate	170 416 000	182 703 000	190 906 000	-	-	WSIG
KPA: BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT WATER AND SANITATION SERVICES												

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	Performance Indicator	MTREF Budget			Cost estimates		Funding	
							2026/27	2027/28	2028/29	2029/30	2030/31		
	Capital	Water fleet		MDM			R20 000 000						
	Opex	Risk abatement plan	The review of risk abatement plan	MDM			R2 000 000	R2 100 000	R 2 205 000				
1	Opex	Laboratory Accreditation	ISO 17025 laboratory accreditation	MDM	Accredited Laboratory	Accreditation Certificate/Blue and Green Drop Compliance	R6 000 000	R7 000 000	R8 000 000	R8400 000		R8 820 000	MDM Own Funding
2	Opex	Process Audit	Process Audit for Both WWTWs and WTWs	MDM	Process Audit done	Risk Abatement risk registers updated Water Safety Plan risks register updated	R6 000 000	R8 000 000	R10 000 000	R10 500 000		R11 025 000	MDM Own Funding

3	Opex	Test Kit	Purchase of laboratory testing kits Fix and calibration of test kits	MDM	100 % samples analysis	IRIS compliance monitoring	R600 000	R600 000	R600 000	R630 000	R661 500	MDM Own Funding
4	Opex	Z score	Proficiency Testing Participation	MDM	Annual participation for both NLA and SABS	Blue and Green Drop Compliance	R300 000	R300 000	R300 000	R315 000	R330 750	MDM Own Funding
5	Opex	Maintenance Tools	Maintenance of Pumps and Generators	MDM	Maintenance and Repairs of Pumps	Comprehensive Response to Breakdowns	R3 000 000	R2 000 000	R1 500 000	R2 000 000	R2 000 000	Own Funding
6	Opex	Emergency Lights	Emergency Lights at the 5 Waterworks	MDM	Installation panels and inverters	Functioning Emergency Lights and Inverters	R2 000 000	R2 000 000	R2 000 000	R2 000 000	R2 000 000	Own Funding
7	Opex	System	Computerised Maintenance	MDM	Maintenance System	Comprehensive Maintenance for pumps and pipes	R1 500 000	R500 000	R500 000	R2 000 000	R2 000 000	Own Funding
8	Opex	SCADA	Installation of SCADA	MDM	Maintenance System	Functional SCADA	R1 500 000	R700 000	R800 000	R2 000 000	R2 000 000	Own Funding

	9 Opex	Workshop	Construction of a Maintenance Workshop	MDM	Functional Workshop for Artisans	Complete Workshop	R1 500 000	R700 000	R0	R1 500 000	R1 000 000	Own Funding
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	Project Description	Location	Target to achieve	Performance Indicator	MTREF Budget			Cost estimates		Funding
							2026/27	2027/28	2028/29	2029/30	2030/31	
1.	Opex	Rural Road Asset Management System (RRAMS)	Development of Rural Road Asset Management System	MDM	100% progress at the end of the FY	% Progress on RRAMS Project	R2 691 000	-	-	-	-	MDM Own funding
2.	Opex	Road Safety Campaigns	Road Safety Awareness Campaigns	MDM	4 Road Safety campaigns held or supported successful YTD	Number of road safety campaigns held or supported successfully YTD	R200, 000	R210, 000	R220, 500	R231 525	R243 101,25	MDM Own funding

3.	Opex	Grader maintenance	Repair and maintenance of motor graders	MDM	1000 KM	Number of kilometers of gravel roads bladed YTD Number of parking areas bladed YTD Number of sports grounds bladed YTD	R3 489 432,45 R3 000 000	R3 157 500	R3 323 269	R3 489 432,45	R3 663 904,07	MDM Own funding
Electricity services												
1.	Opex	Exploration of renewable energy source	The scientific investigation, assessment, and development of renewable energy sources	MDM	Renewable energy source report	Renewable energy source report	R200,000	R210,000.00	R220,500	R231 525	R243 101,25	MDM Own funding
KPA: BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT												
FIRE AND RESCUE SERVICES												
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	Performance indicator	MTREF Budget			Cost Estimates		Funding
							2026/2027	2027/2028	2028/2029	2029/30	2030/31	

	OPEX	Development and Maintenance of Air Quality Station		MDM	100%	Ensure safe community	R800 000					MDM
1	OPEX	Aerial firefighting support	Establish Fire Season Aerial Firefighting support	MDM	100%	Ensure Safe Community	R400,000	R500,000	R600,000	R630 000	R661 500	MDM
2	OPEX	Fire awareness campaigns (PIER)	Conduct Fire Awareness	MDM	100%	Ensure Safe Community	R100,000	R105,000	R110,250	R115 762,5	R121 550,62	MDM
3	OPEX	Fire Prevention	Procurement of SANS Standards and Fire Prevention equipment.	MDM	100%	Ensure Safe Community	R100,000	R105,000	R110,250	R115 762,5	R121 550,62	MDM
4	OPEX	Membership fees	Membership and professionalization	All Staff	100%	Ensure Safe Community	R100,000	R105,000	R110,250.	R115 762,5	R121 550,62	MDM
5	OPEX	Purchase of fire and rescue equipment	Procurement of specialized fire and rescue equipment	MDM	100%	Ensure Safe Community	R5000 000	-	-	-	-	MDM

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.

N O	CAPEX/OPEX	Project Name	Project Description	Locatio n	Target to achieve	Performance Indicator	MTREF Budget			Cost Estimates		Fundin g
							2026/2 02 7	2027/20 2 8	2028/202 9	2029/30	2030/3 1	
1	OPEX	Disaste r Relief support	Purchase of Tin houses, blankets, matrasses and gas stoves.	MDM	To assist disaster affected communitie s in the District	100% Purchase of relief material within the financial year	R2, 000 000	R2,100, 000	R2,205, 000	R2 315 250	R2 431 012,5	MDM
2	CAPEX	MOU	Memorandu m of understandi ng with University of Venda.	MDM	To sign an MOU which will run for 3 years.	Signing of the MOU within the financial year.	R300 000	R400 000	R500 000	R525 000	R551 250	MDM
3	CAPEX	Camera s	Installation of cameras in the high- risk areas in the District	MDM	To secure the communitie s all the local municipaliti es and to assist on the response time.	% of implementatio n of the project in the financial year	R700 000	R735, 0000	R771, 750	R810 337,5	R850 854,37	MDM

KPA: BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT

Environment

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

No	Capex/O pe x		Project Description	Location	Target to	Performance Indicator	MTREF Budget	Cost Estimates	Funding

		Project name			achieve		2026/2027	2027/2028	2028/2029	2029/2030	2030/2031	
1	Operational	Climate Change Projects	Implementation of climate change mitigation and adaptation projects	Mopani District	4	Number of climate change mitigation and adaptation projects Implemented	R300 000	R315 000	R330,750	R347 287,5	R364 651,875	MDM
2	Operational	Greening Mopani	Development of green public spaces to enhance environmental sustainability	Mopani District	8	Number of greening initiatives implemented	R150,000	R157,500	R165,375	R173 643,75	R182 325,93	MDM
3.	Operational	Development of Environmental Management Framework	Development of a framework to guide sustainable land-use planning and environmental protection within the municipality	Mopani District	1	Environmental Management Framework developed	R1,000,000	R1050,000	R1,102,500	R1 157 625	R1 215 506,25	MDM

KPA: BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT

MUNICIPAL HEALTH SERVICES

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

N o.	Capex/O pex	Pro ject na me	Project Description	Locatio n	Target to achieve	Performanc e Indicator	MTREF Budget			Cost Estimates		Fundings
							2026/2027	2027/2028	2028/2029	2029/2030	2030/2031	

1	Opex	Food Sampling & Analysis	(sampling) and subjecting it food to microbiological testing (analysis) to ensure safety, quality, and regulatory compliance.	MDM	Food quality report	Food analysis Report	R400,000	R400,000	R400,000	R420 000	R441 000	MDM
2	Opex	Water Sampling Analysis	testing representative water portions to determine quality, identify contaminants, and ensure safety	MDM	Water sampling report	Water sampling report	R400,000	R400,000	R400,000	R420 000	R441 000	MDM
3	Opex	Health and Hygiene Awareness for sanitation	Conducting awareness on food handlers	MDM	100%	Number of food safety conducted	R300,000	R300,000	R300,000	R315 000	R330 750	MDM
4	Opex	Application of Accreditation of water Quality testing lab	formal recognition by an authoritative body that the	MDM	Accreditation certificate	Accreditation certificate	R2,000,000	R3,000,000	R4,000,000	R4200 000	R4410 000	MDM

			laboratory is competent to perform specific tests according to international standards,									

5.1.2 Unfunded Projects/Programmes

KPA: GOOD GOVERNANCE AND PUBLIC PARTICIPATION

KPA: 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	Performance Indicator	MTREF			Cost estimates 2029/30 2030/31		Funding
							Budget					
							2026/2027	2027/2028	2028/2029			
01	Opex	District Speakers Forum	Facilitate and coordinate programs in the Office of the Speaker	Office of the Speaker	4 meetings annually	Reports on functionality of local offices of Speakers	R500 000.	R550 000.	R600 000.	R630 000	R66 1500	MDM Own Funding

						and alignment of programme s. Reports and participation in the provincial Speakers Forum						
02	Opex	Chief Whips Forum	Coordinate and align Chief Whips' political programs	Office of the Speaker	meetings annually	Report and functionality of the offices of local whips. Participation in the provincial Chiefwhip' s Forum	R400 000.	R450 000.	R500 000.	R525000	R551250	MDM Own Funding
03	Opex	Stakeholder Engagements	Platform for reporting, exchanging and information Sharing	Office of the Speaker	4 meetings annually	Reports and attendance registers	R1 000 000.	R1 500 000.	R2 000 000.	R2100 000	R2205 000	MDM Own Funding
04	Opex	Excellence awards	Giving awards to best performers.	MDM	Grade 12 learners and other categories.	Proposal, Matric Results and approved	R2 000 000.	R2 200 000.	R2 400 000.	R2520 000	R2646 000	MDM Own Funding

						Categories						
05	Opex	Anti-corruption Foun	Forum for ensuring good ethical conduct.	MDM	Municipal employees and councilors.		R200 000.	R220 000.	R240 000.	R252 000	R264 600	MDM Own Funding

YOUTH PROGRAMMES												
No.	Capex/Opex	Project name	Project Description	Location	Target to achieve	Performance Indicator	MTREF			Cost Estimates		Funding
							Budget					
							2026/2027	2027/2028	2028/2029	2029/30	2030/31	
01	Opex	Youth month	Held annually in June	MDM	Once off event for the youth in the district.	Action Plan on Youth matters and advocacy and the implementation of the Resolutions taken in the youth Forum with time frame and locations of responsibilities	R1 000 000.	R1 200 000.	R1 400 000.	R1 470 000	R1543 500	MDM Own Funding

02	Opex	Youth council assembly	Annual event for the youth	MDM	Information sharing platform for young people.	Action Plan on Youth Council Assembly the implementation of the Resolutions taken in the Assembly	R500 000.	R550 000.	R600 000.	R630 000	R661 500	MDM Own Funding
03	Opex	Youth Expo	Youth Economic and Educational Empowerment	MDM	Empowering young people through business information	Action Plan on Youth Expo the implementation of the Resolutions taken in the Youth Expo	R800 000.	R850 000.	R900 000.	R945 000	R992 250	MDM Own Funding
04	Opex	Children' Parliament	Capacity building platform for the children	MDM	Informed & knowledgeable children	Reports on Children's Parliament and advocacy awareness on the rights of Children Parliament	R500 000.	R550 000.	R600 000.	R630 000	R661 500	MDM Own Funding
05	Opex	Youth Economic Summit	Youth Economic Empowerment and awareness	MDM	Youth Economic and entrepreneurial Empowerment and awareness	Action Plan on the Implementation of Youth Economic Summit of the Resolutions taken in the Summit with time frame and locations of	R500 000.	600 000.00	R700 000.	R735 000	R771 750	MDM Own Funding

						responsibilities						
06	Opex	Mopani Youth Fund Awarding ceremony	Awarding Funded youth enterprises in collaboration with NYDA	MDM & NYDA	Annual awarding ceremony	Action Plan on Awarding Ceremony	R500 000.	R550 000.	600 000.00	R630 00	R661 500	MDM Own Fundin g
07	Opex	Youth Business Chamber	District Chamber for the youth in Business	MDM	Organised Business Youth	Action Plan on the Youth Business Chamber implementation	R500 000.	R600 000.	700 000.00	R735 000	R771 750	MDM Own Fundin g
08	Opex	Children' Day	Engagement platform for the children	MDM	Annual once-off events for children's structures in locals	Proposal and Action Plan on Children's Day	R500 000.	R550 000.	600 000.00	R630 000	R661 500	MDM Own Fundin g
GENDER PROGRAMMES												
No .	Capex/Opex	Project name	Project Description	Location	Target to achieve	Performance Indicator	MTREF Budget			Cost Estimates		Funding
							2026/2027	2027/2028	2028/2029	2029/30	2030/31	
							7	8	9	0		

01	Opex	16 days of activism	Provide catering, transport and support to victims	MDM	Annual once off event	Proposal and Action Plan on the Implementation of 16 Days of Activism	R500 000.	R550 000.	R600 000.	R630 000	R661 500	MDM Own Fundin g
02	Opex	Women' Month Celebration	Support women programs for the month.	MDM	Annual once off event	Proposal and Action Plan on Women's Month Celebration	R500 0000	R550 000.	R600 000	R630 000	R661 500	MDM Own Fundin g
03	Opex	Men's Dialogue Parliament	Awareness platform for men	MDM	Conven e meetings monthl y	Proposal and Action Plan	R300 000.	R350 000.	R400 000.	R420 000	R44100 0	MDM Own Fundin g
04	Opex	GBVF Awareness	Coordinate GBVF Awareness with Local Municipaliti es, Civil Societies and other relevant institutions	MDM	Conven e meetings monthl y	Proposal and Action Plan	R400 000.	R450 000.	R500 000.	R525 0000	R551 250	MDM Own Fundin g

HIV& AIDS/ SEXUALLY TRANSMITTED INFECTIONS/ TUBERCULOSIS (HAST)

N o	Capex/O pe x	Project name		Locatio n	Target to achiev e	Performanc e Indicator	MTREF Budget	Cost Estimates	Fundi ng

.			Project Descripti on				2026/20 2 7	2027/20 2 8	2028/20 2 9	2029/30	2030/3 1	
01	Opex	Candle light memorial	Awareness campaign	All LM s	Once off annual events	Number of Campaig n conducted	R300 000	R350 000	R390 000	R409 500	R429 975	MDM Own Fundin g
02	Opex	Red ribbon	Fund health memorials	All LM s	Month ly once off event	Number of Fund Health Memorial s Convened	R20 000	R20 000	R20 000	R2100 0	R22 050	MDM Own Fundin g
03	Opex	Migra nt Health Forum Support	Support to health programs	All LM s	Convene quarterly engagement s platforms	Awareness campaign	R300 000	R300 000	R300 000	R315 000	R330 750	MDM Own Fundin g
04	Opex	World TB day	Health awareness campaign	All LM s	Annual once off events	Once off event activity in support of Locals	R350 000	R360 000	R370 000	R388 500	R407 925	MDM Own Fundin g
05	Opex	Partnership event	Promotion of social & special Programs	All LM s	Quarterly campaigns	Number of Partners supporte d	R400 000	R460 000	R470 000	R493 500	R518 175	MDM Own Fundin g

06	Opex	World AIDS Day	Conduct campaign And	All LMs	Annual once event	Number of events Coordinated	R600 000	R700 000	R800 000	R840 000	R882 000	MDM Own
SPORTS, ARTS AND CULTURE PROGRAMMES												
No.	Capex/Opex	Project name	Project Description	Location	Target to achieve	Performance Indicator	MTREF			Cost Estimates		Funding
							Budget	2026/2027	2027/2028	2028/2029	2029/30	2030/31
01	Opex	Golden Games	To promote well-being of older Persons	GLM	Older Persons	Number of Golden games held (Total Matches)	R500 000.	R550 000.	R600 000.	R630 000	R661 500	MDM Own Funding
02	Opex	Indigenous Games	To encourage mass participation	GGM	All the participants in different age groups	Number of Indigenous Games held (Total Matches)	R300 000.00	R320 000.	R350 000.	R367 500	R385 875	MDM Own Funding
03	Opex	Women and Sport	To encourage to participate in male dominated sport	GTM	Women to participate in rugby, football and cricket talent identification	Number of women who participated	R200 000.	R220 000.	R240 000.	R252 000	R264 600	MDM Own Funding

04	Opex	District Sport Confederation	To support the advisory council	MDM	All members of the council	District sport Confederation	R500 000.	R550 000.	R600 000.	R630 000	R661 500	MDM Own Fundin g
05	Opex	Ku Luma Vukany i	To celebrate heritage	MDM	All residents of Mopani		R400 000.	R450 000.	R500 000.	R525 000	R551 250	MDM Own Fundin g
06	Opex	Library activities	To encourage Reading	GTM	Learners	Number of library	R200 000.	R220 000.	R240 000.	R252 000	R264 600	MDM Own
07	Opex	Arts and Culture Activities	To celebrate Arts and Culture activities	GGM	All members of the community	Number of Arts and Culture Activities Conducted	R250 000.	R270 000.	R300 000.	R315 000	R330 750	MDM Own Fundin g
08	Opex	District School Sport	Support sport at local schools	ALL	Learners	Number of schools supported	R500 000.00	R550 000.	R600 000.	R630 000	R661 500	MDM Own Fundin g
09	Opex	Disability Sport	Support disability sport codes	All	Persons with disabilities	Number of disability sport codes Supported	R300 000.	R330 000.	R360 000.	R378 000	R396 900	MDM Own Fundin g
10	Opex	Support to Federations	Support to Federations	All	All Federations	Number of federations supported	R300 000.	R350 000.	R400 000.	R420 000	R441 000	MDM Own Fundin g

OFFICE OF MUNICIPAL MANAGER

Office of Municipal Manager												
Strategic objective: To promote democracy and sound governance												
N o	Capex/O pe x	Project name		Locatio n	Target to achiev e		MTREF		Cost Estimates		Fundin g	
							Budget					

.			Project Descripti on			Performan ce Indicator	2026/20 2 7	2027/20 2 8	2028/20 2 9	2029/3 0	2030/31	
1	Opex	Bio-Matrix System	Security monitoring system	Giyani Head Office	Safety & security of employees	Safety & security of employees and municipal assets Report	R1 600 000	1 700 000	R1 750 000	R183 7 500	R19293 75	MDM
2.	Opex	Anti-Corruption Hotline/Complai nts	Monitoring of complaints and ethical conducts	Giyani Head Office	Service delivery and ethical conducts	Monthly Report from Hotline	R1 200 000	R1 300 000	R1 350 000	R141 7 500	R1488 375	MDM
3.	Opex	Tools	Procure and utilise audit tools such as cameras, measuring wheels and recording devices to support accurate audit evidence collection during fieldwork and site inspections.	MDM Officials	100% of required audit tools procured and utilised during relevant audit engagements .	Availability and utilisation of audit tools during field audits and inspections.	R55 000	R60 500	R66 550	R582 312,5 0	R61142 8	MDM
4.	Capex	Digital communicatio n equipment	Purchase of digital communicatio n equipment to enhance communicati on capabilities.	Office of Municip al Manager	To enhance our communicati on capabilities in the digital media space.	Purchased equipment	R600 00 0		R500 000	R525 000	R551 250	Own
5	Opex	Customer Satisfaction Survey	To conduct customer	Office of Municip	Survey on customer	Report on the customer satisfaction	R200 000	R200 000	R200 000	R210 000	R220 500	Own

			satisfaction survey	al Manager	satisfaction in the district	survey.						
6	Opex	Media networking session	To build and harness relations with the media.	Office of Municipal Manager	To build and sustain relations with the media.	Annual media engagement t session held	R50 000	R50 000	R50 000	R52 500	R55 125	Own

KPA: MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT

KPA: Municipal Transformation and Institutional Development												
Corporate services												
Strategic objective: To promote democracy and sound governance												
No.	Capex/Opex	Project name	Project Description	Location	Target to achieve	Performance Indicator	MTREF			Cost Estimates		Funding
							Budget					
							2026/2027	2027/2028	2028/2029	2029/30	2030/31	
1	Capex	Guardrooms	Building of guardhouses in our workstations	MDM facilities	Accommodation for security Guarding facilities	Guardhouse	R2 000 000	R2 200 000	R2 400 000	R2520000	R2646 000	Own
2	Capex	Telephone PABX	Installing telephone landlines in our facilities	MDM facilities	Provision of telecommunication system for employees	telephones	R6 600 000	R7 260 000	R7 986 000	R8385 300	R88045 65	Own
3	Capex	Paving	Paving of Fire stations	Giyani and Modjadjis kl oof Fire Stations	Providing safe environment for our fleet and employees	Paving	R500 000	R550 000	R605 000	R635 250	R667 012	Own

4	Capex	Electricity Backup	Providing Electricity alternative	Giyani Main Office Disaster Management Centre	Provision of power at all times	Solar Panels	R3 000 000	R3 300 000	R3 630 000	R381150	R400 207	Own
5	Capex	Redesigning of offices	Partitioning of Offices in Giyani	Giyani Main Office	Provision of extra offices for employees	New design of offices	R500 000	R550 000	R605 000	R635 250	R667 012	Own
6	Capex	Air-conditioning	Well ventilated offices	MDM Offices	Provision of proper ventilation in Offices	Air conditioners	R1 000 000	R1 100 000	R1 210 000	R1270500	R1334 025	Own
7	Capex	Water Shedding/ Interruptions at the Main Office	Drilling of Borehole and installation of two water Tanks	Main Office	Provision of water for sanitation and drinking	Water provision	R300 000	R330 000	R363 000	R381 150	R400 207	Own
8	Opex	OHS Assessment	Provision of accredited professional OHS Services.	Workplaces			500 000	550 000	600 000	R630 000	R661 500	Own
9	Opex	Microsoft Licensing	Maintenance and Support Microsoft Office 365	Work Places	100% Microsoft license compliance	% of Microsoft software used with valid Licenses	R2 500 000	R2 750 000	R3 025 000	R3176250	R3335 062	
10	Capex	Procurement and Implementation of e- recruitment system	For online recruitment application, HR online shortlisting	Work Place	100% procurement alignment with the ICT procurement plan.	%of e-Recruitment system procured in line with the approved ICT procurement plan and budget.	R2 000 000	R2 200 000	R2 240 000	R235200	R246 960	Own

11	capex	Building of Staff Accomodation(Non dwe ni/Fire Stations)	To build houses to accomoda te process for employees	Work places	Provision of accommodatio n for process controllers and fire fighters	New Houses	R15 000 000	R16 500 000	R18 150 000	R19057, 50	R20 010,37	Own
12	Opex	Paving of facilities(	To provide of paving to facilities	Work places	Pavement in work stations	Pavement delivery note	R1 000 000	R1 100 000	R1 210 000	R1270 500	R1334 025	Own
13	Opex	Fire extinguishers	To service the fire extinguisher s	Work places	servicing of fire extinguishers for compliance purpose	Delivery notes	R500 000	R550 000	R605 000	R635 250	R667 012	Own
14	Opex	De-bushing of Water/Sewage water works	To clear the work stations for safety of workers	Work places	Provision of safe and clean environment	Clean facilities & delivery notes	R3 000 000	R3 300 000	R3 363 000	R353115 0	R3 707 707	Own
15	Opex	Records boxes, files and Zippel storages	To provide storage facility for Municipal records	Work places	Provision of materials for the safety of records	Delivery notes	R2 500 000	R500 000	R600 000	R630 000	R661 500	Own

SPATIAL PLANNING AND LOCAL ECONOMIC DEVELOPMENT

LED PROJECTS 2026/2027

KPA: SPATIAL TRANSFORMATION AND LOCAL ECONOMIC DEVELOPMENT
Strategic objective: To mainstream SMMEs and use spatial planning, including GIS technology to grow the district economy through research and innovation.

No.	Capex/Ope x	Project name	Project Description	Location	Target to achieve	Performance Indicator	MTREF			Cost Estimates		Funding
							Budget	2026/2027	2027/2028	2028/2029	2029/30	2030/31
1	OPEX	Moshupatsela Farm Maintenance	Fire belt development (Clearing of alien plants & de-bushing)	Broederstroom Farm	To ensure the maintenance of Mosupatsela Farm	Kilo meter of Fire belt developed hector /kilometer of alien plant de-Bushed	R100 000	R110 000	R120 000	R126 000	R132 300	MDM
2	CAPEX	Moshupatsela Catalytic Project	SMME Support Beneficiation N	Broederstroom Farm	To support SMME beneficiation	Number of Beneficiation Initiatives conducted	R500 000	R500 000	R500 000	R525 000	R551 250	MDM
3	CPAEX	Township and Village Economies	Supporting and Village Economies	N/A	To support the implementation of the Standard Draft-ByLaws for Township and Village Economies	Number of initiatives implemented to support Township and Village Economies	R3 000 000	R1 000 000	R500 000	R525 000	R551 250	MDM
5	CAPEX	Limpopo Ka December tourism Campaign	District Candle Lighting – Christmas Lighting	N/A	To support the Limpopo Ka December tourism campaign	Number of initiatives implemented to support Township and Village Economies	R500 000	R500 000	R500 000	R700 000	R700 000	MDM

6	CAPEX	Africa Free Trade Continental Agreement-Agriculture Exports Markets	Agriculture SMMEs supports	N/A	To support Agriculture SMMEs to leverage on AFTCA market opportunities	Number of Agriculture SMMEs supported	R200 000	R200 000	270 000	270 000	3000 000	MDM

KPA: SPATIAL TRANSFORMATION AND LOCAL ECONOMIC DEVELOPMENT

GEOGRAPHIC INFORMATION SYSTEM (GIS)

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	Performance Indicator	MTREF			Cost Estimates		Funding
							Budget					
							2026/2027	2027/2028	2028/2029	2029/30	2030/31	
1	OPEX	GIS Based Disaster Management Response Application	Development of GIS Based Disaster Management Response Application	MDM	GIS Based Disaster Management Response Application	Functional GIS Based Disaster Management Response Application	R 9 000 000	R 7 000 000	R 3 000 000	R3 150 000	R3 307 500	MDM
2	OPEX	Rural address system Application	Development of the rural address system Application	MDM	Rural address system Application	Functional Rural address system Application	R 11 000 000	R 9 000 000	R 9 000 000	R345 000	R992 250	MDM

3	OPEX	District Wide GIS Cadastral Mapping Application	Development of District Wide GIS Cadastral Mapping Application	MDM	District Wide GIS Cadastral Mapping Application	Functional Integrated District Wide GIS Cadastral Mapping Application	R 6 000 000	R 4 000 000	R 3 000 000	R3 150 000	R3 307 500	MDM

KPA: SPATIAL TRANSFORMATION AND LOCAL ECONOMIC DEVELOPMENT

RESEARCH AND INNOVATION

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	Performance Indicator	MTREF Budget			Cost Estimates		Funding
							2026/2027	2027/2028	2028/2029	2029/30	2030/31	
1	OPEX	Data Repository	Service Delivery Data Centre	MDM	To collate and synthesis data for Service Delivery	Data Repository created to support Service Delivery	R3 000 000	R1000 000	R500 000	R525 000	R551 250	MDM

KPA BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT

KPA: BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT

Roads and Transport

1	Opex	District Transport Forum	District Transport Forum	MDM	4 District Transport Forums held successfully YTD	Number of District Transport forums held successfully YTD	R40 000	R40 000	R40 000	R42 000	R44 100	MDM
2	Opex	Integrated Transport Planning	Workshops on local integrated transport plans	MDM	2	Number of workshops conducted on local integrated transport plans and roads and stormwater master plans	R30 000	R30 000	R30 000	R31 500	R33 075	MDM
3	Capex	Purchasing of new graders (to be under Asset/Fleet Unit)	Gravel roads maintenance	MDM			R15 000 000		--			MDM

**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	Performance Indicator	MTREF			Cost Estimates		Funding
							Budget					
							2026/2027	2027/2028	2028/2029	2029/30	2030/31	
1.	OPEX	Disaster Management School competition	School completion on disaster Management topics	MDM	To support learners on risk Reduction program (One competition per year	# of school competition conducted	R200 000	R300 000	R400 000	R420 00	R441 000	MDM
2	OPEX	Community based workshops and awareness campaigns	Ward based risk reduction workshops to	MDM	Four workshops per year.	# of workshop per year	R60 000	R75 000	R85 000	R89 250	R93 712,50	MDM

			be conducted to Tribal offices.		One per quarter. Targeting Tribal Authorities							
3	CAPEX	Identification of flood lines	Identifying and analyse flood line identification on communities that are at risk to floods.	MDM	To target communities staying next to rivers and dams.	Appointment of service provider within the financial year	R1 000 000	R1 150 000	R1 200 000	R1 260 000	R1 323 000	MDM
4	OPEX	IDDR Commemoration.	To commemorate the International Day for Disaster Risk Reduction.	MDM	To reduce the number of fatalities and damages of floods (Risk mitigation strategies)	# of international days commemorated per year	R80 000	R80 000	R80 000	R84 000	R88 200	MDM
5	OPEX	Disaster Management Advisory Forums	To convene quarterly advisory forums of all stakeholders responsible and interested in Disaster management.	MDM	Four advisory forums per year (one in a quarter)	# of advisory forums attended per year.	R50 000	R60 000	R70 000	R73 500	R77 175	MDM
6	OPEX	Garden Tools	Purchase of Garden tools for the cleaning and maintenance of the Disaster Centre		To maintain the envisage garden development in the Centre	% of expenditure in implementation of the project	R150 000	R150 000	R150 000	R157 500	R165 375	MDM

KPA: BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT
Environment

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	Performance Indicator	MTREF			Cost Estimates		Funding
							Budget			2029/30	2030/31	
							2026/2027	2027/2028	2028/2029			
1.	Capital + Operational	Ambient Air Quality Monitoring Network	Establishment and Maintenance of the air quality monitoring network	Mopani District	100%	Air quality monitoring network operational and maintained	R2 000 000	2R 000 000	R1 500 000	R1 575 000	R1 653 750	MDM
2.	Operational	Waste Management	Implementation of initiatives to improve waste recycling, and environmentally sound waste disposal within the municipality	Mopami District Municipality	4	Number of waste management initiatives implemented	R200 000	R250 000	R300 000	R315 000	R330 750	MDM
3.	Operational	Environmental Education and Awareness	Conducting environmental awareness Programme in the community	Mopani District	8	Number of environmental awareness programmes conducted	R300 000	R330 000	R350 000	R367 500	R385 875	MDM

KPA: BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMEMENT

MUNICIPAL HEALTH SERVICES

1.	Opex	Chemical Safety Awareness	To conduct Awareness on farm Workers	Mopani District	100%	Number of chemical safety awareness	R120 000	R130 000	R140 000	R147 000	R154 350	MDM

2.	Opex	Food safety	Conducting awareness on food handlers	Mopani District	100%	Number of food safety conducted	R120 000	R130 000	R140 000	R147 000	R154 350	MDM

5.1.3 LOCAL MUNICIPALITIES PROJECTS

Ba-Phalaborwa Local Municipality

KPA 2: Basic Services and Service Delivery

Cluster	Sector / KPA	Capital Projects										
		2026/27				2027/28			2028/29			2029 /30
		Project No.	Project	Cost	Funding	Project	Cost	Funding	Project	Cost	Funding	Project

Sustainable integrated infrastructure and services	Land Use Management	DPD 1	Establishment of a new Cemetery in Phalaborwa	800 000	BPM							
			Total	800 000								
Sustainable Integrate Infrastructure and Services	Electricity	TEC H1	New 11-kV Overhead Power Line from Ext.6 to Kruger Spar	2 000 000	BPM	New 11-kV Overhead Power Line from Kruger Spar to Molengraaf	1 500 000	BPM	New 11-kV Overhead Power Line from Main Sub to Schiettocht Army Base	3 000 000	BPM	
		TEC H2	Quality of Supply Monitoring Equipment in the Distribution System	600 000	BPM							

		TEC H3	Replacement of Switchgear in Extension 8B Substation	1 600 000	BPM	Replacement of Switchgear in Extension 6 Substation	2 000 000	BPM	Replacement of Switchgear in Extension 3 Substation	2 200 000	BPM	
		TEC H4	New 11-kV Overhead Power Line at Potgieter Street (Main Sub to Cleveland Sub).	1 000 000	BPM	New 11-kV Cable from Essenhout to Hardekool	600 000	BPM				
		TEC H5	New 500-kVA Minisub and Meter Kiosks at Aalwyn Street in Ward 11	1 200 000	BPM	New 500-kVA Minisubs and Meter Kiosks in Ward 12 (Ironwood & Woyer Street)	2 500 000	BPM	New 500-kVA Minisubs and Meter Kiosks in Ward 11 & 12	2 310 000	BPM	

		TEC H6	New Surge Generator and Related Equipment	400 000	BPM	New Batteries, Chargers and Protection Relays in Switching Stations	1 000 000	BPM	New Batteries, Chargers and Protection Relays in Switching Stations	500 000	BPM	
		TEC H7	New Mobile Backup Generator & Trailer	100 000	BPM	New 11-kV Cable (70 mm ²) from Extension 8A to Starling Street	1 500 000	BPM	New 11-kV Cable from Extension 7 Sub to Waterbesie Street	R2,500,000.00	BPM	
		TEC H8	Capital Tools and Equipment (2 x Link Sticks and 2 x 12-kV Insulation Testers/Meggers)	100 000	BPM	New 11-kV Cable (185 mm ²) from Extension 8B Sub to Extension 3 Sub	4 200 000	BPM	New 11-kV Cable (185 mm ²) from Extension 6 to School Substation	5 500 000	BPM	BPM

		TEC H9				New 11-kV Cable (70 mm²) from Extension 7 Sub to Raintree Street	1 500 000	BPM				
		TEC H10				New 11-kV Cable (70 mm²) from Cleveland to Extension 1 (Molengraaf/Bronkhorst/Anna Botha)	2 000 000	BPM	New 11-kV Cable from Extension 3 Sub to Extension 4 Sub	2 100 000	BPM	
	Roads & Storm water	TEC H11	Rehabilitation of streets	5 000 000	BPM	Rehabilitation of streets	5 000 000	BPM	Rehabilitation of streets	5 000 000	BPM	
		TEC H12	Upgrading of Honeyville to Dinoko Sebera from gravel to block paving	4 514 674.54	BPM							
		TEC H13	Upgrading of gravel to block paving	3 051 731.91	BPM							

			from Aubrey carwash via cemetery to Kanana									
		TEC H14	Procurement of mechanical broom (road sweeper)	200 000	BPM							
		TEC H15	Construction of a Trapezoidal concrete lined stormwater channel, in ward 5 Namakgale	3 000 000	BPM							
	Sports, recreation and community facilities	TEC H16	Refurbishment of Namakgale stadium	6 557 678. 64	BPM							
	Building	TEC H17				Fencing of cemetery Lulekani Phase 2 (80 hectares -Palisade)	2 000 000	MIG				

		TEC H18				Fencing of cemetery Namakgale (18 hectors - Palisade)	1 000 000	MIG				
		TEC H19				Fencing of cemetery Gravelotte (5 hectors - Palisade)	1 000 000	MIG				
		TEC H20	Constructio n of new storeroom for parks section	200 000	BPM							
Sustaina ble Integrate Infrastru cture and Services	Parks	COM 1	Ride-on mower	400 000	BPM							
	Environm ental Managem ent	COM 2	Developme nt of the New Phalaborw a landfill site	5 000 000	BPM	Development of the New Phalaborwa landfill site	9 500 000	MIG	Develop ment of the New Phalabor wa landfill site	9 000 000	BPM	
		COM 3	Procureme nt of Refuse Skip loader truck	1 300 000	BPM	Procurement of Refuse Skip loader truck	2 000 000	BPM	Procure ment of Refuse Skip	2 500 000	BPM	

									loader truck			
		COM 4	Procurement of skip bins x10	400 000	BPM	Procurement of skip bins x15	650 000	BPM	Procurement of skip bins x15	700 000	BPM	
		COM 5	Drilling of upstream borehole for environmental compliance at the Phalaborwa Landfill Site	200 000	BPM							
		COM 6	Drilling of downstream and upstream boreholes at the Namakgale Landfill Site for Water	200 000	BPM							

			Quality Monitoring									
	Traffic & Licencing	TEC H21	Procurement of back-up generator for Traffic & Licensing	500 000	BPM							
		COM 7	Procurement of Towing truck	1 500 000	BPM							
		COM 8	Calibration of VTS & DLTC testing Machines	200 000	BPM	Calibration of VTS & DLTC testing Machines	350 000	BPM	Calibration of VTS & DLTC Testing Machines	400 000		
										Total	R 39 824 085.09	

Sustainable Integrate Infrastructure and Services	Electrical	INEP 1	Electrification of 70 households at Prieska village	1 800 000	INEP	BPM	Electrification of Nondweni	12 362 000		Construction of 132/11-kV, 40-MVA Substation	8 740 000	
			Total	1 800 000								

MIG Projects (Grant)

Project no	Project Name		Project Duration			MTEF Forward Estimates

		Project Description and Location	Date: Start	Date: Finish	Total Budget	Sources of Funding	2026/27	2027/28	2028/29
MIG1	Installation of high mast lights	Installation of lights Location: All wards	September 2025	August 2026	R 12 000 000.00	MIG	R2 111 356.00	R0.00	R0.00
MIG2	Installation of precast storm water culverts at Shitshitwe culvert	Construction of stormwater culvert Location: Makhushane Ward 2	October 2025	June 2027	R 12 200 000.00	MIG	R11 200 000.00	R0.00	R0.00
MIG3	Upgrading of gravel to block paving from clinic via ZCC	Upgrading of road from gravel to block paving Location: Makhushane Ward 02	October 2025	June 2027	R6 400 000.00	MIG	R5 500 000.00	R0.00	R0.00
MIG4	Upgrading of gravel to block paving from Nkateko Primary to Pondo Combined	Upgrading of road from gravel to block paving Location : Lulekani Ward 14	October 2025	June 2027	R8 000 000.00	MIG	R7 150 000.00	R0.00	R0.00

MIG5	Upgrading of gravel road to block paved road from Humulani clinic to PMC bus stop	Upgrading of road from gravel to block paving Location: Matikoxikaya Ward 16	October 2026	June 2028	R19 900 000.00	MIG	R5 994.00	R14 343 006.00	R0.00
MIG6	Upgrading of gravel road to block paved road from Mabine Primary to Lebeko Secondary School	Upgrading of road from gravel to block paving Location: Mashishimale Ward 08	October 2026	June 2029	R33 400 000.00	MIG	R6 000.00	R27 056 094.00	R343 906.00
					R91 900 000		R37 518 350.00	R41 399 100.00	R343 906.00

KPA 5: Organisational Transformation and development

Cluster	Sector / KPA	Capital Projects											
		2026/27				2027/28			2028/29			2029/30	2030/31
		Project No.	Project	Cost	Funding	Project	Cost	Funding	Project	Cost	Funding	Project	Project

Municipal Transformation and Institutional Development	Office Furniture	COR P1	Purchase of Furniture and Office Equipments	1 700 000	BPM	Purchase of Furniture and Office Equipments	2 700 000	BPM	Purchase of Furniture and Office Equipments	3 000 000	BPM		
	ICT	COR P2				Automation of Internal Audit Process (to include CAATs) in compliance with GIAS	700 000	FMG	Automation of Internal Audit Process (to include CAATs) in compliance with GIAS	300 000	FMG	Automation of Internal Audit Process (to include CAATs) in compliance with GIAS - Licenses	Automation of Internal Audit Process (to include CAATs) in compliance with GIAS - Licenses
Total				1 700 000									

Greater Letaba Municipality

KPA: SPATIAL RATIONALE

Strategic Objective: Integrated Sustainable Human Settlement

Strategic Objective	Programme	Project Name	Project description	Funding Type	Budget for 2026/27	Budget for 2027/2028	Budget for 2028/2029
Integrated Sustainable Human Settlement		Establishment of Graveyard on Senwamokgope Township	Establishment of Graveyard on Senwamokgope Township	Capex	R500 000		
Integrated Sustainable Human Settlement		Land Audit	Land Audit	Opex	R1 500 000	R1 549 500	

KPA: BASIC SERVICES

Strategic Objective: Access to sustainable quality Services

Strategic Objective	Programme	Project Name	Project description	Funding Type	Budget for 2025/26	Budget for 2026/2027	Budget for 2027/2028
Access to sustainable quality		Brush cutting machine x3		Capex	R60 000		

basic services							
Access to sustainable quality basic services		Chainsaw x1		Capex	20 000		
Access to sustainable quality basic services	Office facilities	2X 5000 Litres Diesel tank for Mokwakwaila and Sekgosese		Capex			R200 000
Access to sustainable quality basic services	Office facilities	Switch (x3) Extra equipment		Capex	R250 000		
Access to sustainable quality	Office facilities	Recording Machine		Capex	R15 000		

basic services							
Access to sustainable quality basic services	Office facilities	Clocking System		Capex	R500 000		
Access to sustainable quality basic services	Facilities	X2 Ram Compactor		Capex	R100 000		
Access to sustainable quality basic services	Facilities	Construction of Madumeleng/Shotong Sports Complex	Construction of Madumeleng/Shotong Sports Complex	Capex	R3 000 000	R5 000 000	R2 000 000
Access to sustainable quality	Roads	Pedestrian roller and trailer	Pedestrian roller and trailer	Capex	R250 000		

basic services							
Access to sustainable quality basic services	Roads	Construction of Boshakge Bridge	Construction of Boshakge Bridge	Capex	R3 000 000	R8 375 754.13	R7 500 000
Access to sustainable quality basic services	Roads	Construction of Ramphenyane Bridge	Construction of Ramphenyane Bridge	(MIG)	R1 000 000	R3 000 000	R10 000 000
Access to sustainable quality basic services	Facilities	Uding of Mokwawkwaila Stadium Phase 2	Upgrading of Mokwawkwaila Stadium Phase 2	MIG	R5 500 000		

Access to sustainable quality basic services	Roads	Construction of Thibeni street Paving 2.3Km	Construction of Thibeni street Paving 2.3Km(Multi year)	Capex	R3 000 000	R6 000 000	R4 000 000
Access to sustainable quality basic services	Roads	Construction of Burkina Faso street paving (2km) and 4 culvert bridges	Construction of Burkina Faso street paving (2km) and 4 culvert bridges	Capex	R400 000		
Access to sustainable quality basic services	Roads	Construction of Sekgopo Moshate Paving PH2 - 4.3 km	Construction of Sekgopo Moshate Paving PH2 - 4.3 km	MIG	R 9 138 907,01	R 5 872 112,14	R 28 416 800,00
Access to sustainable quality basic services	Roads	Designs Lenokwe to matshwi Street Paving	Designs Lenokwe to matshwi Street Paving	(MIG)	R750000	R1000000	R10 000 000

Access to sustainable quality basic services	Roads	Construction of Itieleng Street Paving	Construction of Itieleng Street Paving	(MIG)	R750 000	R1 000 000	R10 000 000
Access to sustainable quality basic services	Roads	Construction of Maupa Street Paving (4.9 km)	Construction of Maua Street Paving (4.9km) Multi year	(MIG) Capex	R6 997 174.85		
Access to sustainable quality basic services	Roads	Construction of Thibeni Street Paving 2.3 km	Construction of Thibeni Street Paving 2.3 km	Capex	R 3 000 000,00	R6 000 000	R4 000 000
Access to sustainable quality basic services	Facilities	Refurbishment of Mokwakwaila Stadium	Refurbishment of Mokwakwaila Stadium	(MIG)	R1 491 000,00		

Access to sustainable quality basic services	Roads	Designs Lenokwe to matshwi Street Paving	Designs Lenokwe to matshwi Street Paving	Capex	R750 000	R1 000 000	R10 000 000
Access to sustainable quality basic services	Roads	Designs Rotterdam to Mamaila Street Paving	Designs Rotterdam to Mamaila Street Paving	Capex	R750 000	R1000000	R10 000 000
Access to sustainable quality basic services	Roads	Construction of Mapaana street paving	Construction of Mapaana street paving	Capex	R750 000	R1000 000	R10 000 000
Access to sustainable quality basic services	Road	X1 Tipper Truck		Capex		R950 000	R950 000

Access to sustainable quality basic services	Roads	X 2 Grader		Capex			R11 000 000
Access to sustainable quality basic services	Roads	Road Maintenance	Road Maintenance	Opex	R9 000 000,00		
Access to sustainable quality basic services	Electricity	Transformer Replacement at Modjadjiskloof Old Age	Transformer Replacement at Modjadjiskloof Old Age	Capex	R 2 350 000,00		
Access to sustainable quality basic services	Electricity	Supply and delivery of Cable fault detector	Supply and delivery of Cable fault detector	Capex	R200 000		

Access to sustainable quality basic services	Electricity	Refurbishment of LV network at Veldkornet	Refurbishment of LV network at Veldkornet	Capex		R1700 000	R1 900 000
Access to sustainable quality basic services	Electricity	Pole Replacement HT 11 KV line from Modjadjiskloof to Mokgoba	Pole Replacement HT 11 KV line from Modjadjiskloof to Mokgoba	Capex	R1 000 000		
Access to sustainable quality basic services	Electricity	Refurbishment of Tzaneen interconnector 33Kv line including connection fee to GTM	Refurbishment of Tzaneen interconnector 33Kv line including connection fee to GTM	Capex	R500 000	R2 000 000	
Access to sustainable quality basic services	Electricity	Refurbishment of LV network at Marble Street and Uitsight Street	Refurbishment of LV network at Marble Street and Uitsight Street	Capex			R1 500 000

Access to sustainable quality basic services	Waste Disposal	Construction of Maphalle Land Fill Site Ph2	Construction of Maphalle Land Fill Site Ph2 (Multi-year)	Capex (MIG)	R 43 159 668,14	R 63 145 937,86	
Access to sustainable quality basic services	Electricity	Electrification		Opex (INEP)	R 12 078 996,00		

KPA: MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT

Strategic Objective: Access to sustainable basic services

Priority Issue: Municipal Facilities, Assets and Offices

Region/ Ward	Strategic Objective	Programme	Project Name	Project description	Funding Type	Budget for 2026/27	Budget for 2027/2028	Budget for 2028/2029
Head office	Improved governance and	Information Technology	Social Media equipments		Capex	R315 000		

	organisational excellence							
Head office	Improved governance and organisational excellence	Training of council	Training of council		Capex	R1 200 000		
Head office	Improved governance and organisational excellence	Training of Staff	Training of Stuff		Opex	R1000 000		

KPA: LOCAL ECONOMIC DEVELOPMENT

Strategic Objective: Improved and Inclusive Local Economy

Region/ Ward	Strategic Objective	Programme	Project Name	Project description	Funding Type	Budget for 2026/2027	Budget for 2027/2028	Budget for 2028/2029
	Improved and inclusive	Local Economic Development	SMME Support	SMME Support	Opex	R2 000 004,00	R 2 000 004,00	

	local economy							

KPA: GOOD GOVERNANCE AND PUBLIC PARTICIPATION

Strategic Objective: Effective and Efficient Community Development

Region/ Ward	Strategic Objective	Programme	Funding Type	Budget for 2026/27	Budget for 2027/2028	Budget for 2028/2029
Head Office	Effective and Efficient Community Development	Imbizo	Opex	R 492 881,95	R 509 147,06	
Head office	Effective and Efficient Community Development	Bursary	Opex	R 2 995 432,57	R 3 094 281,85	
Head office	Effective and Efficient	Gender Activities	Opex	R 240 256,31	R 248 184,77	

	Community Development					
Head Office	Effective and Efficient Community Development	HIV/AIDS Desk Activities	Opex	R 82 524,46	R 85 247,77	
Head Office	Effective and Efficient Community Development	MPAC Activities	Opex	R 500 000	R516 000	

KPA: MUNICIPAL FINANCIAL VIABILITY

Strategic Objective: Financially Sustainable Institution

Region/ Ward	Strategic Objective	Programme	Project Name	Project description	Funding Type	Budget for 2026/27	Budget for 2027/2028	Budget for 2028/2029
Head office	Financially sustainable institution	Fleet Management	Bakkies Single Cap (4)		Capex			R3 000 000

Greater Tzaneen Municipality

KPA 1: SPATIAL RATIONAL

CAPITAL PROJECTS

						Project Duration		MTREF					
Project No.	Project Name + location (Region)	Project Description	Function	Item	Costing	Start dates	End dates	Total Budget	2026/2027	2027/2028	2028/2029	Source of Funding	Implementation Agent
PED-01	Township Establishments	Township Establishments				01/07/2025	30/06/2026	R4 000 000	R4 000 000	R0	R0	OWN	GTM
PED-02	G.I.S. (Procurement of Equipment)	G.I.S. (Procurement of Equipment)				01/07/2026	30/06/2027	R1 500 000	R1 500 000	R0	R0	OWN	GTM

KPA 2: BASIC SERVICE DELIVERY AND INFRASTRUCTURE SERVICES

MUNICIPAL INFRASTRUCTURE GRANT

						Project Duration		MTRE F					
Project No.	Project Name + location (Region)	Project Description	Function	Item	Costing	Start dates	End dates	Total Budget	2026/2027	2027/2028	2028/2029	Source of Funding	Implementation Agent
ESD -11	Upgradin g of Nkowak owa Section B & D Streets from Gravel to Paving	Upgradin g of Nkowak owa Section B & D Streets from Gravel to Paving				01/07/2023	30/06/2027	R29 664 652	R29 664 652	R0	R0	MIG	GTM

ESD -15	Upgradin g of Access Streets from Tickyline to Myakyak a, via Molabos ani School to khopo fom Gravel to Paving	Upgradin g of Access Streets from Tickyline to Myakyak a, via Molabos ani School to khopo fom Gravel to Paving				01/07/2 027	30/06/2 029	R41 500 000	R0	R3 500 000	R38 000 000	MIG	GTM
New	Paving of Khetoni Access Street	Paving of Khetoni Access Street				01/07/2 025	30/06/2 028	R72 918 120	R32 067 859	R40 850 261	R0	MIG	GTM

New	Access Streets from Relela Via Boke High School to Fobeni from gravel to Paving	Upgradin g of Access Streets from Relela Via Boke High School to Fobeni from gravel to Paving				01/07/2027	30/06/2029	R66 788 350	R0	R31 788 350	R35 000 000	MIG	GTM
New	Access Streets from Shikwam bana intersection to Sure Sure Brickyard from gravel to paving road	Upgradin g of Access Streets from Shikwam bana intersection to Sure Sure Brickyard from gravel to paving road				01/07/2028	30/06/2029	R26 239 650	R0	R0	R26 239 650	MIG	GTM

New	Mariveni Commun ity Hall	Mariveni Commun ity Hall				01/07/2 028	30/06/2 029	R3 396 089	R0	R0	R3 396 089	MIG	GTM
New	Upgradin g of Access Streets from Serututu ng to tickyline from Gravel to Paving	Upgradin g of Access Streets from Serututu ng to tickyline from Gravel to Paving				01/07/2 025	30/06/2 027	R55 300 000	R16 039 250	R35 142 640	20 118 110	MIG	GTM
NE W	Supply and Installati on of 20 High Mast	Supply and Installati on of 20 High Mast				01/07/2 025	30/06/2 028	R7 000 000	R0	R0	R7 000 000	MIG	GTM

	Upgradin g of Access Street from Serutung to Malegeg e from Gravel to Paving	Upgradin g of Access Street from Serutung to Malegeg e from Gravel to Paving							R35 104 388	R14 402 799	R0	MIG	GTM

Maruleng Local Municipality

Project Name	Project Description	Project Location	Baseline	Annual Performance Indicator	Annual Target	Medium Term Expenditure Framework			Implementing Agent
						2026/2027	2027/2028	2028/2029	
Maruleng access bridges	Construction of access bridges	Maruleng villages	5	Number of access bridges constructed	9	26 000 000	20 000 000	6 680 000	MLM
Makgaung internal street	Construction of km gravel road to paved road	Balloon	New	Number of designs developed	1	24 068 561.87	5 593 043.60	0.00	MLM

Scotia internal street	Construction of km gravel road to paved road	Scotia	0 km	Number of km of Scotia internal street paved	1.4 km	8 389 564.40	5 593 043.60	0.00	MLM
Madeira access road	Construction of km gravel road to paved road	Madeira	0 km	Number of km of Madeira access paved	1 km	18 000 000	28 000 000	0.00	MLM
Essex access road	Construction of km gravel road to surfaced road	Essex	3.5km	Number of km of Essex access road surfaced	1 km	27 031 148.07	0.00	0.00	MLM
Willows internal street phase 2	Construction of km gravel road to paved road	Willows	New	Number of km of Willows internal street phase 2 paved	1 km	4 601 498.26	14 804 739.13	0.00	MLMM

Project Name	Project Description	Project Location	Baseline	Annual Performance Indicator	Annual Target	Medium Term Expenditure Framework			Implementing Agent
						2026/2027	2027/2028	2028/2029	
Lorraine – Bellville Nkopedjie access road	Construction of km gravel road to paved road	Lorraine	1.320 km road paved	Number of km of Lorraine-Bellville-Nkopedjie access road paved	1 km	12 456 522.00	0.00	0.00	MLM
Construction of Metz internal street Phase1	Construction of km gravel road to paved road	Metz	Designs	Number of km of Metz internal street Phase1 paved	5 km	22 448 197.39	0.00	0.00	MLM

Rehabilitation of Lorraine access road	Construction of km gravel road to paved road	Lorraine	2.5 km (1.9km asphalt surfacing and 0.67k of pavement)	Number of km of Lorraine access road paved	No target this year	0.00	0.00	10 000 000	MLM
Mahupje ring road	Construction of km gravel road to paved road	Mahupje	New	No target this year	No target this year	0.00	0.00	13 000 000	MLM
Mashoshing internal street	Construction of km gravel road to paved road	Mashoshing	Designs developed	Number of Mashoshing internal street paved	1 km	6 653 197.97	0.00	0.00	MLM

Project Name	Project Description	Project Location	Baseline	Annual Performance Indicator	Annual Target	Medium Term Expenditure Framework			Implementing Agent
						2026/2027	2027/2028	2028/2029	
Morareleng access road	Construction of km gravel road to paved road	Morareleng	New	No target this year	No target this year	0.00	6 500 000	0.00	MLM

Rehabilitation of Hlohlokwe/ Ga Mohlala access road	Rehabilitation of a road	Hlohlokwe / GA Mohlala	Designs	Number of km of Hlohlokwe /Ga Mohlala rehabilitated	1.8 km	6 382 192.00	0.00	0.00	MLM
Rehabilitation of The Oaks to Final access road	Rehabilitation of a road	The Oaks to Finale	0 km road bed	Number of km of The Oaks to Finale access road rehabilitated	1 km	8 091 047.00	0.00	0.00	MLM
Bismarck internal street	Construction of km gravel road to paved road	Bismarck	New	No target this year	No target this year	0.00	0.00	17 391 304.35	MLM
Turkey 2 to Turkey 3 internal street	Construction of km gravel road to paved road	Turkey 2 to Turkey 3	New	Number of km of Turkey 2 to Turkey 3 internal street paved	No target	0.00	9 010 856.52	8 695 652.17	MLM
Integrated Transport Plan (ITP)	Implementation of the ITP	Municipal area	New	Number ITP implemented	1	OPEX	OPEX	OPEX	MLM

Project Name	Project Description	Project Location	Baseline	Annual Performance Indicator	Annual Target	Medium Term Expenditure Framework			Implementing Agent
						2026/2027	2027/2028	2028/2029	
Bokhalva section access road	Construction of km gravel road to paved road	Bokhalva section	New	No target this year	No target this year	0.00	7 900 000	0.00	MLM
Jerusalem access road	Construction of km gravel road to paved road	Jerusalem	New	No target this year	No target this year	0.00	0.00	7 900 000	MLM
Sedawa access road	Construction of km gravel road to paved road	Sedawa	New	Number of designs of Sedawa access road developed	1	410.000	0.00	0.00	MLM
Rehabilitation of Bochabelo access road	Rehabilitate a road	New	No target this year	No target this year	0.00	0.00	0.00	9 600 000	MLM
Rehabilitation of Moshate access road	Rehabilitate a road	New	No target this year	No target this year	0.00	0.00	0.00	10 000 000	MLM
Turkey 2 to Turkey 3 internal street	Construction of km gravel road to paved road	Turkey 2 to Turkey 3	New	Number of km of Turkey 2 to Turkey 3 internal street paved	1 km	4 295 217.39	11 617 826.09	0.00	MLM
Integrated Transport Plan (ITP)	Implementation of the ITP	Municipal area	New	Number ITP implemented	1	OPEX	OPEX	OPEX	MLM

5.2 SECTOR DEPARTMENTS PROJECTS

5.2.1 Department of Transport and Community Safety

Name of programmes/project:	Brief description of project	Sector	project budget	municipal area where project is being implemented	gis coordinates	spatial impact of project	intended socio-economic impact	project start date	project end date
Mopani Three Transport	Bus subsidised services	Transport	R59 572 227.00	Mopani District Municipality	None	Tzaneen Maribeni Nkambago Nkowankowa Letsitele Dan Lusaka Letaba cross Rhulani Modjadjisklo of Mokwakwaila Kgapane Ga Malematja Ga-Rapitsi Mokwasele	106 Employees	01/04/2025	31/03/2027

						Modjadjihead kraal Madumeleni Matshwi Wally Mokwakwai Madumane Morapalala Relela Kwekwe Mariboni Burgersdorp Tshiluvhani Marigona Phangasasa Bismark Petanenge Masoma Lenyenye Letaba Mulati Nyakelani Callies Mogapeng Make Leola			

						Moime Rasebalane Nkowankowa Suden Zankoma Khujwane Xihoko Mandlakasi			
GNT Giyani	Bus subsidised services	Transport	R17 531 136.00	Greater Giyani Local Municipality	None	Giyani (Town) Nwazekudze Dakari Vuhehli Noblehoek Tomu Nkomo Malamulele	GNT Giyani	Bus subsidised services	Transport
GNT Hoedspruit	Bus subsidised services	Transport	R 41 464 108.00	Maruleng Local Municipality	None	Hoedspruit(Town) Moreku Buffelshoek Maletsego Drakensig Essex Tsakane	GNT Hoedspruit	Bus subsidised services	Transport

						Bohlabelo			
						Moreku			
						Thulamahash			
						i			
						Finale			
						Mametja			
						Enable			
						Bavaria			
						Hebron			
						Parma			
						The willows			
						Maletshego			
						Brooklyn			
						Molalane			
						Roobiklaagte			
						Parma			
						Inama			
						Ga Fanie			
						Cotondale			
						Hluvukani			
						Dingledale			
						Richmond			
						Okkernoot			
						Balloon			
						Sigagula			
						White city			

						Islington			
TOTAL			R 118 567 471.00						

Transport Regulations Identified Projects

Name of programmes/project:	Brief description of project	Sector	project budget	municipal area where project is being implemented	gis coordinates	spatial impact of project	intended socio-economic impact	project start date	project end date
Public Transport Operating Licensing Services	Regulation of public transport	Transport	R8 050 000	All District Municipalities	n/a	All District Municipalities	Limpopo Community	01/04/2025	31/03/2027

Provincial Secretariat For Police Services Identified Projects/ Programme

Name of programmes/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	intended socio-economic impact	project start date	project end date

						<i>benefit from project)</i>			
YCOP	YCOP: SAPS supervised patrols by identified youth	Safer communities	R4 500 million	All District Municipalities	n/a	All District Municipalities	Mopani District=	01/04/2025	31/03/2027
CPTED	CPTED: Cleaning and clearing of contact crime hotspots	Safer communities	R2 660 million	All District Municipalities	n/a	All District Municipalities	Mopani District =100	01/04/2025	31/03/2027
Community-In-Blue	Community-In-Blue	Safer communities	R13 095 million	All District Municipalities	n/a	All District Municipalities	-	01/04/2025	31/03/2027
CPF	CPF: SAPS supervised meetings	Safer communities	R5 654 million	All District Municipalities	n/a	All District Municipalities	Mopani District =112	01/04/2025	31/03/2027

CSF	CSF: Municipalities supervised meetings	Safer communities	R1 681 600 million	All District Municipalities	n/a	All District Municipalities	Mopani District =40	01/04/202 5	31/03/202 7
Community safety programmes:	Rural safety, Violence against vulnerable groups. Drug and substance abuse, Public Participation , School safety, Tourism Safety and safety in the health sector	Safer communities	-	All District Municipalities	n/a	All District Municipalities	-	01/04/202 5	31/03/202 7
Social Crime Prevention Programmes:	Rural safety, Violence against vulnerable groups, Drug and	Safer communities	R350 000.00	All District Municipalities	-	All District Municipalities	-	01/04/202 5	31/03/202 7

	substance abuse, Volunteeris m and Public Participation									

5.2.2 Department Of Agriculture and Rural Development

MOPANI AGRICULTURE PROJECT LIST											
N o	Project Name	Nature of Investmen t	Start Date	End Date	Distri ct	Municipalit y	Total Project Cost	Total Past Expendit ure	26/27	27/28	28/29
1	Thabina irrigation Scheme	Upgrading and Additions	2024- 06-04	2027- 06-04	Mopa ni	Greater Tzaneen	8000000	2038792	0	4500000	0
2	Lemuka events management and catering	Upgrading and Additions	2024- 04-30	2027- 07-31	Mopa ni	Mopani	200000	189750	3000000	0	0
3	Tanani Matiko Disabled & Multipurpose	Upgrading and Additions	2025- 05-30	2027- 07-31	Mopa ni	Greater Tzaneen	4000000	886837	0	225000	0

4	Majeje	Infrastructure Transfers - Capital	2022-06-03	2027-03-31	Mopani	Mopani	35000000	0	500000	0	0
5	Animal handling facilities Mopani	Maintenance and Repairs	2018-04-02	2028-03-31	Mopani	Mopani	5000000	873487	300000	500000	350000
6	Metz Dam	Maintenance and Repairs	2023-04-03	2028-04-01	Mopani	Mopani	12000000	6839864	7000000	900000	0
7	Duvandzi Youth Organic Cooperative	Upgrading and Additions	2024-04-30	2026-07-31	Mopani	Mopani	7000000	3991503	219000	0	0
8	Mopani West Agro-Ecological Zone Offices	New or Replaced Infrastructure	2024-04-01	2028-03-30	Mopani	Mopani	20000000	367730	500000	6000000	6500000
9	S&L Sons	Upgrading and Additions	2023-07-31	2026-06-27	Mopani	Mopani	8000000	10247440	550000	0	0
10	Akarisomraro Enterprise PTY Ltd	Upgrading and Additions	2025-04-18	2026-04-08	Mopani	Greater Tzaneen	175000	173627	0	0	0
1	Seatsabontle	Upgrading	2025-	2029-	Mopani	Mopani	175000	0	0	0	0

1	Hemb	and Additions	04-23	03-09	ni						
1 2	NM Broedery PTY(Ltd)	Upgrading and Additions	2025- 05-01	2029- 07-31	Mopa ni	Greater Tzaneen	175000	298902	0	0	0
1 3	Motlakamosh uma	Upgrading and Additions	2020- 04-16	2027- 06-28	Mopa ni	Maruleng	2750000	3891339	1187000	0	0
1 4	Madikhabesh e farming	Upgrading and Additions	2024- 04-30	2026- 07-31	Mopa ni	Mopani	300000	2013940	285000	0	3500000
1 5	Leydah Farming	Upgrading and Additions	2019- 04-01	2027- 06-30	Mopa ni	Mopani	1950000	731363	0	0	0
1 6	Mopani District and North Agro- Ecological Zone Offices	New or Replaced Infrastruct ure	2025- 04-01	2028- 03-30	Mopa ni	Mopani	20000000	0	1000000	6346000	6500000
1 7	Veterinary Facilities Mopani	Rehabilitat ion, Renovation s & Refurbish ment	2026- 04-29	2030- 03-29	Mopa ni		3000000	0	1400000	1000000	250000
1	Anius Eden	Upgrading	2024-	2026-	Mopa	Mopani	2000000	2203551	126000	0	0

8	livestock farming	and Additions	04-30	07-31	ni						
19	RRM Cultivators	Upgrading and Additions	2024-04-30	2027-07-31	Mopani	Mopani	300000	60000	3000000	300000	5500000
20	Merensky Agric Academy	Upgrading and Additions	2024-04-05	2029-08-05	Mopani		500000	0	0	0	0
21	Seoketja	Upgrading and Additions	2025-05-30	2027-10-30	Mopani	Greater Tzaneen	150000	206624	0	0	0
22	Eranco Farming and projects	Upgrading and Additions	2025-04-10	2028-11-30	Mopani	Mopani	300000	334954	0	3800000	218000
23	Manelaspruit	Upgrading and Additions	2020-04-15	2027-05-02	Mopani	Mopani	9950000	423972	0	0	0
24	Lefa Agricultural Primary cooperative	Upgrading and Additions	2025-04-26	2029-03-30	Mopani	Mopani	300000	311330	0	3200000	173000
25	Aresomeng trading and projects	Upgrading and Additions	2025-04-17	2027-11-30	Mopani	Mopani	250000	298960	0	3683000	289000
26	Makgoba Estate	Infrastructure	2022-04-15	2027-04-04	Mopani	Greater Tzaneen	81000000	0	10000000	10488000	10000000

		Transfers – Capital									
27	Freds Broilers	Upgrading and Additions	2025-05-30	2027-10-30	Mopani	Mopani	150000	221678	0	0	0
28	Maitjene	Upgrading and Additions	2024-04-30	2026-07-31	Mopani	Mopani	300000	209213	5000000	250000	0
29	Mangageni group	Upgrading and Additions	2019-05-30	2026-04-30	Mopani	Mopani	4350000	0	2331000	0	5500000
30	Radium Irrigation Farmers	Upgrading and Additions	2022-04-29	5/31/2027	Mopani	Ba-Phalaborwa	4000000	0	0	0	6000000
31	Mopani District Planning	Upgrading and Additions	2023-04-08	2027-04-30	Mopani	Mopani	10000000	2726029	6500000	8933000	3000000
32	Badisa Re Timeletswi	Non-Infrastructure	2025-05-30	2026-04-30	Mopani	Greater Letaba	434570	0	0	0	0
	TOTAL						R241,709,570	R39,540,885	R42,898,000	R50,125,000	R47,780,000

5.2.3 Department of Co-Operative Governance, Human Settlements and Traditional Affairs

MOPANI HUMAN SETTLEMENT PROJECT LIST													
No	Project Name	Project Number	Start Date	End Date	District	Municipality	Latitude	Longitude	Total Project Cost	Total Past Expenditure	26/27	27/28	28/29
1	Construction of Community Hall in Giyani	N250200012	2025-03-03	2027-03-31	Mopani	Giyani			2400000	0	2400000	0	0
2	Detailed designs,contract documentation and construction monitoring and control for Bulk Engineering Servies for the Bulk Water Pipe Line(Estimated at 4.0 km) at Giyani Ext.H - LPS Consulting Engineers/Gabor ena JV Lekgothwane	N25030008/1	2026-04-01	2027-03-31	Mopani	Giyani			18515004	0	18515004	0	0

	Ramasela												
3	Detailed designs,contract documentation and construction monitoring and control for the Bulk Engineering Servies for the Water Pipe Line(Estimated at 1.0 km) at Giyani Ext.F - Khonza/Cateco Trading Entreprises N24120007/1	N24120007/1	2026-04-01	2027-03-31	Mo pani	Giyani			3200000	0	3200000	0	0
4	Detailed designs,contract documentation and construction monitoring and	N23100018/1	2026-04-01	2027-03-31	Mo pani	Giyani			120000	0	120000	0	0

	control for Bulk Engineering Servies for the Bulk Water Pipe Line(Estimated at 5.0 km) Sewer bridge crossing and Sewer Pump Station at Giyani Ext.H - Mont Consulting												
5	MOPANI/TZAN EEN MUNI./WENZILE (31) RURAL 23/24 - Phase 1	N23020033/1	2023-04-01	2027-03-31	Mo pani	Greater Tzaneen	- 23,8319 44000	30,1611 11000	478072	0	20850	0	0
6	MOPANI/TZAN EEN MUNI./ CATCH (03) MILVET 25/26 - Phase 1	N25100010/1	2025-10-10	2027-03-31	Mo pani	Greater Tzaneen	- 23,8319 44000	30,1611 11000	433972	0	609000	0	0
7	N21100005 Berlin	N21100005	2022-07-01	2027-03-31	Mo pani	Greater Giyani	- 23,3089 23000	30,7160 43000	805000 0	0	142800 0	0	0
8	Dan ext 3	N211200	2022-	2027-	Mo	Greater	-	30,1357	375936	186084	0	0	0

		05/1/2	07-01	03-31	pani	Tzaneen	23,8361 14000	01000	5	6			
9	N25020023/1mo pani/Tzaneen Muni./Mctee (03) Military Vet 25/26 - Phase 1	N250200 23/1	2025- 01-01	2027- 03-31	Mo pani	Greater Tzaneen	- 23,8319 44000	30,1611 11000	619962	0	0	0	0
10	Mopani/Tzaneen Muni./Khomana ni (140) Upgrading 07/08 - Phase 1	N070600 47/1	2007- 06-19	2027- 03-31	Mo pani	Greater Tzaneen	- 23,8319 44000	30,1611 11000	31275	0	31275	0	0
11	Acquisition Of Land/Tzaneen Muni./Letaba Brickyard/15/16 - Phase 1	N150900 04/1s	2015- 09-02	2028- 03-31	Mo pani	Greater Tzaneen	- 23,8361 14000	30,1357 01000	0	0	0	150000 00	0
12	Mopani/Giyani Muni./Lumar/Ge otech/ Services (365)22/22	N210600 05	2023- 03-17	2028- 03-31	Mo pani	Greater Giyani	- 23,3663 20000	30,8039 50000	307600 0	335765 9	132414 18	128287 000	0
13	Mopani/Tzaneen Muni./Anolog Jv Nako (15) Rural 25/26 - Phase 1	N250100 35/1	2025- 04-01	2027- 03-31	Mo pani	Greater Tzaneen	- 23,8319 44000	30,1611 11000	216250 8	0	0	0	0

1 4	Mopani/Tzaneen Muni./Civil Element (160) Rural 25/26 - Phase 1 N25010055/1	N250100 55/1	2025- 04-01	2027- 03-31	Mo pani	Greater Tzaneen	- 23,8361 14000	30,1357 01000	939392 0	896780 5	908249 3	0	0
1 5	Mopani/Tzaneen Muni./Rhandzo/ Cru/24/25 - Phase 1	N240200 10/1	2024- 02-23	2027- 03-30	Mo pani	Greater Tzaneen	- 23,8294 40000	30,1585 89000	130000 00	511915	300000 00	150000 00	0
1 6	Mopani/Tzaneen Muni./Rhandzo/ Cru/24/25 - Phase 1	N240200 10/1	2024- 02-23	2027- 03-30	Mo pani	Greater Tzaneen	- 23,8294 40000	30,1585 89000	130000 00	0	500000	0	0
1 7	Mopani/Giyani Mun/Morula Consult/Bulk Water Pipe Line	N231000 23/1	2023- 07-13	2027- 03-31	Mo pani	Greater Giyani	- 23,3152 78000	30,7255 56000	400000	0	50000	0	0
1 8	Mopani/Ba- Phalaborwa Muni./Lempitse (90) Rural 19/20 - Phase 1	N190200 62/1	2019- 02-20	2027- 03-31	Mo pani	Ba- Phalabor wa	- 23,9485 02000	31,1375 77000	651000	0	651000	0	0
1 9	Mopani/Ba- Phalaborwa Muni./Civil	N250100 54/1	2025- 04-01	2027- 03-31	Mo pani	Ba- Phalabor wa	- 23,9240 36000	31,0832 74000	713544 0	925429 0	401285 4	0	186859 800

	Element (160) Rural 25/26 - Phase 1 N25010054/1												
20	Implementing Agent/Rural Units/Hda (5000) 17/18 - Ba-Phalaborwa (150)	N18010005/4	2017-03-17	2028-03-31	Mo pani	Ba-Phalaborwa	- 23,9423 20000	31,1406 80000	300000 00	0	0	0	0
21	Mopani/Letaba Muni./Mppj Prop. Dev. (100) Upgrading 05/06 - Phase 1	N05020002/1	2005-04-03	2027-03-31	Mo pani	Greater Tzaneen	- 23,8750 00000	30,2722 22000	125100	0	125100	0	0
22	Mopani/Maruleng Muni./Analog Jv Nako (51) Rural 25/26 - Phase 1	N25010060/1	2025-04-01	2027-03-31	Mo pani	Maruleng	- 24,3000 83000	30,7193 67000	846071 6	0	759963 7	0	0
23	Mopani/Giyani Muni./Mamondo (161) Rural 52/26 - Phase 1 N25010029/1	N25010029/1	2025-04-01	2027-03-31	Mo pani	Greater Giyani	- 23,3127 02000	30,7034 24000	713544 0	314829 72	869006 2	0	0
2	Phal /	N971100	1998-	2027-	Mo	Ba-	-	31,1375	121655	0	121655	0	0

4	Phalaborwa / Hds (500) - Namakgale D & E	07/1	08-06	03-31	pani	Phalabor wa	23,9485 02000	77000	0		0		
2 5	N23100017/1 Mopani/Giyani Muni./Mont/Uis p/ 23/24	N231000 17/1	2023- 07-13	2026- 07-31	Mo pani	Greater Giyani	- 23,3663 21000	30,8039 47000	520000 0	0	0	0	0
2 6	Mopani/Tzaneen Muni./Pfunanan (150) 04/05 - Phase 1	N040500 13/1	2004- 05-12	2027- 03-31	Mo pani	Greater Tzaneen	- 23,8319 44000	30,1611 11000	87570	0	87570	0	0
2 7	Mopani/Tzaneen Muni./Anolog Jv Nako (15) Rural 25/26 - Phase 1	N250100 35/1	2025- 04-01	2027- 03-31	Mo pani	Greater Tzaneen	- 23,8319 44000	30,1611 11000	216250 8	0	111214 2	0	0
2 8	Mopani/Ba- Phalaborwa Muni./Rhelela (45) Rural 24/25 - Phase 1 N24050009/1	N240500 09/1	2024- 05-02	2027- 03-31	Mo pani	Ba- Phalabor wa	- 23,8652 77000	31,0777 25000	514714 8	121525 6	871177 9	0	0
2 9	Mopani/Giyani Mun/Lps/Bulk Water Pipe Line	N231200 04/1	2023- 07-12	2026- 07-31	Mo pani	Greater Giyani	- 23,3152 78000	30,7255 56000	150587 0	0	0	0	0

30	Mopani/Giyani Muni./Jamnar (04) Military Vet 25/26 - Phase 1	N250200 18/1	2025- 04-01	2027- 03-31	Mo pani	Greater Giyani	- 23,3152 78000	30,7255 56000	123992 4	0	406000	0	0
31	Mopani/Giyani Muni./Mamondo (161) Rural 52/26 - Phase 1 N25010029/1	N250100 29/1	2025- 04-01	2027- 03-31	Mo pani	Greater Giyani	- 23,3127 02000	30,7034 24000	713544 0	0	0	0	0
32	N25020023/1mo pani/Tzaneen Muni./Mctee (03) Military Vet 25/26 - Phase 1	N250200 23/1	2025- 01-01	2027- 03-31	Mo pani	Greater Tzaneen	- 23,8319 44000	30,1611 11000	619962	0	406000	0	0
33	Mopani/Tzaneen Muni./Catch 22 (73) Rural 25/26 - Phase 1	N250100 05/1	2024- 01-04	2027- 03-31	Mo pani	Greater Tzaneen	- 23,8361 14000	30,1357 01000	903822 4	0	0	0	0
34	Mopani/Letaba Muni./Mamondo (161) Rural 25/26 - Phase 1 N25010021/1	N250100 21/1	2025- 04-01	2027- 03-31	Mo pani	Greater Tzaneen	- 23,8741 96000	30,2691 82000	381343	426600	648649 5	0	0
35	Mopani/Ba- Phalaborwa Muni./Rosima	N080800 18/1	2008- 08-19	2027- 03-31	Mo pani	Ba- Phalabor wa	- 23,9485 02000	31,1375 77000	223095	0	223095	0	0

	B/E (200) Urban 08/09 - Phase 1												
3 6	Mopani/Tzaneen Muni./Catch 22 (73) Rural 25/26 - Phase 1	N250100 05/1	2024- 01-04	2027- 03-31	Mo pani	Greater Tzaneen	- 23,8361 14000	30,1357 01000	903822 4	520444 4	722892 3	0	0
3 7	Mopani/Letaba Muni./Hlanhlane (02) Milvet 25/26 - Phase 1	N250200 29/1	2025- 04-01	2027- 03-31	Mo pani	Greater Tzaneen	- 23,8750 00000	30,2722 22000	712956	0	203000	0	0
3 8	Mopani/Tzaneen Muni./Tsheletji B/E (100) Upgrading 07/08 - Phase 1	N070600 06/1	2007- 06-19	2027- 03-31	Mo pani	Greater Tzaneen	- 23,8319 44000	30,1611 11000	58380	0	58380	0	0
3 9	Provincial Disaster Housing/Map Josh (55) Temporary Shelter 23/24 - Greater Tzaneen	N231000 14/1	2023- 09-25	2027- 03-31	Mo pani	Greater Tzaneen	- 23,8319 44000	30,1611 11000	500000 00	0	500000 0	0	0
4 0	Mopani/Marulen g Muni./Analog Jv Nako (51) Rural 25/26 -	N250100 60/1	2025- 04-01	2027- 03-31	Mo pani	Marulen g	- 24,3000 83000	30,7193 67000	846071 6	0	0	0	0

	Phase 1												
4 1	Mopani/Letaba Muni./Mokhutlo ane (72) Rural 24/25 - Phase 1	N240500 06/1	2024- 05-02	2027- 03-31	Mo pani	Greater Tzaneen	- 23,8750 00000	30,2722 22000	786495 6	0	556071	0	0
4 2	Mopani/Letaba Muni./Kumbatia Holdings (49) Rural 25/26 - Phase 1	N250100 56/1	2025- 04-01	2027- 03-31	Mo pani	Greater Letaba	- 23,5182 86000	30,2974 20000	713544 0	596938 6	556071	0	0
4 3	Flisp Provincial/Risim a Hfc 25/26 - Ba-Phalaborwa N25050007/1	N250500 07/15	2025- 05-23	2027- 03-31	Mo pani	Ba- Phalabor wa	- 23,9485 02000	31,1375 77000	300000 0	0	300000 0	0	0
4 4	Mopani/Tzaneen Muni./Asima Solution (04) Rural 25/26 - Phase 1	N250200 06/1	2026- 04-01	2027- 03-31	Mo pani	Greater Tzaneen	- 23,8319 44000	30,1611 11000	121445 60	0	114921 34	0	0
4 5	Implementing Agent/Hda/Rem oval Of Asbestos/Ba- Phalaborwa 25/26 - Phase 1	N251100 12/1	2025- 11-11	2027- 03-31	Mo pani	Ba- Phalabor wa	- 23,9485 02000	31,1375 77000	232455 54	0	232455 54	0	0

4 6	Mopani/Tzaneen Muni./Civil Element (160) Rural 25/26 - Phase 1 N25010055/1	N250100 55/1	2025- 04-01	2027- 03-31	Mo pani	Greater Tzaneen	- 23,8361 14000	30,1357 01000	939392 0	0	0	0	0
	Total Human Settlement								R297,1 60,114	R68,25 1,173	R170,2 66,457	R158,2 87,000	R186,8 59,800

5.2.4 Department of Social Development

Project Name	Nature of Investment	Start Date	End Date	Distr ict	Municipa lity	Total Project Cost	Total Past Expendi ture	26/ 27	27/ 28	28/ 29
DZUMERI OFFICE ACCOMODATION	New or Replaced Infrastructure	2019- 04-01	2027- 06-30	Mop ani	Greater Giyani	3500000 0	2780509	0	0	0
TOTAL						R35,000, 000	R2,780,5 09	R0	R0	R0

Programmes

Programme	2024/25	2025/26	GTM	GGM	GLM	MM	BPM
Care and Service of Older Persons-Service Centers	55	52	14	12	17	7	2
Services to Persons with Disability-Protective Workshops + Homes	47	47	7	24	10	2	4
HIV and Aids-HCBC	4	3	0	2	1	0	0

Social Behavioural Change-SBC	2	2	2	0	0	0	0
Care & Support Services to families-SWs + Directors Posts	5	5	2	2	0	0	1
Stimulation Centres & Partial Care	10	9	4	0	0	2	3
Child and Youth Care Centres-CYCC	2	2	1	0	0	1	0
Community Based Care Services for Children(RISIHA)	00	00	0	0	0	0	0
Crime Prevention & Support	2	2	1	0	1	0	0
Violence against Children and Women (VEP)	29	26	6	10	4	3	3
Violence against children and women VEP shelter	1	1	0	0	0	0	1
Substance Abuse, Prevention & Rehabilitation	13	11	2	6	1	0	2
Community care centres	2	2	1	1	0	0	0
Disability Social Work Post	1	1	1	0	0	0	0
Drop in centres	134	131	29	49	24	20	9
TOTAL	306	294	70	106	58	35	25

5.2.5 Limpopo Department of Health

	MOPANI HEALTH PROJECT LIST														
N o	Project Name	Nature of Investment	Start Date	End Date	Distri ct	Muni cipalit y	Latit ude	Lon gitu de	Tot al Pr oje	Total Past Expe nditu	26/27	27/28	28 /2 9	PM IS Pro ject	

									ct Co st	re				Ke y		
1	Sekororo Hospital_P rojects	Upgrading and Additions	1900- 01-01	2027- 03-31	Mopa ni	Mopa ni	- 24,25 1500	30,4 4767 0	0	0	12050 000	0	0	287 93		
2	Sekororo Hospital_U pgrade of Guardhous es and related works	Upgrading and Additions	1900- 01-01	2028- 03-31	Mopa ni	Mopa ni	- 24,25 1500	30,4 4767 0	0	0	16700 00	18500 00	0	288 455		
3	Kgapane Hospital_U pgrade of Guardhous es and related works	Upgrading and Additions	1900- 01-01	2027- 03-31	Mopa ni	Mopa ni	- 23,64 7780	30,2 1861 0	0	0	16700 00	18500 00	0	288 434		
4	Sekororo Hospital_U pgrade 72 hr units	Upgrading and Additions	1900- 01-01	2028- 03-31	Mopa ni	Mopa ni	- 24,25 1500	30,4 4767 0	0	0	21000 00	28750 00	0	288 574		
5	Giyani Nursing	Maintenance and Repairs	2016- 04-01	2027- 03-31	Mopa ni	Mopa ni	0,000 000	0,00 0000	0	24737 862	0	0	0	611 93		

	College Campus_P rojects															
6	Dzumeri EMS Station_Construction of Wash bays and sluice facility	Upgrading and Additions	1900- 01-01	2028- 03-31	Mopa ni	Mopa ni	0,000 000	0,00 0000	0	0	56450 0	62000 0	0	288 525		
7	Dr CN Phatudi Hospital_Repairs & Maintenance:Nurses Home	Rehabilitation, Renovations & Refurbishment	1900- 01-01	2027- 03-31	Mopa ni	Mopa ni	- 24,02 6550	30,2 8098 0	0	0	50000 0	0	0	285 378		
8	Nkhensani Mhospital_Upgrade of existing designated MHCU units	Upgrading and Additions	1900- 01-01	2028- 03-31	Mopa ni	Mopa ni	- 23,31 2500	30,6 9215 0	0	0	34000 00	55000 00	0	288 568		
9	EMS	Upgrading and	1900-	2028-	0-All	0-All	0,000	0,00	0	0	0	0	0			

	Stations_Construction of Wash bays and sluice facility	Additions	01-01	03-31	Districts	Districts	000	0000								
	TOTAL MOPANI								0	R24,737,862	R21,954,500	R12,695,000	R0	0		

5.2.6 Roads Agency Limpopo

Project No.	ACTIVITY	ROAD / S	DESCRIPTION	LOCAL MUNICIPALITY	CONSULTANT	CONTRACTOR	CONTRACTOR APPOINTMENT AMOUNT
T1279	Upgrading of road (Gravel to tar)	D3164	Mamaila through Olifantshoek to Rotterdam	Greater Letaba	Durapi Consulting	No Contractor	TBC
T634C	Upgrading of road (Gravel to tar)	D15, D3232, D3150	Morebeng to Sekgosese	Molemole/Greater Letaba	Tango Consultin (Pty) Ltd	Mathothoka Trading cc	R 107 483 304,03
T1105	Preventative Maintenance	D4424	Matoxikaya to Lulekani	Ba-Phalaborwa	Ditlou Proper Consulting	Bagaphala Projects Trading	R 38 395 194,00
T1105 A	Preventative Maintenance	D4424	Matoxikaya to Lulekani	Ba-Phalaborwa	Ditlou Proper Consulting	Bagaphala Projects Trading	R 19 999 999,00
T1112	Upgrading of road (Gravel to tar)	D3812	Masingita to Vuxhakani	Greater Giyani	Hlanganani Engineers & Projects	FM Infrastructure (Pty) Ltd	R 40 000 000,00

T1286	Upgrading of road (Gravel to tar)	D3164	Rotterdam to Sephukubje to Senwamokgope	Greater Letaba	Speke Consulting	No Contractor	TBC
T1299	Upgrading of road (Gravel to tar)	D3641	Altein to Shangoni Gate	Greater Giyani	Molemo Consulting	No Contractor	TBC
T1376	Routine Road Maintenance	Various Municipal Roads	Maintenance services of various roads within Greater Letaba Local Municipality in the Mopani District	Greater Letaba	N/A	MLO Investmentstion	R 19 255 600,00
T1121	Preventative Maintenance	D1350	Tarentalrand to Deerpark to Matswi	Greater Tzaneen	Ditlou Proper Consulting	Koepfu Business Enterprise	R 19 999 000,00
T1268	Upgrading of road (Gravel to tar)	D3786	Mashishimale to Mosemaneng	Ba Phalaborwa	Phamela Engineering Sevices	Dwellers Trading & Projects	R 117 000 000,00
T1285	Upgrading of road (Gravel to tar)	D15	Thakgalane to Morebeng	Molemole/Greater Letaba	Nothule Solutions	No Contractor	TBC
T1307	Bridge Refurbishmen t	1313, 1676, 1933, 2004, 2005, 2726,	IMPROVEMEN T TO BRIDGES	Ba Phalaborwa, Giyani, Tzaneen	P.E Mahapa & Associates	No Contractor	TBC

		3094, 3677, 3985, 4266, C10130					
T1308	Bridge Refurbishmen t	435, 6118, NB102, NB185, NB186, NB192,UN136 , UN155, UN156, UN167	IMPROVEMEN T TO BRIDGES	Greater Tzaneen, Maruleng	KTN Consulting Engineers	No Contractor	TBC
T1309	Bridge Refurbishmen t	UN174, UN175, UN176, UN178, UN179, UN184, UN202, UN303	IMPROVEMEN T TO BRIDGES	Giyani, Greater Letaba, Phalaborwa, Maruleng	Durapi Consulting	No Contractor	TBC
T1106	Preventative Maintenance	D3786	Maseke to Mashishimale	Ba-Phalaborwa	Mzibani Consulting	Maphala Group Services (Pty) Ltd	R 49 606 464,00
T1276	Upgrading of road (Gravel to tar)	D3775	Mangweni to Mafarana	Greater Tzaneen	Bohale	Tshiamiso Civils Trading 135	R 76 013 029

T1304	Upgrading of road (Gravel to tar)	P43/3	Letaba ranch to Eiland	Greater Tzaneen	T2-Tech	RSMM Construction	R 76 642 947
T1303	Upgrading of road (Gravel to tar)	D3804	Xikukwane to Mbatlo	Greater Giyani	Mangethe Group	Dalas Business Enterprise	R 74 748 038
T1283	Upgrading of road (Gravel to tar)	D3200	Ga-Moroko to Mawa	Greater Letaba	Big Pun consulting	The Curve Behind Trading 191	R 76 868 434

5.2.7 Department of Education

EDUCATION PROJECT LIST MOPANI											
No	Project Name	Nature of Investment	Start Date	End Date	District	Municipality	Total Project Cost	Total Past Expenditure	26/27	27/28	28/29
1	Mohokone Primary	Upgrading and Additions	2018-02-03	2027-03-31	Mopani		4170357	3178920	1200000	0	0
2	Ramatimana Secondary School	Rehabilitation, Renovations & Refurbishment	2018-04-01	2027-03-31	Mopani	Greater Letaba	31160792	27662733.99	1750000	0	0

3	Matimu Secondary	Rehabilitation, Renovations & Refurbishment	2018-04-01	2027-03-31	Mopani	Mopani	39160827	6128222	3860660	0	0
4	Vallambrosa Primary School	Rehabilitation, Renovations & Refurbishment	2018-04-01	2027-03-31	Mopani	Greater Tzaneen	37862388	4749035.15	17000000	0	0
5	Ukuthula Primary School	Rehabilitation, Renovations & Refurbishment	2018-04-01	2027-03-31	Mopani	Mopani	56072869	6799550.97	11200000	0	0
6	Relebogile Sec school	Upgrading and Additions	2021-04-01	2028-03-31	Mopani	Ba-Phalaborwa	19500000	0	5000000	20000000	0
7	Tlharihani Primary School	Rehabilitation, Renovations &	2020-01-04	2027-03-31	Mopani		22926087	0	1995125	0	0

		Refurbishment									
8	KURHULA PRIMARY SCHOOL	Upgrading and Additions	2014-04-01	2027-06-29	Mopani	Ba-Phalaborwa	4489000	171220	0	0	0
9	PFUNANANI SPECIAL SCHOOL	Upgrading and Additions	2019-04-01	2027-06-30	Mopani	Greater Giyani	1800000	0	105000	120000	0
10	Khataza Secondary	Upgrading and Additions	2018-02-03	2027-03-31	Mopani		2466663	2209064	500000	0	0
11	Mark shope Secondary	Rehabilitation, Renovations & Refurbishment	2018-04-01	2027-03-31	Mopani		29001579	262512	195000	0	0
12	Thabisong Primary	Rehabilitation, Renovations & Refurbishment	2018-02-03	2027-03-31	Mopani	Mopani	4082408	3417113	0	0	0

13	Boke Secondary	Upgrading and Additions	2019-06-30	2027-03-31	Mopani	Mopani	371250	670500	0	0	0
14	Makheto Secondary (replaces MOHLABANENG PRIMARY)	Upgrading and Additions	2022-04-01	2028-03-31	Mopani	Mopani	1773391	0	500000	120000	0
15	Makgope Primary	Rehabilitation, Renovations & Refurbishment	2018-04-01	2027-03-31	Mopani	Mopani	29001579	279174	1217664	0	0
16	Mapitlula Primary School	Upgrading and Additions	2019-04-01	2027-03-31	Mopani	Mopani	800000	535527	0	0	0
17	Mahlabezulu Primary	Rehabilitation, Renovations & Refurbishment	2018-04-01	2027-03-31	Mopani	Mopani	34719850	164057	791438	0	0
18	Manokwe Secondary	Rehabilitation,	2018-04-01	2027-03-31	Mopani	Mopani	29001579	262512	1256708	0	0

		Renovations & Refurbishment									
19	Ndzalama Primary School	Upgrading and Additions	2019-04-01	2028-03-31	Mopani	Mopani	32500000	7565262.32	0	8000000	0
20	Tshirunzanani Primary School	Upgrading and Additions	2019-04-01	2027-03-31	Mopani	Greater Giyani	1532700	5040030	10000000	0	0
21	MAALOBANA HIGH	Upgrading and Additions	2014-04-01	2027-06-30	Mopani	Maruleng	10000000	0	0	0	0
22	Manorvlei Primary	Rehabilitation, Renovations & Refurbishment	2018-04-01	2027-03-31	Mopani	Mopani	29001579	262512	742522	0	0
23	Khekhutini Primary	Rehabilitation, Renovations &	2018-04-01	2027-03-31	Mopani	Mopani	29001579	262512	1750000	0	0

		Refurbishment									
24	LEPHAPANE PRIMARY SCHOOL	Upgrading and Additions	2011-04-01	2027-03-31	Mopani	Greater Tzaneen	12825000	0	0	0	0
25	Lepono Primary	Rehabilitation, Renovations & Refurbishment	2018-04-01	2027-03-31	Mopani	Mopani	34719850	2119511	1104759	0	0
26	MALEBALONG PRIMARY SCHOOL	Rehabilitation, Renovations & Refurbishment	2014-04-01	2027-03-31	Mopani	Mopani	9643000	0	0	0	0
27	Serurubele Secondary School	Rehabilitation, Renovations & Refurbishment	2018-04-01	2028-03-31	Mopani	Mopani	29001579	262512	15075000	39869200	0
28	Professor Muhlava Shiluvana Secondary School	Rehabilitation,	2018-04-01	2027-03-31	Mopani	Mopani	600000	262512	0	0	0

		Renovations & Refurbishment									
29	Jamela Primary (Replaces Maklerenkeng Primary)	Upgrading and Additions	2018-04-01	2028-03-31	Mopani	Mopani	29595409	215067	0	18000000	0
30	Khudungane Secondary School	Upgrading and Additions	2019-04-01	2028-06-30	Mopani	Greater Letaba	2183680	123746	0	18000000	0
31	Makelle Priamry School (Pheeha)	New or Replaced Infrastructure	2019-03-31	2027-03-31	Mopani	Greater Letaba	20620712	8952400.6	2262210	0	0
32	Platland Primay	Upgrading and Additions	2019-04-01	2027-03-31	Mopani	Mopani	507464	254764	0	0	0
33	Mbangwa Primary	Rehabilitation, Renovations & Refurbis	2018-04-01	2027-03-31	Mopani	Mopani	29001579	262512	600	0	0

		hment									
34	Mapula Primary School	Upgrading and Additions	2021-04-01	2028-03-31	Mopani	Greater Tzaneen	10900000	0	0	15000000	0
35	Mbhangazeki Secondary	Rehabilitation, Renovations & Refurbishment	2018-04-01	2027-03-31	Mopani	Mopani	22926087	1377100	944038	0	0
36	THOMO PRIMARY 1 SCHOOL	Upgrading and Additions	2014-04-01	2028-03-31	Mopani		5512729	1237214	0	13500000	0
37	Hawuka Secondary	Rehabilitation, Renovations & Refurbishment	2018-04-01	2027-03-31	Mopani	Mopani	22926087	263470	4096310	0	0
38	Makgopele Secondary	Rehabilitation, Renovations & Refurbishment	2018-04-01	2027-03-31	Mopani	Greater Giyani	21695408	9070917.92	397512	0	0

		hment									
39	Muhawu Secondary	Rehabilitation, Renovations & Refurbishment	2019-06-30	2027-03-31	Mopani	Greater Giyani	920000	682168	0	0	0
40	KGWEKGWE SECONDARY	Rehabilitation, Renovations & Refurbishment	2014-04-01	2027-05-30	Mopani	Greater Tzaneen	8213000	700036	0	0	0
41	NDENGEZA HIGH/NHLAYISI	New or Replaced Infrastructure	2019-04-01	2027-03-31	Mopani	Greater Giyani	33501306	22103128	10000000	0	0
42	MOHLATLEGO-MACHABA SECONDARY	Rehabilitation, Renovations & Refurbishment	2014-04-01	2027-03-31	Mopani	Greater Tzaneen	17659000	639053	6000000	0	0
43	KHETO - NXUMALO AGRICULTURAL HIGH	Rehabilitation,	2014-04-01	2027-03-30	Mopani	Greater Giyani	10145000	0	1217423	0	0

	SCHOOL	Renovations & Refurbishment									
44	Kheodi Secondary	Rehabilitation, Renovations & Refurbishment	2018-04-01	2027-03-31	Mopani	Greater Letaba	20000000	263470	15473032	0	0
45	KHUDU HIGH	Upgrading and Additions	2013-04-01	2027-06-30	Mopani	Maruleng	7290000	381930	0	0	0
46	R.S.B Mutsinoni Secondary	Rehabilitation, Renovations & Refurbishment	2018-04-01	2027-03-31	Mopani	Mopani	500000	262512	0	0	0
47	Dingamanzi Primary	Upgrading and Additions	2019-06-30	2027-03-31	Mopani	Mopani	852810	345847	5000000	0	0
48	Famandha Secondary	Upgrading and	2019-04-01	2027-03-31	Mopani	Mopani	381504	399327	4000000	0	0

		Additions									
50	Mugwazeni Secondary	Upgrading and Additions	2019-06-30	2027-03-31	Mopani	Mopani	920000	568856	5000000	0	0
51	Machaka Robert Mamabolo Secondary School	Upgrading and Additions	2019-02-20	2027-03-31	Mopani	Mopani	8000000	0	3200000	0	0
52	Modipe Secondary	Upgrading and Additions	2019-02-02	2027-03-31	Mopani	Mopani	5464000	2881884.32	0	0	0
53	Nyiko Primary School	Rehabilitation, Renovations & Refurbishment	2018-04-01	2027-03-31	Mopani	Mopani	800000	263470	0	0	0
54	Hetiseka Secondary	Upgrading and Additions	2019-06-30	2027-03-31	Mopani	Mopani	920000	391922	1928555	0	0
55	RITLHAVILE HIGH SCHOOL	Upgrading and	2014-04-01	2027-03-31	Mopani	Mopani	40810065	1043817	5000000	0	0

		Additions									
56	Sehonwe Primary School	Rehabilitation, Renovations & Refurbishment	2018-04-01	2027-03-31	Mopani	Mopani	39027950	31717443	40815221	0	0
57	Ramollo Primary School	Rehabilitation, Renovations & Refurbishment	2018-04-01	2027-03-31	Mopani	Mopani	300000	2432380	0	0	0
58	Rhida Primary School	Rehabilitation, Renovations & Refurbishment	2018-04-01	2027-03-31	Mopani	Mopani	22926087	5184710	1597504	0	0
59	Mbetana Primary	Rehabilitation, Renovations & Refurbishment	2018-04-01	2027-03-31	Mopani	Mopani	29001579	262512	900000	0	0

	TOTAL EDUCATION							R1,128,887,362	R164,546,649	R298,726,281	R156,369,200	R0

5.2.8 Department of Public Works, Roads and Infrastructure

MOPANI PUBLIC WORKS PROJECT LIST														
Project Name	Nature of Investment	IDMS Stage	Project Number	Start Date	End Date	District	Municipality	Latitude	Longitude	Total Project Cost	Total Past Expenditure	26/27	27/28	28/29
Mopani Residences	Maintenance and Repairs	Stage 5: Works	DPW11	2017-04-01	2028-03-31	Mopani	Great Giyani	- 23,31 1625 000	30,69 2842 000	5000 00	5135 041	3138 000	3138 000	0
Mopani Offices	Maintenance and Repairs	Stage 5: Works	DPW06	2017-04-01	2030-03-31	Mopani	Great Giyani	- 23,31 1625 000	30,69 2842 000	1000 000	6267 572	3138 000	3138 000	0
Giyani Banquet Hall Block (Mopani District)	Rehabilitation, Renovations & Refurbishment	Stage 2: Concept/ Feasibility	DPW71	2025-04-01	2028-03-31	Mopani	Great Giyani	- 23,31 2702 000	30,70 3424 000	1050 0000	0	1500 0000	1000 0000	0

Giyani Chamber Block F	Rehabilitation, Renovations & Refurbishment	Stage 5: Works	DPW4 4	2015-09-01	2030-03-31	Mopani	Greater Giyani	-23,322384000	30,718861000	5000000	17893694.25	15000000	10000000	0
Mopani Offices Maintenance	Maintenance and Repairs	Stage 5: Works	DPW2 1	2017-04-01	2030-03-31	Mopani	Greater Giyani	-23,313090000	30,710250000	3473000	15329523	4819000	5159700	0
Mopani Residences Maintenance	Maintenance and Repairs	Stage 5: Works	DPW2 8	2018-04-01	2030-03-31	Mopani	Greater Giyani	-23,308920000	30,716040000	2121000	15197897	4819000	5159700	0
TOTAL										R22,594,000	R59,823,727	R45,914,000	R36,595,400	R0

5.2.9 Traditional Institute Management (Cogta projects)

No	Project Name	IDMS Stage	Project Number	Organisation	Start Date	End Date	District	Municipality	Latitude	Longitude	Total Project Cost	Total Past Expenditure	26/27	27/28	28/29
1	Mamaila Kolobetona Tradition	Stage 4: Design Documentation	LDPWRI-20613	Cooperative Governance and	2025-08-15	2028-02-01	Mopani	Greater Tzaneen	-23,875000	30,272222	204778460	0	5930000	7050000	7965972

	al Council office			Traditional Affairs											
2	Construct ion of new office at Bashai Ditlou Tradition al Council	Stage 5: Works	LDPWR I- B/20240 04	Cooperativ e Governanc e and Traditional Affairs	202 4- 01	202 7- 08- 30	Mopa ni	Ba- Phalaborw a	- 23,992640 000	30,981490 000	15008874	13942888	1480000	0 0	
	TOTAL										R35,486, 720	R13,942,8 88	R7,410,0 00	R7,050,0 00	R7,965,9 72

KRUGER TO CANYON BIOSPHERE RESERVE IDP PROJECTS AND PROGRAMMESS

Project/ Programme	Project Description	Programme Area	Ward(s)	Beneficiaries	IDP Alignment	Sector
Absorbent Hygiene Products project		Pro- Nature Livelihoods	Ward 6, Maruleng	8	Environmental Services	&

					Community Services
Freshwater Monitoring	Strengthening catchment management and water quality oversight.	Catchment & Conservation	Maruleng & Greater Tzaneen LMs	10	Water Services
Environmental Monitors Programme		Community Solutions	Maruleng (ward 2, 6, 8); Ba-Phalaborwa	24	Environmental Services
Upper Letaba Restoration project	Clearing of invasive alien plants (IAPs) to restore critically endangered Woodbush Granite Grasslands and secure Strategic Water Source Areas that capture high volumes of rainfall.	Catchment & Conservation	50 people	50 Direct beneficiaries	Water Services & Environmental Services
TASC Cookstove Project		Community Solutions	All the Wards in Maruleng, Ba-Phalaborwa, Giyani, Letaba & Tzaneen)	4 team members (160 000 stoves households in Mopani)	Environmental Services
Enterprise Development	Integrating environmental stewardship with livelihood diversification to ensure that conservation and development	Pro-Nature Livelihoods		185	LED

	objectives are mutually reinforcing.				
Protected Area Expansion/Corridor	Securing and restoring ecological corridors that help protect critical water catchments and natural infrastructure that underpin agriculture, tourism, and community wellbeing in the district	Catchment & Conservation	Maruleng & Ba-Phalaborwa	6 Reserves	Spatial Planning & Environmental Services

6 CHAPTER SIX: BUDGET SUMMARY 2026/27 FY

6.1 BUDGETED REVENUE - GRANTS

DIRECT GRANTS			MTREF		
Source	Audited Outcome 2024/25 R'000	Current Budget 2025/26 R'000	Budget 2026/27 R'000	Budget 2027/28 R'000	Budget 2028/29 R'000

Equitable Shares	1 343 490	1 427 429	1 508 655	1 593 121	1 630 297
Financial Management Grant	3'000	3'000	3 000	3 000	3 000
Municipal Infrastructure Grant	524 667	543 922	551 160	615 854	636 411
Rural Roads Asset Management Grant	2'476	2'587	2 691	2 798	2 886
Expanded Public Works Programme	6 799	7 838	5 929		
Total Grants	1 880 432	1 984 776	2 071 435	2 214 773	2 272 594

6.2 REVENUE-INDIRECT GRANTS

INDIRECT GRANTS			MTREF		
Source	Audited Outcome 2024/25 R'000	Current Budget 2025/26 R'000	Budget 2026/27 R'000	Budget 2027/28 R'000	Budget 2028/29 R'000
WSIG 6B	132 188	136 000	170 416	182 703	190 906

RBIG	16 034	35 000	501 474	531 861	566 099
Total Indirect Grants	148 222	171 000	671 890	714 564	757 005

6.3 BUDGETED REVENUE - OTHER REVENUE

Other revenue			MTREF		
Source	Audited Outcome 2024/25 R'000	Current Budget 2025/26 R'000	Budget 2026/27 R'000	Budget 2027/28 R'000	Budget 2028/29 R'000
Interest earned on Investment	29 904	30 000	30 000	31 110	32 261
Selling of tender documents and others	2 799	3 000	3 000	3 000	3 000
Fire Service charges, EHS service charges and other operating revenue	42 891	500	500	500	500
Water and Sewer service charges	223 984	460 878	458 785	475 760	493 363
Interest on Outstanding debtors	124 675	87 945	87 945	91 199	94 574

Total Operating revenue	424 253	582 323	580 230	601 569	623 698
Other Revenue and Grants					
GRANTS AND OTHER REVENUE			MTREF		
Source	Audited Outcome 2024/25 R'000	Current Budget 2025/26 R'000	Budget 2026/27 R'000	Budget 2027/28 R'000	Budget 2028/29 R'000
Grants	1 880 432	1 984 776	2 071 435	2 214 773	2 272 594
Other Revenue	424 253	582 323	580 230	601 569	623 698
Total Revenue	2 304 685	2 567 099	2 651 665	2 816 342	2 896 292

6.4 BUDGETED EXPENDITURE ITEMS

Budgeted Expenditure Item			MTREF		
Source	Audited Outcome 2024/25 R'000	Current Budget 2025/26 R'000	Budget 2026/27 R'000	Budget 2027/28 R'000	Budget 2028/29 R'000
Salaries	498 920	589 525	621 686	654 343	688 713

Remuneration Councilors	18 084	24 927	26 305	27 686	29 140
Finance Charges	18 942	15 956	20 000	10 000	10 000
Inventory Consumed	572 438	474 701	439 780	489 180	514 826
General Expenses	194 967	136 250	148 844	151 774	160 548
Capital Outlays/Infrastructure	625 927	492 327	489 746	493 685	465 209
Depreciation and Debt Impairment	1 200 409	374 689	389 286	343 085	367 194
Contracted Services	368 726	393 697	381 300	441 500	480 400
Total Budgeted Expenditure	3 498 413	2 502 072	2 516 947	2 611 253	2 716 030

6.5 BUDGETED CAPITAL EXPENDITURE PER FUNCTION

Directorate	Adjusted Budget 2025/2026 R'000	Draft Budget 2026/2027 R'000
Finance and Admin	6 000	2 600

Water / Water Management	590 719	473 455
Public safety/community	26 500	6 000
Information Technology	2 522	5 000
Planning and Development	2 587	2 691
Total	628 327	489 6

6.6 Budgeted Operational Expenditure Per Function

Directorate	Adjusted 2025/2026 Budget R'000	Draft Budget 2026/2027 Budget R'000
Executive & Council / Mayor & Council	64 355	85 539
Executive & Council / Municipal Manager	225 729	239 330
Finance & Admin / Finance	176 061	166 411
Corporate Services / HR	113 427	117 817
Planning & Development / Economic	40 018	52 214

Community Services / Other Community	200 760	198 022
Water and Water Distribution	1 737 759	1 542 150
Waste Water Management	19 127	51 181
Technical Service	69 741	64 279
TOTAL	2 646 977	2 516 947

6.7 Total Budgeted Revenue and Expenditure

REVENUE AND EXPENDITURE			MTREF		
Source	Audited Outcome 2024/25 R'000	Current Budget 2025/26 R'000	Budget 2026/27 R'000	Budget 2027/28 R'000	Budget 2028/29 R'000
Revenue	2 677 567	2 701 006	2 651 665	2 795 003	2 852 824
Expenditure	3 498 492	2 638 072	2 516 947	2 611 253	2 716 030
Surplus/(Deficit)	(820 925)	62 934	134 718	183 750	136 794

7 CHAPTER SEVEN INTEGRATION PHASE

This section details the status of key sector plans and programs. These integrated initiatives represent Mopani District Municipality's (MDM) holistic response to the district's priority spatial, socio-economic; health, safety, and environmental challenges identified during the analysis phase.

List Of Key Sector Plans in Place

N o.	SECTOR PLAN	DATE DEVELOPED/ LAST REVIEWED (Date approved by Council)

			Developed	Council approval date	Last Reviewed	Status
	Water Safety Plan		2021	-	2024	Valid
	Water Services Development Plan		2003	17 January 2023	January 2023	Valid
	Water Conservation and demand Man. Plan		2022	17 January 2023	January 2023	Valid
	Green Drop Improvement Plan		2022	-	2024	Valid
	Water and Sanitation Bylaws		2021	23 July 2021	July 2021	Valid
	Wastewater Risk Abatement Plan		2020	-	2021	Valid
	Water and Sanitation Master Plan		2022	17 January 2023	17 January 2023	Valid
	UIFW Reduction strategy		2021	07 Dec 2021	Dec 2021	Valid
	Funding Plan		2023	20 August 2023	August 2023	Valid
	Spatial Development Framework	https://www.mopani.gov.za/images/FINAL_LTP_SDF%20DRAFT_MOPANI%20DISTRICT%20MUNICIPALITY%202025_.pdf	2019	31 May 2020	May 2020	Under review
	Local Economic Development Strategy	https://www.mopani.gov.za/images/Mopani%20ODM%20LED%20and%20EGDS%20Strategy%2030%20June%202021%20FC2.pdf	2021	20 October 2021	October 2021	Under Review

	GIS Strategy		2020	31 May 2022	May 2022	Valid
	Disaster Management Plan		2009	29 July 2021	July 2021	Valid
	Integrated Waste Management Plan		2022	31 July 2023	July 2023	Valid
	Air quality Management Plan		2016	31 July 2023	July 2023	Valid
	Air Quality By-law	https://www.mopani.gov.za/docs/sdbip/Aqm%20bylaw_12092023144419.PDF	2021	25 July 2023	July 2023	Valid
	Climate change response plan	https://www.mopani.gov.za/docs/policies/MDM%20Climate%20Change%20Response%20Strategy_January%202025.pdf	2024			Valid
	Municipal Health Services By-law	https://www.mopani.gov.za/docs/sdbip/uPDATED%20MHS%20BY-LAW%20(1).pdf	2022	28 July 2022	July 2022	Valid
	Fire By-law	https://www.mopani.gov.za/docs/sdbip/fire%20services%20bylaw%20-%202019.pdf	2006	25 July 2023	July 2023	Valid
	Waste Management By-law	https://www.mopani.gov.za/docs/sdbip/Waste%20bylaw_12092023144621.PDF	2021	28 July 2022	July 2022	Valid
	District Health Plan		2005	N/A	N/A	Under review

	Fire Plan		2022	25 July 2023	July 2023	Valid
	District Integrated Transport Plan		2004	N/A	N/A	Under review
	Workplace Skills Plan		2021	31 April 2022	April 2022	Valid
	HRM&D Strategy		Draft documents	Not adopted	N/A	Under review
	Risk Management Plan		2023	31 June 2023	2023	Valid
	Fraud Risk Management Plan	https://www.mopani.gov.za/docs/policies/ANTI%20FRAUD%20AND%20CORRUPTION%20STRATEGY_190722.PDF	2023	31 June 2023	2023	Valid