

MOPANI DISTRICT MUNICIPALITY

REVIEWED INTEGRATED DEVELOPMENT PLAN

2016 – 2021 (2016/17 version 1)



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

May 2016



Clr CN Rakgoale
Executive Mayor

Our pride is in serving our people



Clr W. Sedibeng
Speaker

Our pride is in the wellbeing of our society

MEMBERS OF MAYORAL COMMITTEE



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**Economic Development,
Housing & Spatial Planning**



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Agriculture



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GLOSSARY

<p>ABET – Adult Basic Education and Training</p> <p>AIDS – Acquired Immune Deficiency Syndrome</p> <p>BPM – Ba-Phalaborwa Municipality</p> <p>CAPEX – Capital Expenditure</p> <p>CBD – Central Business District</p> <p>CBOs – Community Based Organisations</p> <p>COGTA – Cooperative Governance and Traditional Affairs</p> <p>CoGHSTA- Cooperative Governance, Human Settlements and Traditional Affairs</p> <p>CPFs – Community Policing Forums</p> <p>CRDP – Comprehensive Rural Development Programme</p> <p>DEA – Department of Environmental Affairs</p> <p>DMA – District Management Area</p> <p>DoE - Department of Education</p> <p>DoH - Department of Health</p> <p>DPW – Department of Public Works</p> <p>DWA – Department of Water Affairs</p> <p>ECD – Early Childhood Development</p> <p>EPWP – Extended Public Works Programme</p> <p>ESKOM – Electricity Supply Commission</p> <p>GEAR – Growth, Employment and Redistribution</p> <p>GGM – Greater Giyani Municipality</p> <p>GGP – Gross Geographic Product</p> <p>GLM – Greater Letaba Municipality</p> <p>GTM – Greater Tzaneen Municipality</p> <p>GVA – Growth Value Added</p> <p>HIV – Human Immune Deficiency Virus</p> <p>IDP – Integrated Development Plan</p> <p>IDT – Independent Development Trust</p> <p>IGR – Inter-Governmental Relations</p> <p>ISRDP – Integrated Sustainable Rural Development Programme</p> <p>KNP – Kruger National Park</p> <p>KPAs – Key Performance Areas</p> <p>KPIs – Key Performance Indicators</p> <p>LED – Local Economic Development</p> <p>LEDET - Limpopo Economic Development, Environment & Tourism</p> <p>LEGDP – Limpopo Employment Growth and Development Plan</p> <p>LDP -Limpopo Development Plan</p>	<p>LGTA – Local Government Turn Around Strategy</p> <p>LSEN – Learners with Specialised Education Needs</p> <p>LUMS – Land Use Management Scheme</p> <p>OPEX – Operational Expenditure</p> <p>MDM – Mopani District Municipality</p> <p>MFMA – Municipal Finance Management Act</p> <p>MLM – Maruleng Local Municipality</p> <p>MPCCs – Multi-purpose Community Centres</p> <p>MSA - Municipal Systems Act</p> <p>MTAS - Municipal Turn-around Strategy</p> <p>MTSF – Medium Term Strategic Framework</p> <p>NGOs – Non- Governmental Organisations</p> <p>NPOs – Non Profit Organisations</p> <p>OLS – Operational Licensing Strategy</p> <p>PEGDP – Provincial Employment Growth and Development Plan</p> <p>PGDS – Provincial Growth and Development Strategy</p> <p>PMS – Performance Management Systems</p> <p>PPPs – Private Public Partnerships</p> <p>RAL – Road Agency Limpopo</p> <p>RD&LR - Rural Development and Land Reform</p> <p>SADC – Southern African Developing Communities</p> <p>SANDF – South African National Defense Force</p> <p>SASSA – South African Social Services Agency</p> <p>SCM – Supply Chain Management</p> <p>SDBIP – Service Delivery Budget Implementation Plan</p> <p>SDF – Spatial Development Framework</p> <p>SDI – Spatial Development Initiative</p> <p>SMMEs – Small Medium and Micro Enterprises</p> <p>SODA – State of the District Address</p> <p>SONA – State of the Nation Address</p> <p>STATSSA – Statistics South Africa</p> <p>SWOT - Strengths, Weaknesses, Opportunities, Threats</p> <p>UN - United Nations</p> <p>UNESCO - United Nations Education, Scientific and Cultural Organisation</p> <p>WSDP – Water Services Development Plan</p>
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The **VISION** of the Mopani District Municipality:

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



The **MISSION** of Mopani District Municipality:

- ◆ ***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.***

The value system of Mopani District municipality includes the following:

- ◆ innovation
- ◆ Excellence
- ◆ Commitment

- ◆ Care
- ◆ Ubuntu

Mopani District Municipality's strategy map bears the following Key performance areas and the Strategic objectives.

Table 1: SUMMARY OF KPAs, GOALS AND STRATEGIC OBJECTIVES

Local Government KPA	Goals	Strategic Objectives
Municipal Transformation and Organisational Development	❖ Efficient, effective and capable workforce.	➤ Develop entrepreneurial and intellectual capability
Basic Service Delivery	<ul style="list-style-type: none"> ❖ To improve community safety, health and social well-being. ❖ To accelerate sustainable infrastructure and maintenance in all sectors of development. ❖ To have integrated infrastructure development. 	<ul style="list-style-type: none"> ➤ Improve Community well-being. ➤ Effective coordination of public transport systems. ➤ Develop and maintain infrastructure. ➤ Provide clean and safe water.
LED	❖ To promote economic sectors of the District.	➤ Grow the economy
Municipal Financial Viability and Management	❖ To increase revenue generation and implement financial control systems.	➤ Become financially viable
Good Governance and Public Participation	<ul style="list-style-type: none"> ❖ To strengthen record and knowledge management. ❖ Promoting democracy and sound governance 	<ul style="list-style-type: none"> ➤ Manage through information ➤ Democratic and accountable organization
Spatial Rationale	❖ To have efficient, effective, economic and integrated use of land space	➤ Plan for the future

EXECUTIVE MAYOR'S FOREWORD

This document reflects the first cycle of the IDP, aligned to the 2001, 2006, 2011 and 2016 IDPs of Mopani District Municipality. In over ten years of the existence of Mopani District Municipality we have much to point to the development of our communities in both social and economic development through the IDP as a transformational tool to fulfill "the people shall govern"



The areas which had no drop of clean water have graduated from the situation. Communities who used dung for energy to cook, have access to electricity. Communities who were using bucket system for toilet have graduated from that. Our rural areas have started to receive Refuse removal services. Communities who had no access to economic opportunities have been made better by bringing jobs nearer home through our growth points development initiatives. People who would not be able to provide basic food in their households are benefitting through EPWP.

We still cannot stay at the comfort of these achievements. There are still patches of areas and households falling short of basic services. In order to ensure that no-one is left out leadership still has the next hurdle to go through. IDP (plan) is the results of very hard work aimed at setting a pace for the Council to deliver services to the people. This loaded objective shall remain the drive for the fifth face of our Council. Having learned from the past, the vision of the District is "To be the food basket of Southern Africa and the Tourism destination of choice". Being guided by this vision, the development priorities, objectives and strategies for the next five years were set, to ensure the impact of development within our communities. Indeed this fifth version of the IDP for the Council – is the result of many months of engagements with communities, organs of Mopani District Council and with various institutions and stakeholder organizations in the district. It has been a politically driven process that resulted in a plan that is aimed at guiding the socio-economic development of our communities even during the transition from this Council to the next. It is an overarching plan that defines the synergy between various priority needs from both three spheres of government and the sector plans that addresses these needs in a manner that allows government policies to operate.

Through a number of programmes that the District has, e.g IDP Representative forum, Mayoral Imbizos, IGFs, different summits, corporate interest groups, IDP/ Budget public participation, etc., I have been able to "hear from the ground" with confidence. That has assisted in the review of community and stakeholder needs, reprioritization of developmental objectives and seeking better ways to implement programmes to achieve key objectives and measuring municipal performance as per the targets set. The municipality has put its focus on addressing the needs of, particularly, the rural poor, in order to graduate them from the prejudices of poverty into "better life for all". It has identified its key priority issues, objectives, strategies, programmes and projects to respond to the institutional and socio-economic challenges facing the district.

The Spatial Development Framework (SDF) and the Local Economic Development (LED) Strategy provide a comprehensive description of our environment and its spatial characteristics. They also reflect on the district's comparative advantages and opportunities as confirmed during the District Growth and Development Summit held in February 2007. This IDP has a clear and quantified budget, and implementation plans as well as the Organisational Performance Management System. And to that effect, it will be clear from the content that the District has progressed tremendously since 2011 to date, despite the institutional challenges that need continuous adjustment. In our endeavour to provide services to our communities we continue to realize that when we attain one milestone, there are still more challenges ahead. That gives us clear indication that IDP and its review processes will remain the popular roadmap for the transformation of our society. Surely the programmes and projects set in this document will enable the District to pass the next hurdle of development without sacrificing the set targets.

We hereby present this Plan as a developmental plan for all government with clear strategic reference to every activity carried out within the District, by the municipalities, private sector, Traditional leaders as well as other organs of the state. It is indeed the living document that captures hopes of our communities and it is not intended to be static, rather dynamic. It requires an accelerated degree of intergovernmental action and alignment to ensure that all developmental role players in the district align their plans to government-wide priorities.

This IDP document is reviewed towards the end of the term of the current Municipal Council, with only one more year remaining. It is also reviewed at the time when National Cabinet has adopted the **National Development Plan** as a planning guide for all spheres of government towards the realization of Vision 2030, in making strides in ensuring that all our people attain both quality and decent standards of living through the developmental pillars enshrined in the document, the NDP. Although the faces of Council change from time to time, IDP holds the aspirations of our communities and remains central to unfading commitment of the Council and in no way shall they be "pushed under carpet".

On behalf of our dedicated Council, I hereby acknowledge with appreciation the efforts, commitment, contribution and patience of our councilors, traditional leaders, communities, stakeholders, administrative staff and the representatives of national and provincial government in ensuring that we produce a reviewed IDP that advances the plan of government in a developmental local government.

The horizon lies ahead. It is what we put in today that informs the output of tomorrow.

Cllr C.N Rakgoale
Executive Mayor

MOPANI DISTRICT MUNICIPALITY STRATEGIC INTENT

This is the **executive summary** of what the Mopani District Municipality intends to achieve through its integrated planning process. The Mopani District Municipality has embarked upon a revolutionary process of integrating the IDP's, budget and Performance Management Systems of municipalities within the Mopani District. The issues that will be highlighted will be discussed in more detail in each of the relevant phases of this IDP document. In terms of the CoGTA Guidelines for Performance Management the relationship between the Integrated Development Planning processes and Performance Management are described as follows:

The IDP/ Budget processes and the Performance Management System should be seamlessly integrated;

- IDP fulfils the planning stage on municipality's strategic intent; and
- Performance Management fulfils the implementation, management, monitoring and evaluation of the IDP.
- Budget is an enabler in ensuring that intentions are realised.

Therefore the IDP Review, Performance Management System and Budget processes had to roll out concurrently so that the final plan is authentic, measurable and realistic. The plan ensures that accountabilities of employees are integrated and sound. The IDP review process has progressed in alignment with the following phases: Analysis Phase, Strategies Phase, Projects Phase, Integration Phase and Approval Phase. During the Analysis Phase, an analysis was conducted in terms of the current developmental status of Mopani District Municipality, with due consideration of the withdrawal of the District Management area that has been incorporated into the adjoining local municipalities, i.e BPM & GGM. Wards were also delimited, resulting in Ba-Phalaborwa with added 2 wards, Greater Letaba with 3 and Maruleng with 2 wards.

Baseline information is key to the horizon of the developmental focal areas. Internal analysis processes took place, namely the institutional performance evaluation in all standards KPAs in the past and current years, audit reports that indicates gaps in various development needs and other recent researches from national, provincial and internal initiatives. This was followed by identifying relevant stakeholders and the voices that they echo to the municipalities as well as the influence which they have on decision-making. Finally, an analysis was done to determine the internal strengths and weaknesses of the municipality as well as the opportunities and external threats which may have an impact on service delivery. The analysis is clearly outlined to indicate areas that need the most urgent attention, for all role players to allocate resources accordingly. These processes, coupled with South Africa Statistical Census 2011 data provide baseline for our planning projections.

The first strategic planning session of the current Council was held on 16 -18 November 2011 to review the overall Strategy of the municipality, which consists of Strategic Themes (also known as KPAs) and Strategic goals and Objectives. The Strategic goals and Objectives are contained in the Strategy Map which indicates how value will be created for stakeholders, communities and citizens. It provides a visual representation of the Strategy and is based on the Balanced Scorecard Methodology. During this review process Strategic Key Performance Indicators had to point clearly what the municipality intends to achieve in a period spanning from year 2011 and over, as the IDP gets reviewed annually. In order to strengthen impact, strategic developmental corridors have been identified where investors and any value adding organ of state, parastatal, etc. could put their resources with good potential returns. The corridors are also supporting the District growth nodes. For implementation purposes, in the Projects Phase, the Operational Strategies of the municipality were determined by means of identification of projects and initiatives which will ensure the achievement of the Intent of the municipality. A crucial element of this phase is to ensure that the budget is aligned and integrated through allocating and apportioning of funds for the programmes/ projects and initiatives identified. The Service

Delivery and Budget Implementation Plan (SDBIP), as prescribed by the Municipal Finance Management Act remains the integral tool for monitoring the implementation of the IDP on annual basis as per the reviewed IDP of the District Municipality. Supplement to that are the Annual Performance Plans of sector departments that have projects within the District/ Local municipalities.

Performance Management System of MDM is integrated with the IDP and SDBIP. It is an enabler for MDM to Report, Monitor and Review the implementation of IDP for better accountability and benchmarking amongst its municipalities. It also forms the basis for mid-year budget adjustment and performance contracts of both Municipal Manager and senior managers who are reporting directly to him.

It goes without a say that IDP is a plan of government. Therefore all role players committing their resources into Mopani strategic intent, will accelerate impact to the well being of our communities. During the review process of 2015/16 the strategic planning session was held on 14-15 January 2016 and confirmed the vision, mission, values and the Council's objectives and further aligned programmes to the current government plan, i.e National Development Plan.

CHAPTER 1: THE PLANNING FRAMEWORK

1.1 LEGISLATIVE BACKGROUND AND POLICY IMPERATIVES TO THE MUNICIPALITY

Section 156 of the Constitution

- A municipality has executive authority and has the right to administer local government matters listed in Part B of Schedule 4 and Part B of Schedule 5, among which is Municipal Planning , and
- any other matter assigned to it by national or provincial government.
- Constitution: Bill of Rights (fundamental rights of citizens): Sections 24-27 & 29
- Constitution: section 152 -153: Objects of Local government
- DFA 67/ 1995: Community involvement
- Powers and Functions as per the Notice of establishment of the Mopani District and Municipal Structures Act

Section 84 (1) (a) of Municipal Structures Act, 117 of 1998

The first function and power of a District Municipality is the Integrated development planning for the district municipality as a whole including a framework for integrated development plans for the LMs.

Chapter 5 of Municipal Systems Act 32 of 2000 and Municipal Finance Management Act 56 of 2003 provide for the methodology and timeframes for the development of an integrated development plan.

- Section 34 MSA 32/2000 requires every Municipality to review its Integrated Development Plan annually based on:
 - ❖ assessment of its performance measurements and
 - ❖ the extent to which changing circumstances so demand.
- The IDP Review process must be guided by the Framework and Process plan adopted i.t.o Section 27 & 28: The Process plan has also incorporated the Provincial IDP Framework and Time schedule. Both adopted on 18th/12/ 2014.

1.2 POWERS AND FUNCTIONS OF MOPANI DISTRICT MUNICIPALITY

- The powers and functions of the Mopani District Municipality, tabled in terms of sections 83 and 84 of the Municipal Structures Act, 1998, the Limpopo Provincial Notice No. 309 of 2000, Government Gazette No. 615 of 1st October 2000 and Notice no 356, Gaz. No. 1195 of 14th October 2005 , are as follows:
 - (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,
- (b) Bulk supply of water that affects a significant proportion of municipalities in the district
- (c) Bulk supply of electricity that affects a significant proportion of municipalities in the district.
- (d) Bulk sewerage purification works and main sewage disposal that affects a significant proportion of the municipalities in the district.
- (e) Solid waste disposal sites serving the area of the district municipality as a whole.
- (f) Municipal roads which form integral part of a road transport system for the area of the district municipality as a whole
- (g) Regulation of passenger transport services
- (h) Municipal Airport serving the area of the district municipality as a whole
- (i) Municipal Health Services serving the area of the district municipality as a whole
- (j) Fire Fighting services serving the area of the district municipality as a whole
- (k) The establishment conducts and control of fresh produce markets and abattoirs serving the area of the district municipality as a whole.
- (l) The establishment, conduct and control of cemeteries and crematoria serving the area of the district municipality as a whole
- (m) Promotion of local Tourism for the area of the district municipality as a whole

- (n) Municipal public works relating to any of the above functions or any other functions assigned to the district municipality
- (o) The receipt, allocation and if applicable, the distribution of 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.

It should be noted that the division of powers and functions between the district municipality and local municipalities were adjusted by the MEC for Local Government and Housing in terms of sections 16 and 85 of the Municipal Structures Act, 1998 and published in the Provincial Gazette No. 878, dated 07 March 2003. The following District municipal powers and functions were thus transferred to LMs::

- Solid waste disposal;
- Municipal roads which form an integral part of a road transport system of the municipal area;
- The establishment, conduct and control of cemeteries and crematoria serving the municipal area;
- Promotion of local tourism for the municipal area;
- Municipal works relating to any of the above functions or any other functions assigned to the local municipality.

NB: The District has not yet taken over on the Municipal Airports function. Study has been commissioned for that.

1.3 IDP PREPARATORY PHASE

PREPARATORY PHASE: In this section, we provide a brief overview of (1) legislative context within which the 2013/14 IDP review process took place, (2) the basis for IDP review process, (3) institutional arrangements that are in place to drive the IDP process, (4) process overview in terms of steps and events, (6) and inter-governmental relations protocol that would assist in the alignment, coordination and integration of service delivery programs in the district.

1.3.1 LEGISLATIVE BACKGROUND TO THE IDP

The *Constitution of the Republic of South Africa (Act 108 of 1996)* is the supreme law of the country and fundamentally aims to protect human rights and promote democratic governance. It, therefore, provides for a new approach to government on national, provincial and local government levels. The new constitutional model redefines the relationships between the three spheres of government by replacing the system of a vertical hierarchy of tiers with three overlapping planning processes and sets of plans, each relating to a different sphere of government.

The *White Paper on Local Government* expects from municipalities to be “working with citizens and groups within communities to find sustainable ways to meet their social, economic and material needs and improve the quality of their lives”. Integrated Development Planning reinforces this aim through the system of government. IDP is, thus, not just another planning exercise, but will essentially link public expenditure to community priorities which are interpreted through vision, mission and strategies.

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

development plans and planning requirements. Other laws that provide guidelines for the development of IDP's include: .

- National Health Act , 2003
- The Local Government Transition Act Second Amendment Act 1996 (Act 97 of 1996), which requires each local authority to compile an Integrated Development Plan for their area of jurisdiction;
- The Municipal Demarcation Act, 1998 that provides the spatial framework for the ongoing demarcation process;
- The Municipal Structures Act, 1998, that defines the institutional setting for municipalities and describes their core functions and responsibilities;
- Municipal Systems Act 32/2000 which defines the operations of municipalities
- Municipal Finance Management Act, 2003
- The National Environmental Management Act, 1998;
- Regulations passed in terms of the National Environmental Management Act, 1998
- The Water Services Act, 1997;
- National Water Act, 32 of 1998
- Minerals and Petroleum Resources Development Act (MPRD) No 28 of 2002,
- Waste Act, 2008
- Fire brigade services Act No. 99 of 1987
- Disaster Management Act no. 57/ 2002

1.3.2 FRAMING THE 2016/17 – 2021 IDP

The 2016/17 -2021 IDP development was prepared within the legal and policy requirements, opportunities provided and challenges posed by the local, provincial and national contexts.

1.3.2.1 The National Planning Context

The Mopani District Municipality is aware of the critical challenges facing the country as a whole, as well as the national strategies and Programme of Action to meet them. The national government's targets for 2014, which were key components in preparing this IDP, are as follows:

- The reduction of unemployment by half;
- The reduction of poverty by half;
- The provision of skills required by the economy;
- Ensuring that all South Africans are able to fully exercise their constitutional rights and enjoy the full dignity of freedom;
- The provision of a caring government service to the people;
- Reducing the number of serious and priority crimes and cases awaiting trial,
- Improving services to achieve a better national health profile and reduction of preventable causes of death; and
- Positioning South Africa strategically as an effective force in global relations.

In order to achieve these objectives the performance and developmental impact of the State will have to be vastly improved. While capacity building, better systems, a greater focus on implementation, and improved performance management will play a key part in this endeavour, greater integration, alignment and synergy between the actions of the three spheres of government is crucial.

As suggested by Cabinet around aligning the NSDP, LEGDP and district IDPs, the key to this activity is ensuring that the three spheres of government use the common platform of (1) "need/ poverty" and (2) "development potential" as espoused in the NSDP to analyse the space economy of their areas of jurisdiction. In addition to this the proposal calls for the role of the IDPs of district

and metropolitan municipalities in determining and structuring public investment and development spending to be drastically strengthened. This entails that district municipalities should, in collaboration with the local municipalities play a far greater role in the determination of district priorities and the allocation of resources. The district IDP has to become far more informative and decisive on the areas of need and development potential in the district and play a far greater role in decisions on infrastructure investment and development spending by all three spheres of government. Mopani District through the funding from Presidency has therefore engaged the service provider to do an in-depth analysis in socio-economy within its area of jurisdiction, with clear focus on ensuring that NSDP and IDPs are aligned. The output of the project continue to better inform the IDP reviews from year to another.

National Government (SONA, 2010 and 2011) has identified five focal areas for the next five years, viz.

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

During 2013 the Parliament surfaced (approved) with a dynamic document which lays the transformational approach to planning, viz **National Development plan**. Integrated development planning nationally is central in this document. Stakeholders from all quarters of the country have bought into it. Municipalities must find their space in the plan as they do IDP in their localities.

Key targets of the National Development plan are;

(1) Economy & employment

- Reduce unemployment to 6% by 2030;
- Proportion of adults working to increase from 41% to 61%; and
- Have an annual GDP growth of 5.4% over the period.

(2) Economic Infrastructure

- Increase the number of people with access to electricity;
- Ensure that all people have access to clean portable water and that there is enough water for agriculture and industry;
- Have user friendly, cheaper and integrated public transport by 2030; and Develop an ICT sector that enables economic activity.

(3) Human settlements

- More jobs in and close to dense urban townships;
- More people living closer to their places of work; and
- Better quality public transport.

(4) Building a capable state

- A capable and effective state able to enhance economic opportunities.

(5) Fighting corruption and enhancing accountability

- Have a corruption free society with high adherence to ethics

1.3.2.2 The Provincial Planning Context

Limpopo provincial government has also adopted the ten national priority areas that guide service delivery over the next five years and those are:

- ❖ Ensuring more inclusive economic growth, decent work and sustainable livelihoods.
- ❖ Economic and social infrastructure
- ❖ Rural development, food security and land reform
- ❖ Access to quality education
- ❖ Improved health care
- ❖ Fighting crime and corruption
- ❖ Cohesive and sustainable communities
- ❖ Creation of a better Africa and a better world
- ❖ Sustainable resource management and use
- ❖ A developmental state, including improvement of public services.

Limpopo province has launched the reviewed Provincial Growth and Development Strategy (PGDS) on 5th March 2010 and came vehemently with the new name which puts much focus on job creation, viz. Provincial Employment, Growth and Development Plan (LEGDP).

The province has thenceforth been influenced primarily by the Limpopo Employment, Growth and Development Plan (LEGDP) which still saw the competitive advantage of the province in mining, agriculture, tourism and manufacturing. Clustering was viewed as key to success in the sectors. The new clusters became: Social, Economic, Justice, Safety and Crime prevention, Infrastructure and Governance and Administration. In the case of Mopani, the strategy emphasises investment in mining, agriculture (agro-processing), forestry and tourism (also golf-tourism), and to a lesser extent, trade.

The LEGDP also argues that IDPs should, in addition to the municipal focus, consider wider provincial and national issues. It also suggests that IDPs should endeavour to strike a balance between interventions focused on addressing the social needs of citizens and the promotion of economic growth.

The LEGDP emphasises the need for a focus on the spatial dimension when rolling out projects and programmes. This view is tied up to Spatial Rationale, which has been informed by the National Spatial Development Perspective (NSDP) which calls for a focus on a few growth points in every district from which economic growth will sprawl and benefit the most remote areas of the district and province. This approach does suggest the migration of a significant number of those currently residing in villages to larger towns over time. The process is already under way and is envisaged to accelerate.

Following the approval of the National Development plan (NDP) in 2013, Limpopo province reviewed the LEGDP in order to come up with a plan that would align directly with the NDP. So, the Limpopo Development Plan (LDP) was approved on the 4/3/2015.

LIMPOPO DEVELOPMENT PLAN (LDP)

- The Limpopo Development Plan strives for economic development and transformation to enable the province to address triple challenges: **poverty, inequality and unemployment**
- The main economic agenda of the LDP is to intensify job-creation and enhance the skills base of the province towards supporting socio-economic growth and development in the province.
- The province aims to diversify the economy through placing emphasis in manufacturing thus creating value along commodities with competitive advantage within the prioritised economic sectors, in pursuit of addressing losses in employment and promoting sustained job opportunities. (Cluster Value-Chain development).
- Appropriate strategies and policies are in place to guide effective implementation processes

The LDP aims to achieve the following four overarching goals:

- 1) An increased economic growth rate
- 2) A decreased unemployment rate
- 3) A decreased poverty rate
- 4) A decreased inequality level(s)

OBJECTIVES

- 5) Create descent employment through inclusive economic growth and sustainable livelihoods
- 6) Improve the quality of life of citizens
- 7) Prioritise social protection and social investment
- 8) promote vibrant and equitable sustainable rural communities
- 9) Raise the effectiveness and efficiency of a developmental public service
- 10) Ensure sustainable development

1.3.2.3 The Local Planning Context

At the local level, a number of fundamental issues impact on the planning processes of the district municipality. Firstly, as with all other district municipalities, MDM does not have a distinct land area of its own, but shares the same operational area with the local municipalities falling within it. These local municipalities are also engaged in integrated development planning in their own respective municipal areas. However Mopani embraces the South African National Parks, viz. Kruger National Park through Ba-Phalaborwa and Greater Giyani.

Secondly, the Mopani District Council has distinct roles, powers and functions to those of the local municipalities. Amongst these is the role of coordinating and supporting services across the three spheres of government. The district municipality is compelled to involve various stakeholders in its quest to integrate planning, align programmes and projects and ensure coordinated service delivery. In order to realise this objective the district municipality strives (and is yet) to play its role more effectively and strategically to ensure that various governmental actors, developmental agencies, private sector and parastatals harmonise their developmental work through consensus-seeking dialogue during the IDP-preparation, review processes and implementation. The district municipality is currently expected to play a pro-active coordination and support functions to the local municipalities and sector departments.

Thirdly, MDM neighbours a range of other districts that impact on delivery within its area of jurisdiction. This is, in some cases, due to overlapping service delivery focal areas which do not correspond with other districts at the common boundaries and thus require inter-district alignment. The IDP process is useful in this regard, as it provides an arena to forge greater inter-district planning and implementation. As such, it will also ensure integrated, cost effective and qualitative delivery of public services. The case in point is the successful incorporation of the Maruleng Local Municipality (Presidential Rural node) and the Kruger National Park (District Management Area) into the Mopani district and further assignment of portions of the Kruger National Park into Local municipalities adjoining with them. We are engaging meaningfully with these developments.

The 2013/14 Mopani IDP is a continuation of the drive towards the alleviation of poverty over the short term and the elimination of endemic poverty over the longer term. It takes forward the charge for upliftment as espoused in the previous IDPs. As such it retains the commitment to being (1) easily accessible to all members of the community and (2) strategic, developmentally orientated plan as envisaged in the legislation, policy framework and guidelines, without becoming a futile exercise focused primarily on ensuring compliance. Subsequent to the recent initiative by the Presidency to align the National Spatial Development Perspective (NSDP), the Provincial Employment, Growth and Development Plan (PEGDP) and the District Municipality IDPs as discussed above, this IDP also focuses on “need/ poverty” and “development potential” in its Developmental Analysis.

At the core of the 2011/12 IDP is the challenge and commitment to (1) deepen local democracy, (2) enhance political and administrative leadership, (3) accelerate service delivery, (4) build a developmental local government and (5) ensure that municipal planning and implementation are done in an integrated manner. All of which can only be attended to in an environment of cooperative governance between MDM and (1) the Local Municipalities in its area of jurisdiction and (2) provincial and national line departments.

Alignment: NDP, LDP & MOPANI IDP

NDP	LDP	MOPANI IDP
<p>Economy & employment:</p> <ul style="list-style-type: none"> • Reduce unemployment to 6% by 2030; • Proportion of adults working to increase from 41% to 61%; and • Have an annual GDP growth of 5.4% over the period. 	<p>Create descent employment through inclusive economic growth and sustainable livelihoods</p>	<ul style="list-style-type: none"> - Grow the economy (through agriculture, mining, tourism and manufacturing). - District economic growth rate of 4,6% by 2021 - To promote economic sectors of the District - Account for permanent and temporary jobs per categories within the District
<p>Economic Infrastructure</p> <ul style="list-style-type: none"> • Increase the number of people with access to electricity; • Ensure that all people have access to clean portable water and that there is enough water for agriculture and industry; <p>Have user friendly, cheaper and integrated public transport by 2030; and Develop an ICT sector that enables economic activity.</p>	<p>Ensure sustainable development</p>	<ul style="list-style-type: none"> ❖ Sustainable infrastructure development and maintenance <ul style="list-style-type: none"> -Adequate and appropriate infrastructure for access to basic services ❖ Provide clean, safe and hygienic water (households access clean and safe water)
<p>Human settlements</p> <ul style="list-style-type: none"> • Develop a national spatial framework; • Strengthening the spatial planning system; • Promote spatial planning and land use management reform; • Start a national conversation about cities, towns and villages; • Develop a more coherent and inclusive approach to land; • Radically revise the housing finance regime; • Revise the regulations and incentives for housing and land use management; and • Support the transition to environmental sustainability. 	<p>promote vibrant and equitable sustainable rural communities</p> <p>Improve the quality of life of citizens</p>	<ul style="list-style-type: none"> - Sustainable, optimal, harmonious and integrated land development. - Improve community safety and well-being
<p>Building a capable state</p> <ul style="list-style-type: none"> • Create a professional public service • Make the public service a career of choice • Improve relations between national. Provincial and local government • Improve state-owned enterprises 	<p>Raise the effectiveness and efficiency of a developmental public service</p>	<ul style="list-style-type: none"> ❖ Democratic and accountable organization: <ul style="list-style-type: none"> - Improving effectiveness and efficiency - increase revenue generation and implement financial control systems.

<ul style="list-style-type: none"> Professionalise the police service 		<ul style="list-style-type: none"> Inculcate entrepreneurial and intellectual capabilities. Strengthen record and knowledge management.
<p>Fighting corruption and enhancing accountability</p> <ul style="list-style-type: none"> Take legal and political steps to insulate anti-corruption agencies from political interference Increase resources for anti-corruption agencies Centralise the awarding of large tenders or tenders with long duration Make it illegal for civil servants to operate or benefit directly from certain business activities Expand protection of whistle blowers 	<p>Prioritise social protection and social investment</p>	<p>Anti-corruption strategy and forum</p>

1.4 BASIS FOR IDP REVIEW PROCESS

The preparation and review of the IDP is a continuous process providing a framework for development planning activities in the district. As such the IDP is not only annually assessed in terms of delivery and the prevailing conditions in the municipality, but also improved upon each and every year. The following aspects informed the 2015/16 IDP Review process:

- Updating baseline information to ensure sound decision-making in addressing service delivery gaps;
- Meeting the national targets in terms of service provisioning/ Millennium Development Goals;
- Responding to key issues raised in the 2011, 2012, 2013, 2014, 2015 and 2016 State of the Nation Address and State of the Province Address;
- Implementation of resolutions attained in the Education summit, DGDS, Land Summit, Water indaba, LED Summit, Transport Indaba, Health summit, Budget Lekgotla, IGFs;
- Performance assessment of implementation of 2015/16 IDP in terms of the SDBIP;
- Aligning Sector Departments' strategic plans to the district-wide priorities and service delivery programmes;
- Aligning municipal planning with the ten key national priority areas listed in paragraph 1.2.2 above.;
- Responding to issues raised during the national, provincial and own assessments (SWOT);
- Strengthening focused community and stakeholder participation in the IDP processes;
- Updating and developing pending sector plans and programmes of the IDP;
- Reviewing the vision, mission, objectives, strategies, programmes and projects; in line with current level of services and Alignment of IDP, Budget and PMS activities of the district with those of the local municipalities.
- Global warming/ Climate change

1.4.1 THE 2015/16 NATIONAL AND PROVINCIAL PRONOUNCEMENTS

In terms of the National and provincial government programme of action, pronouncements made were focusing on the implementation of National Development Plan by all spheres of government. Emanating from that, Limpopo came up with the Limpopo Development plan from which municipalities would have their expressions in their reviewed IDPs.

1.4.2 THE MEC'S 2015/16 IDP ASSESSMENT REPORT ON ISSUES TO BE CORRECTED

	ISSUE	RECOMMENDATIONS
1	In some instances information from the District does not corroborate with that of Local municipalities.	District and Locals should find a platform for information alignment.
2	Lack of public transport projects	Municipalities must initiate public transport projects to support communities
3	Local skills base is not adequately outlined	Need to establish a district wide skills base.
4	There is shortfall with respect to revenue management, credit control and evidence of billing system in municipalities IDPs.	Sufficient information is needed to expand on revenue management, credit control and evidence of billing system.
5	Municipalities do not have 5-year financial plan as required.	Municipalities must develop 5-year financial plans.

1.5 STRATEGIC PERFORMANCE OVERVIEW

1.5.1 Issues identified from previous performance

The District had gone through each and every project that was planned for implementation in 2015/16 and checked performance to date. Most of the projects did not reach the set target due to a number of factors, in the main being budget. In the programmes/projects where successes were notable it was also analysed as to what contributed to the achievement.

In aggregating the factors to poor performance and those to achievements, the following key issues were identified:

	ISSUE	EXPLANATION
1	Staffing of various units	In number of Directorates critical posts were not filled.
2	Budget for programmes/ projects and cashflow challenges	Programmes were budgeted for but could not be implemented due to lack of funds (cash-flow).
3	Coordination and communication of programmes of MDM with sector departments	Some Projects by sector departments were neither implemented nor reported. Technical committees are either poorly attended by sector departments and/or attending representatives to not have the necessary information.
4	Vivid concern on the performance of SCM across all directorates	Despite the completion of demand management plans from directorates, in line with the SDBIP, the acquisition of service providers have often been overtaken by time and thus impacting heavily on service delivery.
5	Limited revenue enhancement streams.	Dependency of the District on grants with little and ineffective revenue avenues. District has not recovered funds from local municipalities on water provided.
6	Poor maintenance and management	Infrastructure in terms of water reservoirs, leaking pipes, illegal connections or vandalism and theft of pump machines have been prevalent in the District. The issue includes office buildings, eg Disaster management centre.
7	Poor management of risks	Ten strategic Risks have been identified, monitoring set up, but the Risks were not eliminated or reduced.

In terms of successes attained, the following factors were identified

- (i) Requisite skills to facilitate and develop credible IDP, as seen from the MEC Assessment report.
- (ii) Development of municipal policies in-house, as noted from Financial policies of the District.
- (iii) Support from sector departments, financially and technically, as through grants (eg. MIG) and technical certification of water projects by DWS, Lepelle Northern Water on MWIG and EIAs by LEDET.
- (iv) Development and monitoring of Risk register, providing early warnings to the institution on various issues.
- (v) Stable political oversight, which provided leadership in ensuring that governance is maintained.

• **RECOMMENDATIONS**

Issues raised, need to find place in every role player's space, i.e Councilors, officials representatives of the communities, government departments and their parastatals in matters of governance and implementation of programmes/ projects. There is also a need to re-engineer the organisation and set up concrete steps, activities or strategies to mitigate against the factors for non performance. Performance Management system need to be cascaded to middle management at the least.

1.5.2 OUTPUT FROM THE FINANCIAL STATEMENTS ON AUDIT FINDINGS

AUDIT FINDINGS TRENDS (RESULTS ON AUDITED FINANCIAL STATEMENTS BY THE AUDITOR GENERAL)

Source: Financial Statements of the municipalities 2014/15

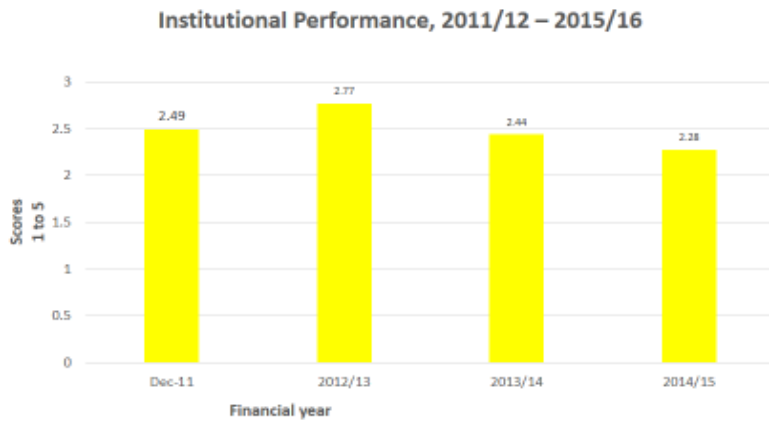
Municipality	2010/2011	2011/12	2012/13	2013/14	2014/15	COMMENT
MDM	Qualified	Disclaimer	Disclaimer	Adverse	Disclaimer	No improvement
GLM	Adverse	Adverse	Disclaimer	Qualified	Qualified	No improvement
MLM	Unqualified	Qualified	Qualified	Unqualified	Qualified	Regressed
GTM	Qualified	Disclaimer	Disclaimer	Qualified	Qualified	No improvement
GGM	Disclaimer	Disclaimer	Disclaimer	Qualified	Qualified	No improvement
BPM	Disclaimer	Disclaimer	Disclaimer	Disclaimer	Qualified	Improved

1.5.3 OUTPUT FROM THE 2014/15 ANNUAL REPORT

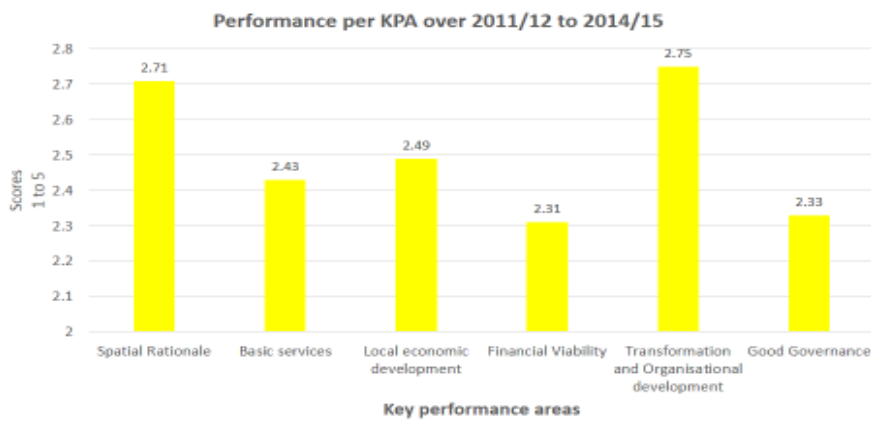
Performance Tool

Color code Rating	Scoring Score	% Target achieved	
		Low	High
Unsatisfactory	1-1.99	0.0%	66%
Below average	2 -2.99	66.7%	99.9%
Achieved target	3 -3.99	100%	132%
Achieved/ exceeded target	4 -4.99	133%	166.9%
Outstanding	5+	167.0%	+

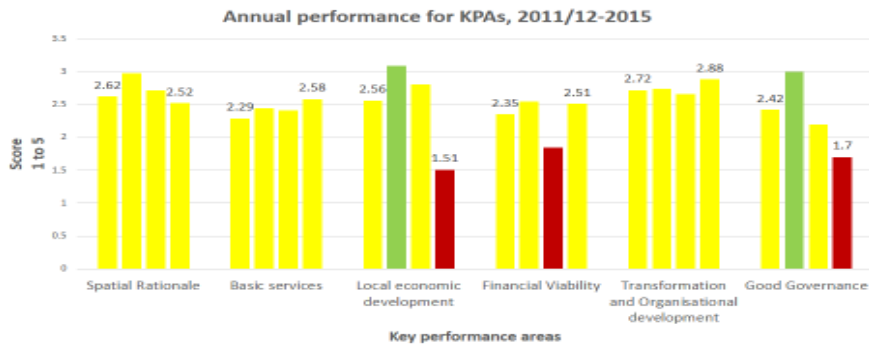
Annual institutional performance



Performance below average



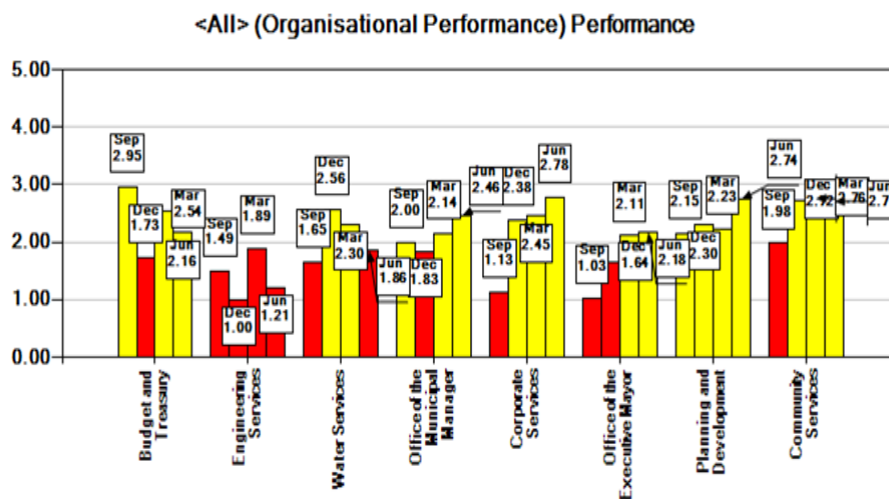
Performance per KPA in a period of four years



Overall organisational performance 2014-2015

Overall Municipal Performance is calculated from all the indicators and projects applicable to the municipality as measured through its performance management system. The indicators and projects are collected into scorecards for General Indicators, Indicators contained in the IDP for 14/15, SDBIP and Lower SDBIP. The municipality's overall performance is a score of **2.43 (81.16%)**. This is a decline in performance as compared to the previous financial year score of **2.81 (94%)**.

Overall Departmental Performance



PERFORMANCE HIGHLIGHTS

(1) Plan for future

There were infrastructure projects implemented in four growth points.

(2) Provide clean and safe water

195 out of 354 villages were supplied with portable water

10 out of 384 reservoirs were metered.

221 114 713 mega liters of water were produced, far above the annual target

(3) Effective coordination of public transport system

Transport conflicts were resolved in Greater Giyani (Dzumeri), Greater Letaba and Maruleng (The Oaks).

(4) Improve community well being

Attendance of special programs meetings, fire awareness campaigns in 26 schools, monitoring of the 11 ARV sites and the approval of the disaster management plan.

(5) Develop and maintain infrastructure

Only 249 384 households (249 384/296320) with access to basic water;

Only 278 122 (278 122 /296 320) of households have access to basic electricity and

Only 264 456 (264 456/296320) of households had access to basic sanitation.

(6) Develop entrepreneurial and intellectual capability

Only five executive management posts were filled and interviews conducted for the other three positions.

(7) Democratic and accountable organisation

Adhering to legislative requirements.

(8) Manage through information

Only 4(4/5) systems that have been integrated.

(9) Grow the economy

522 jobs that were created against the target of 3081; General Growth Properties (GGP) rating was above the target of 3.50% with a score of 3.60%

(10) Become Financially Viable

0% cost coverage

95% debt coverage

28% capital budget spent , and

13/13 bids were adjudicated within 60 days of closure of tender.

1.5 IDP PROCESS OVERVIEW: STEPS AND EVENTS

The first IDP Review Framework and the Process Plan that ushered in the current Council were approved by the then Mopani District Council on 19 November 2010. Broadly, Municipalities (including the District) have not fully adhered to the IDP Review Framework and process plans due to the broad challenges of inter-municipal relations, demands on IDP implementation by all government and adjustment needed by new leadership. However, great improvement has been noted with time. Mopani District municipality managed to go through IDP/Budget/PMS Strategic session as facilitated by the Institute for Performance Management. On 13 – 14 January 2011 the District finalized Strategies phase and the Strategy Map. On 7 - 8 February 2011 the District, Local municipalities and sector departments engaged with the objectives and Strategies to fit in their programmes. Further review of Strategies was done on 16-18 November 2011. The Review sessions of 6-8 November 2012, 3-5 October 2013 and 2015/16 simply confirmed the Vision, Mission.

The activities that transpired during the latest Mopani IDP review process are presented in Table 2 below:

2016/17 IDP Review Actual Activities		
Phase	Activities and purpose	Date
Preparatory	IDP Steering Committee: Preparatory phase	23/4/2015
	IDP Rep Forum: Preparatory phase	21/05/2015
	Council sitting: Adoption of IDP Framework, Process plan & Code of conduct	29/05/2015
Analysis	IDP Steering Committee: IDP Analysis phase	24/08/2015
	IDP Engagement session: IDP Analysis phase	17/09/2015
	IDP Rep. Forum: IDP Analysis	22/09/2015
	IDP Steering Committee: Preparation for Strategic planning session	25/09/2016
Strategies	Strategic planning session: Analysis, Strategies, Projects, sector plans	14-15/01/2016
	IDP Steering Committee: Public participation reports	15/02/2016
	IDP Technical Committee: Preparation for Strategies engagement session	29/02/2016
	IDP Engagement session: Strategies and Projects	3-4/03/2016
	IDP Rep Forum: IDP Strategies, Projects	23/03/2016
Integration	IDP Rep Forum: IDP Strategies, Projects & Integration (Draft IDP/Budget)	23/03/2016
Approval	Mayoral committee: Draft IDP and Budget	30/03/2016
	Council sitting: Approval of draft IDP/Budget 2016/17-2021	31/3/ 2016
	Submission of draft IDP to COGHSTA for analysis	13/04/2016
	Publication of draft IDP/Budget documents for public comments	8April-9/May/2016
	Public participation on draft IDP/Budget (Municipal governance meet communities)	8 April-24/May/2016
	IDP Steering Committee: Considered effecting changes to draft IDP/Budget as per public/community comments. Draft Framework & Process plan and Code of conduct,	25/5/2016
	Portfolio committee (Planning & Development) noted the draft IDP 2016/17-2021	26/5/2016
	IDP Rep Forum: Consider final draft IDP/Budget, Draft Framework & process plan	27/5/2016
	Mayoral Committee: Final IDP/Budget 2016/17 version 1 of	30/5/2016
	Council sitting: Adoption of final IDP/Budget 2016/17-2021(version 1)	31/5/2016
	IDP Steering committee: SDBIP	8/6/2016
	Submission of IDP to the MEC for COGHSTA, submission of SDBIP to the Executive Mayor	14/6/2016
	Publication of the adopted IDP/ Budget 2016/17-2021	21/6/2016

1.7 INSTITUTIONAL ARRANGEMENTS TO DRIVE THE IDP PROCESS

It is the primary responsibility of Council, its Councilors, officials and staff to ensure that integrated planning is undertaken. The Mopani District Council is responsible for the approval of the IDP for the district and the responsibility cannot be delegated. Clear accountability and management of the IDP process belongs to the municipality and thus, should be owned and controlled by the municipality. Councilors, senior officials, local municipalities, sector departments and parastatals, civil society and trade unions, amongst others, have distinct roles to play during integrated development planning processes.

The Executive Mayor is responsible for driving the whole IDP process in Mopani. He provides leadership in the development and reviews of the IDP. The day-to-day management of the IDP process has been delegated to the Office of the Municipal Manager

who consistently chairs the IDP Steering committee which is made up of a technical working team of dedicated senior management officials, who together with the Municipal Manager and/or the IDP Manager do ensure a smooth IDP compilation process and implementation. The IDP Manager chairs the IDP Technical committee which forms the link between District and Local municipalities in terms of IDP. It comprises of IDP Managers/ Coordinators of all local municipalities in the district and the middle managers of the District municipality. The committee deals with coordination of the day-to-day issues relating to the drafting of the IDP. That includes adherence to IDP Framework and Process plan, coordination of stakeholders, support to Local municipalities and documentation of the IDP (plan).

The District Development Planning Forum, embracing representatives of sector Departments and State-owned enterprises together with Local municipalities and District officials is also established to deal with intra-sphere development planning processes with direct link to IDP processes. The IDP Steering Committee compiles the IDP document through inputs from both IDP Technical committee and District Development Planning forum. Their output is directed to the IDP Representative Forum, for debates and further inputs and refinement to the plan.

In alignment with Provincial initiatives the municipality has established five development Clusters and their respective technical committees to deal with district-wide intergovernmental (alignment) issues in the IDP and its implementation, i.e Social cluster, Economic Cluster, Infrastructure, Justice, Crime Prevention and Safety and Governance & Administration.

The IDP Representative Forum is the structure that provides a platform for public participation through involvement of different community structure representatives, political leaders, traditional leaders and government entities which provide support. The profile of representatives in the structure requires the Executive Mayor or his delegate to chair the meetings and control the debates. The selection of members to the IDP Rep. Forum also ensures geographical, social and functional representation. The output of the IDP process should be understood by all stakeholders and have public buy-in. After all consultative processes have been completed and agreements attained, the final output (IDP document) is submitted to the Mayoral Committee for ratification and then to Council for approval.

1.7.1 STRUCTURES THAT DRIVE THE IDP

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

Table 3: Drivers of IDP

STRUCTURE		COMPOSITION	ROLE/ RESPONSIBILITY
(a)	Council	Members of Council	Approve/ adopt IDP. Section 25(1) Municipal Systems Act 32/2000.
(b)	Mayoral committee	Executive Mayor, Portfolio Heads, Municipal Manager and Senior Managers/ Directors	- Provide political oversight in the Management of the drafting of the IDP. Section 30 of Mun. Systems Act. - Assign responsibilities to Municipal Manager - Submit the draft IDP to Council
(c)	IDP Representative forum	Community structures, SOEs, NPOs, Traditional leaders, Ward Councilors, Associations, interest groups, Government Departments, Local Municipalities and Resource persons.	Debate and confirm priorities of the municipality in terms of Analysis, Strategies, Projects and Integration phases. Represent communities at strategic decision-making.
(d)	IDP Steering committee	❖ IDP Steering committee (MM, GIS, Directors, IDP Manager)	- Responsible for the drafting of the IDP - Alignment of process & plans

		<ul style="list-style-type: none"> ❖ IDP Technical committee (IDP Managers (DM & LMs), and Middle Managers (DM)). ❖ District Development Planning forum Sector depts., LMs, MDM & SOEs as per need. 	<p>- Horizontal alignment of DM and LMs plans.</p> <p>-Vertical alignment of plans & implementation</p>
(e)	Cluster Technical Committees:	<ul style="list-style-type: none"> ❖ Economic Technical committee: (LMs, MDM, Sector depts. & SOEs) (Chair: Director Planning & Development Core-chair: ❖ Social Technical Committee: (LMs, MDM, Sector depts. & SOEs) (Chair: Director Community Services Core-Chair: Dept of Educ.) ❖ Governance and Administration Technical committee: (LMs, MDM, Sector depts. & SOEs) (Chair:Corporate Services Director Core-chair: MDM CFO, LMs CFOs & LMs Corp. Directors/Managers) ❖ Justice, Crime Prevention and Safety Technical committee: (LMs, MDM, Sector depts. & SOEs) (Chair: Director Community Services Core-chair:) ❖ Infrastructure Committee (LMs, MDM, Sector depts. & SOEs) (Chair: Director Engineering Services Core-chair: DoT & DWA) 	<p>- Implement the IDP</p> <p>- Develop Sector plans</p>
(f)	Performance Audit Committee	<ul style="list-style-type: none"> - Members of the Audit Committee - PMS Coordinator - Internal Auditor 	IDP/Budget Performance Monitoring
(g)	Provincial Government	MEC for Local Government.	Assess/Evaluate the IDP, comment and monitor its implementation.

Table 4: Key Inter-Governmental Structures		
Intergovernmental structures	Participants	Responsibility
Premier's Intergovernmental Forum [Premier/Mayors' Forum]	Premier, Mayors, Heads of Departments and Municipal Managers	Co-ordination of inter-governmental relations (Provincial and Local Government)
District Intergovernmental Forum [Mayors' Forum]	Executive Mayor, Mayors, Traditional Leaders and Municipal Managers	Co-ordination of inter-municipal relations (District and Local Municipalities)
District Speaker's Forum	Speakers, Municipal Managers .	Co-ordinate public participation processes in the municipalities
District Ward Committee forum	District Speaker, representatives of Ward committees	Inputs in the IDP and its implementation
NON-POLITICAL STRUCTURES		
District Managers' Forum	Sector Departments' District Managers Municipal Managers Municipal Senior Managers (Directors)	Co-ordinate inter-governmental relations at district level between municipalities and sector departments
Clusters	Councillors	Co-ordinate policy issues affecting government

	Municipal Managers Municipal Senior Managers (Directors)	at a district level (between sector departments and municipalities)
Technical Committees of Clusters	Sector Department Officials Municipal Senior Managers (Directors) Municipal Officials	Provide inter-governmental inputs into the work of Clusters
Provincial Planners Forum	Sector Departmental Planners IDP Managers Spatial Planners Town Planners	Provide for a coherent inter-governmental planning framework and alignment and integration of development plans in the province
District Development Planning Forum	Sector Depts, SOEs, MDM and LMs	Alignment in the IDP planning process,

CHAPTER 2: MUNICIPAL PROFILE

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. It is located, on global view, between the Longitudes: 29° 52'E to 31° 52'E and Latitudes: 23° 0'S to 24° 38'S, with 31° E as the central meridian. It is located in the Degree square 2431 Topographical sheets.

It is bordered in the east by Mozambique, in the north, by Vhembe District Municipality through Thulamela & Makhado municipalities, in the south, by Mpumalanga province through Ehlanzeni District Municipality (Bushbuckridge, Thaba-Chweu and Greater Tubatse) and, to the west, by Capricorn District Municipality (Molemole, Polokwane & Lepelle-Nkumpi), in the south-west, by Sekhukhune District Municipality (Fetakgomo). The district spans a total area of 2 001 100 ha (20 011 km²), inclusive of portion of Kruger National Park from Olifants to Tshingwedzi camps or Lepelle to Tshingwedzi rivers. There are 16 urban areas (towns and townships), 354 villages (rural settlements) and a total of 125 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 neighbourliness with Mozambique. The converse is also true. Problems are even more apparent than advantages. Health and security (on borders) pose signals.



Table 5 below shows the extent of Mopani and its components in terms of Wards, Villages and Urban areas. It will be noted that the area occupied by Kruger National park, is devoted largely to nature conservation. Both Maruleng and Ba-Phalaborwa are least

Table 5: Wards per local municipality in Mopani, as revised during 2006 & 2011 boundaries re-determination								
Local Municipality	Total Area	No. of 2011 Reg. Voters	Councilors		Wards		Current No. Villages	Current No. Urban Areas
			2006	2011-2016	2006	2011-2016		
Greater Giyani (LIM331)	4 171,6 km ²	107820	60	60	30	31	93	1
Greater Letaba (LIM332)	1 890,9 km ²	95192	52	57	26	30	80	3
Greater Tzaneen(LIM333)	3 242,6 km ²	171887	68	68	34	35	125	5
Ba-Phalaborwa (LIM334)	7 461,6 km ²	59188	32	36	16	19	23	4
Maruleng (LIM335)	3 244,3 km ²	44963	24	27	12	14	33	3
Mopani (DC33) / Total	20 011,0 km²	479 050	44	51	118	129	354	16

in terms of number of wards and villages and they are largely occupied by game farms. It will also be noted that number of villages has increased from 325 to 354 in a period of eight years imposing a high demand in the provision of basic services facilities.

Source: Municipal Demarcation Board

MAJOR CHANGES FOR MOPANI DISTRICT MUNICIPALITY (2011) DUE TO MUNICIPAL BOUNDARIES RE-DETERMINATIONS

District Management Area (Kruger National Park, north of Lepelle river) has been withdrawn in 2008. Portion of Kruger National park (formerly District Management area) adjoining with Vhembe district falls into Mutale and Thulamela Local municipalities. Portions of Kruger National Park adjoining with Greater Giyani & Ba-Phalaborwa municipalities are incorporated in the said LMs, respectively, leaving **Shingwedzi rest camp** in **GGM (Ward 19)**, **Olifants, Letaba, Mopani & Shimuwini camps** into Ba-Phalaborwa (**Ward12**).

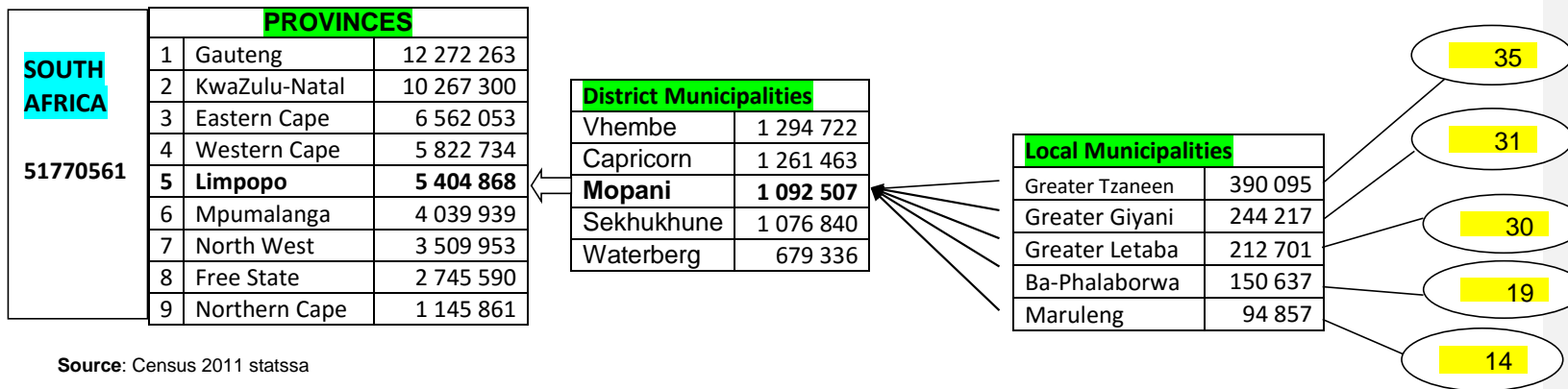
The extent of Mopani has thus reduced to 20 011,0 km² while Ba-Phalaborwa and Greater Giyani have increased to 7 462 km² and 4172 km² respectively. Tshingwedzi river is now the northern boundary of GGM & MDM. WARDS re-delimitations have also resulted in the increase of 7 wards in Mopani District and 30 in the Province of Limpopo, with additions of 3, 2 and 2 for GLM, BPM and MLM respectively. (Reference: Provincial Gaz no 1521 of 18 July 2008; Gaz no. 1834 of 31 Aug. 2010).

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

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.

2.2.1 South African Population Number(s)



2.2.2 Population Characteristics

The reconciled total population of the Mopani District Municipality has increased from 1 061 107 (Census 2001) to 1 068 569 (Community Survey 2007) to 1 092 507 (Census 2011). The population for each municipality within Mopani District is presented in **Table 6**. Out of the entire district population, 81% reside in rural areas, 14% in urban areas and 5% stay on farms. The population densities vary from municipality to another, but the average is 23 people/ ha. It shows that people are sparsely populated with sufficient land around them. The problem of land shortage for economic development is perpetrated by the vast land occupied for dwelling purposes, leaving much little for economic growth. A move towards reduction of stands sizes may need due consideration. Portion of Kruger National park is mainly occupied by animals with very few people employed.

2.2.2.1 Population Growth Trends: Census 1996 - 2001 - 2011

Local and district municipalities	CENSUS 1996			CENSUS 2001			CENSUS 2011		
	Male	Female	Total	Male	Female	Total	Male	Female	Total
Greater Giyani	97733	121019	218752	106605	134123	240728	108124	136094	244217
Greater Letaba	89918	113623	203541	97584	121290	218874	95305	117396	212701
Greater Tzaneen	157041	185510	342551	171123	204463	375586	181558	208536	390095
Ba-Phalaborwa	55602	54140	109742	64357	67180	131537	73017	77620	150637
Maruleng	41048	46823	87871	43533	50849	94382	43577	51280	94857
Mopani	441342	521115	962457	483202	577905	1061107	501581	590926	1092507

2.2.2.2 Population and households growth/ trend: Census 2001 and Census 2011 data

Municipality	Area/ Extent	Population			Households			Pop. Density per km ²	H/H Size		Rural population	Urban population	Farming population
		2001	2011	Growth	2001	2011	Growth	2011	2001	2011			
Greater Giyani	4 171,6 km ²	239289	244 218	+2,06%	53292	63548	+19,2%	59	5	4	89,5%	10,5%	0
Greater Letaba	1 890,9 km ²	220103	212 701	-3,4%	53747	58261	+8,4%	113	5	4	94,3%	5,7%	0
Greater Tzaneen	3 242,6 km ²	375586	390 098	+3,9%	97425	108926	+11,8%	121	4	4	82%	10,4%	7,6%
Ba-Phalaborwa	7 461,6 km ²	131088	150 635	+14,9%	33572	41115	+22,5%	21	4	4	36,2%	51,0%	12,8%
Maruleng	3 244,3 km ²	94382	94 855	+0,5%	23050	24470	+6,2%	30	5	4	88,7%	2,3%	9,0%
DMA		997			611			-	2				
Mopani/ Total	20 011,0 km²	1 061 445	1 092 507	+2,7%	261 697	296320	+13,2%	55	5	4	81%	14%	5%

Comparing Census 2001 and 2011 data

The population size differs from one municipality to another and in terms of resource allocations it should be best to consider this distribution earnestly, albeit with all factors taken into account, e.g service backlogs, poverty stricken areas, identified growth areas, etc.

LOCAL MUNICIPALITIES	CENSUS 2001	CENSUS 2011	POPULATION GROWTH 2001 to 2011	COMMENT
Greater Giyani	239289	244 218	4 929	Gained
Greater Letaba	220103	212 701	-7 402	Decreased
Greater Tzaneen	375586	390 098	14 512	Gained
Ba-Phalaborwa	131088	150 635	19 547	Gained
Maruleng	94382	94 855	473	Gained
Mopani	(1 061 445)	1 092 507	31 400	Gained

In every Local municipality, except for the Ba-Phalaborwa (including Kruger National Park (KNP)) the trend of men: women ratio is the same. With KNP the reverse is true, i.e men: women is about 63%: 27%. That implies that Management of KNP need to focus on employment equity with emphasis on gender. Ba-Phalaborwa and Greater Giyani need to make joint effort to the matter.

2.2.2.3 Age and Gender Structure

Mopani District Demographics, Census 2011: By Gender by AgeCensus 2011

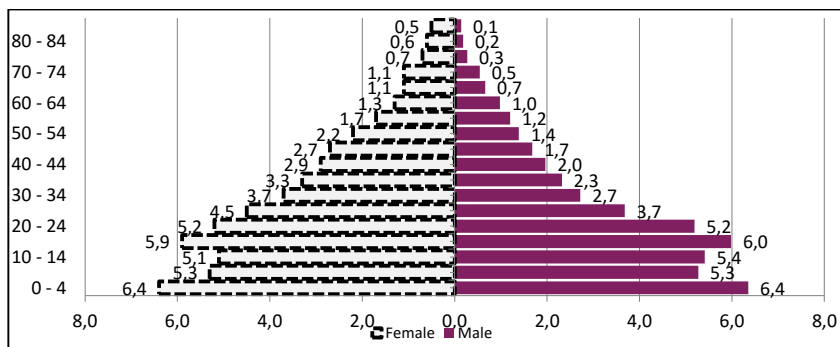


Table 7: Age structure and Gender composition (Number of people) (Statssa 2011 Census)

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

The average ratio male to female in Mopani District Municipality as a whole is 46% to 54% and the tendencies and trends are still prevalent.

The age and gender structure is by and large influenced by levels of fertility, mortality and migration. These factors are also influenced by socio-economic circumstances such as education, level of affluence (income) and location. The tendencies revealed by the structure in Table 8, are as follows: In almost all local municipalities there are more females than males. This is most significant in Greater Giyani and Greater Letaba municipalities which are primarily rural/ non-urban in nature. The scenario could be attributed to low levels of education and affluence in these municipalities, exacerbated by men seeking jobs elsewhere. Ba-Phalaborwa has comparable balance in numbers between females and males, however with more males than females at working age categories. That is ascribed to young men employed in the mining sector at Phalaborwa and Gravelotte mines and young women not ready for dirty and hard jobs. The Kruger National Park also has more males than females and that could be attributed to more men ready for field rangers' jobs than women, with the ratio men: women being 63%: 27%. That implies that KNP need to put more focus on employment equity with emphasis on gender balance.

The other dimension is that the current highest population number exists in the age category 15 - 19 years whereas in the previous years the highest was in the category 10 – 14 years. These are school-going people who need support for them to be employable in the economic sectors. There is also proportional balance between boys and girls from age zero to 20. It will be important to consider males and females equally in issues of development in this category. Ages 20 and above show females out-numbering males significantly.

Further analysis of the demographics indicates that 49,4% of the residents are still at a young age (0-19 years). Population numbers decrease with age increase, i.e the older generation is fewer than the young one. This implies that programmes geared at developing all people with special emphasis to women and youth will impact much to Mopani DM. The same is true for taking heed of challenges facing these population categories.

It is also notable that population size of Mopani has grown steadily by 3% since the year 2000 to 2011, with absolute pick up in 2005 when Maruleng and part of KNP got incorporated into Mopani. Redetermination of municipal boundaries in 2008 has not made significant change in this trend since it affected only nature conservation area, Kruger Park. High population growth itself is a threat to the economic growth in terms of scarcity of prime land space. Since the main source of population growth is birth rate and emigration, programmes geared at combating children pregnancies, women empowerment and those dealing with illegal emigration should be strengthened. As per the Census 2011, the overall population size of Mopani District stands at 1 092 507.

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

According to STATSSA data, it is noted that rural areas continue to be highly populated, regardless of low economic activities. The clear picture of these trends is found in Greater Giyani and Maruleng municipalities. Possible factors to these trends could be attributed to (1) the warmth of cultural values that are respected in rural areas, (2) low land cost rural areas, (3) increasing levels of affluence (in mobility) among Black South Africans, (4) improved provision of basic services in rural areas and (5) keeping families together (increased level of choices). The African culture of "fixed home" adds to growing rural areas in that, even when people could get jobs elsewhere they would usually prefer to retain their home at rural areas, where they grow their children. The arguments levelled above pose a need for emphasis on rural development, to have services provided where people want to stay. That also tests the choice for growth points in a municipality. (Ref. Spatial Analysis by Akanya with IPM, 2011). Table 8 depicts trends in both population and household in rounds of five years.

2.2.4 Foreign nationals

Mopani experiences influx of foreign nationals at a high rate. These are usually unaccounted for when providing primary services such as water, sanitation, electricity, housing, health and education, to our citizens. The resultant is that facilities and services are

overburdened and thus the quality of services is sacrificed since more people are to be served with the little that is earmarked for the few (citizens).

Although there is significant improvement in the provision of services in rural areas, the demand continues to outweigh the supply resulting in poor quality of services. That has become a push-factor, causing influx of (households) settlements in the fringes of urban areas for better services, causing land-log against the growth of those areas, e.g Giyani town. The **challenges** that continue to surface are therefore :

- (1) land unavailability in urban areas,
- (2) need for creation of jobs and provision of sufficient and sustainable services in rural areas,
- (3) strengthening of border control mechanisms and systems and
- (4) public safety against increasing crime prone spots in municipalities.

2.2.5 PEOPLE WITH DISABILITIES IN THE DISTRICT (No. of Persons)

Table 8: Disability by Gender by Municipality

Type of disability	GGM		GLM		GTM		BPM		MLM		MDM		Persons	Totals
	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female		
Sight:														
a lot of difficulty	550	1006	588	1123	1130	1988	399	605	254	443	2921	5165	8086	10038
Cannot do at all	197	269	147	248	351	395	103	107	51	84	849	1103	1952	
Hearing:														
a lot of difficulty	247	388	317	553	550	870	205	242	176	239	1495	2292	3787	5748
Cannot do at all	188	188	178	262	358	395	109	132	70	81	903	1058	1961	
Communication														
a lot of difficulty	413	366	561	595	820	831	330	324	158	177	2282	2293	4575	12377
Cannot do at all	722	685	942	932	1319	1396	618	586	294	308	3895	3907	7802	
Physical														
a lot of difficulty	454	951	554	1042	860	1615	264	506	189	358	2321	4472	6793	13293
Cannot do at all	612	606	696	769	1079	1231	523	510	204	270	3114	3386	6500	
Wheel chair	1297	1680	1234	1455	2519	2731	885	845	640	737	6575	7448	14023	14023
Totals by gender	4680	6139	5217	6979	8986	11452	3436	3857	2036	2697	24355	31124	55479	55479
No. of disabled persons	10 819		12 196		20 438		7 293		4 733		55 479			
People can do sign language	125	152	138	155	284	316	69	60	40	38	655	722	1377	1377
	277		293		600		129		78		1377			

Source: Census 2011 Statssa.

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

CHALLENGES

Yet, the major challenges facing people with disabilities in the district range from lack of skills, lack of employment opportunities as well as assistive devices like wheel chairs, canes (walking sticks), hearing aids, magnified glasses, etc. Other relates to lack of capacity within public institutions in handling disabled in an integrated manner due to lack of understanding by the majority of people, lack of Braille resources, lack of sign language interpretation services/ specialists, inaccessibility to government buildings and public transport. Again, disabled people are best understood by their family members and they are thus socially cut off from public, e.g, not many people understand Sign language. Even in public meetings provisions are rarely made for the deaf and the blind to be on board. Further challenges are apparent in public amenities, e.g lack of facilities at taxi ranks, lack of walking lanes alongside main roads and general stigma that disabled persons are incomplete persons and would not have leisure needs.

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

Political structures	Municipal structures	Sector Departments	CBOs	Non-participating
5,5%	7,4%	3,9%	5,2%	78%

Source: Empirical data from municipalities through CDWs, 2007

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.

The district municipality has Disability Framework. There are also two disabled officials within the staff of Mopani district municipality. Braille facility is also available and is used for documentation of various public meetings documents as well as Council sittings. One of the disabled employees is also multi-lingual in sign language. The employee is often engaged in interpreting for the deaf in public meetings like Izimbizo, IDP Rep. fora, Council sittings, etc. Further development is that programme for initiating every employee with sign language is on and all secretaries and Personal Assistants of senior managers (Directors) have already gone through.

2.2.6 Gender

In view of the fact that in every age category, females outnumber males, it is imperative that even in development, gender issues are taken into account. The District has established Men's forum and Gender forum, where issues of gender and of men are discussed, ranging from families to participation in communities and work place. The fora are made up of officials, councillors and civil society. Gender focal person is employed and the action plan is also developed. Draft Gender policy is in place and enroute for approval by Council. Budget is often a challenge to ensure significant impact in these programme.

2.2.7 Labour Status by Gender by Municipality EMPLOYMENT and UNEMPLOYMENT RATES

People in the Mopani district are employed in the following sectors: Farming, Industry, Mining, Trade, Government, Transport, Tourism, Manufacturing, Construction and Energy. The Government Sector is the largest employer in the district e.g. 39% of the employed in Greater Giyani work for government. The second largest employer in Mopani district is the farming sector with 25,9% of the employed people. This is however, not the case when considering the municipalities separately with the mining sector employing the second

largest portion of the Ba-Phalaborwa population (19,5%). Greater Giyani has the highest level of unemployment with 47% of the population not being employed. The number of people unemployed as a percentage of the total employable population of the District (287 405) is 39%. It is however important to note that of the unemployed people in the district, about 60% are women.

Table 10: Labour status

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

Source: Census 2011, Statssa

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

2.2.8 INCOME CATEGORIES

Table: 11 (a): Monthly income of persons by Municipalities							
	Greater Giyani	Greater Letaba	Greater Tzaneen	Ba-Phalaborwa	Maruleng	Mopani	
No income	111983	89550	160254	63891	42564	468242	43%
R 1 - R 400	74051	63803	105823	36572	26034	306283	28%
R 401 - R 800	8638	9888	15004	5232	2578	41340	4%
R 801 - R 1 600	25150	30112	56634	14672	12489	139057	13%
R 1 601 - R 3 200	5143	4650	15148	6632	2261	33834	3%
R 3 201 - R 6 400	3815	2437	8057	5268	1374	20951	2%
R 6 401 - R 12 800	3505	2651	7793	5375	1625	20949	2%
R 12 801 - R 25 600	2771	1767	5779	3746	1085	15148	1%
R 25 601 - R 51 200	413	347	1507	920	288	3475	-
R 51 201 - R 102 400	54	60	367	177	54	712	-
R 102 401 - R 204 800	54	106	226	64	57	507	-
R 204 801 or more	60	78	190	78	38	444	-

Census 2011, Statssa

Income from employment determines the overall standards of living of people and also the households affordability levels. These levels should be taken into account when setting service level targets. The majority of people in the district (at least 81%) live in rural areas and most of these rural residents are poor. Income in rural areas is constrained by the rural economy that is unable to provide people with remunerative jobs or self-employment opportunities. A notable percentage of people in the district have no income.

It should, however, be taken into account that these figures reflect the total population and not only the potentially economically active portion of the population. Economically inactive people, such as, children and pensioners are also included. It is disturbing to note that, even for the labour force alone, 89,1% of the population in the Greater Giyani Municipality earns less than R800 per month. The situation

is worse in Greater Letaba where 92,2% of the earning population earn less than R800 per month, while the situation is much better in Ba-Phalaborwa with only 75% of the labour force earning less than R800 per month. This can be attributed to the high level of urbanization in Ba-Phalaborwa and the presence of mines.

Table 11 (b): Households Annual income:

	Greater Giyani	Greater Letaba	Greater Tzaneen	Ba-Phalaborwa	Maruleng	Mopani District
No income	9972	8407	14573	5141	3893	41986
R 1 – R 4800	6130	4928	7647	2254	1755	22714
R 4801 – R 9600	10892	9260	12995	4381	3546	41074
R 9601 – R 19 600	13879	15128	27206	7676	6139	70028
R 19 601 – R 38 200	11914	12212	23922	7769	4951	60768
R 38 201 – R 76 400	4596	3814	9614	4895	1548	24467
R 76 401 – R 153 800	2740	2170	5474	4120	1128	15632
R 153 801 – R 307 600	2117	1419	4227	2921	941	11625
R 307 601 – R 614 400	1024	630	2285	1502	393	5834
R 614 001 – R 1 228 800	169	132	594	311	94	1300
R 1 228 801 – R 2 457 600	58	76	200	72	39	445
R 2 457 601 or more	58	84	188	73	43	446

2.2.9 HOUSEHOLDS DEPENDENCY

Due to high level of unemployment of youth and high percentage of children and the aged, a considerable number of households are headed by pensioners who in turn support scholars. This situation is expressed clearly from dependency ratios tabled below.

Source: Census 2011, Statssa

Municipality	Number of households dependent on one for living
Greater Giyani	74,2
Greater Letaba	70,7
Greater Tzaneen	60,1
Ba-Phalaborwa	58,2
Maruleng	65,8
MOPANI	65,8

2.2.10 Language Diversity in Mopani District Municipality (as per STATSSA, 2001 & 2011 Census)

Table 13: Language diversity in Mopani (Percentage of the total population)

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

2.2.11 INDIGENT HOUSEHOLDS AS PER INCOME CRITERION

Table 12: Indigent Households								
Local Municipality	Municipal determination of indigent household (2011)	Total H/H	Total Indigents		Indigents benefitting		Indigents NOT benefitting	
			No.	%	No	%	No	%
Greater Tzaneen	0 ≤ (h/h income) ≤ R3 000 pm	108926	86 343	79,3	32 573	37,7	53 770	62,3
Greater Giyani	0 ≤ (h/h income) ≤ R1 400 pm	63548	40 873	64,3	336	0,8	40 537	99,2
Greater Letaba	0 ≤ (h/h income) ≤ R3 000 pm	58261	49 935	85,7	898	1,8	49 037	98,2
Maruleng	0 ≤ (h/h income) ≤ R1 500 pm	24470	15 333	62,7	1 365	8,9	13 968	91,1
Ba-Phalaborwa	0 ≤ (h/h income) ≤ R3 000 pm	41115	27 221	66,2	2 275	8,4	24 946	91,6
Total/ Mopani DM		296320	219 705	74,1	37 447	17,0	182 258	83,0

Census 2011, Statssa

INDIGENT H/H CRITERIA & SERVICES

Greater Tzaneen	Ba-Phalaborwa	Greater Letaba	Greater Giyani	Maruleng
CRITERIA: (Who qualify to be indigent household?)				
Monthly income equivalent to two old age grants	Monthly income equivalent to two old age grants	Household income of R3000	Household income of not more than R1 270	Household income of R1500
Ownership of one property	Ownership of one property	Ownership/ Tenant of one property	Ownership of one property	Ownership of one property
SA citizenship		Must be in possession of a valid SA ID	SA citizenship	
Full-time occupant of property				Full-time occupant of property
		Must be resident of the municipal area		
		Monthly water & electricity consumption of 6kl and 50kWh respectively		
Child-headed household				
FREE BASIC SERVICES RENDERED TO INDIGENT HOUSEHOLDS				
• Electricity	• Electricity	• Electricity	• Electricity	
• Water	• Water	• Water	• Water	• Water
• Refuse removal	• Refuse removal	• Refuse removal	• Refuse removal	• Refuse removal
• Sewerage	• Sewerage	• Sewerage	• Sanitation	• Sewerage
• Property rates	• Property rates	• Property rates	• Rates	• Rates
Rental of municipal property		• Site rental		
		• Burials		
NUMBER OF INDIGENT HOUSEHOLDS (2011 statssa)				
86 343	27 221	49 935	40 873	15 333
NUMBER OF INDIGENT HOUSEHOLD BENEFITTING FROM MUNICIPALITY/ GOVERNMENT				
32 573	2 275	898	336	1 365
Total indigent H/H in the District=219 705 which is 74,1%; Indigent H/H registered and benefitting in municipalities= 113 862 which is 52% which is 38,4% of MDM				

LIST OF CRITERIA USED ACROSS THE LOCAL MUNICIPALITIES, MOPANI DISTRICT

1. Household income of R3000
2. Ownership/ Tenant of one property
3. Must be in possession of a valid SA ID
4. Full-time occupant of property
5. Must be resident of the municipal area
6. Monthly water & electricity consumption of 6kl and 50kWh respectively
7. Child-headed household

NB: Only two municipalities (BPM & GTM) have indicated indigent households per ward, although not all wards covered. The rest (MLM, GGM & GLM) have not indicated their records per wards.

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

3.1.2.1 Greater Tzaneen

The Greater Tzaneen Municipality is situated on the south-western side Mopani District Municipality. It is bordered by Maruleng Municipality on the south, Lepelle-Nkumpi Municipality on the south-west, Molemole Municipality on the west, Greater Letaba Municipality on the north, Greater Giyani Municipality on the north-east and Ba-Phalaborwa Municipality on the east. The Municipality comprises of a land area of approximately 323 999,14 ha (3240 km²). It extends from Haenertsburg in the west, to Rubbervale in the east (85km), and just south of Modjadjiskloof in the north, to Trichardsdal in the south (47km). Greater Tzaneen Municipality encompasses the proclaimed towns of Tzaneen, Nkowankowa, Lenyeny, Letsitele, Haernetzburg. As seen above these areas form the economic growth points in the provincial, district and municipal scales respectively. In addition, there are 125 rural villages, concentrated mainly in the south-east, and north-west of the municipality. Almost 80% of households reside in these rural villages. The municipal area is further characterized by extensive and intensive farming activities (commercial timber, cash crops, tropical and citrus fruit production); mountainous, inaccessible terrain in the west and south, and un-even topography (gentle slopes) to the north and east; areas with exceptional natural beauty, with considerable untapped tourism potential.

3.1.2.2 Greater Letaba

The Greater Letaba Municipal area is situated on the north-west of Mopani District. It shares the boundary with Greater Tzaneen on the south, Molemole on the west, Makhado on the north-west and Greater Giyani on the north-east. It has three proclaimed towns of Modjadjiskloof, Ga-Kgapane and Senwamokgope which dominate with economic activities. Greater Letaba Municipality has 80 settlements with total area coverage of 189096.07ha (1891 km²). (MDM SDF. 2007:59). The Greater Letaba Municipality area is the smallest local municipality in the district in terms of land area. The Municipality is furthermore characterized by contrasts such as varied topography, population densities and vegetation. The population in the municipality is denser in the north-east than in the south, whereas, vegetation is denser in the south (timber) than in the north (Bushveld).

Resources are relatively scarce throughout the municipality. The municipality is, however, situated in close proximity of other natural resources at its border with Greater Tzaneen. The Tzaneen and Heanertsburg areas attract tourists due to their natural beauty, dams, waterfalls, vegetations and nature reserves. The Municipality can capitalize on these resources as well as the more intensive economic activities in Tzaneen town. Internally the municipality boasts of the Rain Queen Modjadji and the old and big Baobab tree (with the circumference of 24m) near Ga-Kgapane. A convenient tourist route could be drawn to attract and guide tourists in this magnificent area. It is part of the Ivory route. Rural settlements are evenly spaced along the northern boundary, and a lesser concentration of villages along the south – eastern boundary, of the municipality. The south part of the municipal area comprises mountainous terrain, which precludes urban development. Approximately 5% of the land area is covered by residential development, whilst 30% is taken up by agricultural activities. These include tomatoes (central), Timber (south and south east), game and cattle (central and north west).

3.1.2.3 Greater Giyani

Greater Giyani Municipality is located in the North of Mopani District Municipality with Giyani as its only town. The municipal area is abutting with Thulamela and Makhado municipalities in the north-west, and Mutale Municipality in the north-east, Ba-Phalaborwa on the south, Greater Tzaneen on the south-west and Greater Letaba Municipality on the west. It embraces portion of Kruger National park south of **Shingwedzi river**. Giyani is also the home of the District Municipal offices where the previous administrative offices of Gazankulu homeland were housed. Greater Giyani Municipality covers an extent of 4 171,6 km² and has 93 sparsely located villages. It is home to Muyexe village, the pivot point of the National Rural Development Programme pilot project in South Africa, launched on 17/08/2009. Giyani town is the largest centre of population concentration, employment opportunities, shopping and recreational facilities in the local municipality. The economic activities that mostly takes place in Greater Giyani both formal and informal are: small-scale agriculture (maize, vegetables, tomatoes, beef), services, transport and retail development.

There are however, number of factors impacting negatively on the economic growth such as geographical location (distance to markets), shortage of skills, poor infrastructure, climatic conditions and diseases. Due to proximity to Mozambique and Zimbabwe through Kruger National Park, the municipality experiences influx of foreigners from Mozambique and Zimbabwe refugees who have myriad social needs including land. Hence Hluphekani informal settlement around Giyani, previous "Refugees camp".

The municipality has potential for tourism and conservation development due to the existing natural heritage sites through the area, mining, latent farming schemes, processing of natural products (Mopani worm and Marula fruit). Kruger National park is also considering to open a commercial gate around Muyexe, i.e Shangoni gate.

3.1.2.4 Ba- Phalaborwa

The municipality is bordered in the north by Greater Giyani and Greater Tzaneen municipalities and in the south by Maruleng municipality and in the east by Mozambique. It includes portion of Kruger National Park that embraces Olifants, Letaba, Mopani & Shimuwini (bush) camps (north of Lepelle river). It forms part of the Great Limpopo Trans-frontier Park. It is made up of 23 villages and 4 towns. The town of Phalaborwa and the nearby Namakgale/ Lulekani towns and surrounding villages constitute the major population concentration areas in Ba-Phalaborwa. Another smaller rural concentration is Selokane/ Nondweni with the tourist resort of Eiland nearby. The area has a unique natural environment comprising conservation areas and eco- tourism development. These and the large mining development form key economic drivers. The Phalaborwa gate is the most busy gate among all KNP gates opening into Limpopo province, providing access to Girondo border gate into Mozambique. Hence the provincial growth point, Phalaborwa.

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

3.1.2.5 Maruleng

The Maruleng Municipality is situated in the south of Mopani District Municipality. It is bordered by Kruger National Park in the east, the Ba-Phalaborwa and Greater Tzaneen in the North, the Lepelle Nkumpi Municipality to the west, and Thaba-chweu, Tubatse and Bushbuckridge Municipalities in the south. The municipal area extent is 324 699ha and it comprises of 33 rural villages and 3 urban areas. The municipal area is characterised by typical Lowveld vegetation and is evenly sloped with isolated kopies and ridges. To the south, the municipal area is also bordered by the Drakensberg escarpment in Thaba-chweu. Population densities vary from sparse in the east, to relatively dense in the South – West.

Maruleng shows clear fragmentation between rural and urban area as perpetrated by the apartheid government. Rural communities who constitute over 90% of the entire population are occupying less than 20% of the Municipal area (around Sekororo area) when the remainder is used for first and second order settlements and game farming owned by whites. The three urban areas (Hoedspruit, Kampersrus & Mica) are still predominantly white areas. However that has improved drastically since 2001. There is still a serious challenge on the release of land formerly owned by whites. The costs are exorbitant for the willing seller and buyer. That hampers further growth of the town Hoedspruit and other developments. Poverty linked with alienation or segregation from the resourceful areas is more vivid in Maruleng, where possible places of work are far and often outside the municipality, e.g Tzaneen town and Phalaborwa town. Endeavour to pull economic development around Metz will remain a noble option as it is in proxim to the majority.

A definite fragmented urban and rural form is evident in all areas throughout the district. This can mainly be attributed to economic factors and racial segregation induced by past legislation causing artificial fragmentation in the rural and urban areas. The implementation of the Group Areas Act resulted in the segregated residential development pattern that saw the Black, Asian and Coloured population groups being removed to peripheral, separate and inaccessible locations. Within Mopani, black people have since been concentrated in the former homeland areas of Lebowa, Venda and Gazankulu.

The fragmented spatial structure where most of the economic activities are concentrated in predominantly white urban concentrations and farms resulted in the concentrations of the majority of the population within areas severely at distant from their place of work. These areas experience severe poverty and low human development potential due to high illiteracy rates, low income and a generally low life expectancy, accompanied by low levels of social and basic engineering services.

3.1.3 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 limited 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, GaKgapanane, Nkowankowa and Lenyenye. 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 a lower level. In order to ensure economic development in these settlements basic services and social services should be improved. Although these settlements are small they play an important role in several sectors such as mining (Gravelotte), retail trade (Namakgale and GaKgapanane) and manufacturing (Nkowankowa).

As appearing in the above Table, **Municipal growth points** include Lulekani, Xawela, Senwamokgope, Haenertsburg, etc. The areas have a relatively small economic sector that provides some employment to a smaller number of people. These settlements have very few social services and no government offices. People living in these areas have to travel to larger settlements (Provincial and District Growth Points) to obtain these services. Two of these growth points play an important role in the economy of the area. Letsitele is one of the most important areas where citrus fruit is produced while Haenertsburg and surroundings has been identified as a very important tourism area. Both these sectors demand proper basic services of which roads (transport for fruit and tourist traffic) are the most important. The various municipalities responsible for service delivery in these areas should ensure that these basic services are of a good standard to support the various economies. District and Municipal growth points are sixteen in number whereas Provincial ones are five.

Ten of the sixteen growth points (District & Municipal) are situated in the Greater Tzaneen and Ba-Phalaborwa Municipalities. There are noticeable variations between the municipalities in this regard as 12% of households in Ba-Phalaborwa and 0.7% in Greater Letaba are urbanised. The District is thus largely rural in nature restraining development in the secondary and tertiary economic sectors.

The Spatial Rationale indicates the following tendencies with respect to the settlement hierarchy in individual local municipalities:

Table 15: MUNICIPALITY	TOTAL POPULATION	# Growth points and population concentrated areas (1 st order settlements)	% population residing in growth points areas
Greater Giyani	244 218	2	28%
Greater Letaba	212 701	2	60%
Greater Tzaneen	390 098	3	65%
Ba-Phalaborwa	150 635	3	90%
Maruleng	94 855	1	2%

In line with NSDP, focus should be placed on concentrating economic development within the Growth Points to increase urbanization in the District. Albeit basic services need to be addressed in every settlement. The current dispersed settlements pattern constrains sustainable development. These villages should be linked and economically dependent on one another to maximize mutual benefits and cross subsidization out of the scarce resources. One other dynamic is that there are clear spaces (called buffer zones) between urban and rural settlements, the situation that had been borne by apartheid, ensuring that the poor never see themselves deserving the same dignity as those in towns. Programmes to transform such view should be employed, from social to infrastructure activities.

3.1.4 ILLEGAL OCCUPATION OF LAND

Land is a scarce resource that cannot be extended or enlarged. It is a platform for mankind to build, live and also bury. Individuals, communities and government need to do as they could to guard against land invasion, degradation and pollution. The issue that need earnest attention is the illegal occupation and unsustainable use of land, which deepen our communities in serious and unacceptable conditions of living and then put pressure on government to attend to damage control instead of properly planned development. Most often transgressors use the prime land which could be utilized for agriculture for food security or mining exploration. It becomes legally problematic once illegal and or informal occupants are left to stay for a considerable time if they ultimately have to be relocated. In terms of Labour Tenants rights act 3 of 1996, Interim Protection of Informal Land Rights Act 31 of 1996) and Extension of Security of Tenure Act, 1997 (ESTA), illegal occupants may claim protection when the challenge of removal is imposed on them. Across the district the following areas are vulnerable to this challenge:

The table below depicts illegal land occupation:

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

Beside the above there are patches of informal and illegal developments in and around most of the townships and rural settlements, as people put pressure to come closer to places of work and hoping for access to better services. It will require local municipalities through Land-use management schemes and other control systems to attend to these illegal developments as a matter of urgency whenever they emerge.

Furthermore, the Phalaborwa Spatial Development Initiative (SDI) is located within the District. The SDI is focused along the main road link from Phalaborwa to Nelspruit in the Mpumalanga Province, where the SDI joins the Maputo Development Corridor. The aim of the corridor was to create better access between the port of Maputo and the mining hub in Phalaborwa. However, all the local municipalities in Mopani District indicated that currently no projects or development initiatives have been implemented within this SDI. The Development Bank of South Africa initially identified potential projects and initiatives in the SDI based on the mining, agriculture and tourism sectors. These initiatives have, however, not been implemented.

3.1.5 LAND CLAIMS AND THEIR SOCIO-ECONOMIC IMPLICATIONS (Ref. Regional Land Claims Commission report, Nov. 2009)

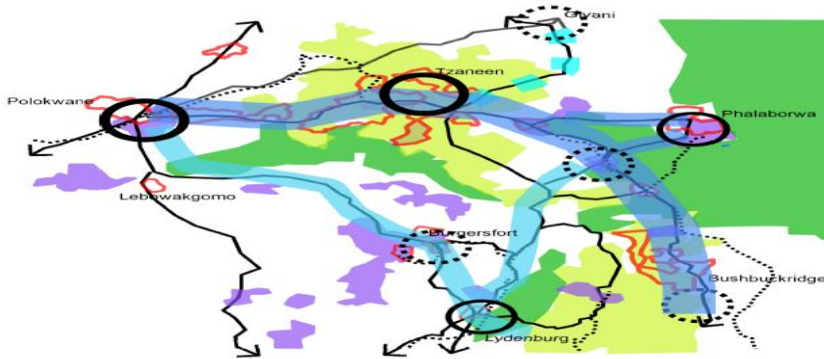
Table 17: MUNICIPALITY	TOTAL MUNICIPAL AREA	CLAIMS IN PROCESS	VALID CLAIMS IN PROGRESS		No. OF CLAIMS YET TO BE VALIDATED	% OF MUN. AREA CLAIMED (valid)
			Number	Extent (ha)		
Greater Giyani	4 171,6 km ²	44	1	1410,1434	43	2,3%
Greater Letaba	1 890,9 km ²	72	16	80639,9160	56	24,9%
Greater Tzaneen	3 242,6 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 km²	190	44	185 497,6970	146	7,3%

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

On the one hand, land restitution and redistribution processes may result in many people obtaining access to land, resulting in improved living standards and quality of life. On the other hand, it could result in large-scale sterilisation of economically productive land (e.g. high potential agricultural land, mining of certain minerals, nature conservation areas, etc) and consequential loss of job opportunities, if delayed, not well planned and managed within the context of a spatial development framework that considers all these factors. Capital projects do get stalled while claims processes are in progress.

The demand on land for economic development cannot be overemphasized. For this reason, Mopani District municipality has **purchased a piece of land in extent of 158,5 ha**, named Moshupatsela, **strategically located along the road R71**, about 9km Tzaneen to Phalaborwa road, **to advance economic development** in atchaar factory, dried fruits, orchard and vegetables & chilli production. The sketch below also poses corridors of potential economic development. Valoyi Tribal authority in N'wamitwa, GTM, has set aside vacant land for shopping complex to support N'wamitwa dam and villagers. For MLM, we have The Oaks-Metz-Trichardsdal development corridor.

3.1.6 Development corridors and economic centres:



3.1.7 National transport Access of Mopani District Municipality:

- **ROADS:** R36 to Modjadjiskloof to Tzaneen to Lydenburg, R40 to Gravelotte to Hoedspruit to Nelspruit, R71 to Haenetzburg to Tzaneen to Phalaborwa to Giriondo gate (S.A/Mozambique), R81 to Giyani to Mooketsi to Polokwane. The roads Giyani to Phalaborwa and R529 Giyani/ Tzaneen are additional to the main economic corridors in Mopani.
- **AIRPORTS:** (to Johannesburg & Capetown); Eastgate airport (in Maruleng Local Municipality)
- **RAILWAYS:** **Goods rails** to PLK to Gauteng and **passenger rails** to Nelspruit to Gauteng and also Komatipoort & Richards bay.

3.1.8 LEGISLATIVE IMPERATIVES

Mopani District municipality is situated in the former homelands (Lebowa & Gazankulu), self-governing state (Venda) and TPA white areas (towns). These had their set of legislations to administer and govern land. The key legislations are, Proclamations R293 of 1962 (Black areas Townships regulation), R188 of 1969 (Black areas land regulation), Venda Land Affairs Proclamation 45 of 1990 and the old Transvaal Town Planning and Township Ordinance (15 of 1986) which was applicable only to the former white areas (towns).

Despite the contemporary local government which went through establishment to Sustainability phases, these legislations are still in force. They are not in support of the developmental state that we are in as a country. They pose number of challenges when municipalities are trying to unify and bring progressive development in their areas. E.g lack of structures to administer them and misalignment to the development status of the country, socially, economically and politically.

The Development Facilitation Act 67/1995, came handy to alleviate some of the pressures that are borne by the old regime. However, with the High Court order to deem chapters V & VI of this Act, unconstitutional, June 2010, municipalities have no apparent option than to rely wholly on the old legislations with all the ills borne in them, while hoping on Spatial Planning and Land Use Management Act which is yet in progress to be promulgated. This is indeed a setback in the country at large. Every effort to expedite the repealing of the old regime will be welcomed.

3.1.9.1 KEY SPATIAL CHALLENGES

- ❖ Sparse rural settlements, especially in Greater Giyani, which makes it difficult to provide services economically.
- ❖ Delay in settling registered Land Claims, which keep the affected land unutilized and barren and further causing unnecessary demand and surplus for land for development.
- ❖ Invasion of land in areas identified, which cause settlements on unsafe grounds with environmental hazards.

- ❖ Abutting with Mozambique also pose challenges in continued influx of foreign nationals, causing unaccounted for population, that put stress and strain in the services that must be provided to the citizens.
- ❖ Skew concentration of economic bases/hubs that are not accessible to the rural majority. Basically in urban areas.
- ❖ Unavailability of land to grow urban areas.
- ❖ Multiple centres of power in land administration, i.e Traditional leaders, Municipal Councils, MEC for Local government, DPW, etc.
- ❖ Old planning legislations without systems and procedures in place.

3.1.9.2 KEY SPATIAL OPPORTUNITIES

- ❖ Abutting with Mozambique afford MDM citizens proximity to access the beaches in Xaixai, Baleni, etc and also make MDM a gateway through Giriondo Border post on tourism aspect.
- ❖ 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, ENVIRONMENTAL AND ECONOMIC ANALYSIS

Development of the people of Mopani hinges on three main pillars, viz. Environmental, social and economic aspects. Unpacking on these pillars we will be able to have a perspective on the quality of life and the standard of living the people of Mopani are experiencing.

3.2.1 SOCIAL ANALYSIS

Background

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

3.2.1.1 Housing

Table 18: Census 2001/ 2011 Households by Type of main dwelling by municipalities

Housing provisioning in Mopani District Municipality (H/H)							
Type of Housing	Census 2001 & 2011		Census 2011				
	Mopani		GGM	GLM	GTM	BPM	MLM
House or brick/concrete block structure on a separate stand or yard or on a farm	148926	264847	55 194	52 491	96 347	37 590	23 125
Flat or apartment in a block of flats	2159	1860	379	279	602	457	142
Cluster house in complex		202	12	20	114	35	21
Townhouse (semi-detached house in a complex)	1217	414	37	9	283	60	24
Semi-detached house		80	5	14	23	20	18
Flat in block of flats	2159						
Room/flatlet on a property or larger dwelling/servants quarters/granny flat	1788	3817	31	112	2 675	924	73

Caravan/tent	491	300	41	57	142	34	26
Total Housing provided	156740	271520	55 699	52 982	100 186	39 120	23 429
Total Housing per municipality	261 697	296 320	63 548	58 261	108 926	41 115	24 470
Percentage of Housing provisioning	59,9%	91,6%	87,6%	90,9%	92,0%	95,1%	95,7%

Housing needs in Mopani District Municipality (H/H)							
Current Type of Housing	Mopani		GGM	GLM	GTM	BPM	MLM
	Census 2001	Census 2011					
Traditional dwelling/hut/structure made of traditional materials	71517	15003	5 974	2 412	4 831	1 149	637
House/flat/room in backyard	3221	2029	253	589	652	449	86
Informal dwelling (shack; in backyard)	2230	2998	615	1 013	1 084	148	138
Informal dwelling (shack; not in backyard; e.g. in an informal/ squatter settlement or on a farm)	7686	3631	868	942	1 672	65	84
Other		1141	138	322	501	84	96
Total Housing needs	84654	24802	7 848	5 278	8 740	1 895	1 041
Total no. of Housing per Municipality		296 320	63 548	58 261	108 926	41 115	24 470
Percentage of Housing needs		8,4%	12,4%	9,1%	8,0%	4,9%	4,3%

RDP Housing Backlogs (H/H) Limpopo Multi-year Housing Dev. Plan						
Mopani	GGM	GLM	GTM	BPM	MLM	
26 735	11 119	7 879	5 388	1 466	883	

Table 19: Land tenure status per households, 2011 Census

Type of tenure	MDM	GGM	GLM	GTM	BPM	MLM
Rented	30838	2705	5338	13258	6748	2789
Owned but not yet paid off	15707	4534	2181	5446	2864	682
Occupied rent-free	93469	15917	24236	29330	8693	15293
Owned and fully paid off	149063	39558	24692	57006	22444	5363
Other	7242	833	1814	3886	367	342
Total	296319	63547	58261	108926	41116	24469

While housing provisioning has improved to 84,7% of the households in the District residing in housing that meet minimum standards, there is still significant number that still live and sleep in risk housing, 15,3%. "Better life for all" also need to covers them.

3.2.1.2 HEALTH AND SOCIAL DEVELOPMENT

The challenge of the health sector in South Africa is to develop a unified national health system capable of delivering quality health care to all citizens efficiently and in a decent environment. The provision of health facilities to all settlements in the district is a problem because of the large number of settlements (varying in size), with the majority of them being relatively small and scattered throughout the district. A simplified calculation of the number of people per hospital per local municipality would not provide a true reflection of the actual situation, as hospitals provide services to communities across municipal boundaries and international refugees.

The Table 39 below indicates the improvement in the provision of more facilities and thus resulting in reduced number of people served by one facility. However the backlog is still huge and more resources are still needed to improve the situation even better. Cognisance should also be taken of the fact that private facilities are not included in the data projected and if such data would be available the ratios would look much better.

No. fa cilities available & Hospitals capacities					
	2011/12	2012/13	2013/14	2014/15	2015/16
Hospitals:	8	8	8	8	
Hospital capacities (no. of beds):	1464	831	831	831	
Health Centres	8	8	8	8	
Clinics	92	92	93	93	
Gateway clinics (located in hospitals)	2	2	3	3	
Mobile clinic teams	27	27	27	27	
Community Home-based care:	67	65	65	65	
Funded: (NPOs) Not Funded (+-):	40	42	42	42	

NB: The capacities for the hospitals stayed at 1473 beds to-date. That is due to the impact the home-based care facilities are making.

3.2.1.2.1 Prevalent Diseases in Mopani District

Diarrhea

Pneumonia

Tuberculosis

HIV and AIDS

Malaria

Sexually Transmitted Infections (STI).

Non-communicable diseases, eg hyper-tension, sugar diabetes, etc.

	MDM	BPM	GTM	GLM	MLM	GGM	KNP
Private Hospitals	2	1	1	-	-	-	-
Specialised Hospital	1	-	-	-	-	1	-
Provincial Hospital	1	-	1	-	-	-	-
District Hospitals	6	1	2	1	1	1	-
Health centres + Clinics + Gateway clinics	104	10	34	21	11	27	-
% Facilities providing 24-hour service	87%	80%	85%	90%	90%	90%	-
No. of applications for new Clinics	12	1	2	2	2	5	-
No. Health centres needed	2	-	-	1	1	-	-
Clinics with water	104	10	34	21	11	27	-
Without Water	2	-	-	1	-	1	-
Clinics with sanitation	104	10	34	21	10	27	-
Clinics without sanitation	-	-	-	-	-	-	-
Available mobile teams/ mobile clinics	27	4	11	4	4	4	-
Visiting points	1032	20	459	194	162	195	2
Teams Needed	17	2	5	3	2	3	2
No. of visiting points needed	3	-	-	-	-	-	3
NPOs for home-based care(funded+non-funded)	63/42	6	14	8	7	28	-
Health Care givers	2120	162	471	366	254	867	-
No. of Community Home-based soc. care-givers	1160	44	268	64	98	247	-

Backlogs reflected in terms of number of Clinics without water poses serious concern to the effect that these amenities cannot be utilized to full potential. The conditions under which staff is working do not reflect the image of health services. Not easy to attract and retain skilled personnel under such circumstances. Clear plans have to be sought to clear these backlogs if millennium goals are to be attained. The mobile teams cannot spend sufficient time at stations for quality service due to high number of stations (visiting points) that need to be covered per time. It will be necessary to have more mobile clinics/teams established for quality service and full coverage to communities. Kruger National Park is currently served with two mobile clinic points whereas it has four main camps and one bush camp. Analysis indicates acute shortage of the services for urgent attention in this internationally acclaimed tourism icon.

Mopani has progressed considerably with Clinics infrastructure. However ten Clinics and three health centres are still needed for the communities to be sufficiently served. Those will however add to the backlog on water and sanitation demands. It will be seen that Mopani has 90% of its clinics servicing communities 24hours. The remaining 10% is largely attributed to infrastructure and staff management problems. An analysis of the availability of health facilities per municipality indicates that Maruleng Local Municipality is in the best position as it has 1 clinic for every 6 841, followed by Greater Giyani with 9 526. There are also four gateway clinics, located in four hospitals, Sekororo, Letaba, Nkhensani and Maphutha-Malatji. Only Sekororo one is fully functional, the rest are still in establishment process

	GGM	GLM	GTM	BPM	MLM	Mopani
Total population	244 218	212 701	390 098	150 635	94 855	1 092 507
Number of Health centres plus clinics	28	21	34	10	11	104
No of people served by one clinic/ health centre	10 176	9 669	12 584	15 064	10 540	11 381

There are mobile clinics based at various sub-districts and have visiting points taking health services to rural areas where there are no clinics. With the incorporation of Kruger National Park the gap on access to Health services has widened. When annual initiation schools open, there are often reports on illegal schools that result in initiates getting mutilated, sick and dying. This issue requires immediate intervention by the relevant government role players.

Other concerns on health services are access in terms of distance and bad state of roads as well as poor supply of medicines. Such factors, including poor infrastructure that invade people's rights to privacy, encourage those who can afford, to go to other service centres like Polokwane, for quality services, whereas the poor get stuck with the challenge. Something needs be done. The Health plan has been reviewed and further details will be unpacked adequately therein.

3.2.1.2.2 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
Evuxakeni Hospital	Raphahlelo Clinic	Van Velden Hospital	Lulekani Health centre	Lorraine clinic
Mugodeni Grace Health Centre	Senopela Clinic	Letaba Hospital	Phelang Community centre	Sekoro clinic
Dzumeri Health Centre	Mamaila Clinc	Nkowankowa Health centre	Selwane Clinic	Sofaya clinic
Makhuba Clinic	Sekgopo Clinic	Lenyenye Clinic	Ben-Farm clinic	Bismark clinic
Kremetart Clinic	Maphalle Clinic	Karlota Clinic	Humulani clinic	Turkey clinic
Basani Clinc	Shotong Clinic	Mariveni Clinic	Mahale clinic	Hoedspruit clinic
Bochabelo clinic	Matswi Clinc	Dan Clinic	Namakgale A clinic	Mabins clinic
Hlaneki clinic	Modjadji clinic	Julesburg CHC	Namakgale B clinic	The Oaks clinic
Khakhala-Hlomela clinic	Pheeha clinic	Shilubana CHC	Busstop clinic	The Willows clinics
Kheyi clinic	Senobela clinic	Khujwana clinic	Makhushane clinic	Callais clinic
Mapayeni clinic	Bellevue clinic	Karlota clinic	Mshishimale clinic	
Mhlava Willem clinic	Lebaba clinic	Mariveni clinic		
Msengi clinic	Raphahlelo clinic	N'wa Mitwa clinic		
Ndengeza clinic	Rotterdam clinic	Dr Hugo clinic		
Ngove clinic	Seapole clinic	Nyavana clinic		

Nkomo B clinic	Chatlie Rhangani	Makgope clinic		
Nkuri clinic	Mamanyoha clinic	Munijie clinic		
Ntluri clinic	Medingen clinic	Madumane clinic		
Ratanang clinic	Bulobedu clinic	Motupa clinic		
Shikhumba clinic	Sekgopo clinic	Morapalala clinic		
Shitlakati clinic	Busstop clinic	Tzaneen clinic		
Shivulani clinic		Lenyenye clinic		
Skimming clinic		Lephepane clinic		
Thomo clinic		Mohoboya clinic		
Zava clinic		Jamela clinic		
		Mohlaba clinic		
		Maake clinic		
		Ooghoek clinic		
		Mokgathi clinic		
		Ramotshinyadi clinic		
		Mawa clinic		
		Letsitele clinic		
		Tours clinic		
		Zangomama clinic		
		Mogapeng		
		Moime clinic		

NB: Evuxakeni hospital is situated in Giyani Township and it is the only hospital providing psychiatric services in the Mopani District.

CLINICS NOT PROVIDING ARV's

Municipality	Clinics without ARV's	Location of the Clinic in the Municipality (Wards)
Greater Giyani	Matsotsosela clinic	Matsotsosela village
	Muyexe clinic	Muyexe clinic
Greater Tzaneen	Relela clinic	Relela village
Greater Letaba	none	n/a
Ba-Phalaborwa	none	n/a
Maruleng	none	n/a

3.2.1.2.3 HIV and AIDS Prevalence (Tendency)

During the past decade, there has been an exponential growth in the number of HIV/AIDS infections in South Africa. This growth has been accompanied by greater visibility of the epidemic, especially owing to the increasing number of AIDS cases and deaths. South Africa now faces one of the world's most severe HIV & AIDS epidemics.

Table 23: Mopani District Municipality HIV & AIDS Prevalence over 10 years													
Year	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Trend	23%	23%	22,5%	29,8%	24,7%	23,8%	25,2%	25,2%	26,2%	25,2%	24,8%	24,6%	-
Prevalence in year 2011 – 2014 per Municipality													
YEAR	MOPANI DM	Ba-Phalaborwa	Greater Letaba	Greater Giyani	Greater zaneen	Maruleng							
2010/11	26,2%	27,3%	17,5%	21,3%	28,5%	26,8%							
2011/12	25,2%	27,1%	24,2%	17,9%	28,0%	30,0%							
2012/13	24,6%	31,4%	18,4%	14,4%	29,7%	22,7%							
2014	-	-	-	-	-	-							

Table 24: List of HIV & AIDS Intervention Programmes and Targets		
PROGRAMME	TARGET	SUPPORT NEEDS
Home based care	Sick or Terminally ill patients/ clients	HR, Funds and Facilities
Condom distribution	Prevention of spread, to all sexually active population	Resources to manufacture & distribute

Awareness campaigns	Schools, work places, clinics, public facilities, NGOs, FBOs, high risk areas, key population areas, etc.	Resources to intensify the campaigns. Sector Departments to play their part.
Prevention of Mother to Child Transmission (PMTCT)	Pregnant women not to transmit HIV to children	Training and skills development support
HIV Counseling & Testing (HCT)	All sexually active people to know their status and conduct their lives accordingly.	Infrastructure/ Counseling rooms
ARV Roll out	HIV positive people	Human Resource and Infrastructure
TB Management	TB Diagnosed clients	Direct Observed Treatment Support (DOTS)

Table 25: SERVICE LEVEL NEEDS

Needs for infrastructure	Available structures to be upgraded to add service (more space)
Services levels/ standards	Service levels are generally low. Need for HR training and review of legislation
Equipment/ Resources	Low supply of medication. Need funds and speedy deliveries of medicines.

Despite the scale of the epidemic, there is relatively limited data on the impact at personal, community, business or national level. One reason for this is undoubtedly the enormous stigma that is still attached to HIV infection. It should also be noted that the most common method of assessing HIV & AIDS prevalence within the country is by conducting a survey of women attending antenatal clinics. In South Africa, such surveys have been conducted by the National Department of Health since 1990 at a sample of public antenatal clinics. These surveys are based on anonymous and unlinked samples accompanied by basic demographic data and are a low-cost tool for regularly monitoring key aspects of the HIV epidemic. The results on these surveys are depicted in Table 45:

TABLE 26: Statistics on HIV & AIDS Prevalence in South Africa (Antenatal clinic estimates)										
Province	2002 (%)	2003 (%)	2004 (%)	2005 (%)	2006 (%)	2007 (%)	2008 (%)	2009 (%)	2010 (%)	2011(%)
KwaZulu-Natal	36,5	37,5	40,7	39,1	39,1	37,4	40	15,8	15,8	37,4
Gauteng	31,6	29,6	33,1	32,4	30,8	30,3	36	14,8	14,7	28,7
Mpumalanga	28,6	32,6	30,8	34,8	32,1	32,0	33	13,5	13,5	36,7
Free State	28,8	30,1	29,5	30,3	31,1	33,5	34	14,2	14,2	32,5
Eastern Cape	23,6	27,1	28	29,5	29,0	26,0	29	11,1	11,5	29,3
North West	26,2	29,9	26,7	31,8	29,0	29,0	30	13,1	13,1	30,2
Limpopo	15,6	17,5	19,3	21,5	20,6	20,4	20,7	7,5	7,7	22,1
Northern Cape	15,1	16,7	17,6	18,5	15,6	16,1	21	7,7	7,9	17,0
Western Cape	12,4	13,1	15,4	15,7	15,2	12,6	16	6,0	6,1	29,5

The abovementioned table demonstrates that Kwazulu-Natal (KZN) has the highest prevalence rate since 2002. It is noted with regard to Limpopo province that the infection rate has increased from in 2002 to 2005 and then decreased in 2006-2010. According to the Provincial Department of Health and Welfare 2008 Summary Report, Mopani district has increased from the highest HIV prevalence of 23,8% in 2007 to 25,2% in year 2008, with Waterberg at 23,6%, Sekhukhune at 21,8%, Capricorn at 21,0% and Vhembe at 14,7%. Mopani has further increased to 26,2% in 2010 and dropped to 24,8% in 2011.

The contributory factors for high prevalence of HIV & AIDS and related diseases are indicated as:

- Poverty, gender inequality and orphan-hood;
- Rapid urbanization, cultural and moral degeneration;
- Poor Cross border gates and national routes control;
- Dynamics of a growing economy;
- Increase in the commercialization of sexual activities, i.e sex-workers
- High unemployment rate;
- Low literacy rate;
- Alcohol and substance abuse; and
- High crime rate.

Although the epidemic affects all sectors of society, poor households carry the greatest burden and have the least resources available to cope with the impact of the disease. Despite the decrease in pandemic, all institutions (public and private) in the district have to increase their efforts (individually and collectively) to deal effectively with the pandemic so as to maintain high productivity and service delivery levels both in the workplace and in the broader society whilst avoiding discrimination of those infected or affected. Hence partnership between government, private sector and all other stakeholders have to be forged in order to develop and implement policies and programmes that are aimed at combating the spread of the virus and mitigating the impact of the AIDS pandemic.

The prevalence of HIV and AIDS has resulted in the increase of child-headed families without any source of income in the province. However, the Department of Social Development has been proactive in providing child support grants. The Integrated Food Security Programme continues to play a pivotal role by giving families food packages although many families are still left out. The Mopani District Council acknowledges the serious nature of these diseases and has established an institutional HIV & AIDS Committee and developed a institutional HIV and AIDS policy to manage these diseases. The District Council has also played a key role in the establishment of Mopani District AIDS Council and the development of a district-wide HIV & AIDS policy and programme to deal with the scourge within the district.

3.2.1.3 SAFETY AND SECURITY

The Mopani District is daunted with high rate of crimes, such as, murder, attempted murder, rape, robbery with aggravated circumstances, assaults and so forth. There are also emerging crime types such as theft out of motor vehicle, Car jacking and house breaking particularly in urban centers in the District, e.g Tzaneen and Giyani. The South African Police Service (SAPS) is responsible for public safety and security in the district. Although, municipalities have a legislative requirement to provide for safety and security services (municipal policing), currently the municipalities within the district do not have the capacity to render these services. There are Community Policing Forums (CPFs) in all the local municipalities who work in partnership with the police to curb crime in communities. The number of police stations per LM are indicated in Table 46 hereunder:

		POLICE STATIONS		MAGISTERIAL OFFICES
		MOTHER	SATELITE	
Ba-Phalaborwa	Phalaborwa	1	0	1
	Gravelotte	1	0	0
	Lulekani A & B	1	0	1
	Namakgale	1	0	1
	Seloane	0	1	0
	Sub - Total	4	1	3
Greater Giyani	Giyani	1	0	1
	Babangu	0	0	0
	Dzumeri	0	1	0
	Hlaneki	0	1	0
	Homu- North	0	1	0
	Makhuva	0	1	0
	Muhlahandlela	0	1	0
	Ndengeza	0	1	0
	Nkuri	0	1	0
Sub- Total	1	7	1	
Greater Letaba	Bellevue	0	1	0
	Modjadjiskloof	1	0	0
	Kgapane	1	0	1
	Sekgopo	0	1	1

	Thakgalane	1	0	
	Worcester	0	1	0
	Sub-Total	3	3	2
Greater Tzaneen	Haenertzburg	1	0	0
	Lenyenye	0	0	1
	Letsitele	1	0	0
	Maake	1	0	0
	Matlala	1	0	0
	Nkambako	0	1	0
	Nkowankowa	1	0	1
	Rhelela	0	1	0
	Serolorolo	0	1	0
	Tzaneen	1	0	1
	Sub-Total	6	3	3
Maruleng	Hoedspruit	1	0	0
	Metz	0	1	0
	The Oaks	0	1	0
	Sub – Total	1	2	0
Mopani	Total	15	16	9

3.2.1.3.1 CRIME

According to SAPS in Mopani, there are not enough police officers in the district. It is one area that need the Department to prioritise. Information regarding the reported cases of crime received from the SAPS for the period 2010 -2011 is indicated in the Table below. It will be seen that **Greater Tzaneen is top, followed by Ba-Phalaborwa and Greater Giyani** where the following are the top ten crimes in Mopani: **Theft in general, Burglary at residential premises, Assault with the intent to inflict grievous bodily harm, Common assault, Malicious damage to property, Burglary at non-residential premises, Total Sexual Crimes, Shoplifting, Commercial crime, Theft out of or from motor vehicle.**

Crime types like Robbery at residential and non-residential premises, Theft of motor vehicles and motorcycles, Illegal possession of firearms and ammunition, Neglect and ill-treatment of children, Car hijacking, Public violence, Kidnapping and Truck hijacking are reasonably under control and at a reasonably low rate. Tables # show Frequencies and tendencies for the past five years (2006- 2011) for the various crimes in every municipality. There are areas of successes and where efforts need to be concentrated to overcome the problem of crime in our areas. Table 47 also indicate the priority actual Flash point areas which are highly vulnerable to various types of crime needing urgent attention for the safety and security of our people.

Types of Crime are classified as follows:

- ❖ **Contact crimes** : Murder, Sexual Offences, Robbery and assault
- ❖ **Contact Related:** Arson, Malicious damage to property
- ❖ **Property Related** : Burglary residential, Burglary non-residential, Theft of vehicles and Theft out of vehicle
- ❖ **Crime detected as result of Police Action:** Drug related and illegal possession of firearms and ammunition
- ❖ **Other Serious Crimes:** Commercial Crimes & Shoplifting

GREATER LETABA MUNICIPALITY (Modjadjiskloof police station) CRIME FREQUENCIES AND TENDENCIES

Crime Category	2006/7	2007/8	2008/9	2009/10	2010/11	Comment
Murder	5	3	3	9	8	Decrease
Total Sexual Crimes	32	36	26	30	24	Decrease
Attempted murder	3	5	3	4	2	Decrease
Assault with the intent to inflict grievous bodily harm	198	163	176	136	97	Decrease
Common assault	108	101	75	68	25	Decrease
Common robbery	20	22	29	24	46	Increase
Robbery with aggravating circumstances	17	17	21	15	15	Decrease
Arson	6	6	3	6	3	Decrease
Malicious damage to property	57	24	38	41	24	Decrease
Burglary at non-residential premises	55	36	33	48	33	Decrease
Burglary at residential premises	149	139	92	129	67	Decrease
Theft of motor vehicle and motorcycle	9	7	3	4	0	Decrease
Theft out of or from motor vehicle	38	29	21	13	6	Decrease
Stock-theft	6	3	13	5	2	Decrease
Illegal possession of firearms and ammunition	1	1	2	7	1	Decrease
Drug-related crime	14	35	34	58	45	Decrease
Driving under the influence of alcohol or drugs	4	7	3	12	29	Increase
All theft not mentioned elsewhere	231	213	163	146	179	Increase
Commercial crime	18	19	33	32	29	Decrease
Shoplifting	20	19	29	20	16	Decrease
Carjacking	0	1	2	0	2	Increase
Truck hijacking	0	0	0	0	0	Nil
Robbery at residential premises	3	5	4	0	0	Decrease
Robbery at non-residential premises	0	2	5	6	1	Decrease
Culpable homicide	14	14	18	17	19	Increase
Public violence	0	0	1	0	0	Decrease
Crimen injuria	16	17	8	10	3	Decrease
Neglect and ill-treatment of children	0	0	0	2	0	Decrease
Kidnapping	0	0	0	0	0	Nil

Flagship crime areas in Greater Letaba

Contact Crime	Property related Crime
Mshengu- Sekgopo	Hans fontein farm
Lehlangeng	Groenfontein farm
Motjeketa	Botha street CBD
Politsi	Ga-Sekgopo
Ga-Kgapane	Mohlabaneng
Ga-Rapitsi	Jamela
Madibeng	Bellevue
Modubung	Mamaila

**GREATER TZANEEN (Tzaneen, Maake, Letsitele, Haenertzburg & Ritavi police stations)
CRIME FREQUENCIES & TENDENCIES**

Crime Category	2006/7	2007/8	2008/9	2009/10	2010/11	Comment
Murder	62	64	63	73	74	Increase
Total Sexual Crimes	516	429	378	440	469	Increase
Attempted murder	62	53	50	53	64	Increase
Assault with the intent to inflict grievous bodily harm	1447	1159	1140	1036	1081	Increase
Common assault	1174	865	715	633	585	Decrease
Common robbery	415	308	257	247	257	Increase
Robbery with aggravating circumstances	345	190	193	265	279	Increase
Arson	77	91	60	59	39	Decrease
Malicious damage to property	642	541	489	499	461	Decrease
Burglary at non-residential premises	488	433	531	564	491	Decrease
Burglary at residential premises	1112	989	996	1049	1058	Increase
Theft of motor vehicle and motorcycle	97	84	60	59	39	Decrease
Theft out of or from motor vehicle	555	325	351	395	349	Decrease
Stock-theft	63	76	60	74	83	Increase
Illegal possession of firearms and ammunition	35	39	43	30	48	Increase
Drug-related crime	245	472	391	420	318	Decrease
Driving under the influence of alcohol or drugs	58	114	143	266	296	Increase
All theft not mentioned elsewhere	2348	1662	1415	1346	1390	Increase
Commercial crime	140	208	520	511	380	Decrease
Shoplifting	532	356	491	564	433	Decrease
Carjacking	12	4	12	13	7	Decrease
Truck hijacking	0	1	0	1	0	Decrease
Robbery at residential premises	55	38	40	65	83	Increase
Robbery at non-residential premises	8	16	33	38	71	Increase
Culpable homicide	78	83	85	91	73	Decrease
Public violence	1	3	3	2	4	Increase
Crimen injuria	198	107	91	90	109	Increase
Neglect and ill-treatment of children	11	10	10	15	12	Decrease
Kidnapping	5	3	2	5	4	Decrease

Flagship crime areas in Greater Tzaneen				
Tzaneen	Letsitele	Maake	Ritavi	Haenertzburg
Contact crime:				
Motupa village	Belle Ombra farm	Tickeyline	Nkowankowa industrial	-
Marinoni	Mantlakasi	Lorraine	Mariveni	-
Moleketla	Nkambako	Maake	Mbamba Matches	-
Bus Terminal Wheatley	Xihoko	Lenyenye	Mokgolobotho	-
Property related crime:				
Station road CBD	Miami plot	Pulaneng	Nkowankowa A,B,C	-
Agatha	Carlifornia farm	Makhwibidung	Mokgolobotho	-
	Bonn village			-

BA-PHALABORWA (Namakgale, Phalaborwa and Lulekani police stations)

CRIME FREQUENCIES & TENDENCIES

Crime Category	2006/7	2007/8	2008/9	2009/10	2010/ 2011	Comment
Murder	9	11	17	19	12	decrease
Total Sexual Crimes	133	137	114	145	148	Increase
Attempted murder	26	14	22	15	24	Increase
Assault with the intent to inflict grievous bodily harm	483	409	380	375	331	Definite decrease
Common assault	278	296	280	256	191	Decrease
Common robbery	175	165	127	109	105	Definite decrease
Robbery with aggravating circumstances	68	34	83	31	37	Increase
Arson	10	9	15	15	14	Decrease
Malicious damage to property	250	229	242	204	205	Increase
Burglary at non-residential premises	111	195	224	181	120	Decrease
Burglary at residential premises	658	531	539	513	445	Definite decrease
Theft of motor vehicle and motorcycle	93	45	35	26	20	Definite decrease
Theft out of or from motor vehicle	279	170	97	147	190	Increase
Stock-theft	25	38	27	33	27	Decrease
Illegal possession of firearms and ammunition	12	11	17	13	8	Decrease
Drug-related crime	32	40	50	36	24	Decrease
Driving under the influence of alcohol or drugs	14	32	18	51	101	Increase
All theft not mentioned elsewhere	958	777	750	670	597	Definite decrease
Commercial crime	68	104	143	134	93	Decrease
Shoplifting	202	151	198	212	151	Decrease
Carjacking	12	7	12	5	0	Decrease
Truck hijacking	0	0	1	0	0	Unheard
Robbery at residential premises	5	8	31	7	11	Increase
Robbery at non-residential premises	1	3	8	4	15	Increase
Culpable homicide	19	17	28	25	29	Increase

Public violence	3	0	1	1	4	Increase
Crimen injuria	96	82	67	72	71	Decrease
Neglect and ill-treatment of children	5	8	9	6	9	Increase
Kidnapping	2	2	0	4	2	decrease

Flagship crime areas in Ba-Phalaborwa			
Namakgale station	Lulekani station	Gravelotte station	Phalaborwa station
Contact crime			
Namakgale Zone A,B,C	Far East	Harmony 6	Phalaborwa CBD
Makhushane	Matiko Xikaya	Gravelotte	Phalaborwa Taxi rank
Mashishimale	Pondo section	Murchison mine	Selati road
Majeje	Beer Garden		
Property related crime			
Namakgale Zone A,B,C	Pondo Five rms	Harmony 3	Anna Botha Flats
Makhushane	Humulani	Chester Farm	Phalaborwa Town Houses
Mashishimale	Lulekani	San Wild	
Majeje		Eden Game Lodge	

GREATER GIYANI (Giyani police station) CRIME FREQUENCIES AND TENDENCIES

Crime Category	2006/7	2007/8	2008/9	2009/10	2010/ 2011	Comment
Murder	22	20	18	35	20	Decrease
Total Sexual Crimes	187	136	111	115	156	Increase
Attempted murder	17	19	11	14	25	Increase
Assault with the intent to inflict grievous bodily harm	388	355	324	374	449	Increase
Common assault	265	254	234	235	248	Increase
Common robbery	52	46	54	58	66	Increase
Robbery with aggravating circumstances	36	48	56	89	70	Decrease
Arson	49	38	33	40	49	Increase
Malicious damage to property	175	174	133	142	147	Increase
Burglary at non-residential premises	72	110	151	200	157	Decrease
Burglary at residential premises	253	235	280	395	438	Increase
Theft of motor vehicle and motorcycle	7	21	15	15	14	Decrease
Theft out of or from motor vehicle	41	51	53	77	59	Decrease
Stock-theft	79	41	58	51	58	Increase
Illegal possession of firearms and ammunition	14	14	11	9	10	Increase
Drug-related crime	21	38	40	63	33	Decrease
Driving under the influence of alcohol or drugs	3	6	22	13	114	Increase
All theft not mentioned elsewhere	428	496	421	321	386	Increase

Commercial crime	56	73	103	144	161	Increase
Shoplifting	152	119	139	203	159	Decrease
Carjacking	1	4	6	4	2	Decrease
Truck hijacking	0	0	1	0	0	Decrease
Robbery at residential premises	0	8	6	25	11	Decrease
Robbery at non-residential premises	1	3	3	14	19	Increase
Culpable homicide	35	28	28	27	32	Increase
Public violence	2	2	2	2	4	Increase
Crimen injuria	38	36	26	45	80	Increase
Neglect and ill-treatment of children	11	5	5	3	10	Increase
Kidnapping	3	1	1	5	2	Decrease

Flagships on Contact crime(Greater Giyani)	Flagships on Property related crime (GGM)
Giyani Town	Giyani Town
Mavalani	Dzingidzingi
Hlaneki	Siyandhani
Dzumeri	Hlaneki

MARULENG (Hoedspruit police station) CRIME FREQUENCIES & TENDENCIES

Crime Category	2006/7	2007/8	2008/9	2009/10	2010/ 2011	Comment
Murder	8	3	8	5	7	increase
Total Sexual Crimes	27	26	37	30	18	decrease
Attempted murder	14	5	7	5	4	decrease
Assault with the intent to inflict grievous bodily harm	124	104	100	78	91	increase
Common assault	80	86	61	75	53	decrease
Common robbery	27	17	15	21	10	decrease
Robbery with aggravating circumstances	12	20	30	20	19	decrease
Arson	4	5	2	1	5	increase
Malicious damage to property	67	58	59	63	43	decrease
Burglary at non-residential premises	77	65	70	63	48	decrease
Burglary at residential premises	128	129	89	93	62	decrease
Theft of motor vehicle and motorcycle	23	32	11	8	9	increase
Theft out of or from motor vehicle	44	38	20	11	15	increase
Stock-theft	3	21	9	4	4	decrease
Illegal possession of firearms and ammunition	1	2	4	7	4	decrease
Drug-related crime	11	42	8	19	14	decrease
Driving under the influence	3	8	17	14	20	increase

of alcohol or drugs						
All theft not mentioned elsewhere	261	243	255	179	159	decrease
Commercial crime	22	20	18	36	22	decrease
Shoplifting	8	13	21	10	14	decrease
Carjacking	1	4	3	1	2	increase
Truck hijacking	0	0	0	0	0	decrease
Robbery at residential premises	3	4	8	5	5	decrease
Robbery at non-residential premises	0	0	8	6	8	Increase
Culpable homicide	11	19	9	9	10	Increase
Public violence	0	0	2	0	0	Decrease
Crimes injuria	17	7	11	11	9	Decrease
Neglect and ill-treatment of children	1	0	0	1	0	Decrease
Kidnapping	0	1	0	3	2	Decrease

Flagships on Contact Crime (Maruleng)	Flagships on Property related crime (Maruleng)
The Oaks	Champion chicken
The Willows	Marula Park
Winlake Farm	Jokmanspruit
Royal	The Oaks

3.2.1.3.2 CRIME TYPES THAT ARE TOP OF THE LIST IN THE FOLLOWING CATEGORIES WITHIN THE DISTRICT, IN THE PERIOD APRIL 2010 – MARCH 2011,(REF. DEPT SAFETY & SECURITY, SAPS 2011)

Crime Category	April 2010 to March 2011						Ratings
	GTM	BPM	GGM	MLM	GLM	MDM	
All theft not mentioned elsewhere	1390	597	386	159	179	2373	1
Burglary at residential premises	1058	445	438	62	67	2070	2
Assault with the intent to inflict grievous bodily harm	1081	331	449	91	97	2049	3
Common assault	585	191	248	53	25	1102	4
Malicious damage to property	461	205	147	43	24	880	5
Burglary at non-residential premises	491	120	157	48	33	849	6
Total Sexual Crimes	469	148	156	18	24	815	7
Shoplifting	433	151	159	14	16	773	8
Commercial crime	380	93	161	22	29	685	9
Theft out of or from motor vehicle	349	190	59	15	6	619	10
Driving under the influence of alcohol or drugs	296	101	114	20	29	560	11
Common robbery	259	105	66	10	46	484	12

Drug-related crime	318	24	33	14	45	434	13
Robbery with aggravating circumstances	279	37	70	19	15	420	14
Crimen injuria	109	71	80	9	3	272	15
Stock-theft	83	27	58	4	2	174	16
Culpable homicide	73	29	32	10	19	163	17
Arson	60	14	49	5	3	131	18
Murder	74	12	20	7	8	121	19
Attempted murder	64	24	25	4	2	119	20
Robbery at non-residential premises	71	15	19	8	1	114	21
Robbery at residential premises	83	11	11	5	0	110	22
Theft of motor vehicle and motorcycle	39	20	14	9	0	82	23
Illegal possession of firearms & ammunition	48	8	10	4	1	71	24
Neglect and ill-treatment of children	12	9	10	0	0	31	25
Carjacking	7	0	2	2	2	13	26
Public violence	4	4	4	0	0	12	27
Kidnapping	4	2	2	2	0	10	28
Truck hijacking	0	0	0	0	0	0	29

For the district to achieve economic growth, safety and security is required to attract potential investors and thus create jobs and alleviate poverty. The Department of Safety, Security and Liaison has accessed donor funding from the Flemish government to assist district municipalities in the province to develop their Social Crime Prevention Strategies. To this end, the Mopani District has, with the support of the Safety and Security Department in the province, developed a Social Crime Prevention Strategy that responds to crime.

3.2.1.4 EDUCATION

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

The literacy levels in the Mopani District are very low. As much as 27,1% of the adult population (above 20 years of age) has not received any form of schooling. Existence of the ABET programme in the district has made substantial impact since the illiteracy rate decreased from 37,8% to 27,1%. About 13,7% have only completed some form of primary education. These figures imply that more than 40% of the adult population can be regarded as functionally illiterate. Conversely, only 12,7% of the adult population in the district has completed their matric and 6.5% any form of higher education.

GRADING	GGM	GLM	GTM	BPM	MLM	Mopani
Grade 0	4109	4609	9117	2777	2200	22812
Grade 1/sub A (completed or in process)	8741	7627	9855	2390	3098	31711
Grade 2/sub B	12083	11229	14197	5443	4044	46996
Grade 12/Std 10/NTC III (without university exemption)	13084	10159	17684	10283	1712	52922

Grade 12/Std 10 (with university exemption)	3000	754	3388	1790	1264	10196
Certificate with grade 12	947	952	1917	2170	463	6449
Diploma with grade 12	3218	2776	4585	2101	414	13094
Bachelor's degree	1640	1480	2585	1095	80	6880
Btech	195	78	406	135	184	998
Post graduate diploma	801	317	952	78	281	2429
Honour's degree	547	459	638	222	176	2042
Higher degree (masters/PhD)	439	0	233	455	0	1127

The information depicted in the Table 34 below indicates that there are a total of 451 primary schools within the district municipality with the largest concentration thereof in the Greater Tzaneen local municipality. The total number of learners at the primary schools is approximately 194 000 accommodated in 4273 classrooms. This implies a pupil-classroom ratio of 45:1

There are a total of 261 secondary schools within the Mopani District Municipality with the majority of these concentrated in the Greater Tzaneen Local Municipality (79). The total number of learners at these secondary schools is just over a 100 000, accommodated in 2476 classrooms. These figures imply a pupil-classroom ratio of approximately 40 in secondary schools within the district. The total number of combined schools is 19. The pupil-classroom ratio at these combined schools is approximately 35 learners per classroom.

There is a serious shortage of schools, and more specifically, classrooms in almost all the local municipality areas for both primary as well as secondary schools. The total class rooms needed is 2378. Facilities and more specifically infrastructure such as electricity, water, sanitation is also needed at many schools within the district municipality area. It is indicated that the condition of the buildings of the majority of the primary and secondary schools are in a very poor conditions. The details below indicate the state of schools infrastructure that needs urgent attention.

3.2.1.4.2 NUMBER OF EXISTING AND CATEGORIES OF SCHOOLS

Table 30 (a)	Number of existing schools (2009/10, 2010/11 & 2012)																	
	Greater Giyani			Greater Letaba			Greater Tzaneen			Maruleng			Ba-Phalaborwa			Mopani District		
Year	2010	2011	2012	2010	2011	2012	2010	2011	2012	2010	2011	2012	2010	2011	2012	2010	2011	2012
Secondary	59	60	66	83	83	74	79	78	75	23	23	22	14	17	14	258	261	251
Primary	92	93	97	133	126	116	156	154	143	40	40	39	38	38	39	459	451	434
Combine	5	4	1	-	-	2	7	9	7	2	2	1	5	4	5	19	19	16
Intermediate	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	8
LSEN	1	1	1	-	-	-	2	2	2	-	-	-	-	1	1	3	4	4
Totals		158	165	216	209	192	244	243	227	65	65	62	57	60	59	739	735	713

3.2.1.4.3 Backlog on classrooms: 2010 to 2012

Table 30 (b)	Classrooms needed (Backlogs: 2010, 2011 & 2012)																	
	Greater Giyani			Greater Letaba			Greater Tzaneen			Maruleng			Ba-Phalaborwa			Mopani District		
Year	2010	2011	2012	2010	2011	2012	2010	2011	2012	2010	2011	2012	2010	2011	2012	2010	2011	2012
Secondary	20	62	270	19	37	178	73	136	181	-	24	108	-	10	8	112	269	745
Primary	43	105	309	56	134	177	115	193	304	49	42	126	53	65	28	316	539	944
Combined	4	-	11	-	-	-	-	-	6	-	-	-	-	-	-	4	-	17
LSEN	10	-	3	-	-	-	8	-	10	-	-	-	-	-	-	18	-	13
TOTALS	77	167	593	75	171	355	196	329	501	49	66	234	53	75	36	450	808	1

3.2.1.4.3 WORRYING CONDITIONS IN EXISTING SCHOOLS

Due to high backlog on infrastructure (buildings), number of schools operating under shacks, dilapidated, overcrowded and mobile class-rooms are depicted below per municipality:

CATEGORY	CONDITION	MDM			GTM			GGM			MLM			GLM			BPM		
		2010	2011	2012	2010	2011	2012	2010	2011	2012	2010	2011	2012	2010	2011	2012	2010	2011	2012
SECONDARY (258 /261 schools)	Dilapidated/ Life threatening	16	73	124	9	21	32	2	16	44		5	10	4	27	34	1	4	4
	Over-crowded	31	18	61	9	6	6	18	6	17	1	3	15	3	3	21	-	-	2
	Mobile classrooms to replace "Under Trees"	36	73	72	10	21	12	10	16	16	6	5	4	10	27	37	-	4	3
PRIMARY (459/451 schools)	Dilapidated/ Life threatening	37	85	111	12	29	13	7	15	34	5	5	14	10	29	46	3	7	4
	Over-crowded	34	18	63	11	6	18	9	8	9	6	1	15	5	3	17	3	-	4
	Mobile classrooms to replace "Under Trees"	34	25	20	8	6	-	4	8	12	2	1	4	13	3	-	7	7	4
COMBINED (schools)	Mobile classrooms to replace "Under Trees"	1	1	89			49	1	1	-	-		-		39	-			1
LSEN (3/4 schools)	Mobile classrooms to replace "Under Trees"	2	2	6	1	1	2	1	1	-	-		-		-	-			4
TOTALS		191	295	546	60	90	132	52	71	132	20	20	62	45	92	194	14	22	26

Further breakdown is depicted in Table 33 below.

3.2.1.4.5 Adult Based Education

There are 200 ABET centers in Mopani District Municipality, spread as follows:

Municipality	MOPANI	Gr. Tzaneen	Gr. Giyani	Maruleng	Gr. Letaba	Ba-Phal	Kruger National Park
ABET centres	200	57	35	15	64	29	Nil
Centres needed	18	3	3	2	10	-	1

Most of the communities have access to ABET programme within the District. However there is still a substantial number of communities that do not have access to ABET. There is a backlog of 35 ABET centres that need to be established for a fair coverage. The success in Mopani is that in the ABET centres established, Youth is participating effectively.

Challenges: Need for funds to establish 35 centres. No monitoring of the learners after education hence the input can easily evaporate. Shortage of Educators that is more due to poor conditions of employment service. District Management area (KNP) is not yet served with ABET. Department of Education in partnership with KNP has started with research for this programme.

3.2.1.4.6 Early Childhood Development (ECD)

There are 450 ECD sites that are recognized and the teachers are subsidized by the Dept. of Education within the entire Mopani District Municipality. They are spread as follows:

MUNICIPALITY	MOPANI	MLM	GTM	GGM	GLM	BPM
Learning sites in place	450	47	117	108	115	63
Shacks	76	11	16	22	12	15
Dilapidated/ Life threatening	56	07	17	14	18	-
Overcrowded	62	13	10	16	13	10

CHALLENGES:

- All sites/ centres for Pre-schools have staff that is under qualified. There is a serious need for skills development and education to the under-qualified staff, especially for the pre-school level.
- Institutional (organizational) structure is not yet determined.
- There are many privately-owned Pre-schools that are not registered with Department of Social Development and thus not accounted to Government in terms of health, hygiene, quality of education, etc. Hence there are crèches in some villages that suffer poor services since they are not legible to qualify for funding as they do not meet the required standards. However communities do appreciate their services.
- Under resource of sanitation, water supply
- Lack of toys for kids
- Lack of monitoring of foodstuffs and finance audit.
- Mushrooming of illegal ECD Centres
- Lack of security
- For Grades 1 & 2 there are qualified educators but they are very few compared to the need. The ratio is inexplicable.

- ECD is not yet introduced in Kruger National Park. Dept of Education has started with research for possible establishment.

The above challenges have far reaching implications to the entire lives of learners. Therefore government and private sector have to put emphasis on developing this elementary foundation for solid future of learners. Local Municipalities and the District need to put clear support strategies to alleviate the situation. For 2009/10, Mopani District has assisted five crèches with R40 000 each, one in every local municipality. It is envisaged that further assistance will be in the form of two crèche buildings per every municipality.

3.2.1.4.7 Disabled Communities (SEE Table 8)

The infrastructure provision for the disabled learners is about 24,4% . While the aim is to have all schools provided with infrastructure facilities for the disabled, it is clear that the backlog is serious, 75,56%. Thus, programmes aimed at mainstreaming the disabled in the normal schools will be challenged by schools that are not adaptive to disabled's special needs.

Education investments are crucial for sustained economic growth as it directly contributes to increased work productivity, more rapid technological adaptation and innovation, as well as better natural resource management. The key outcomes of education should be the primary school completion rate, gender disparity in enrolment, adult literacy, student learning outcomes and the efficiency of the education provisioning system.

3.2.1.4.8 Learner/ Teacher ratios

Education Level	Service type	MDM	GTM	GLM	GGM	MLM	Ba-Phal	National norm
Primary school	Teacher/ Learner ratio			37	35	43		
	Learner/ Classroom ratio	46					39	40
Secondary school	Learner/ Teacher ratio		31	34		39		
	Learner/ Classroom ratio		39				53	35

With regard to the teacher pupil ratio for primary schools, Greater Giyani is the lowest with only 35 pupils per teacher while Maruleng is worse off with 43 pupils per one teacher. Greater Tzaneen has the lowest pupil to teacher ratio for secondary schools with only 31.3 pupils per teacher while Maruleng is again worse off with 34 pupils per teacher.

The learner/classroom ratio, more specifically the ratio for primary schools, in the district compare very unfavourably to the national norm used by the Department of Education, which is 1:40 for primary schools (40 pupils per classroom). The learner to classroom ratio for primary schools in the Mopani District 1:45.41, with the lowest ratio in the Ba-Phalaborwa Local Municipality (1:39), the only municipality complying with the national norms.

The departmental norm with regard to learner to classroom ratio for secondary schools is 1:35 (35 pupils per classroom). The learner to classroom ratio is above the national norm for all four local municipalities with Greater Tzaneen being 1:39 learners per classroom and Ba-Phalaborwa, worse off, with 1:53 learners per classroom. The learner to classroom ratios within Mopani therefore do not comply with the norms of the Department of Education, meaning that there is still a serious shortage of classrooms in the five municipalities for both primary as well as secondary schools.

3.2.1.4.9 TERTIARY INSTITUTIONS SUPPORTING ECONOMIC SECTORS IN MDM

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

The level of education provides an indication of the degree to which the population is employable in specific sectors of the economy. The Mopani district has a very low, but improving, level of education with 41,9% of the population older than 20 years having no education in 1996, improving to only 37,8% in 2001 and now 27,1% (CS 2007). This implies that many people in the district have a poor level of education and therefore lack proper skills and knowledge needed in the formal labour market. This has a bearing on their employability, their contribution to the general economy and their ability to pay for services that municipality could provide.

3.2.1.4.10 INDIGENOUS KNOWLEDGE SYSTEM

Consultation and engagement with both education authorities and communities in Mopani yielded that indigenous knowledge is not taught anywhere in the learning age of children at schools environment. The result is that generations loose their cultural values and roots. The impact goes further to moral degeneration which exacerbates lack of respect and manners, leading to crime and many other unwanted consequences. There is too much information that society has to cope with and be able to fit their life styles with it for healthy and honourable living. The education system for basic education only touches the surface on this subject through Life Orientation. It would therefore be recommendable to integrate Indigenous Knowledge System into basic and higher education and Training curricula. " Let the moral fibre of Africa come!"

3.2.1.5 Sports, Arts and Culture

Sports and recreational activities are coordinated by the Department of Sports, Arts and Culture in liaison with municipalities and sector departments. Every municipality has established Sports and Recreation Council. These councils serve as a link between the department and federations. Apart from the Local Sports Councils, there is also a district Sports and Recreation Council (constituted by members of the local Sports and Recreation Councils) which is more of a coordinating structure between the district municipality, local municipalities and the provincial government, particularly the Department of Sports, Arts and Culture.

The development of sports in the district is still a challenge. Of all the fifty-three (53) sporting codes, football is the most dominant sport in the district. This is due to the fact that the district is predominantly rural and, as such, the majority of our people do not have access to suitable sporting facilities, equipments and adequate budget for development programmes. For recreational purposes, communities also participate in various indigenous games such as: ncuva, morabaraba, kgati, khokho, jukskei. The District has attained representation internationally in Khokho and Ncuva.

The district population participates in activities organized by the Department of Sports, Arts and Culture, municipalities and sector departments, namely, the O.R. Tambo games, Indigenous games, Wellness games, Sports Against Crime, Race Against HIV and AIDS. There are sporting which are still white dominated and the district does not engage in these sporting codes during the O.R. Tambo games and this is a serious anomaly that needs to be corrected. Hereunder in Table 48 is a list of sports centres in the Mopani District:

3.2.1.5.1 SPORT CENTRES

Table 35: Sport Centres in the Mopani District		
Name	Location	Status
T.P. Khuvutlu Sport Centre	GGM: Giyani Township, Section A	The centre has 2 tennis courts, a converted basketball court, 4 netball courts, 2 volleyball courts and a clubhouse with toilets. The facility was renovated in 2008 and then vandalised due to lack of security system.
Gawula Sport Centre	GGM: Gawula Village	The facility has a soccer field, a grand stand with a carrying capacity of 500 people as well as toilet facilities. As a hub, it is recommended that the facility be upgraded and equipped for different sporting codes (netball, volleyball, athletics, cricket and indigenous games. Water and electricity should be provided.
Shawela Sport Centre	GGM: Shawela Village	The status of the centre and the recommendations are the same as above. The facility needs refurbishment.
Khani Sport Centre	GGM: Khani Village	The centre has one rocky soccer field, ablution block, change rooms and is well maintained. It is recommended that the centre be refurbished and equipped for different sporting codes (netball, volleyball, athletics, cricket and indigenous games).
Ndengeza Sport Centre	GGM: Mavuzza 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). Budgeted 2012/13.
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. (Budgeted for 2012/13)
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.

Source: Submission by the MDM Directorate Community Services, 2009

3.2.1.5.2 STADIA

The following eight stadia are found in the district municipal area:

Name	Location	Capacity (Viewers)	Status/ needs
Giyani Stadium	GGM: Giyani Township	20 000	Need additional pitches for cricket, rugby, hockey and equipment
Mokwakwaila Stadium	GLM: Mokwakwaila Village	2 000	Need additional pitches and equipment
Kgapane Stadium	GLM: Ga-Kgapane Township	5 000	Need additional pitches & refurbishment
Lenyenye Stadium	GTM: Lenyenye Township	5 000	Need refurbishment
Nkowankowa Stadium	GTM: Nkowankowa Township	10 000	Need extra long jump pit and athletic equipment
Lulekani Stadium	BPM: Lulekani Township	10 000	Needs additional pitches and equipment
Namakgale Stadium	BPM: Namakgale Township	5 000	Needs refurbishment, tartan tracks and athletic equipment
Senwamokgope Stad.	GLM: Senwamokgopi Village	1 500	Need additional pitches and equipment
Willows Stadium	MLM: Madeira village	2000	Needs additional pitches and equipment Needs also upgrading of Sport center

All these facilities are in need of major refurbishment ranging from the need to build new grand-stands, turfed soccer fields, functional irrigation systems, upgrading of soccer fields and athletics tracks, erection of indoor sports facilities, erection of facilities for netball, basketball, Softball, cricket, hockey, swimming and Volley ball. There is also a general need for constant maintenance and upgrading of these facilities. MDM received gym equipment from Lottery at R650 000 and the use will depend on transfer of Youth camp from GGM to MDM.

There are 13 national priority sporting codes of which there is serious shortage of trained coaches. Only one football coach is well trained in Confederation African Football (C.A.F) and it would be desirable to get 20 more, including other sporting codes. The following coaches need to be trained as a matter of priority: Football, Boxing, Cricket, Table tennis, Athletics.

3.2.1.5.3 2010 World Cup Football Games

2010 Soccer World Cup games took place in Polokwane, Peter Mokaba new stadium during June 2010. Communities in Mopani had Public Viewing areas at Nkowankowa and Giyani stadia in Greater Tzaneen and Greater Giyani municipalities. Due to security measures and other necessities no other area could be permitted for Public view. By September 2010, international tournament for the **interllectually impaired people (INAS-FID World cup)** took place at Giyani and Nkowankowa stadia. As legacy project from FIFA, **artificial pitch for football** was constructed at Burgersdorp in Greater Tzaneen municipality, the area chosen in memory of the 5 soccer players who were killed in the area in a tragedy of a fatal car accident, in 2010.

3.2.1.5.4 ARTS AND CULTURE

There are no, known, public art galleries in the municipality with private museums in Greater Tzaneen and Ba-Phalaborwa. There are public museums at Man'gombe and Hans Merensky Nature Reserves. The Department of Sport, Arts and Culture expressed a concern that there are no sufficient museums representing the cultural diversity in the district. At least Greater Tzaneen and Ba-Phalaborwa have each private museum. Furthermore, although there are dramatists in the district, there are no theatres for them to perform in. An Arts and Culture Centre exist in Giyani, however, its management arrangements needs to be finalized to cater for cultural diversities of artists. The well-known sculpture, Samson Makwala, lives in Greater Tzaneen while there are various poverty alleviation projects that promote the production of beads, cushions and jewelry in Greater Giyani and Greater Tzaneen. MDM established District Arts & Culture Council which still need to be strengthened.

With regard to culture, there is an annual district Arts and Cultural competition, where local municipalities compete in the various traditional dances (sekgapa, dinaka, mchongolo, xincayincayi, kuthawuza) and in terms of visual arts (weaving & pottery), among others. There are also a number of places of cultural significance such as the Muti wa Vatsonga (Tsonga kraal), Modjadji cycads forest (where the Rain Queen resides), Baleni (where traditional salt is produced) and the commonwealth forest in Greater Tzaneen Municipality.

3.2.1.5.5 LIBRARY FACILITIES

There are 16 libraries in Mopani district municipality. **Two** libraries are in the Greater Giyani Municipality, **seven** in the Ba-Phalaborwa, **three** in Greater Tzaneen, **two** in Greater Letaba and **two** in Maruleng, with one managed by SANDF. All libraries, except for Hoedspruit are managed by the Local municipalities. Every municipality has its own library and there is an archive in the basement of the Department of Education in Giyani. There has been an effort by the provincial government (Office of the Premier) to extend library services to rural areas.

The following Table 37 depicts existing Libraries allocated per local municipality, both permanent and mobile Libraries:

MUNICIPALITY	PERMANENT LIBRARIES			MOBILE LIBRARY CENTRES	
	Library	Location		Mobile Library Centre	Location/ Village
MARULENG	Hoedspruit	Hoedspruit		Ditsepu Creche	Loss
	Metz Thusong centre	Metz		Legadima Creche	Metz
				Maruleng Creche	Butswana village
GREATER LETABA	Modjadjiskloof	Modjadjiskloof		Sekgosese Circuit Offices	Ga- Mamaila
	Sekgosese	Sekgosese		Mohodiela Day Care Centre	Mamokgadi
				Molatelolo Day Care	Ga-Abele
GREATER GIYANI	Giyani	Giyani		Hletelo Creche	14C Giyani
	Xihlovo	Xihlovo		Mayepu Creche	Mayepu village
GREATER TZANEEN	Letsitele	Letsitele		Ritavi Circuit Offices	Nkwankowa
	Haenertzburg	Haenertzburg		Phephani Day Care Centre	Pharare
	Tzaneen	Tzaneen		Thabina Circuit Offices	Lenyenye
				Vuyeriwani Creche	Hovheni village
BA-PHALABORWA	Gravelotte	Gravelotte		Phalaborwa Circuit Offices	Namakgale
	Makhuva	Makhuva		Majeje Creche	Majeje
	Mashishimale	Mashishimale		Dzunanani E.L.C	Mahale village
	Rixile	Rixile			
	Leboneng	Leboneng			
	Phalaborwa	Phalaborwa			
	Selwane	Selwane			

3.2.1.5.6 Thusong Centres (Multi-Purpose Community Centres)

There are 10 Thusong centres (formerly, MPCCs) that have been established in the district. Four are in the Greater Tzaneen area, one in Ba-Phalaborwa, two in Greater Giyani, two in Greater Tzaneen and one in Maruleng (Metz). Both Greater Tzaneen and Maruleng Thusong centers are functioning very well, whereas others are still having various challenges.

The district, local municipalities and sector departments have a critical challenge of ensuring that all these MPCCs are functional and serve as a conduit for government-community interface. It is of critical importance for the local municipalities (in particular) and government agencies (in general) to define their roles in the management and utilisation of these centres to the benefit of the people. These centres are intended to bring government closer to the people in terms of information.

3.2.1.6 POSTAL SERVICES

Legislation prescribes that postal services must be accessed within a 5km radius in a population density of 10 000. Bearing in mind that Mopani is 81% rural, most of the people of Mopani do not experience this level of postal services yet . There are 53 post offices facilities in Mopani District and are distributed as tabled below:

Table 38: Postal Offices in Mopani District (Total number = 53)			
	Municipality	Postal office	Location
1	Ba-Phalaborwa	Gravelotte Lulekani Maseke Namakgale Phalaborwa North Phalaborwa Phalala	Gravelote Lulekani Maseke/Namakgale Namakgale Phalaborwa Phalaborwa Namakgale section B
		7	
2	Greater Giyani	Dzumeri Eka Homu Giyani West Giyani Masingita Nkuri Nwamanungu Muyexe	Dzumeri Giyani Giyani Giyani Giyani Nkuri Nwamanungu Muyexe
		8	
3	Greater Letaba	Ga-Kgapane Kuranta Modjadji Headkraal Modjadji Mokwakwaila Molotosti Mooketsi Paulusweg Pipa Ramochinyadi Sekgopo Senwamokgope Sephukubje Vuyani	Ga-Kgapane Kuranta Modjadjiskloof Modjadji Ga-Kgapane Molototsi Mooketsi Soekmekaar Maphalle Tzaneen Sekgopo Senwamokgope Paulusweg Vuyani
		14	
4	Maruleng	Hoedspruit Moetladimo Trichardsdal	Hoedspruit Metz Trichardsdal
		3	
5	Greater Tzaneen	Dan Deer Pak Haenertzburg Julesburg Khujwana Lenyenye Letaba Letsitele Magoebaskloof Mhlaba – Cross Moleketla Mosorini Muhlava Nwamitwa Ofcolaco Shiluvane	Letaba Deer Pak Haenertzburg Julesburg Letaba Lenyenye Letaba Letsitele Magoebaskloof Letaba Moleketla Mosorini Letaba Nwamitwa Trichardsdal Shiluvane

		Tarentaalrand Tzaneen South Tzaneng Mall Tzaneen Xihoko	Letaba Tzaneen Tzaneen Tzaneen Xihoko
		21	

The postal services include:

- Provision of a wide range of competitive services such as banking services, where people can access their financial status information,
- Electronic services through Public Internet Terminals (internet kiosk) where people can create their own e-mail addresses and access information.
- Payment agency for pensions and social grants for the Department of Social Development's South African Social Security Agency (SASSA).
- Provision of services on behalf of different organisations such as National Treasury, SABC TV licences and bill payment facilities for different organizations and municipalities.
- Access to government information (Thusong Post offices) where people could apply for jobs.

While government aims to roll out post offices in rural areas, the dispersed settlement patterns will have a negative impact in meeting the required threshold (5km) for the provision of proper post and telecommunication infrastructure services. The available facilities are mostly in larger settlements and are therefore not conveniently accessible to most small settlements. There are also postal agencies in smaller settlements though they provide limited/ restricted services. Muyexe village which is within the pilot project for Comprehensive Rural Development Programme in Greater Giyani municipality was allocated a new post office for the year 2009/10.

3.2.1.7 TELECOMMUNICATIONS

Telecommunication is an information infrastructure that plays a crucial role in the development of society. The telecommunication sector is an indispensable backbone for the development of other socio-economic sectors. Thus, an effective telecommunication infrastructure, that includes universal access, is essential to enable the delivery of basic services and the reconstruction and development of deprived areas.

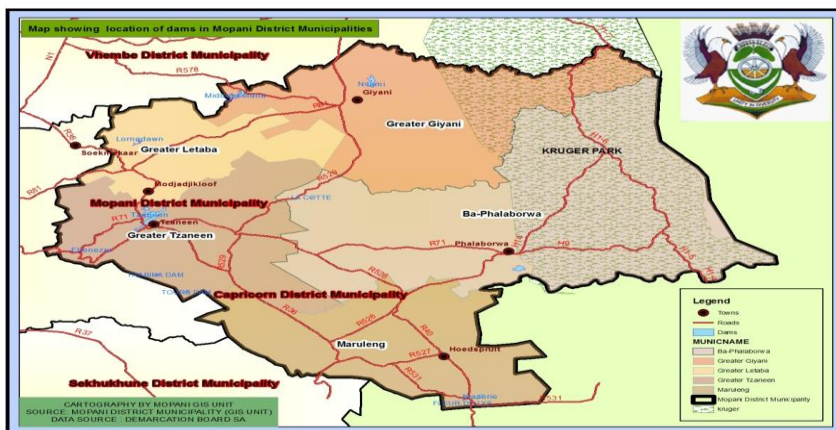
The district is fairly well provided with a public telephone system with more than 53% of all households having access to a public telephone at a nearby location. Majority of households in Mopani do have access to cellular phones and also network coverage in both Vodacom, MTN and Cell-C, is fairly good. There are still few households who do not have telephones within their dwellings. Generally, the availability of telecommunication infrastructure is very similar across the various local municipalities. The proportion of households with telephones in their dwelling in the Ba-Phalaborwa municipality are, however, higher than in the other four municipalities. There are, however, some sparse areas where there is no network coverage (e.g Hlomela village). These means of communication are convenient for the purpose of security, disaster coordination, access to job opportunities, people to people contact from families, work places and governance.

3.2.2 ENVIRONMENTAL ANALYSIS

Background

The Mopani District Municipal area is faced with environmental risks and trends that lead to environmental degradation. In order to ensure that development activities carried out by Mopani District Municipality are sustainable, the IDP of Mopani District had considered environmental and socio-economic issues in an integrated manner in decision making, project planning and implementation. A summary environmental analysis of the district is here outline and it will provide the basis for identification of priority environmental issues or challenges facing the district so that the IDP can then provide solutions for the identified environmental challenges in a short, medium and long term. Some of the spatial analysis information is depicted in the Spatial Development Framework map;

Map 1: Local Municipalities and Mopani District Municipality



3.2.2.1 Climate

Most of the rain in Mopani district is received during summer (85% of the rain). The rain-fall varies from the mountainous zones in the Drakensberg Mountains (2000 mm/a) and the dry low veld in the Kruger National Park (400 mm/a). The Temperature range from a high average of 21°C in the Mountainous areas to a very high average of 25°C in the dry low veld areas of Kruger National Park. Frost rarely occurs in Mopani District. The District falls within the Letaba Catchments area which is 13 779 km² and has a Mean annual precipitation of 612mm (Environmental Management Framework for the Olifants & Letaba river catchment areas, Report, 2009).

3.2.2.2 Geomorphology and Geology

The Geomorphology of Mopani District is characterized by a variety of landscapes including, undulating landscape, plains and lowlands with low to moderate relief. The Geology of the district is not uniform and is characterized by sandstones, shale, grit, conglomerate, quartzite and basalt (State of Rivers Report, 2001). The type of geology in Mopani District is highly favourable for minerals such as Copper, Gold, Manganese e.t.c and this is confirmed by the existence of several mineral activities taking place around BPM local Municipality.

3.2.2.3 Natural Water Bodies (Rivers, wetland and dams)

There are several main Rivers in Mopani District and these include Rivers such as Groot Letaba, Politsi, Debengeni, Thabina and Letsitele. Tributaries of the Groot Letaba includes Klein Letaba, Middle Letaba, Nsama and Molototsi Rivers and most of these Rivers flows across the Kruger National Park were they join the Lepelle River (Olifants River) a short distance upstream of Mozambique border. 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:

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

3.2.2.4 Environmental Conservation areas/ Natural Areas of Importance/ Heritage sites

Mopani District Municipality has good comparative 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 forests, biospheres, wetlands, endangered species (Modjadji cycads) as well as cultural heritage. There are other numerous environmental conservation areas or natural areas of importance including the Volksberg Wilderness area re-known as an important biodiversity hotspot, Debengeni waterfalls, Modjadji Nature reserve where prehistoric plants Cycads are found, Manombe Nature Reserve, Provincial Merensky Reserve, Letaba Ranch, Geothermal springs in Hans merensky Nature Reserve and Soutini Baleni (African Ivory Route in the district were traditional salt making activities takes place), Tingwadzi Heritage centre, Lekgalameetse and Muti wa Vatsonga. Apart from all these natural areas, there are several private owned game farms and nature reserves around Ba-Phalaborwa and Maruleng Local Municipalities, such as Klaserie, Thorny Bush and Timbavati. Registered natural heritage sites include, Westfalia Estates, Manotsa and Madrid and Shiluvane. Mopani District is also considered the home of the big five due to abundance of such animals in Kruger National Park and surrounding private game farms and nature reserves. To promote the wealth of heritage activities, Mopani DM has established District Heritage Council which still need to be strengthened.

3.2.2.5 Agriculture and Forestry

Agriculture and forestry also plays an important role for economic growth in Mopani District Municipality. Agriculture and forestry is dependant on natural and or ecological resources and as a result agriculture and forestry should be aligned to the principles of

sustainable development so as to ensure that the Agricultural and forestry related activities do not impact adversely of the natural environment. There are several forestry plantations in Mopani District around Tzaneen and Greater Letaba local Municipality that are dominated by exotic plants species such as Pines, Eucalyptus and Mahoganies. The foot hill zones of the mountainous ranges contain tea estates. The Tzaneen and Letsitele regions of the Letaba catchments areas support Citrus, mangoes and bananas. The Klein Letaba, Molototsi and Nsama river catchments are dominated by rural population with cattle, goats and subsistence farming (State of Rivers Report, 2001). Mopani District municipality is a Major producer of Tomatoes produce in Limpopo and South Africa and this is produced in an area known as Mooketsie which falls under Letaba Local Municipality.

There is a need for detailed environmental analysis to indicate the environmental conservation requirements, environmental sensitivity index, population pressure on scenic resources, land cover, soil types, irrigation potential, dry land potential and rainfall. However, the Spatial Development Framework and the Waste Management Plan of the district provides glaring information about the state of the environment, upon which our rural district depends. Hereunder is a synopsis of the environmental situation in the district highlighting existing environmental concerns, challenges and risks.

3.2.2.6 Priority Environmental challenges Identified in Mopani District Municipality

3.2.2.6.1 Water Pollution

The major cause of water pollution in Mopani is uncontrolled illegal dumping of wastes throughout the district and unattended sewage spillages. Several cases of illegal dumping of wastes along the river banks and in water bodies has been reported and observed in Greater Giyani and Greater Letaba municipalities. According to the State of Rivers Report for Letaba and Luvuvhu produced by DWA in 2001, water pollution in Mopani district is also worsened by deforestation activities associated with fuel-wood collection and agriculture along the river banks and within the riparian zones in the catchments areas. In the past years (2007 and 2008), two causes of water pollution has been reported in Mopani. One around Greater Giyani where fish were found dying within a water body and another case within the Kruger National Park where crocodiles were dying. The lack of water-borne sewerage systems leads to the contamination of ground water.

The most noted water pollution takes place in the Murhogolo stream between Giyani shopping complex and government offices, the Thabina river from Mogoboya downstream, at the Klein and Groot Letaba rivers as well as Molototsi which is highly choked with solid wastes. Water is life and cannot be created. The necessity to conserve it cannot be overemphasized or postponed. Individual members of communities, sector departments and private institutions need to take conscious decision on its conservation and prevention strategies against pollution.

The district municipality and its local municipality will need to focus attention in the current and future financial years on water quality monitoring programme, wetlands management and river cleaning up campaigns and ensure protection of riparian zone vegetation in order to conserve water resources for sustainable development. It should be noted that in terms of the state of the Rivers report produced by DWS in 2001 the state of the water quality in Middle Letaba catchments area was ranging from fair to poor especially for rivers outside Kruger National Park and if nothing is done against contamination of the Rivers ecological system will collapse and this will have adverse effects on the health of people in Mopani district and environment at large.

3.2.2.6.2 Alien Invader Plants and animals

Alien plants are plants which are not indigenous to South Africa and they are either brought deliberately here in South Africa or Mopani district because of their Commercial values or ornaments (pets) or transported through natural means, viz. wind, rivers and migration of birds from one region or country to another. Some of the alien plants are problematic and are referred to as "declared weeds" wherever

they are found. They create their territory by tempering with the existing environs. They are poisonous to livestock, harmful to human health, aggravating wildfire, destroying vegetation cover around them and thus causing soil erosion and consume a lot of water thus drying out the arable land and destroying indigenous plants. These are called invasive plants. Identified in Mopani district are bugweeds, pines, eucalyptus, lantana, jacaranda, paraffin boss, Mauritius thorn, Mexican poppies, potato bush, black wood, black wattle, silver wattle, castor oil and queen of the night. Alien plants that invade riparian habitats include peanut butter cassia, castor-oil, sesbania, ageratum and large cocklebur. Unfortunately some of the plant species are not commonly known by ordinary members of communities but by environmental practitioners. Some are known by different names depending on language commonly used in a place, e.g. mma-mo-tlala naga (Sepedi) for lantana.

Target/ Affected areas infested with these plant species in Mopani are Sekororo dam, Madeira, Hans Merensky nature reserve, Letaba river, N'wamitwa, Lekgalameetse nature reserve, Tours dam, Haemetzburg and Ebenezer dam, Modjadji nature reserve, Thabina nature reserve Letsitele river and Mamathola plantation.

Acute shortage of potable water is already a concern in some parts of the district communities. The District and local municipalities in partnership with other sector departments such as DWS and DEA need to make concerted effort to prioritize programmes to eradicate alien invader plants as they utilize large quantities of water, putting affected areas vulnerable to drought and fire hazards and out-compete indigenous plants (State of the Rivers Report: 2001). Further loss of water to conserve nature and safe agriculture for our survival may not be solved if the cause is not dealt with forthwith. Conservation of the indigenous biological diversity in the district Municipality is the bone of tourism. Communities and other municipalities are to be made aware and make every effort to fight the invasive alien plants wherever identified. Currently DEA with SANBI are in the firing line in the fight of alien invasive plants. Agric. associations are in the receiving end of the impact.

3.2.2.6.3 Air Pollution

Pollution of the air is a major environmental problem affecting most areas in the Mopani District. Vehicles, mines and industries, as well as burnings on the refuse dumping sites and onsite incineration by households pollute the air by releasing harmful gasses, especially in urban areas. In the villages, air pollution is caused by the burning of wood and coal to make fire releasing carbon dioxide. Another source of air pollution is leakage of sewage and companies burning their waste, causing bad odour.

Based on the available information, the National Department of Environmental Affairs conducted initial assessment of the current air quality status of the metropolitan and District municipalities in South Africa, in order to establish an indicative list of areas of concern [SEE National Framework for Air Quality Management in the Republic of South Africa]. Although the current available information is not yet conclusive on the identified areas, Mopani District Municipality is already rated as having potentially poor air quality or deteriorating air quality. The major contributors to this rating are the mining activities in Ba-Phalaborwa municipality and wood-drying activities concentrated in Greater Tzaneen municipality.

The National Environment Management: Air Quality Act (NEMAQA), 2004 (Act No. 39 of 2004), also referred to as "Air Quality Act" was promulgated in 2005 and came into full effect in April 2010. It is in terms of this Act that District Municipalities are assigned a number of exclusive air quality management functions. Therefore, Mopani District like other districts in the country has to implement the atmospheric emission licence system. However due to lack of capacity Mopani District has delegated the licencing authority to Provincial Environmental Department (LEDET). Again, the Air Quality Act requires municipalities to prepare reports with regard to progress on implementation of the Air Quality Management Plan. Although Mopani District Municipality has designated a Municipal Air Quality Officer to perform the duties or exercise the powers assigned or delegated to that officer in terms of the Air Quality Act, much is still needed in terms of staffing, capacity building and resource inputs. As indicated above, Ba-Phalaborwa and Greater Tzaneen municipalities are priority areas for air pollution control.

3.2.2.6.4 Deforestation

Deforestation is one of the identified major environmental problems affecting most areas in the district. It is caused largely by traditional healers in pursuit of medicinal plants, wood carvers, firewood collectors, farmers and villagers residing around forest areas. The problem may be accelerated by poverty, lack of awareness on environmental services, unemployment, unclear land policy, lack of law enforcement, traditional practices and economic gains, e.g selling of wood. Areas where flags are raised for this problem are as follows:

Greater Giyani municipality: Mbaula, Mhlava Wellem, Ndingani, Hlomela, Mbaula, Nkurhi (Tomu), Ngove, Shikhumba, Nkomo B, Makhuva, Risinga village, Mnyangani village and Church view next to section-E Giyani township.

Greater Tzaneen municipality: Xihoko and Morabalala villages.

Maruleng municipality: Boulver.

3.2.2.6.5 Soil Erosion

Soil erosion has a negative effect on various land uses, viz roads, arable land, housing, forestry, etc. It also exacerbates floods. The major causes of this condition are improper control on arable land (ploughing along slopes), deforestation, overgrazing, lack of or poor storm water control systems in villages and roads and poor land use management. Land care programmes by the Department of Agriculture would help to curb the soil erosion. Stormwater control systems and greening programmes need to be strengthened to fight soil erosion. The most affected land areas in Mopani are in GLM (Mokgwathi, Rotterdam, Bellevue, Serolorolo, Matswe, Mamaila) and GGM (Khani, Ndhengeza, Shimange, Muyexe, Mavalane, Mninginisi). BPM, MLM and GTM municipalities are experiencing soil erosion at minimal scale.

3.2.2.6.6 Informal Settlements

Informal settlements have major negative effect to the environment in that often areas are occupied with structures without due consideration of environmental potential. Vegetation is destroyed when buildings are made, and increase the chances of land and water pollution. Forests are debushed and the interdependence of human life with environmental services is sacrificed. The major causes of informal settlements are poverty, unemployment, population growth and urbanization. SEE affected areas in Table 16, page 35 above. The formally bushy areas are debushed.

It is clear from the above that Mopani District Municipality is faced with many environmental problems. To be successful, development efforts should be robust against exacerbating environmental degradation. There is also a need to establish integrated human settlements with proper basic services and thriving local economies that are able to create jobs. The development of shopping centres in rural areas is one step forward to strengthen local economy.

3.2.2.6.7 Veld and forest fires

FIRE & RESCUE SERVICES

Fire is used as a resource management tool to stimulate green bites and also for the survival of other "plants communities" which are dependent of fire for reproduction like the pyrrhic plants in a form of prescribed burning. Improper use of fire may cause serious damage to the environment including exposure of soil to forces of soil erosion, damage to biodiversity, atmospheric pollution, and loss of life and damage to property. The vegetation cover of Mopani District with dominant plant species, Mopani plant and the existences of forestry plantations and grassland make the district vulnerable to wild fire hazards (especially human made fires), especially during winter due to the flammability of those fragile vegetation.

In the previous financial years several cases of wild and forest fires have been reported around Greater Giyani local municipality which has caused serious damage to Manombe nature reserve. Fire has also been reported to have destroyed extensive forests plantations

around Greater Letaba and Greater Tzaneen local Municipalities. Wild fires have also been reported to have caused serious damage to mountain ecosystem around Maruleng Local Municipality along the Drakensberg Mountain ranges.

Wild fire remains one of the biggest hazards for the Mopani district. Satellite-derived fire data captured over the last four years shows that particular areas within the district are more prone to fires than others. These areas include the upper section of the Greater Giyani municipal area, the north-western section of the Greater Letaba municipal area, a large section cutting through the centre of the Greater Tzaneen municipal area across the mountains to the Bolobedu area which extends into parts of the Greater Letaba area, as well as a section in the mountainous Sekororo area. The causes of the fires are generally not discovered yet. Investigation will be required to determine exactly how and why these fires were set – i.e. were they accidental fires that ran out of control, or were they set deliberately to open more land for grazing or crops.

Mopani has established a fully fledged unit for fire services in the District. Each local municipality is allocated an operational Fire station in the following areas: Tzaneen, Giyani, Modjadjiskloof, Phalaborwa and Hoedspruit. Every station ensures twenty-four hour services to communities, in the following services;

- Saving lives and property
- Responding to motor vehicle accidents and incidents
- Specialised search and rescue incidents (high angle, swift water, confined space, trench rescue, hazardous substance, aircrafts & train incidents)

The District Municipality is striving to improve the working relationship with communities, private institutions and sector departments in addressing the problems. Fire protection Associations are established in GLM, GTM, BPM and MLM. For GGM the Association is still in process of being formed.

CHALLENGES

- Housing structures that are not built according to legislative fire protection requirements.
- In the average, very few people in the District have basic know-how in the use of fire extinguishing equipment. It is still a big gap for training members of public.
- Navigation to affected areas due to lack of billboards and poor road conditions. This also impacts on response time.
- Areas which have poor communication services, e.g Vodacom, MTN, Cell –C or Telkom lines, have difficulties to report incidences in real time.
- Hoedspruit station is yet to be in full operation.
- Insufficient personnel to serve the communities adequately.
- Negligence and ignorance on the use or handling of electric equipment or sources.

Areas that raise flag in this problem are as follows:

Greater Giyani municipality: Man'ombe nature reserve

Greater Tzaneen municipality: Bokgaga and Marobo

Maruleng Municipality: Eden

3.2.2.6.8 GLOBAL WARMING/ CLIMATE CHANGE

Global warming is defined as the increase in the average temperature on earth. As the earth gets hotter, disasters like hurricanes, floods, droughts and raging forest fires do get more frequent. The three hottest years ever occurred have all occurred in the last eight years. Global warming is caused by climate change that result in rise in temperatures. It is recorded that climate change accounts for 160 000 deaths in the world per year.

Climate change is caused by the sun's radiation (heat energy) that is absorbed by emitted gases into the atmosphere. What really happens is that one-third of the sun's radiation is reflected by the earth's shiny surfaces like shimmering glaciers, water and other bright surfaces, back to the atmosphere. Two-third is fairly absorbed by the earth. **Gases like CO2, methane and nitrous oxide** in the atmosphere absorb heat energy that is bounced from the earth's surface. This is naturally balanced to keep us warm here on earth. Otherwise the earth would be too cold at around -18°C. With more human activities taking place on earth, there is more emission of water vapour, carbon dioxide, ozone, methane, nitrous oxide and chlorofluorocarbons into the atmosphere, resulting in more heat energy trapped or absorbed thus increasing atmospheric temperatures. How much warmer it gets down here on earth depends on how much energy is absorbed or trapped up there and that in turn depends on the atmosphere's composition.

As mentioned above, human activities attached to the increase in CO2 are cars, industrial productions, energy-producing industries, deforestation and agriculture (inorganic farming). The consequences of rising temperature are many. They include melting mountains of glaciers into the seas, dams, etc, thus increasing chances for floods, strong storms (e.g hurricane Katrina in 2005), altered rainfall patterns, reduction of access to portable water, threat to food security and health effects to poverty stricken communities. Emission of gases causing global warming could be scaled down by utilizing every space for plants, using alternative forms of energy (e.g solar panel, wind turbines heat, power plants) and put strict control against deforestation.

It is clear that individuals, communities and government need to come up with programmes to bring awareness on the causes and effects of global warming and together strategise on control measures for decreasing emission of the gases that exacerbate temperature increase in the atmosphere. The situation in Mopani calls more on the matter since the demographic dynamics indicate that 81% is rural and therefore vulnerable to any natural hazards without clear mechanisms to combat. Organic agriculture should be encouraged, landuse schemes should be managed, veld fires be controlled and deforestation be prohibited. Contribution by individual added to contribution by another, avails much. The general impression is that we are affected but specific places need to be identified and targeted for a realizable solution. It would be necessary to conduct research on the impact of climate change on agriculture sector for adaptation and/ or possibly mitigation to the change.

As identified during the Climate Change workshop attended by sector departments and municipal representatives, Limpopo, on 26 February 2014, the following information regarding factors for Climate change, was consolidated.

Source: March 2014 Provincial workshop on Climate Change.

	GREATER GIYANI	GREATER LETABA	GREATER TZANEEN	MARULENG	BA-PHALABORWA
Factors for Climate change	- Burning of waste at the disposal site (Improper landfill management)	Dumping of waste in the stream of Moeketsi market	-Used oil spillage along Letaba river	-Less effort on recycling of waste	-No water tanks for rain water harvesting
	-Used oil spillage on the wetland (Murhogolo)	-Untreated waste water flowing to the stream	-Alien plants species (mostly Lantana calamara & Blue gum trees)	-Less effort on the use of renewable energy sources (solar energy)	- No use of renewable energy sources (solar energy)
	-Untreated waste water flowing to Letaba river	-No water tanks for rain water harvesting	-No water tanks for rain water harvesting	Improper landfill management	-Illegal squatting next to waste water treatment plants
	-Illegal squatting in a flood area (Church view)	- No use of renewable energy sources (solar energy)			-Mining activities

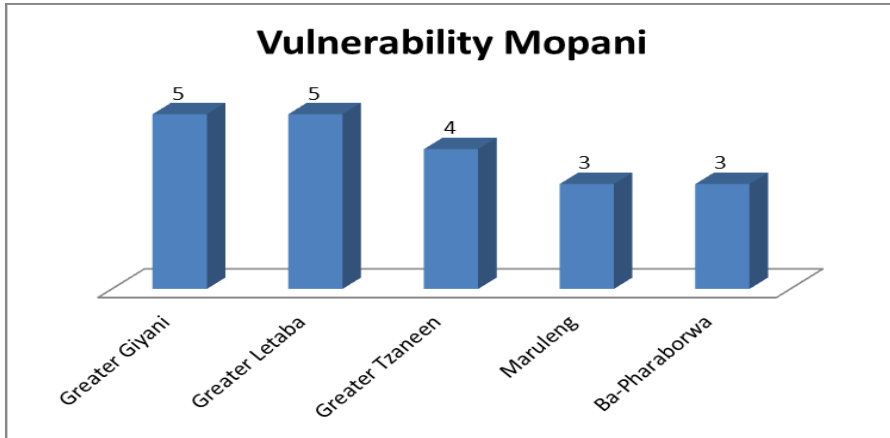


Figure: Climate Change Vulnerability

3.2.2.7 Integrated Environmental Management (IEM)

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

In order to ensure that there is balanced considerations of environmental and socio-economic in municipal projects planning, all infrastructure projects are screened to check if an Environmental Impacts Assessment might be required or not. This is in line with the New EIA regulations enacted under the National Environmental Management Acts No: 107 of 1998. 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 No 36 of 1998, Minerals and Petroleum Resources Development Act No: 28 of 2002, National Heritage Resources act No:25 of 199, section 24 of the Constitution of The Republic of South Africa of 1996 etc.

As part of the National and Provincial local Government intervention on environmental management, The National Department of Environmental affairs in partnership with DWA and DEDET has funded the development of Environmental Management Framework for Letaba and Olifant Catchments area that has also covered the Mopani District Municipality. The EMF will provide necessary guidance for environmental considerations in Municipal Planning processes to promote sustainable development that caters the needs for current and future generations in Mopani District Municipality. Apart from this, DEA has also deployed an official to provide technical advice on environmental management issues, ensure proper planning and implementation of its EPWP projects funded under its Social Responsibility Programme (SRP) and provides inputs on Municipal planning structures such as IDP Technical committee and IDP representative forums. The District stakeholders are ready and willing to work with various stakeholders including, CBO's, NPO's, PPP,s SMME's academic institutions and sectors departments to deliver on its environmental function.

3.3 KPA: ECONOMIC ANALYSIS (Implement the Community Works Program and Cooperatives Supported)

3.3.1 Background

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

3.3.2 Broad Economic Overview of South Africa

South Africa is a middle-income developing country with an abundant supply of natural resources, well-developed financial, legal, communication, energy and transport sectors, a modern infrastructure, and a stock exchange which rank among the 10 largest in the world. Its economic policy over the past nine years has been shaped by the government's development strategy in areas of education, health, social development, security, land reform and poverty alleviation. The government's policy decisions are designed to promote sustainable economic growth, and to ensure that the benefits of growth are shared across an increasingly greater spectrum of society.

The country's economic policy is based on the macro-economic policy called Growth, Employment and Redistribution (GEAR). It aims to find a balance between promoting economic growth on one hand, and social service delivery and job creation on the other. Gear combines the goals of deficit reduction, reprioritization of government expenditure to enhance poverty reduction, and embarking on macro-economic reforms to promote job creation. The social transition that has accompanied the demise of apartheid has seen a vast increase in economic participation. Factors underlying this have included an increase on female participation in the economy, as well as migration to urban areas by the rural poor. South Africa also has a dual agricultural economy: a well-developed commercial sector and a predominantly subsistence oriented sector in the traditionally settled rural areas, of which Mopani district is constituted. This is probably one of the glaring factors that provides for the South African economy as consisting of the First and the Second Economy.

The first and second Economy in our country are separated from each other by a structural fault. The second economy emerged during the long period of colonialism and apartheid as a result of the deliberate imposition of social, political and economic exclusion of the African majority by a racist state. Whilst exacerbated by the imperatives of globalization, the restructuring of the economy also reflect, to some degree the response of capital to the extension of citizenship and economic rights to the previously disenfranchised. This restructuring has segmented the labour market into three overlapping zones, namely core workforce, non-core workforce and the peripheral workforce.

The core workforce consist of workers that benefit directly from global integration, advances in worker rights and other forms of inclusion in social, economic and political institutions. Formal sector workers are generally highly organized in the trade union movement, although new jobs created in the formal sector tend to be associated with lower levels of worker organization. Though the size of the formal sector workforce has diminished, it still constitutes more than half of the economically active population. While they enjoy higher salaries, secure employment and good working conditions, growing numbers of people depend on their wages. Men rather than women are more easily absorbed into this core of labour market.

The restructuring of the workforce is increasing the levels of a typical employment. This includes casualisation, fixed term contracts and working from home. Those pushed into these more precarious and intensive working conditions become part of non-core workforce. Because of the temporary nature of their work, union organization is much harder amongst the non-core workforce. The rights won by workers in the core of the economy are difficult to realize in an environment of poorly organized temporary workers, where women are more likely to find work.

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

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

3.3.3 Locating the Mopani District Economy within the Provincial Economy

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

3.3.4 Comparative and competitive economic advantages of Mopani District Municipality

The geographical location of Mopani has advantages and counter-acting disadvantages. First, through the Phalaborwa KNP gate and Giryondo Border posts, Mopani is a gate way to Mozambique to the most magnificent beaches in the well known Xaixai town and Baleni. The routes go through the Great Limpopo Transfrontier Park, the park that unites the three countries, South Africa, Mozambique and Zimbabwe. Given this neighbourliness with Mozambique, not only tourism is opportunity but Mozambique being blessed with water resources (Masingiri dam) Mopani District has better advantage to trade with Mozambique to counteract the water shortage within the municipal areas. International engagement platform need to be set to improve roads for better access. The disappointing situation is that of poor border control where people escape from Mozambique to South Africa with numerous issues of living. Foot and mouth diseases have become serious issue with areas that abut with both Mozambique and Zimbabwe.

Phalaborwa Spatial Development Initiative (SDI), linking the port of Maputo and Richards Bay to the mining in Phalaborwa, is one untapped potential development that would increase wealth to Mopani as trading would increase between these areas where raw mining materials are processed. Projects proposals by DBSA need to be resuscitated if mining sector in Phalaborwa would see a turn-around yield.

Mopani is also endowed with natural resources such as marula fruits which produce many products in the processing value chain. The name Mopani is loud enough to indicate our wealth in mopani worms, the most nutritious food which is good for health. The provincial economic development study of 2000, identified tourism, agriculture, mining and trade and manufacturing as sectors with a potential for growth in the Mopani district. Agriculture is one sector that yields much products, **excelling in tomatoes** that are exported throughout the world. Other sectors in Mopani are the red and white meat production. Mopani also boasts of the pool of cheap labour to work in labour intensive programmes such as agriculture and EPWP. The challenge may be skilling them for better production.

The Mopani District also enjoy the beneficiation economic programmes of Kruger National Park where citizens get jobs to conquer poverty. The district also has comparative advantages in agriculture, manufacturing and trade. Hereunder is an analysis of the district economy.

3.3.5 Economic Sector Analysis

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

The aggregated statistics conceal the fact that economic opportunities in the district are highly concentrated around Phalaborwa (and to a lesser extent Tzaneen). Outside of these centres, Mopani contains some of the country's least developed and poorest communities. In 2006 11% of Mopani residents lived in a state of absolute poverty. Admittedly poverty is a complex phenomenon, and can be difficult to measure, but a combination of measures all indicate the same economic features, namely co-existent wealth and underdevelopment and high inequality caused by a concentration of economic power in certain sectors in certain regions:

- 55%, 48% and 46% of the population of Greater Tzaneen, Greater Letaba and Greater Giyani fall into the provinces' "most deprived 25% of the population" category, while 71% of the population of Ba-Phalaborwa are registered among the "least deprived 25%" of the provincial population.
- A reported Gini co-efficient for Mopani of 0.65 in 2006 – similar to the national figure (0,64). By 2010 MDM's co-efficient became 0,63 (Global Insight, Sptember 2011).
- The Human Development Index – a composite of infant mortality, adult literacy and GNP – for Mopani was 0.5 in 2006 (the same as the previous year), which is below the provincial figure (0,52) and the national figure (0,62).
- The dualism and spatial and sectoral concentration of economic power are further reflected in the district's Tress Index which has deteriorated from 44,38 in 1996 to 53,08 in 2006 (Global Insight, 2008).

3.3.6 Key economic sectors

Mining: Mining has been the dominant sector in Mopani since 1996, and in 2006 accounted for 31% of the gross value added. The other large sectors (in descending order) are community service (government employment), trade (which includes tourism) and finance. Mopani has almost no manufacturing sector (just 2%).

Mining is concentrated in the Ba-Phalaborwa region and it has been through 8 years of rapid expansion (see Figure 12), but oddly the secondary sectors that are expected to support mining such as manufacturing, construction and transport have not experienced any significant growth. The status leaves much to desire since other countries enjoy the processing gains in the value chain.

In Ba-Phalaborwa the mining cluster had been owned by the state. The situation is now as follows:

Table 40: Mining ownership and products

OWNER	% MINING SHARE	MINING PRODUCTS	% PRODUCTION YIELD
Rio Tinto	58%	Copper	75 – 80%
Anlo-American	17%	Magnesite	10 – 15%
Phalaborwa Mining Company (PMC)	25%	Vermiculite	10%

The mines employ over 2,000 people and an additional 450 contractors, and contribute an estimated 80% of Ba-Phalaborwa Municipality's GGP (Asubonten, pers. Comms)1. In 2007 the mine hoisted over 11,8 million tons of which 0,7% was converted into ore. Historically, the international copper price has been notoriously volatile, but in early 2003 the price of copper began to rise and is now

over 4 times its 2002 level. This has had a marked impact on the viability of the Phalaborwa mine, allowing it to extend its activities and critically extend the timeframe that it intends to continue to mining in the region. The current outlook (as of July 2008) was that the mine will be hoisting copper for another 8 years, and vermiculite and magnesite for at least another 20 years.

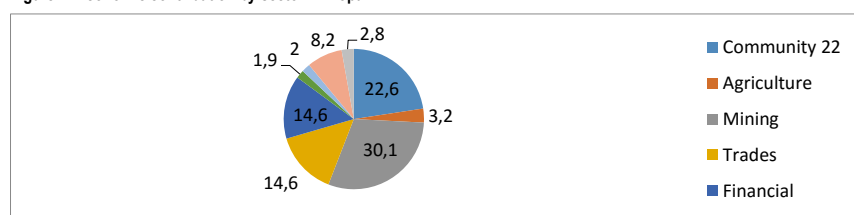
The mine's market share is constrained by the unavailability of rail freight on the existing routes to Richard's Bay and Maputo. More wagons and a more reliable service on these routes, as it is claimed, would enhance the access of the Phalaborwa mining sector and particularly the vermiculite trade (Asubonten, pers. Comms).

Table 41: Gross Value Adding by economic sectors (Global Insight, Sept. 2011)

	Mopani	Greater Giyani	Greater Letaba	Greater Tzaneen	Ba-Phalaborwa	Maruleng
Community services	22,6	37,8	33,4	32,7	8,3	38,8
Agriculture	3,2	1,1	8,7	7,0	1,0	6,4
Mining	30,1	0,1	7,6	6,8	59,1	0,7
Trades	14,6	10,3	9,7	9,0	20,8	7,8
Financial	14,6	29,8	20,3	24,0	3,8	15,9
Manufacturing	1,9	3,4	2,2	3,6	3,6	2,6
Construction	2,0	3,6	2,0	2,2	2,2	4,2
Transport	8,2	9,6	9,0	10,1	4,6	21,7
Electricity	2,8	4,2	7,0	4,6	0,9	2,0

MOPANI DISTRICT MUNICIPALITY gross value adding (GVA)

Figure 2: Economic contribution by sector in Mopani



(Source: Global Insight Sept 2011)

Agriculture: It is the fourth largest economic sector after mining, government and community services and wholesale and retail. It predominates in Tzaneen, Maruleng and Letaba although it is also significant in other districts. The land capability favours those local municipalities although the sector with some potential is spread more broadly across the district.

3.3.7 Major exports

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

3.3.8 Mopani District sectoral contributions to employment

Table 41 (a) Sectoral contribution to employment

	Mopani	Greater Giyani	Greater Letaba	Greater Tzaneen	Ba-Phalaborwa	Maruleng
Community services	26,6	39,3	24,5	25,5	17,5	30,2
Agriculture	15,4	4,5	26,2	20,9	9,3	18,3
Mining	11,5	0,5	1,3	2,0	43,0	0,9
Trades	16,7	23,2	18	18,7	9,6	14
Financial	5	6,2	4,4	5	3,8	6,3
Manufacturing	3,6	2,9	4,2	5,4	1,8	3,7
Construction	5,9	8,5	5,2	5,6	4,2	7,1
Transport	4	4,8	4,2	4,8	2,2	4,4
Households	10,6	9,5	11,2	11,4	8,3	14,4
Electricity	0,6	0,6	0,7	0,7	0,5	0,6

Employment creation remains one of the key challenges for Mopani. In 2006 an estimated 41,6% of the economically active population was unemployed. The sectoral analysis suggests that support for value-addition in the agricultural sector and the retention of primary mineral resources in the district in order to process them, present the most scope for sustainable employment creation. NB: For unemployment details, see page 35, Table 10 above.

By virtue of its mineral wealth, most of which is exported, Mopani maintains a positive trade balance. Between 1996 and 2006 Mopani established a trade surplus of roughly R14 billion. In 2005 and 2006 the trade surplus was R1,8 billion and R2,5 billion respectively. The vast majority of this surplus – over 65% - emanated from Ba-Phalaborwa. In recent years the tourism revenue generated by the Kruger Park DMA, which counts as an export, has contributed to the surplus.

LED initiatives arising from Growth & Development Summit yielded anchor projects that benefitted our people in **creation of temporary and permanent jobs by 2012/13**, as indicated hereunder,

Industry	Total number of jobs created for number of persons		
	Temporary	Permanent	Total
Agriculture	785	763	1 548
New Agriculture proj.	500	56	556
Manufacturing	0	178	178
New manufacturing projects	14	28	42
Tourism	165	14	179
Social & infrastructure projects	7 049	205	7 254
New Social & Infrastructure projects	7 099	205	7 304
TOTALS	15 612	1 449	17 061

Jobs created through IDP projects benefitted 7 525 people in 2013/14

3.3.9 Constraints in the District Economy

According to the Limpopo Spatial Rationale (2007), approximately 55% of the 354 settlements in the Mopani District Municipality area are small. These settlements are scattered throughout mainly the central, south-western, northern and the north-eastern areas of the Mopani District Municipality. The present scattered settlement pattern (without planning for a proper settlement hierarchy) will never be able to provide a basis for long-term sustainable development to improve the quality of life of all the inhabitants and communities in the District. Problem areas leading to development constraints, in each municipality can be summarized as follows:

3.3.9.1 Greater Giyani

There is a smaller percentage of economically active population in Greater Giyani than in Greater Tzaneen and Ba-Phalaborwa. Only 48,2% of the population is economically active. This can also indicate that people from this group might migrate to other local municipalities inside or outside the District to find work. Giyani has a large number of rural settlements that are scattered and not easily accessible as the road conditions are bad. This can cause problems for economic development as it will concentrate on economic growth

points where there are large concentrations of people. The Greater Giyani Local Municipality has the smallest villages in the District with an average number of 2639 people per settlement.

Large areas of land in the District forms part of the former Lebowa and Gazankulu homelands and are held in trust for tribal and community authorities. These traditional authorities play a very important role in terms of their traditional culture and therefore also have a major influence in the manner in which land is made available to individuals for settlement, as well as the use for economic purposes (e.g. agriculture, tourism, etc.). Most of their decisions are made on an ad hoc basis and usually without any scientific research with regard to environment, economic potential and spatial pattern for cost effective and efficient services to communities. Nearly 25% of the people in the municipality indicated that they are employed in elementary occupations. This might indicate a relatively low level of skills with regard to specific professions.

The emerged national initiative (August 2009), the Comprehensive rural development pilot programme, has set Greater Giyani municipality as the national focus for rural development. In terms of the status in loco, the programme will ensure regional approach to development, where several villages will be ring-fenced to share infrastructure spatially central to their locations. This could be expected to make big difference to Greater Giyani economy in the long term.

According to the Provincial "War-room on poverty, 2009" the following have been identified as the most poverty stricken communities in GGM: Muyexe(2356), Goula(2684), Khakhala(2314) and Muyexe North(893). The villages span a total of 8247 residents as per 2003 data.

3.3.9.2 Greater Letaba

The percentage of economically active population is relatively small at 49.4%. Nearly 100% of the population (94.3%) resides in rural areas. This indicates that there are few potential growth points for the economy as the largest Town in the municipality is Modjadjiskloof which is having potential for economic growth to a better level. The contribution to the GDP in the mining sector has decreased from 0,33% in 1996 to 0,19% in 2001. This sector has thus become less important in the area.

Greater Letaba currently makes the least contribution to the District GDP. However the tomato production by ZZZ in the municipality remains the pride of the District in exportation and also absorption of labour. Land claims are a major factor influencing development in the District. 12,8% of Greater Letaba municipal area is subject to land claim, i.e extent of 24286,9400ha. This implies that very little can be done in the land since uncertainties prevail until a claim is settled.

3.3.9.3 Greater Tzaneen

Although most of the people live in and near Tzaneen there are still a large number of people that live in rural areas and scattered settlements. The Manufacturing sector has decreased since 1996 to 2001. This indicates that most processing is being conducted outside of the area.

3.3.9.4 Ba-Phalaborwa

Although Mining is presently the largest sector in Ba-Phalaborwa and created many job opportunities it can also become a constraint in the future. All mines have certain production expectancy and will eventually close. It is indicated that a large number of people are skilled in professional and technical occupations and when the mine closes down these people will have to either move to an area where there is mining activities or have to learn other skills. A large number of people occupied in the Manufacturing sector might also lose their jobs after the mines have closed as they are inter related. There is a large amount of land in Ba-Phalaborwa that is currently under land claims, i.e 25,7%. This is a prime land that has potential for tourism development, extent of 77178,3720ha.

3.3.9.5 Maruleng

The majority of people in Maruleng are located far away from the economic hub of the municipality, namely, Hoedspruit. The town which is the economic node of the municipality is surrounded by privately-owned land which is not readily available for new development. When land is made available, the cost is exorbitant and majority of the people cannot afford that. There is a general shortage of technical skills in the area and most of the rural communities of Maruleng get jobs in Tzaneen and Phalaborwa and thus promoting economic activities outside their municipality. One other issue is that many people working in Hoedspruit are from Bushbuckridge in Mpumalanga province and they spend their incomes generated in their areas outside Maruleng. 0,6% of the municipal area is subject to 4 registered Land claims. According to the Provincial "War-room on poverty, 2009", the following villages have been singled out as the most poverty stricken areas: Madeira (4051), Sofaya (3098) & Ga-Sekororo (3140) spanning a total of 10289 people. Mabins-B in Botshabelo has also been identified through District Women Imbizo (6th May 2010) with critical lack of basic services starting from water, sanitation, road access, health, education, etc. Plans are underway to turn the situation around.

3.3.10. Opportunities in the District Economy

Although there are numerous constraints to the development of the District, there are also strong opportunities for economic development.

3.3.10.1 Greater Giyani

There has been some growth in the agriculture sector from 1996 to 2001. The most noticeable growth was in the Transport and Communication sector. The GDP percentage grew from 1,12% in 1996 to 12,91% in 2001 in this sector. The population living in urban areas also increased from 10,1% in 1996 to 13,8% in 2001 and to 10,5% in 2007. There is 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:

- | | |
|-------------------|---------------------|
| (1) Mopani worms | (3) Abandoned farms |
| (2) Shangoni gate | (4) Cultural values |

3.3.10.2 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:

- | | |
|--|-------------------------|
| (1) The depot of tomato production and exportation | (4) Timber production |
| (2) African Ivory route | (5) Modjadji Rain Queen |
| (3) Biggest Baobab tree in the world (24m circumference) | |

3.3.10.3 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:

- | | |
|--|--|
| (1) Cultural heritage sites | (4) Nature based and agric tourism |
| (2) Adventure, sport and events routes tourism | (5) Tzaneen, Ebenezer dams |
| (3) Tallest tree at Makgobaskloof @ 48m high | (6) GTM Vision 2030 on development of Tzaneen town to City |

3.3.10.4 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:

- | | | |
|---------------|---------------------------------------|-----------------|
| (1) Magnetite | (5) Copper , destined for 2020 | (8) Vermiculite |
| (2) Nickel | (6) Apatite | (9) Zirconium |
| (3) Titanium | (7) Uranium | (10) Clay |
| (4) Mica | | |

3.3.10.5 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.

- | | | |
|------------------------------|--------------------------------|---------------------------------|
| (1) K2C Biosphere ecotourism | (2) Perennial agro-products | (3) The valley of Olifant route |
| (4) Largest game farms | (5) Magnificent Tourism centre | (6) Stone crushing at Mica |

3.3.11 ECONOMIC RECESSION (year 2009/10)

Mopani is currently exporting agricultural products such as tomatoes, mining products such as copper and also cultural artifacts. While the production is still good, the problem becomes the exchange of South African currency with other countries. Those receiving our products cannot afford to pay for the same quantities they were paying for before. The results are that our products do not get market. No market no returns on the products and ultimately no resources to produce more and no need to keep more workers as they bear more load on cost to employers, thus retrenchments become the way-out, increasing unemployment uncontrollably. Unless alternative measures are put into place, level of affluence will decrease, poverty stricken communities will increase, indigent registers will need frequent updating, putting government on serious burden on providing free basic services to a larger society than before.

3.4 KPA: BASIC SERVICES/ INFRASTRUCTURE ANALYSIS (Improved Access to basic Services and Actions supportive of Human Settlements)

(a) BACKGROUND

The success of local economic development is tied to the provision of basic and other types of infrastructure services to the people. All services under analysis in this section are located in a specific locality (as per SDF) and have potential to boost socio-economic development (as per LED). Infrastructure analysis focuses on the status quo regarding water supply, sanitation facilities, energy, housing provision, roads and public transport, waste management and telecommunications – all of which underpin socio-economic development and determine a people's quality of life. The provision of adequate municipal infrastructure remains a challenge throughout the district.

Service	Households	Access	% Access	Backlog	% Backlogs
Sanitation	296320	251 976	85,0%	44 344	15,0%
Water		249 925	84,3%	46 395	15,7%
Electricity		257 798	87,0%	38 522	13,0%
Housing		271 518	91,6%	24 802	8,4%
Refuse removal		55300 (Urban+rural areas)	18,7%	241 020 (Rural & farms areas)	81,3%
Roads	3385,47km	1313,64 km (paved)	38,8%	2071,83 km (gravel)	61,2%

STATSSA, Census 2011& Road Management System (RAL), Municipal information.
NB: Roads backlog is informed by the prioritized gravel roads to be paved per time.

Table 43: INDIGENT HOUSEHOLDS (See page 38)

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

Census 2011, Statssa

	GTM		GGM		GLM		MLM		BPM		MDM	
Total registered Indigent h/h	32 573		336		898		1 365		2 275		37 447	
Access/ Backlog	Access	Backlog	Access	Backlog	Access	Backlog	Access	Backlog	Access	Backlog	Access	Backlog
Water	32 573	53 770	336	40 537	898	49 037	1 365	13 968	2 275	24 946	37 447	182 258
Electricity	8961	78787	13 874	25 508	1820	48 450	1 739	13 594	1 379	25 842	30 104	189 416
Sanitation	1360	86388	767	38 532	20	50 250	3 213	12 120	1 379	25 842	5 389	214 131
Waste Management	930	86818	140	39 242	20	50 250	0	15 333	1 379	25 842	2 119	217 401

Source: Local municipalities IDPs

- It should be noted that free basic water, sanitation and refuse removal are measured in towns and townships where metering and supply of services systems are in place. For the rural and farm dwellers they remain in backlog due to lack of metering systems and supply of services being below RDP standards. Out of the total indigent households (219 520) of Mopani District Municipality, the following are the aggregate backlogs in free basic services for indigents: Water: 97,0%; Electricity: 86,3%; Sanitation: 97,5% and Waste management (refuse removal): 99,0%. The high percentage of households are not accounted for on free basic services due to lack of measuring systems and equipment. Council is busy introducing flat rate payment of water to our rural communities.

3.4.1 WATER

Mopani district is a Water Services Authority (WSA), and all its Local Municipalities have Water Service Provision (WSP) Agreements in place. The surface water in urban areas and rural areas served through boreholes. MDM lies within and is benefitting from the following water catchment areas: Groot Letaba for GLM & GTM, Olifant for MLM & BPM and Klein Letaba for Giyani.

The Mopani district is characterized by low rainfall, especially in the lower-lying areas of the district, namely, Greater Giyani and Ba-Phalaborwa. This results in limited water resources culminating in severe water shortages and regular drought conditions. Subsequently, there is stiff competition between the different water users such as agriculture, mining and forestry. To this end, water use for domestic purposes becomes critical. The main surface water resources for Mopani district are Letaba River catchment and all its tributaries, i.e Groot Letaba and Klein Letaba rivers and Lepelle/ Olifant river.

The following are **dams** that are feeding the water needs in Mopani:

Table 44: Dams in Mopani

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

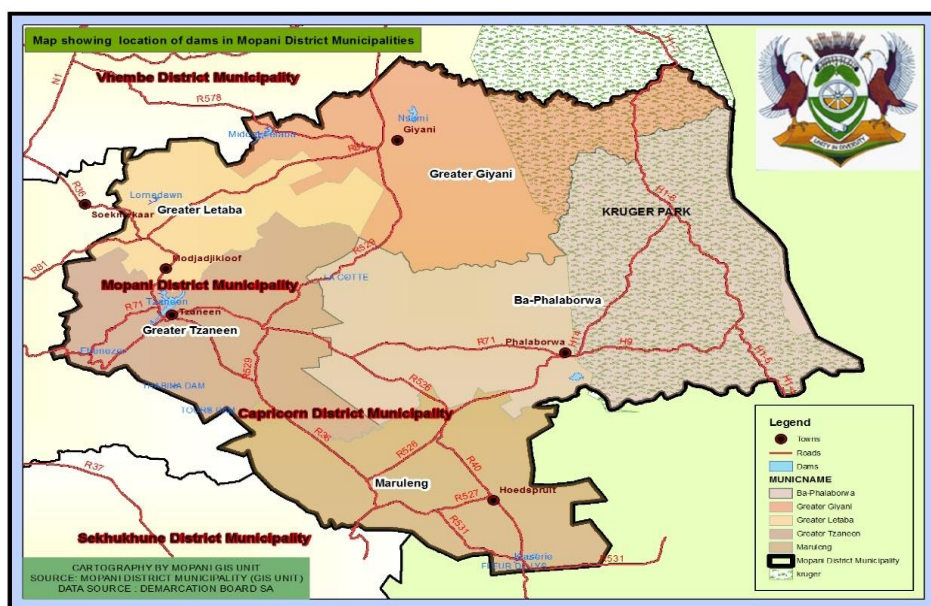
ENVISAGED DAMS TO SUPPORT MOPANI DISTRICT MUNICIPALITY				
	DAM	LOCATION	LINKAGE	STATUS (2014)
10	Nandoni	Luvuvhu river in Vhembe District	Water Pipe to Nsami dam	Pipeline to Nsami dam in Greater Giyani Municipality is under construction.
11	Nw'amitwa	Nw'angedzi river in GTM	Feeder water pipes to reservoirs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

It is to be noted that Ba-Phalaborwa Municipality sources water from Lepelle river (direct extraction of water by Lepelle Northern Water) and Groot Letaba rivers (through Nondweni dam). Maruleng depends on slab weir through the water package plant in Lepelle river, near The Oaks village. Further sources are boreholes across all Local municipalities in villages.

There are over 20 (small and large) dams in the district with 9 being used for primary consumption (domestic, industrial and commercial) and most of the other dams are used for irrigation purposes. Some private small dams also exist and are used for irrigation purpose as well. The total yield from the dams for primary usage is 273 million m³ per annum. The agricultural sector uses the greatest portion of the available yield in the district, which is estimated at 70%, leaving 30 % for the other water users.

Bulk water supply in Mopani is characterized by numerous surface water schemes in various stages of full development to all consumer points. Water supply scheme clusters are well defined and the service area boundaries are well established. Major upgrading and refurbishment are needed at most localities. The Middle Letaba Sub Scheme area and Modjadji areas are in need of extensions to the existing bulk supply systems. In general, Mopani District is well provided with bulk water supply infrastructure. However, the reason why the supply of water is below the RDP level (25 litres per person per day) is the shortage of pipeline reticulation within villages. MDM

gets bulk water from the Lepelle Northern Water Board, treat the water and channel that to reservoirs in villages/ settlements in the five local municipalities. Local municipalities are responsible for reticulation in villages. MDM operates 21 water schemes, 62 pump stations, 19 water treatment works, over 1400km min pipelines, over 500 reservoirs and thousands of boreholes. Further analysis of water sources is depicted in the following table, with numbers of households benefiting.



3.4.1.1 WATER SOURCES (H/H)

Table 45: Households to type of water source

	Greater Giyani		Greater Letaba		Greater Tzaneen		Ba-Phalaborwa		Maruleng		Grand Total/ Mopani		
	2001	2011	2001	2011	2001	2011	2001	2011	2001	2011	2001	2011	Change
Regional /Local schemes	36046	38890	32271	35843	53088	48013	26738	36680	9110	8 209	157412	167635	+6,5%
Borehole	9707	14091	13263	8404	13621	20 514	2901	1 933	3948	4 427	43837	49370	+12,6%
Spring	132	142	1971	1320	7052	3 057	345	14	421	223	9921	4757	-52,0%
Rain water tank	366	256	480	261	881	730	165	265	166	211	2062	1723	-16,4%
Dam/ Pool/ Stagnant water	2417	1008	1727	4984	10805	12 230	2701	425	4120	2 777	21778	21422	-1,6%
River/ stream	4075	2687	3504	2803	8545	9 631	269	390	4806	6 924	21235	22436	+5,7%
Water vendor	332	3974	282	1008	1877	6 595	294	291	178	881	2965	12750	+330,0%
Water tanker	215	485	250	2071	1555	2 456	155	372	301	263	2483	5647	+127,4%
Other/ N/A	0	2013	1	1568	1	5 700	3	745	0	554	5	10580	

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

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

All municipalities in the district are providing free basic water to some extent (6000 litres per household per month) with almost none providing free basic waste removal. To eradicate the water backlog, Mopani district as the water services authority has prioritized water services as the first service among all the other services. The Department of Water Affairs (DWA) is currently busy with the establishment/ construction of the N'wamitwa Dam and the raising of the wall of the Tzaneen Dam to address the water shortage problem in the district. Due to the alarming drought that prevailed in the year 2009 there are plans in place to ensure that the situation does not repeat itself. Already bulk water supply pipeline project is initiated to source water from Nandoni dam in Vhembe into Nsami dam in Greater Giyani. Further breakdown on levels of services is depicted in **Table 21** below:

3.4.1.2 PIPED WATER (H/H)

Table 46: Households access to piped water

	Greater Giyani		Greater Letaba		Greater Tzaneen		Ba-Phalaborwa		Maruleng		Grand Total/ Mopani		
	2001	2011	2001	2011	2001	2011	2001	2011	2001	2011	2001	2011	Change
No access to piped (tap) water	7067	9545	6795	5423	20427	26373	1534	1226	3297	4368	39124	46935	+20,0%
Piped (tap) water to community stand: distance greater than 200m from dwelling	15486	12929	14377	9295	24679	14309	6115	2422	3959	4440	64648	33773	-47,8%
Piped (tap) water to community stand: distance less than 200m from dwelling	7309	13174	14865	17276	13921	18603	4561	3495	4300	4987	44984	57534	+27,9%
Piped (tap) water	17378	19398	14815	20320	30496	31989	11419	18721	10124	9006	84666	99434	+17,4%

inside yard													
Piped (tap) water inside dwelling	6050	8502	2893	5948	7901	17552	9939	15252	1371	2669	28269	49923	+76,6%
Not applicable	0		1		1		3		0		5		

Census 2011, Statssa

The optimization and conservation of existing water resources is one of the greatest aspects to be addressed in the development strategy of the district due to the centrality of water to human well being, agricultural development and economic growth, to mention but a few examples. This means that, although RDP level should be the minimum, the bulk supply design should cater for higher levels to avoid unnecessary reconstruction in future. Thus, sound-engineering principles that will be used in the design and implementation of water services in the district should take into consideration future socio-economic developments.

3.4.1.3 Backlog on access to piped water (h/h)

-----Table 46(a)

H/H with No access to piped (tap) water	Greater Giyani		Greater Letaba		Greater Tzaneen		Ba-Phalaborwa		Maruleng		Grand Total/ Mopani		
	2001	2011	2001	2011	2001	2011	2001	2011	2001	2011	2001	2011	Change
15,8%	7067	9545	6795	5423	20427	26373	1534	1226	3297	4368	39124	46935	+20,0%
	13,3%	15,0%	12,6%	9,3%	21,0%	24,2%	4,6%	3,0%	14,3%	17,8%	15,0%	15,8%	
Demand	increased		decreased		increased		decreased		increased		increased		

There has been 20% increase on piped water demand among households, from 2001 to 2011.

COMMUNITIES (H/H) IN NEED OF WATER SERVICES

Source: "24 Priority District municipalities water services acceleration programme", (developed by DWA national) & Statssa 2011]

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

NB: In Mopani there are no communities without formal water infrastructure.

3.4.2 SANITATION

Lack of access to basic sanitation services has created massive environmental and health problems in both rural and urban areas in the district. The high backlog in the RDP level sanitation in villages constitutes a major risk in terms of ground water pollution. The main types of sanitary systems used in the district are water-borne sewerage (flush toilets), septic tanks, Ventilated Improved Pit latrines (VIP), French drains and ordinary pit latrines. Water-borne sewerage is mainly found in towns and townships, septic tanks are mainly on privately owned properties like farms, hotels, etc., with the rest mainly found in rural areas.

Most people in the district use pit latrines, followed by those without any sanitation services at all. The situation is worse in Greater Giyani with 54% of the households not having access to any sanitation. Greater Letaba has the highest usage of Pit Latrines at 51,5%, while flush toilets are more prevalent in Ba-Phalaborwa at 39,8%, which correlates with the availability of piped water within the houses. The district municipality has the constitutional responsibility to provide access to sanitation services. To this end the District is on course to eradicate the sanitation backlog by 2016/7. The current project on sanitation is in Greater Giyani municipality.

Breakdown of levels of sanitation services per municipality is depicted in the following Table: **Census 2011**

Table 47	Greater Giyani		Greater Letaba		Greater Tzaneen		Ba-Phalaborwa		Maruleng		Grand Total/ Mopani		
	2001	2011	2001	2011	2001	2011	2001	2011	2001	2011	2001	2011	Change
Flush toilet (connected to sewerage system)	7192	7586	3997	3948	15690	16670	13343	16638	2649	2001	43430	46842	+7,9%
Flush toilet (with septic tank)	282	316	2105	2001	2259	2851	511	860	783	1088	5978	7115	+19,0%
Chemical toilet	1306	642	618	458	1103	1532	526	424	229	102	3782	3158	-16,5%
Pit toilet with ventilation (VIP)	2902	10844	3011	11390	9159	20925	1173	6718	1907	7335	18154	57211	+215,1
Pit toilet without ventilation	12117	28980	27731	33056	44301	52538	5395	10833	9199	12240	98744	137648	+39,4%
Bucket toilet	158	260	201	336	547	363	75	80	99	60	1085	1099	+1,3%
Other	-	2469		791		1836		864		217		6178	
None	29334	12452	16082	6281	24365	12211	12547	4698	8182	1426	90520	37067	-59,0%
Not applicable			1		1								
Grand Total		63548		58261		108926		41115		24470	261694	296320	+13,2%

3.4.2.1 Backlog on Sanitation (H/H)

Table 48: Backlog on sanitation	Greater Giyani		Greater Letaba		Greater Tzaneen		Ba-Phalaborwa		Maruleng		Grand Total/ Mopani		
	2001	2011	2001	2011	2001	2011	2001	2011	2001	2011	2001	2011	Change
No access +bucket +other sanitation	29334	15181	16082	7408	24365	14410	12547	5642	8182	1703	90520	44344	-59,0%
	55,0%	23,9%	29,9%	12,7%	25,0%	13,2%	37,4%	13,7%	35,5%	7,0%	34,7%	15,0%	-
Demand	Decreased between 2001 to 2011 years												

3.4.2.2 BUCKET TOILET SYSTEM

-----Table 49

PRIORITY VILLAGES FOR ERADICATION OF BUCKET TOILET SYSTEM (MDM:772 Households) (Source: Statssa, 2011)														
Greater Giyani			Greater Letaba			Greater Tzaneen			Ba-Phalaborwa			Maruleng Municipality		
Ward	Village	H/H	Ward	Village	H/H	Ward	Village	H/H	Ward	Village	H/H	Ward	Village	H/H
12	Hluphekani	129	25	Ga-Moroko	117	22	Mafarana	63	4, 5,6,7	Namakgale	33	1	Maruleng NU	25
12	Giyani	78	6	Ga-Mokwasela	87	16	Tzaneen NU	45	17	Majeje	12	1	Hoedspruit	4
24	Mageva	4	29	Greater Letaba NU	40	25	Mulati	41	11 & 12	Ba-Phalaborwa NU	12	4	Mabins	2
							33 & 34	Tlhabine	24	2	Ga-Makhushane	8		
							24	Mohlaba	23					
							7	Mothomeng	14					
							3 & 4	Ka-Xihoko	11					
Totals		211			244			221			65			31

3.4.2.3 WATER AND SANITATION SERVICES PROVIDED BELOW RDP STANDARDS

Table 50:

MOPANI DISTRICT MUNICIPALITY			
Municipality	Total H/H	Water (H/H) below RDP std	Sanitation (H/H) below RDP std
Greater Giyani	57 150	10 288	25 703
Greater Letaba	55 617	7 625	27 697
Greater Tzaneen	92 700	21 213	48 414
Ba-Phalaborwa	34 867	-	-
Maruleng	20 406	-	2 530

Source: DWA, April 2012

There are still some schools and clinics that are without sanitation in the district. Many other schools use pit latrines that are inadequate, dirty and unsafe. This all adds up to a potential health time bomb for the district. DWA is responsible for dealing with school sanitation.

3.4.2.4 SANITATION SITUATION IN SCHOOLS, 2014

Table 51: School sanitation

GREATER GIYANI MUNICIPALITY			
No.	Name of school	Status	Sanitation needs
NSAMI CIRCUIT			
1.	Tirhani Primary	Learners toilets full and hazardous, Educators toilets in good condition	New toilets needed
2.	Xikukwani Primary	Toilets are full and are hazardous	New toilets needed
3.	Pfuxetani Primary	Both toilets for Educators and Learners are full	New toilets needed
4.	Tshembhani Primary	1 x10 seats latrine for both girls and boys are collapsing	New toilets needed
5.	Chamandu High	All toilets have cracked	Cracks need to be fixed
6.	Mbangazeki High	Good condition, but there is a shortage of 2x4 additional seats for Learners and 1x4 seats for Educators	Additional 8 seats for learners and 4 seats for Educators are needed
7.	Fuyatha Primary	Currently not being used due to shortage of water	There is a need for a borehole for the supply of water or the construction of Pit latrines.
8.	Kheto Nxumalo High	Learners' toilets not flushing properly and Educators toilets out of order only two being used.	Toilets to be unblocked and be fixed to make them flush.
9.	Dumazi High	Pit toilets are full	New 18 seats toilets to be constructed
10.	Siyandhani primary	Those for Learners are fair and for Educators are in good condition	N/A
11.	Risenga Primary	Are in good condition	N/A
12.	Nkuri primary	Both toilets for Learners and Educators are full and are posing a health hazard	New toilets to be constructed
13.	Jim-Rhangani High	Both toilets are full and are hazardous	New 10 seats toilets to be constructed
GROOT LETABA CIRCUIT			
1.	Hinkhensile	Good	10 seats needed for learners as the ones available are not able to service the growing number of learners.
2.	Mzilela	Good	4 seats needed for learners to supplement the ones available.
No.	Name of school	Status	Sanitation needs
3.	Sasekani	Good	20 seats for learners to match the high enrolment number.
4.	Kulani	Good	8 seats for learners to meet the growing number of learners.

MAN'OMBE CIRCUIT			
1.	Babangu	8 seats almost full	10 New Seats required and 2 flushing seats
2.	Comprehensive	14 flushing seats needs maintenance	Minor maintenance
3.	Hlakheto	8 seats old and cracked	8 seats required and 2 flushing seats
4.	Hlaneki	14 seats almost full	14 seats required to meet the enrolment figure & 2 flushing seats for educators.
5.	Honoka	10 seats full and 6 unusable	16 new seats required for learners & 4 flushing seats for educators
6.	Kayanene	10 seats dilapidated	10 seats required and 2 flushing seats for educators
7.	Khomisani	8 seats almost full	10 seats required for the growing number of learners.
8.	Kremetart	12 flushing seats leaking and cracked	12 flushing seats to replaced
9.	Kutsakeni	10 seats old and almost full	10 seats required & 2 flushing seats for educators.
10.	Langutelani	10 seats unusable and dangerous	10 new seats required
11.	Mehleketo	12 flushing seats leaks and pots cracked	10 new flushing seats required
12.	Ndzalama	16 flushing seats with cracks and leaks, roofing blown by strong wind	24 flushing seats required & roofing to be repaired
13.	Ngceche	10 seats full and unusable	10 new seats required & 2 flushing required for educators
14.	Nhlalala	10 flushing seats with leaks & cracked pots	10 flushing seats required
15.	Sukani	12 flushing seats with leaks and cracked pots	12 flushing seats required
16.	Thanda-Banthu	16 seats full and unusable	14 seats required for learners & 6 flushing seats for educators
17.	Vurhonga	10 flushing seats need maintenance	10 seats need minor maintenance
18.	Giyani High	12 flushing seats with leaks & cracked pots	12 flushing seats need replacement
19.	Hawuka High	12 seats almost full	10 new seats required
20.	Hivuyeriwile High	14 seats full and unusable	14 seats required & 4 flushing seats for education
21.	Ndengeza	12 seats full, cracked walls and unusable	12 new seats required and 4 flushing seats for educators
22.	Nyanisi High	10 seats almost full, cracked walls and unusable	10 new seats required and 2 flushing seats for educators
23.	Risinga High	20 flushing seats with cracked pots, strong leaks and blocked water pipes	18 flushing seats required
24.	Vuthari High	8 seats almost full with cracked walls	8 new seats required and 2 flushing seats for educators
GREATER TZANEEN			
NKOWANKOWA CIRCUIT			
1.	Nkowankowa circuit office	Bad condition with leaking Pipes	Leaking pipes to repaired
2.	Banana primary	Bad condition with blocked drainage	Drainage to be fixed as a matter of urgency.
3.	Bombeleni primary	Bad condition toilets not usable	Toilets need repair or new ones
4.	Dan primary	Good condition, but doors are not functioning	Doors to be fixed
5.	Dududu primary	Toilets not working	Waiting for official handing over
6.	Letaba Landgoed	Good condition	Shortage of two seats for educators
7.	Malwandla primary	Bad condition and unusable	Need 10 new seats
8.	Marito primary	Bad condition, toilets not usable	Need 10 new seats
9.	Mariveni primary	Bad condition, drainage not working	Drainage system to be fixed
10.	Masungulo -2 primary	Good condition	N/A
11.	Mavumbha primary	Bad condition, pipes leaking, drainage system not working	Repair of leaking pipes and drainage
12.	N'waxindzhele primary	Good condition	N/A
13.	Nkowankowa primary	Toilets not working	Sewerage and water pipeline is far from school
14.	Ritavi primary	Toilets are dilapidated	New toilet system need to be constructed
15.	Sebone primary	Bad condition and there is no drainage	Toilets need drainage system
16.	Tito Mboweni primary	Bad condition, with drainage needing maintenance	Drainage need maintenance
17.	Yingisani Special School	Bad condition with leaking pipes	Leaking pipes to be fixed

18.	Bankuna High	Good condition	Repair of ceiling, and extra toilet seats
19.	Charles Mathonsi High	Bad condition, and unusable	Need new toilets
20.	DZJ Mtebule High	Good condition	N/A
21.	Hubson Ntsamwisi	Bad condition, not flushing properly	Flushing toilets need serious service
22.	Magoza High	Bad condition, with poor drainage system	Need proper drainage system
23.	Petanenge	Very bad condition, toilets damaged	14 new toilets seats needed
24.	Progress High	Bad condition, leaking pipes and sewerage system damaged	12 new toilets seats needed
25.	Zivuko High	Not bad, but pipes are leaking	Repair of leaking pipes.

GREATER LETABA MUNICIPALITY

	CIRCUIT	NAME OF SCHOOL	Status	Sanitation Needs
1	Modjadji circuit	Femane		12 more seats needed
2		Khumelong		8 seats needed
3		Masalanabo		18 seats needed
4		Mashao		14 seats needed
5		Madumaane		16 seats needed
6		Mahokone		10 Seats needed
7		Molai – Jubilee		24 seats needed
8		Motsipa		16 seats needed
9	Molototsi circuit	Mahekgwe primary	No sufficient sanitation	
10		Mpepule primary	No sufficient sanitation	
11		Manwagae secondary	No sufficient sanitation	
12		Ratseke primary	No sufficient sanitation	
13		Metsi a phepa primary	No sufficient sanitation	
14		Rethushegile secondary	No sufficient sanitation	
15		Mokoto secondary	No sufficient sanitation	
16	Rakwadu circuit	Mapaana primary	No proper sanitation	
17		Makheala primary	No proper sanitation	
18		Maselesele primary	No proper sanitation	
19		Mankopane primary	No proper sanitation	
20		Ramakhuma primary	No proper sanitation	
21		Mokwasele primary	No proper sanitation	
22		Khekhutini primary	No proper sanitation	
23		Masokisi primary	No proper sanitation	
24		Sefahone primary	No proper sanitation	
25		Sekgopo primary	No proper sanitation	
26		Mantsha primary	No proper sanitation	
27		Makhabeni primary	No proper sanitation	
28		Maboke primary	No proper sanitation	
29		Malematsha primary	No proper sanitation	
30		Munnik primary	No proper sanitation	
31		Maladuma primary	No proper sanitation	
32		Manokwe high	No proper sanitation	
33		Sekhukhumele high	No proper sanitation	
34		Magoletsa high	No proper sanitation	
35		Maolwe high	No proper sanitation	
36		Matome Modika high	No proper sanitation	
37		Modika high	No proper sanitation	
38		Mandela Barloworld H.	No proper sanitation	
39		Mohumi high	No proper sanitation	
40		Kgapane high	No proper sanitation	
41		Modubatse high	No proper sanitation	
42		Mameriri high	No proper sanitation	
43		Kgolakaleleme	No proper sanitation	
44		R.S.B. Motsinoni high	No proper sanitation	

	CIRCUIT	NAME OF SCHOOL	STATUS	Sanitation needs
45	Mamaila circuit	Dulang		4 seats needed
46		Kubune		3 seats needed
47		Lebaka		6 seats needed
48		Mamokgadi		4 seats needed
49		Maufota		10 seats needed
50		Nakampe		8 seats needed
51		Nokane		24 seats needed
52		Pembelani		4 seats needed
53		Phakeng		24 seats needed
54		Pipa		26 seats needed
55		Ramatimana		2 seats needed
56		Ramollo		3 Seats needed
57		Sehonwe		2 seats needed
58		Gidela		4 seats needed
59		Kheale		8 seats needed
60		Kheodi		2 seats needed
61		Makhaka		4 seats needed
62		Manonyaneng		16 seats needed
63		Mmaba		8 seats needed
64		Modisha		12 seats needed
65		Mokutu		2 seats needed
66		Molate		4 seats needed
67		Noblehoek		8 seats needed
68		Ntlagene		10 seats needed
69	N'wamavimbi		2 seats needed	
70	Ramila		6 seats needed	
71	Realedisha		4 seats needed	
72	Tseana		16 seats needed	
73	Sekgosesse East circuit	Baberwa primary	No proper sanitation	
74		Kolobetona secondary	No proper sanitation	
75		Lekgolo primary -2	No proper sanitation	
76		Mahudu secondary	No proper sanitation	
77		Mamaila primary	No proper sanitation	
78		Mangoako secondary	No proper sanitation	
79		Mathibadifate secondary	No proper sanitation	
80		Nahakwe secondary	No proper sanitation	
81		Nkei lower primary	No proper sanitation	
82		Pheeha primary	No proper sanitation	
83		Ramaite primary	No proper sanitation	
84		Rotterdam secondary	No proper sanitation	
85		Sebelao primary	No proper sanitation	
86		Thabanatshwana primary	No proper sanitation	
87		Tshamiseka primary	No proper sanitation	

3.4.3 ENERGY AND ELECTRICITY

Energy distribution has important economic development implications with a potential to make a considerable development impact. This impact relates to improved standard of living in which people are able to use electric stoves for cooking, electronic equipment such as TVs, sound systems, lights, etc. It also enable people to establish small businesses such as welding, catering and other mechanical works.

In Mopani, electricity is largely provided by ESKOM. Only two Local municipalities (BPM & GTM) are licenced to provide electricity. The GGM, MLM and GLM are fully dependent on ESKOM. Mopani District Municipality has a role of providing bulk electricity to the local municipalities. However, this function is yet to be fully undertaken. National government in consultation with the South African Local

Government Association (SALGA), Eskom and other stakeholders are engaged in discussions regarding the restructuring of the Electricity Distribution Industry in South Africa with the aim of ensuring that the industry is able to meet the needs of electricity consumers in the country and improve the roll out of electricity.

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.

Table 52: A range of alternative sources of energy for different usage:

(i) Energy for Cooking						
	Greater Giyani	Greater Letaba	Greater Tzaneen	Ba-Phalaborwa	Maruleng	Mopani/ Total
None	133	113	264	70	64	644
Electricity	14765	18166	51513	27802	7299	119544
Gas	291	366	1076	628	397	2758
Paraffin	234	513	1434	647	89	2918
Wood	48034	39026	54456	11870	16575	169961
Coal	27	42	75	14	25	182
Animal dung	13	10	27	8	8	66
Solar	41	24	68	61	10	203
Other	10	2	14	15	2	43
Grand Total	63548	58261	108926	41115	24470	296320

(ii) Energy or fuel for heating						
	Greater Giyani	Greater Letaba	Greater Tzaneen	Ba-Phalaborwa	Maruleng	Mopani/ Total
Electricity	18493	18327	45716	22874	6431	111841
Gas	238	285	613	266	201	1603
Paraffin	356	492	675	497	45	2065
Wood	38174	33288	38706	8536	14293	132997
Coal	29	40	220	15	16	320
Animal dung	35	25	69	26	11	166
Solar	66	154	96	60	14	390
Other	2	-	1	1	-	4
None	6154	5650	22830	8841	3459	46934
Total	63547	58261	108926	41116	24470	296320

(iii) Energy or fuel for lighting						
	Greater Giyani	Greater Letaba	Greater Tzaneen	Ba-Phalaborwa	Maruleng	Mopani/ Total
Electricity	56586	52878	93916	37345	22166	262891
Gas	45	38	209	27	62	381
Paraffin	447	182	415	153	113	1310
Candles (not a valid option)	6004	4876	13540	3380	1960	29760
Solar	223	76	178	84	72	633
None	242	211	668	126	96	1343
Total	63547	58261	108926	41115	24469	296318

3.4.4 WASTE MANAGEMENT

The district municipality is still having a serious challenge with waste management irrespective of the existence of the Integrated Waste Management Plans developed few years ago, for all local Municipalities in the district. Out of five local municipalities in the district it is only Greater Tzaneen and Maruleng local municipality that are having authorized waste management facilities / landfill sites. GGM and GLM have acquired authorization for Waste disposal sites at Ngove, Maphalle and London respectively. The District municipality has set aside funds to establish the disposal sites in these three municipalities. BPM is using informal site and application for authorization is yet to be made. Most of waste management services are rendered in townships and to a limited scale to rural households.

Hazardous wastes are transported to disposal facilities in Gauteng by private contractors from mines around Ba-Phalaborwa. Department of Health has also hired a Private consultant to collect and transport **medicinal wastes** from all hospitals and clinics in the district to waste disposal facilities in Gauteng. There are about 98 private surgeries that are also handling health care risk wastes. They submit their wastes to nearest public health facilities where they are managed further. Despite that there are still cases where medicinal wastes are dumped indiscriminately on land around community settlements, particularly in Greater Giyani municipality. Private practitioners need to be engaged seriously on this malpractice. The district municipality is intending to shift away from its current practices of waste management which is "End of Pipe" to an integrated approach in dealing with wastes. This will involve waste minimization at source, reuse, reduce, recycling and composting. The new approach will only collect and transport waste to landfill sites only those type of waste that cannot be reused, recycled or composted.

Human wastes are also a concern in the predominantly rural municipality like Mopani. HUMAN WASTES relate to the actual human excrements, as well as corpses. A large section of our rural community uses the pit latrines for human waste disposal. The RDP Sanitation Programme is assisting a lot in reducing the backlog on sanitary facilities. Only very few people, especially those with readily available water supply are having flushing toilets.

For example, with the help of the National Department of Environmental Affairs (DEA) under its Social Responsibility Programme (SRP), in the financial year 2007/2008 Ba-Phalaborwa Local municipality has benefited R1,5 million for the establishment of a Composting projects for the management of its garden wastes. There are several recycling activities taking place in Greater Tzaneen, Ba-phalaborwa and Greater Giyani local Municipalities operated by private companies and these initiatives need to be supported by all spheres of government so that waste is managed in an integrated manner hence maintaining high environmental quality in our surroundings. It is appreciable that both District and Local municipalities are aware of challenges facing their constituencies and hence a hope for a solution.

Human waste in towns and townships is pumped to the sewerage treatment plants, where is liquidised, any solids (cotton buds and stuff) removed by a coarse filter and put in a large pond to settle. The semi clean water is drained off and sprayed over a filtration medium, such as gravel or stone chips where bacteria dine on any organic particles. The final effluent is drained off into the nearest stream or river.

The question that arises is: "Is our final effluent clean to can prevent river water pollution?" Environmental Health Practitioners (EHPs) are placed to monitor these treatment plants, thus ensuring compliance with Water and Health Standards. There is also a need that the sludge that remains be used as agricultural fertiliser or burnt as a fuel substitute. Most of the time the value chain facilities are not in place. This will require the district and its local municipality to work closely with private companies, community based organization and government sector departments.

With the human corpses, there are quiet a number of funeral undertakers that are managing this kind of waste. The challenge in this type of waste is that some funeral undertakers are not registered as required by the "Regulations Related to Funeral Undertakers

Premises, R237 of 8 February 1985” promulgated in terms of the National Health Act, 2003. Thus far Mopani has 60 registered funeral parlours on record, who are also members of South African Funeral Parlours Association (SAFPA). The need to have control on this aspect is apparent. The EHPs are still by legislation to monitor the facilities.

3.4.4.1 Refuse Removal

Most rural communities in Mopani do not have access to wastes removal services from local municipalities. Residents in these areas dispose refuse on their own, often in an uncontrolled way. This practice has adverse consequences for environmental health. An in-road has been made to take waste management services to rural households. More is yet to be done. Table 30 below shows the current status:

Table 53(a): Refuse Removal Services in Rural Settlements

MUNICIPALITY	NO OF VILLAGES	VILLAGES SERVICED	SERVICE PROVIDER	COMMENTS
GTM	125	65	GTM	Communities take their waste to the drop off centers provided by the municipality at the school premises.
GLM	80	4	GLM	Shawela, Maphalle, Jamela and Rotterdam villages. Recyclers collect the waste into one spot, and the municipality collects it from there.
BPM	23	2	BPM	Mashishimale (5766 H/H served) Mandela village (730 H/H served)
GGM	93	1	GGM	Dzingidzingi village, has community project which collect waste and inform the municipality to collect as bulk. In other villages, the municipality render waste collection only when there are events.
MLM	33	0	MLM	Waste collection in rural villages is only taking place on business sites where containers have been placed to be collected when full.
MOPANI	354	72		

Refuse removal services by municipalities have been focusing in urban areas (towns and townships). The percentage of households whose refuse was removed weekly by the municipality increased from 13,4% in 1996 to 15,2% in 2001. While this figure is very low it should be considered that 81% of the population of Mopani District reside in rural areas, where the municipalities have serious backlog on such services. It is therefore not surprising that 59,7% of the households in Mopani district, utilizing their own dump in 1996, this increased to 61,5% in 2001. The situation needs to receive urgent attention, especially in the three rural municipalities, i.e Greater Giyani, Greater Letaba and Maruleng.

Table 53(b): Access to Refuse Removal (h/h)

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

Source: Census 2011

3.4.4.2 Waste Disposal situation in the Local Municipalities

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

(i) Ba-Phalaborwa

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

(ii) Greater Letaba

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

There is no general waste landfill site, hence they transport their waste to Greater Tzaneen municipality and this is a costing service delivery option for the municipality.

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

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

(vi) **Greater Giyani**

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

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

(iv) **Greater Tzaneen**

Greater Tzaneen is on course with managing waste in its area of jurisdiction, hence it has properly licensed landfill site. The municipality has contracted out the waste removal services to a private company. The municipality has further extended its waste management services to rural areas where transfer facilities are located at schools where number of villagers put their household refuse for further collection by the Municipality. There is also a problem of street traders who also contribute to the problem of littering. There are two informal settlements with 2 493 dwellings who need basic services as well.

(v) **Maruleng**

- The municipality has been providing waste collection services in three management areas: Hoedspruit, Kampersrus and Drakensig for a total of 660 households. For now, Kampersrus illegal dumping is closed and there is urgent need for rehabilitation. Municipality is authorized for Waste disposal site at London. This account for collection from about 3% of households and in both commercial and residential areas collection takes place once a week. There is no refuse removal provided in 29 villages and these households rely mostly on backyard dumping, burial and burning. These practices adversely impact on human health and the environment, specifically:
 - Air pollution from smoke;
 - Pollution of ground and surface water resources and home grown fruit and vegetables;
 - People breathing in smoke from fires are at risk of contracting disease (cancer, respiratory related illness);
 - Fires can destroy property.

3.4.5 ROADS AND PUBLIC TRANSPORT

3.4.5.1 Roads Infrastructure

Road usage is a reflection of a people's mode of life. The routes, frequency and volume of passengers and goods should basically inform the criteria for the prioritisation of road works, i.e. resource commitment for maintenance, tarring/ paving, lining, stormwater drainages, signage, etc. Roads in Mopani District are classified as National, Provincial, District or local roads.

Road Agency Limpopo (RAL) is the roads authority for provincial roads as well as District roads. This is in exception of the assigned national roads. RAL is currently responsible for paving/ tarring of gravel roads. All maintenance operations are done by the provincial Department of Roads and Transport (DoRT). RAL also does roads conditions assessment periodically, once in two years. According to the latest assessment in 2007, the average visual conditions of roads in Mopani yielded "fair". Since various roads are targeted for use by various transport types (e.g passengers, freight), the assessment shows significant low level of maintenance. The District has been assisting in roads development and maintenance. **However due to Circular 58 of MFMA on elimination of non-priority spending the District will leave roads development to Department of Roads and Transport.**

The state of roads in the district have an impact on the economic development of the area as it is clear that most roads, leading to where the majority of the district population is, are not tarred/ paved, and as such, hinder the proper transportation of people, goods and services to these areas. Fences that project roads against stray animals are also vandalized. Freight transportation of agro and mining products, timber etc. are impacting heavily on the deterioration of the good state of our roads. Bad roads conditions are the source of road accidents and that will reduce the inflow of tourist road users, impact further negatively on the District's vision, "tourism destination of choice".

Mopani District has established an up to standard Disaster Management centre in Tzaneen town and if like it is, development of roads to rural areas are not improved, communities may not be accessed in time for rescue services in times of disasters.

The major roads found in Mopani District are highlighted in Table 24 hereunder:

Table 54: 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

3.4.5.2 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 Makgobaskloof & Modjadjiskloof roads)
- R71: From Haenertzburg to Gravelotte (junction R40 & R71 roads)
- R40: From Gravelotte to Klaserie (to Nelspruit to Barberton).

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

3.4.5.3 Provincial and District Roads: Service Levels

Table 55: Total Distances (km) tarred and gravel roads in the Mopani District

Municipality	Tarred roads (km)	% Tarred	Gravel roads (km)	% Gravel	Total
Ba-Phalaborwa	211,37	46,3	245,3	53,7	456,67
Greater Tzaneen	419,6	40,7	611,85	59,3	1031,45
Greater Giyani	173,75	25,4	509,01	74,6	682,76
Greater Letaba	194,13	29,8	457,26	70,2	651,39
Maruleng	314,79	55,9	248,41	44,1	563,2
Mopani/Total	1313,64	38,8	2071,83	61,2	3385,47

Source: Road Management Systems (RAL, 2007)

3.4.5.4 Specific Roads service levels

Table 56

Road No.	Description	Total km
Provincial Tar Roads – GTM		
P112/2	Letsitele – Rubbervale	17,44
P43/2	Politsi – Tzaneen	8,88
P43/3	Tzaneen – D202	48
P181/1	P17/3 – Afcolaco	8,64
P17/1	Haenertzburg – Sawmeal	13,88
P17/2	P43/2 – Haenertzburg –Magoebaskloof	30,04
P17/3	Tzaneen – P181/1	40
P188/1	Tzaneen station – P43/3	3
Total		169,88
District Tar Roads – GTM		
D2499	Merenskyschool road -	0,36
D1267	Risaba – Letsitele	18
D447	D848 – D978	3,8
D548	Tzaneen –Haenertzburg-Georges valley	34,97
D1279	Letsitele valley – Agatha	19,02
D589	Tzaneen – Agatha	12,1
D523	Tzaneen – Agatha	11
D673	Tarentaal rand –Letsitele valley	26,1
D1350	Tarentaal rand –Deerpark	16
D978	Tzaneen – Deerpark	16,65
D848	D447 – Politsi	8,35
D1292	Taarentaal – D1267	18,73
D8	Letsitele – P17/3	19
D5011	Letsitele – Nkwankowa	13
D1801	Politsi -	3,9
D2283	D589 – P17/3	4
D2531	D617 – D668	9
D3890	Maake – C.N Phathudi	8,2
D3889	Sunnyside – Maake	4,4
D3895	Shilubane –Toursdam	7,2
D3889	Rita – Sunnyside	5,3
D3880	Lenyenye -	2,6
D3247	D1292 – Nwamitwa	4
D3184	D3180 – Nature reserve	4
Total		269,68
Provincial Gravel Roads- GTM		
P17/3	Leydsdorp – P181/1	14,44
Total		14,44

District Gravel Roads – GTM		
D202	P43/3 – P112/2	30,44
D617	Valkrans – Houtbosdorp	10,74
D3187	Lekgwareng – Mawa	10
D3768	D8 – Molati	6,7
D3767	D8 – Bonn	18,3
D3772	Rulani – Bordeaux	5,8
D3771	Hoveni – Juliesburg-Hoveni	40
D3897	Juliesburg – Agriculture	6,3
D3894	Mokgapeng – Solani	4,4
D4120	D4122 – D3892	3
D4122	D3886 – Mokgapeng	1
D3891	Newpapeng – D3770	2
D3893	D3890-D5014-Mokgapeng-Pharara-CN Phathudi	7,91
D3769	Myakayaka-Burgersdorp-Mafarane	10
D4139	Ramodike dam –Maake	6
D3888	Sepopo – Mojakaneng	2,3
D5014	Myakayaka-Makudiburg	1
D4062	Sunnyside – P1703	2
D3896	Malilani – Masoma	5,2
D3892	D3893 – D3770	2
D4132	D3890 – Shilubane	5
D3880	Lenyenye – Bokgakga	14,3
D3181	D3880 – D3889	3
D3870	Dan – Khujwana	14
D3762	D3870 – D4157	6,1
D4157	D3880 – P17/3	7
D3766	P17/3 – D8	12
D3767	D3766 – Sedane	6,3
D3763	Mohlaba – Headkraal	2
D3986	D5011 – Petenenge	3
D3770	Tickyline – Solani – Julesburg	13,2
D3764	P17/3 –D3763	9
D3881	D3880 – Lenyenye	1
D1714	P17/3 – P43/3 – D978	10,76
D2355	P43/3-	6,89
D3175	D1350 – Thabane	10,6
D1326	D1350 – D3127	3
D1327	D3175 – D3175	2
D3186	3175 – D3198	19
D3248	Nwamitwa –Mandlakazi	10,8
D3247	Nwamitwa –D3246 –Babanana	8
D3246	Mavele – Mosipana	9,1
D3249	Risava – Mosipana	13,8
D3252	Jopi – Xihoko	8,7
D3253	Xihoko – Xirolorolo	6
D3235	D3252 – D3198	3
D1350	D3180 – Mothabo	21
D1328	Modjadjji – D1350	6
D3191	D1350 – Phijaphijamela	3
D3237	Modumane – Morapalala	6,33
D3215	Morapalala – Moogo 6	7
D3198	D3180 – Miragoma	40,12
D3200	Hlohlokwe – Mawa	10,24
D3202	Ramachinyadi – Mokwathi	8
D3984	D3766 – Mariveni	2
D21	Afcolaco – P17/3	7
D1826	D21 – D1827	13

D1402	Politsi road -	2
D591	Grootbosch –D1801	6,68
D668	D882 – P17/2	12,76
D549	P17/1 – D2531	14,1
D1498	P17/2 –D548	10
D1286	D548 - D1498	7
D2239	D548 -	2,09
D1279	D548 – Agatha	6,1
D523	Agatha from D1279 -	4,7
D1354	P17/1 – D558	5,44
D558	P17/1 – D23	0,8
D2531	D668 – D617	1
Total		579,00
Provincial Tar Roads – GLM		
P43/2	Mooketsi –Modjadjiskloof – Politsi	30,24
Total		30,24
District Tar Roads – GLM		
D9	Nwamangena – Mooketsi	53
D1034	D9 – P43/2	19
D1308	Mooketsi –Morebeng	14
D447	P43/2 – Kgapanne- D848	20,2
D1380	Modumeleng – Modjadji	14,06
Total		119,26
District Gravel Roads		
D617	Mooketsi – Valkrans	12,8
D569	P43/2 – D1308	7
D3221	Lekgwareng – Abel	9,9
D3820	Msengi – Rotterdam – (D3205-D3164)	5
D3232	Ganke – Sekgosese (D15 – D3150)	15,37
D3231	Mamaila – Cross no.1 (D3232 –D3232)	2,82
D3230	Etieleng – Takgalang	4,03
D3734	Ga-Phooko	10
D3205	Maphalle – Blinkwater	7
D3164	Middelwater – Olifanthoek	29
D3160	Itieleng – Senwamokgope	4
D3209	Khani – Rivala	15
D3211	Nakampe – Skhiming	11,45
D3180	Mpepule – Modjadji	43,94
D3229	D3187 – Taulume	10
D3200	Lebaka – Gawela	24
D678	Mooketsi – D1034	16,6
D2673	P43/2 – D1034	6
D2672	D1034 – D1509	3
D1509	D447 -	12,28
D3184	Kgapanne -	4
D841	D848 – D1543	9,44
D2674	Modjadjiskloof – D447	11
D839	P43/2	12
D1331	Mothobeki – Boshage	6
D1330	Moshage – Limokwe	2
D3181	Modjadji -	3
D3179	Modjadji -	8
D3197	Sanopelwa – Mothobeki	2
D3195	Maphalle –D3225	13
D3225	D3195 – D3200	4
D3196	D9 – Ditshosing	5
D11	Wholesale – D9	18
D3219	Taulume – Maekwe	4

D3216	Taululme – D3200	8
D3220	Sepharatleng – Mirekoma	14
D3212	Beliew – Mamokgadi	9
D3213	D3200 – Kgaretala	10
D3227	Block 9 – Mamanyoha	9
D3822	Ndengeza – Rivala	8
D3208	D9 -	2
D3207	D3820 – Sidibane	7,4
D3206	Sidibane – Maupa	5
D3243	Jamela – D3242	1
D3242	D3205 – D9	4
D1923	D9 – D11	8,74
D3222	D1923 – Middelwater	7,42
D3223	D3150 –Middelwater	5,63
D3210	D3150 – Senwamokgope	3,1
D3233	D3232 – D3150	2,82
D15	D3150 – D3734	23,91
D3241	Jamela – Jamela	1
D3189	Rabokgale -	9
D3191	Madumane – Byabya	3
D2654	D617 -	5
D1350	Thakgalang 2 – Olifanthoek	29
D1329	Sotong-	2
D1548	Modjadjiskloof – D447	7
Total		535,65
Provincial Tar Roads – Ba-Phalaborwa		
P11/1	Gravelotte – Phalaborwa	60
P11/2	Rubbervale – Gravelotte	6,56
P17/3	Gravelotte – Mica	33
P43/3	D202 – Eiland	37
Total		136,56
District Tar Roads – Ba- Phalaborwa		
D726	Phalaborwa – Mica	19,1
D4424	P112/1 – Madikoshikaya – Lulekani	10
D3782	P112/1 – Namakgale	8
D3790	Namakgale – D726	5
D86	D726 – Phalaborawa	7
D2105	D86 -	2
D3264	Phalaborwa -	7
D1267	Mphagani –Risaba	28
D1597	D1267 – P43/3	1
Total		87,1
Provincial Gravel Roads – Ba- Phalaborwa		
P43/3	Eiland – Letaba ranch	37
P17/3	Gravelotte – Leysdorp	12,56
Total		49,56
District Gravel Roads		
D202	P112/2 – Leysdorp	12,56
D4424	Matikoshikaya – Benfarm – Humulani	7
D2263	D726	5
D3786	D726 – Mashishimale – Maseke	17
D3794	Mashishimale R3 – Makhushane –R2	9
D3791	Namakgale – Makhushane –R2	2
D3792	D3791 – D3790	2
D3781	Mashishimale – R3 – P112/1	4
D1655	P112/1 – Nondweni	22
D1191	Murchison – D3260	33

D3782	D3790 – Namakgale	4
D3260	P112/2 - Letaba ranch	26
D1597	D1100 – P43/3	12
D1100	D202 – P43/3	36
D1827	Gravelotte – Harmony	19
D2512	Letaba river – P43/3	2,56
D3202	D1267 – Ramochinyadi	3,52
Total		216,64
Provincial Tar Roads – GGM		
P99/1	Gaza beef – Sterkrivier dam	34
Total		34
District Tar Roads – GGM		
D9	Makgagapatse – Mushwani junction	38
D1267	Kremetart – Constata(D2512)	32
D3815	Masingita – D3641	4
D3812	D3815 – Vuxakeni	3
D3641	D3815 –Giyani college of education	2
Total		79
District Gravel Roads – GGM		
D3641	Giyani college of education -	24
D3812	Vuxakeni – Vuhehli road	20
D3635	D3809 –D3636(Mudavula)	20
D3634	Giyani – Malonga	29
D3810	Thomo –Hlomela road	34
D3802	Thomo –Shangoni	8
D3803	Mninginisi – Shingwedzi	13
D3801	Khakhala –Mhava Willem	8
D3800	Shangoni road -	26
D3809	Manombe – Makosha – Mahlangula	7
D3799	Shingwedzi – Muyexe	6
D3805	D9 – Nwazekudzeku –Shingwedzi	10
D3816	Siyandhani –Ngalalume –D3635	14
D3807	D3805 – Mavalani	5
D3633	Malonga – Sifasonke –D3635	12
D3804	Xikukwani – Mbatlo –Shangoni	18
D3814	14B – 14A	3
D3813	14A – Mapayeni	4
D3811	Vuhehli –Mahlathi gate	8
D3207	Ximausa – Sedibene	8
D3209	Rivala – Khani	9
D3238	Hlaneki – Gandlanani	8
D3206	Sedibene – Border	8
D3187	Lekwareni – Mbaula	49
D3836	Sikhunyane – Ngove	16
D3840	Kremetart – D3187	46
D3837	Nkomo – Shamriri	15
D2512	Constatia – Shitlakati	24,6
D3849	Matsotsosela –Molototsi	11
D3847	Kheyi – Khashane	16
D3848	Mushiyane – Xitlakati	8
D3981	Mbaula – Letaba river	8
D3982	Kheyi – D3187	2
D3854	Shiawela – Shikhumba	6,2
D3948	Mngongoma – Gidja	2
D3844	Mphagani – D1267	3
D3820	Babangu – Msengi	19
D3843	Mageva road -	3
D3842	Mngongoma – Maphata – Bambeni	10

D3853	Guwela – Shikhumba –Shawela	8
D3980	Makhuva gate – Letaba river	10
D3966	Mbaula – Phalaubeni	6
D3204	Skhiming – Dzingidzingi	9
D3234	Shimange – via – Dingamazi	10
D3211	Skhiming – Nakampe	16
D3983	D1267 – Bambeni	6
Total		606,8
Provincial Tar Roads – Maruleng		
P142/1	D2124 –D21	4,81
P142/1	P181/1 – D2124	1,78
Total		6,59
District Tar Roads – Maruleng		
D5016	P17/4&P116/1- D5012	0,69
D5012	D5016-	5,14
D5012	P17/4 –D5016	1,11
D5012	SADF CAMP-P17/4	0,2
D3901	D21-D3900	9,2
D2240	D1656-P17/3	1,1
D2189	D1803 -	1,71
D2189	P146/1-D1803	5,67
D2119	D1909-	0,1
D2119	P194/1-	0,11
D1803	P116/1 – D2189	12,87
D1185	P146/1-P116/1	4,35
Total		42,25
District Gravel Roads – Maruleng		
D70	P146/1 –D3934	7,81
D4164	D21- Musirudi High School	2,4
D3914	D21 –D3912	2,49
D3913	D21 –D21	5,1
D3912	D3004 -	1,09
D3912	D3004 –D3004	0,71
D3912	D3914 –D3004	7,04
D3912	D21 – D3914	1,63
D3911	D21 -	5,38
D3909	D3908 –D3009	0,33
D3908	D21 -	1,51
D3908	D3909 –D21	8,25
D3908	D3009 – D3909	1,37
D3906	D21 –D21	4,96
D3905	D3900 –D3900	2,49
D3904	D3900 –D3900	2,48
D3903	D21 – D3902	1,93
D3902	D21 –D3903	4,5
D3900	D3901 –P181/1	3
D3900	D3905-D3901	4,48
D3900	D3905-D3905	0,87
D3900	D3904-D3904	0,09
D3900	D3904-D3904	1,25
D3900	D21-D3904	1,8
D3899	D21 -	3,82
D3898	D3878 –D21&D3003	3,6
D3887	P81-	11,25
D3009	D3909 –D21	4,81
D3009	D3908 –D3009	1,31
D3009	P181/1 –D3908	4,19
D3004	D3912-D3912	3,34
D3003	D21-D21	4,97
D240	P116/1-	8,36

D2259	D1909-	3,9
D2119		27,57
D202	D1828-P81/1	14,53
D202	D21-D3878	3,62
D1771	P194/1	14,61
D2124	P142/1 –D21	5,86
Total		188,7

These roads are surfaced (tarred) and continuously maintained. The other areas are serviced by re-graveled roads, gravel roads, low volume surfacing and rural roads. Most of the gravel roads are not maintained regularly. In addition to that, some of the roads in the district do not have route names and numbers. They also do not have appropriate road signs (e.g. speed limits) as well as signs indicating distances between destinations. Another problematic issue on the district roads is that, in most areas, fencing along the routes has been removed. This has resulted in wild and domestic animals wandering on the roads with detrimental effect to motorists, and thus, negating our tourism attraction efforts as a region. Many road accidents in the district can be attributed to animals roaming on the roads. It is interesting to note new roads fencing projects (e.g Baleni fencing) in the district, however vandalism of fences is common, thus defeating the objective.

The lowly serviced areas are mainly found in Greater Tzaneen and Greater Giyani Municipalities. In Greater Tzaneen Municipality, the affected areas are the Boyne/Sedan areas and also Julesburg. Another area of concern is the N'wamitwa area. In Greater Giyani Municipality the affected areas are the Nkomo area and Matsotsosela areas. Compositely, the majority of rural streets are not well serviced. This provides an opportunity for the application of labour intensive methods (EPWP) in the servicing of rural streets. This would best apply if all municipalities and sector departments in the district quantify projects that do not need much capital injection in their implementation and use labour intensive (EPWP) methods. This would require a conscious effort and strategy to establish community partnerships that would ensure the beneficiaries' physical involvement in government's rendering of public services.

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 drainages
- ❖ Maintenance of streets networks in villages; attended to during funerals as alleged.
- ❖ Lack of access bridges (most reported in Maruleng).

3.4.5.5 PRIORITY ROADS FOR UPGRADING FROM GRAVEL TO TAR -----Table 57

ROAD NO.	ROAD PARTICULARS	km
D3634,D3778, D3753, D3718	Giyani to Nkuri to malonga to Hanani to Tshimbupfe to Vuwani to Thohoyandou	48
D1350	Moruji to Matswe (Deerpark to Moruji to Matswe)	13
D3810	Thomo/Altein (Shangoni KNP gate) to Khakhala to Gawula to Mahlathi to Ndindani to Hlomela to Phalaubeni to Mbaula to Phalaborwa	34
D3249, D3248, D3175	Nkambako to Nwajaheni to Mandhlabazi to Deerpark to Tzaneen	18
D3180,D3837	Sikiming to Bembula to Nkomo(Modjaji - Mokwakwaila-Bembula-Nkomo)	25
D3202, D3198, D3200, D3242,D3205, D3820, D3164	Constatia (D1267) to Marogoma to Ga Wale to Mawa to Lebaka to Jamela to Msengi to Olifanthoek	71
D3186	Mavele to Moruji	6

D3246, D3186, D3198, D3187, D3849, D3847, D3982	Nwamitwa to Mavele to Xihoko to Gawale to Gamokgwathi to Dzumeri to Mushiyanani to Makhuva	51
D3770, D3771, D2009, D3878, D3898	Rita/Tickyline to Burgerdorp to Juliesburg/Rhulani to Hevenito Balloon to Sekororo	40
D3880, D4163, D3870	Lenyenye to Thabina to Mogoboya to Iephephane to Khujwane	15
D3800	Mphambo to Mninginisi to Muyexe	32
D3211	Sikhiming to Nakampe to Phaphadi	12
P17/3	Burgersdorp to Gravelotte	27
R36	R36 Widening form Tzaneen to Burgersdorp	
P43/3	Letsitele to Eiland	38
D3840, D3187, D3981, D3260	Giyani to Thomo to Altein to Shangoni Kruger National Park gate	8
D841	Tarring of the road D841, Modjadji to Tzaneen	10
Total distance that need upgrading gravel to paved/ tar		239

3.4.6 PUBLIC TRANSPORT

Transport is a major contributor to link people to other people, means of access to different areas and also ferrying of goods from one place to another. The main operations in transport in Mopani District are busses, taxis, bakkies, bicycles, private cars and train (goods) and to a limited scale aircrafts. Trains are also mainly for goods and not passengers, safe Hoedspruit passenger train to Nelspruit to Gauteng. Our Taxi industry does not provide for metered taxis which are usually found in big cities/ towns.

3.4.6.1 Taxi Facilities

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.

The state of taxi ranks in Mopani District is reflected below:

- 51,0 % are on-street facilities
- 85,2 % are informal
- 7,4 % have lighting
- 16,0 % are paved
- 9,9 % have public telephones
- 2,5 % have offices
- 14,8 % have shelters
- 14,8 have ablution blocks

(i) Greater Tzaneen Municipality

- *Burgersdorp Minibus taxi rank*

This Minibus taxi rank is situated in Burgersdorp on road reserve along the R36 Tzaneen-Lydenburg Road. It is an informal Minibus taxi rank and has no facilities like Shelter, Toilets, etc. It is operating from the site as a starting point and has several destination points, Julesburg via Ofcolaco, Nkowankowa and Tzaneen via Bridgeway on the R36, road to Tzaneen. The minibus taxi rank is busy during morning and off peak periods. The most utilized route by the taxis from this minibus taxi rank is the R36 TRL.

- *Gabaza Minibus taxi rank*

Gabaza Minibus taxi rank is situated in Gabaza opposite Burgersdorp Minibus taxi rank across the R36 tarred road. It is an informal minibus taxi rank on road reserve. It is operating from the site as a starting point to Letsitele via Mafarana. The minibus taxi rank is busy during morning and off peak periods. The most utilized route by taxis from this minibus taxi rank is the MGB TRL.

- *Lenyenye Minibus taxi rank*

Lenyenye Minibus taxi rank is situated in Lenyenye entrance opposite the garage. It is an informal minibus taxi rank and operating from the site as a starting point to destinations like Tzaneen, Phalaborwa and Metz. The minibus taxi rank is busy during morning and off peak periods. The most utilized route line is R36 TRL/P17 TRL. There is an informal car wash in the minibus taxi rank.

- *Leolo Minibus taxi rank*

Leolo Minibus taxi rank is situated in Leolo Settlement. It is an informal minibus taxi rank on road reserve sharing with buses. Is serving people from the village travelling from and to Lenyenye via Rakoma Lenyenye. The minibus taxi rank is busy during morning and off peak periods. There are no facilities.

- *Lephephane Minibus taxi rank*

It is an informal minibus taxi rank in Lephephane near the market place on the road reserve. Taxis from this minibus taxi rank are operating on LTR TRL and joins the R36 TRL to Tzaneen. There are no facilities.

- *Letsitele Minibus taxi rank*

Letsitele Minibus taxi rank is situated in Letsitele CBD area. It is a formal minibus taxi rank occupying an area of about 475m². There are 7 platforms without shelters for loading purposes. There is an office and toilets that are provided and maintained by the Tzaneen Local Municipality. There is also an informal car wash some 150 m away at garage which is utilized by taxi drivers to wash their taxis. Taxis from and into the minibus taxi rank utilizes D8 TRL (see base map) to several destinations like Mulati, Mafarana, Ntsako, Bonn, Sedan, Gabaza and Burgersdorp. D1267 and P43 TRL are utilized for Giyani and Eiland line respectively. D5011 TRL is also utilized from Nkowankowa via Mariveni into and out of the minibus taxi rank. There are no seats at the minibus taxi rank for passengers. The minibus taxi rank is busy during off peak and the afternoon peak periods.

- *Letaba Cross Minibus taxi rank*

It is a very informal minibus taxi rank situated near the intersection between the roads D673 and R36 on the Lydenburg/Tzaneen road. It is aimed at helping people who resides near Bindzulani shopping centre, Dan and Lusaka settlements. It is busy early in the morning for people going to Tzaneen for work and slow during off peak period and almost no action during afternoon peak period. The most utilized route by taxis from this minibus taxi rank is the R36/P17 leading to Tzaneen. There are no facilities at this minibus taxi rank.

- *Letaba Hospital (E) Minibus taxi rank*

It is an informal minibus taxi rank opposite Letaba Special School and Letaba Hospital on road reserve D673. This minibus taxi rank is aimed at serving people from N'wamitwa to Letaba Hospital and vice versa. It is not a busy minibus taxi rank. The taxis from and into this rank utilizes the D673 TRL /D 1292 TRL (see base map) to N'wamitwa. There are no facilities.

- *Letaba Hospital (W) Minibus taxi rank*

It is an informal minibus taxi rank at the entrance of Letaba Hospital utilizing the public parking area meant for visitors to the hospital. The area is paved and has 30 demarcated parking bays. This minibus taxi rank is aimed at serving people coming from and into the hospital to Nkowankowa, Gabaza and Burgersdorp via Bridgeway. The most utilized route from this minibus taxi rank is road D673 and R36.

- *Mafarana Minibus taxi rank*

It is an informal minibus taxi rank at the entrance of Mafarana on road reserve at an intersection of roads D8 and MLB TRL/NBS TRL (see base map). There are no facilities at this minibus taxi rank. It is aimed at serving people from Mafarana to several destinations like Mulati, Bonn, Sedan and Letsitele. The taxis from this minibus taxi rank utilizes mostly road D8 to Letsitele CBD area.

- *N'wamitwa Minibus taxi rank*

This minibus taxi rank is situated in N'wamitwa near the N'wamitwa Head Kraal. It is an informal minibus taxi rank on the road reserve from N'wamitwa to Mandlakazi. There are no facilities except the pit-latrines which belong to the minibus taxi rank. It is aimed at serving people from N'wamitwa to Mokgwathi via Shihoko, Thapane and Tzaneen. The most utilized route by taxis from this rank is the D3247/D1292/P43 to Tzaneen.

- *Madumane Minibus taxi rank*

Madumane is an informal minibus taxi rank situated in Madumane on the road splitting to Morapalala, Mohokgo Block 6 and Pakong. There are no facilities at all. It is aimed at serving people from the area to Tzaneen via Mutupa/Relela areas. The most utilized route from this minibus taxi rank is the D1350 leading to Tzaneen. The minibus taxi rank is busy during morning peak and off peak period.

- *Moime Minibus taxi rank*

It is an informal minibus taxi rank at the South entrance of Moime Village. It is an on street minibus taxi rank and without facilities. Is aimed at taking people from Moime via Bridgeway to town on the road R36/P17. The minibus taxi rank is busy during morning and off peak periods.

- *Mokgwathi Minibus taxi rank*

Mokgwathi is another type of informal minibus taxi rank at Mokgwathi at the T-Junction of the road from Merekome and D319. There are no facilities. It is aimed at taking people from the village travelling to town via Merekome to Tzaneen and people travelling to N'wamitwa via Shihoko, Hlohlokwe via Mawa.

- *Motupa/Relela Minibus taxi rank*

Motupa/Relela minibus taxi rank is an informal minibus taxi rank on the road reserve at Mutupa Village. There are no facilities. It is aimed at people from the area to Tzaneen and vice-versa. It is very busy during the morning and the off-peak periods. Taxis from this minibus taxi rank utilize the road D1350 to Tzaneen and back.

- *Nkambako Minibus taxi rank*

Nkambako minibus taxi rank is situated at Nkambako Risaba junction on the road reserve. It is an informal minibus taxi rank and there are no facilities. Taxis from this minibus taxi rank are destined to Mamitwa, Letsitele, Tzaneen and Giyani. The most utilized route from the minibus taxi rank is the D1267 to Giyani, Letsitele and Tzaneen via Tarentaal.

- *Nkowankowa Minibus taxi rank*

This minibus taxi rank is situated at the Nkowankowa business area called High Point. It is an on street informal type of minibus taxi rank. It is a busy minibus taxi rank with several destinations, namely; Tzaneen, Phalaborwa, Burgersdorp, Mamtwa, Letsitele, Petanenge, Letaba Hospital and Giyani. There are no facilities. The taxis are sharing the loading area with buses. The most utilized route from this minibus taxi rank is the R36/P17 to Tzaneen and D5011 to Letsitele. The minibus taxi rank is very busy during morning peak period for Tzaneen destination for people going to work. It can also be said that it is more to transfer station than an ordinary minibus taxi rank. There are no facilities.

- *Nwamahori Minibus taxi rank*

Nwamahori is an informal minibus taxi rank situated in Khujwana. It is an on street type of minibus taxi rank but has got a big area which is going to be used for the minibus taxi rank in future next to the road near the Peace Makers Football Club Soccer Field. It is targeted for people mainly from Khujwana travelling to Tzaneen on R36/P17 road. There are no facilities.

- *Petanenge Minibus taxi rank*

Petanenge minibus taxi rank is an informal minibus taxi rank on the entrance of Petanenge coming from Nkowankowa side under the marula tree. It is not busy minibus taxi rank. It is aimed at people from the village travelling to Nkowankowa and to Tzaneen via Mhlava and Sasekani on R36 road.

- *Rita 1 Minibus taxi rank*

It is an informal minibus taxi rank on road reserve on the turn off to C.N. Phatudi road from R36 road. It is a very busy minibus taxi rank especially during morning peak hours. The minibus taxi rank stops operating from area at 15h00 as all the taxis rush to Sanlam Centre minibus taxi rank in Tzaneen to take people from town to the homes. There are no facilities at all. At night some of the taxi uses the garage opposite the minibus taxi rank as a holding area. The most utilized road from this minibus taxi rank is the R36 to Tzaneen.

- *Rita 2 Minibus taxi rank*

It is an informal minibus taxi rank at a turn off to Letsitele via Lefaro/Zangoma from the R36 road. It is an on street type of minibus taxi rank aimed at people travelling to Letsitele via Lefara and Zangoma on road D3766. It is not a busy minibus taxi rank. There are no facilities at all.

- *Thapane Minibus taxi rank*

It is an informal minibus taxi rank on the road reserve. There are no facilities at this minibus taxi rank. It is aimed at people travelling from the village and Muruji area travelling to Tzaneen using the Deerpark road on D978. The minibus taxi rank is busy during morning peak and off peak period. The most utilized route from the minibus taxi rank is the D978 to Tzaneen.

- *Tzaneen Sanlam Centre Minibus taxi rank*

It is a formal minibus taxi rank situated next to Sanlam Centre shopping area occupying an area of about 3934 m². There are 11 loading platforms with shelters but not enough when the minibus taxi rank is too busy. There are some few seats under the shelters. There are some toilets inside the shopping centre for public use. The minibus taxi rank is very busy starting from the off peak period until afternoon peak period which is the busiest. There are several destinations for taxis from this minibus taxi rank utilizing the P17/R36 route line as the most utilized route. The destinations include Nkowankowa, Dan, Lusaka, Mokgolobotho, Khujwana, Lephephane, Lenyenye, Tickeyline, etc.

- *Tzaneen Pick 'n Pay Minibus taxi rank*

It is a formal minibus taxi rank situated next to Pick 'n Pay shopping mall occupying an area of about 4763 m². There are two separate loading areas in the minibus taxi rank. The one loading area is for local destine and the other one being for far distance like Boyne, Polokwane, Johannesburg, Giyani, Pretoria, etc. There are 14 loading platforms combined in the minibus taxi rank. The local one has several destinations like Modjadjiskloof, Kgapane, Motupa/Relela, N'wamitwa, Acornhoek, etc. This part of the minibus taxi rank is very busy during the off peak period and the afternoon peak period. The most utilized route by taxis from this part is the D978 via Deepark followed by P43/3 via D1292 to N'wamitwa. The far destine part of the minibus taxi rank is busy from morning peak until 16h00 as a transfer station. The most utilized route from this part of the minibus taxi rank is the D528 and P17 roads via George's Valley and Makgoebaskloof to Polokwane respectively.

(ii) **Ba-Phalaborwa Municipality**

- *Akanani Minibus taxi rank*

Akanani Minibus taxi rank is situated in Lukelani next to Akanani shopping centre. It is an informal minibus taxi rank. The taxis from this rank have several destinations like Acornhoek, Namakgale, Johannesburg, Giyani, Makhutswe, Tzaneen and N'wamitwa. The minibus taxi rank is busy during morning peak hours and off peak hours. During morning peak hours most taxis do not queue at the minibus taxi rank. The most utilized route from this minibus taxi rank is the D762 to Bushbuckridge followed by P112 to Namakgale.

- *Lukelani Entrance Minibus taxi rank*

Lukelani Entrance minibus taxi rank is an informal minibus taxi rank on entrance of Lukelani from Phalaborwa/Namakgale area. Taxis from this minibus taxi rank are destining to Phalaborwa only. This minibus taxi rank is busy during off peak period taking people to Phalaborwa for shopping. There are no facilities except one concrete shelter structure. The only utilized route to town is the P112 road.

- *Majeje Minibus taxi rank*

Majeje is an informal minibus taxi rank on road reserve near the soccer field in the Majeje area. Taxis from this minibus taxi rank are destining to Phalaborwa. It is said that the use of the road is temporarily and the minibus taxi rank will be moved to a new place in the future. There are no facilities at all. This minibus taxi rank is little busy during morning peak period. The most utilized route from this minibus taxi rank is the P112 to Phalaborwa.

- *Makhushana Minibus taxi rank*

Makhushana is an informal minibus taxi rank in Makhushana area. The minibus taxi rank has only one destination being Phalaborwa town. There are no facilities at this minibus taxi rank. The minibus taxi rank only operates during morning peak and off peak periods. The most utilized route from this minibus taxi rank is the D390, D2105 and D86 to Phalaborwa.

- *Maseke Minibus taxi rank*

It is an informal minibus taxi rank situated at the entrance of Maseke on the road D3786 sharing the loading area with the buses. There are no facilities. The minibus taxi rank has one destine being Phalaborwa. The most utilized routes by the taxis are the D3786, D762, D2105 and D86 to Phalaborwa. It is busy during morning and off peak periods.

- *Mashishimale Minibus taxi rank*

Mashishimale is an informal minibus taxi rank situated at Mashishimale on the road reserve. There are no facilities at the minibus taxi rank. It has one destination being Phalaborwa on the road MMN TRL (see base map) joining P112/1 tarred road to town. The minibus taxi rank is busy during morning and off peak periods.

- *Mica/Acornhoek Minibus taxi rank*

Mica/Acornhoek minibus taxi rank is situated on the road reserve next to the T-junction for the roads D3790 and D762. It is an informal minibus taxi rank and serves three destination points namely; Bushbuckridge, De Oaks and Makhutswe. The minibus taxi rank is busy during the morning and off peak periods. The most utilized route from this minibus taxi rank is the D762.

- *Mondzweni Minibus taxi rank*

It is an informal type of minibus taxi rank presently using the road reserve but there is a stand next to the existing area which is going to be used in future. It has several destination points like, Makhutswi, Tzaneen, Nkowanokwa and Giyani. This minibus taxi rank is only busy during off peak hours. There are no facilities at this minibus taxi rank.

- *Namakgale Entrance Minibus taxi rank*

Namakgale Entrance is an informal minibus taxi rank at the entrance of Namakgale on P112/1 Tzaneen/Gravelotte road. This minibus taxi rank is busy during morning and off peak periods. Taxis from this rank are destined to Lukelani and Phalaborwa on the P112/1 tarred road. There are some facilities in the form of toilets and shelters provided and maintained by the Municipality.

- *Phalaborwa Minibus taxi rank*

Phalaborwa is a formal minibus taxi rank situated in Phalaborwa town. It has four loading platforms with shelters but not enough. The minibus taxi rank serves six destination points, namely Namakgale, Lukelani Mashishimale, Makhushane, Maseke and Majeje. There is a public toilet near the minibus taxi rank provided and maintained by the Municipality. The minibus taxi rank is busy during off peak and the afternoon peak period. The most utilized route from the minibus taxi rank is the P112.

- *Tzaneen Minibus taxi rank*

Tzaneen minibus taxi rank is an informal minibus taxi rank next to Namakgale entrance minibus taxi rank. There are no facilities at all. It serves five destination points namely; Johannesburg, Giyani, Makhutswi, Tzaneen and Selwana. The minibus taxi rank is busy from the morning peak until early hours of the afternoon peak. The most utilized route from this minibus taxi rank is the P112 road.

(iii) **Greater Letaba Municipality**

- *Modjadjiskloof Minibus taxi rank*

This is a formal minibus taxi rank, which is on street on a road reserve at Modjadjiskloof shopping complex. The rank has the main following facilities: shelter, loading bays, office and ablution blocks. The condition of ablution blocks is not satisfactory. This is the biggest minibus taxi rank in Greater Letaba area and has the following main destination points: Phaphadi, Maphalle minibus taxi rank, Skhimmini minibus taxi rank, Mooketsi minibus taxi rank, Louis Trichardt, via Morebeng, Tzaneen Pick n Pay minibus taxi rank, Ga – Kgapane minibus taxi rank, Sekgopo minibus taxi rank, Giyani score complex, Rotterdam, Sekgosese minibus taxi rank, Polokwane pick n Pay minibus taxi rank, Sapokoe Middlekop minibus taxi rank. The rank is busy throughout the day. The most utilized route is Tzaneen route.

- *Ga – Kgapane Minibus taxi rank*

This is a formal minibus taxi rank, which is off street at Ga-Kgapane Township. The rank has the following facilities: shelter, loading bays, ablution blocks which are still under construction. The rank has the following main destination points: Mokwakwaila, Tzaneen Pick n Pay minibus taxi rank, Polokwane Pick Pay minibus taxi rank via Mooketsi minibus taxi rank, Ga-Kgapane minibus taxi rank and Modjadjiskloof minibus taxi rank, Johannesburg, Sehlakong, Medingen. The rank is busy throughout the day but on average becomes busiest during morning and afternoon peak periods. The most utilized route is Tzaneen route.

- *Mooketsi Minibus taxi rank*

Mooketsi is an informal minibus taxi rank, which is off street at Mooketsi complex. The rank is at two main roads: Giyani – Mooketsi road and Modjadjiskloof – Polokwane road. The rank does not have any facilities and it serves the following destination points: Modjadjiskloof, Phaphadi minibus taxi rank and Sekgopo. The rank is busy during morning peak period. The most utilized route is Modjadjiskloof route.

- *Sekgopo Minibus taxi rank*

Sekgopo is an informal minibus taxi rank, which is on street at Ga- Sekgopo village on Modjadjiskloof – Polokwane road. The rank does not have any facilities and it serves the following destination points: Ga-Kgapane via Mooketsi Modjadjiskloof and has several pick – up points. The rank is usually busy during the morning peak period. The most utilized route is Modjadjiskloof route.

- *Sekgosese Minibus taxi rank*

This is a formal minibus taxi rank, which is on street at Sekgosese village. The rank has facilities but are not sufficient and not in good condition. The rank has three main destination points: Modjadjiskloof, Makhado and Polokwane. The rank is usually busy during morning & afternoon peak periods.

- *Mokwakwaila Minibus taxi rank*

Mokwakwaila is an off – street formal minibus taxi rank at Mokwakwaila village. The rank has facilities such as shelter, loading bays and public phones and has the following main destination points: Ga – Kgapane, Skhimmini (Shayamoriri via Skhimmini) Lebaka Cross, Ramotshinyadi and Abel. The rank is busy only during morning peak period. The most utilized Mokwakwaila route.

- *Skhimmini Minibus taxi rank*

Skhimini is an informal minibus taxi rank. It is an on-street rank at Skhimini village. The rank does not have any facilities and it serves four main destination points: Giyani, Mokwakwaila, Ga-Kgapane and Phaphadi. The rank is usually busy during the morning peak period. The busiest route is Mokwakwaila route.

- *Maphalle Minibus taxi rank*

Maphalle is an informal minibus taxi rank on the Giyani – Mooketsi road. The rank is situated at Maphalle village. It is an on-street rank on the road reserve. The rank does not have any facilities. It serves the following destinations Modjadjiskloof via Mooketsi. The rank is usually busy during the morning peak period. The busiest route is Modjadjiskloof route.

- *Lebaka Minibus taxi rank*

Lebaka an informal minibus taxi rank on the Giyani – Mooketsi road. The rank is situated at the cross road of Giyani- Mooketsi and Lebaka. It is an on-street rank on the road reserve. The rank does not have any facilities. It serves two main destination points which are Mokwakwaila and Mooketsi, also as pick up point to Giyani, Modjadjiskloof and Ga- Kgapane. The rank is usually busy during the morning peak period. The busiest route is Giyani route.

- *Blinkwater Minibus taxi rank*

Blinkwater Taxi is an informal minibus taxi rank on the T-junction of Maphalle road joining Giyani- Rotterdam. The rank is situated at Blinkwater village. It is an on-street rank on the road reserve. The rank does not have any facilities. It serves three main destination points, which are: Giyani, Modjadjiskloof via Maphalle and Tiyani/Magoro via Rotterdam village. The rank is usually busy during the morning peak period.

- *Phaphadi Minibus taxi rank*

Phaphadi Minibus taxi rank is an informal minibus taxi rank on the at Mamaila village. The rank does not have any facilities and serves three main destination points, which are Giyani Modjadjiskloof and Mooketsi. The rank is usually busy during the morning peak period transporting people to work and shopping.

(iv) **Greater Giyani Municipality**

- *Giyani Shoprite Complex Minibus taxi rank*

This is a formal minibus taxi rank, which is off-street, along Malamulele to Mooketsi road. It is situated at Giyani Shoprite complex shopping centre. The rank has the following facilities: shelter, loading bays, public toilets provided and maintained by the private company. The rank serves the following destination points: Malamulele, Bungeni and Nkowankowa. The minibus taxi rank is busy during morning peak and afternoon peak periods when most people are to and from work. The most utilized route from the minibus taxi rank is Malamulele.

- *Giyani Spar Complex Minibus taxi rank*

This is a formal minibus taxi rank, which is off-street, along Malamulele to Mooketsi road. It is situated at Giyani Shoprite complex shopping centre. The rank has the following facilities: shelter, loading bays and office. The rank serves the following destination points: Nkowankowa, Phalaborwa, Tzaneen, Acornhoek and Polokwane. The minibus taxi rank is usually busy during morning peak period. The most utilized route from the minibus taxi rank is Nkowankowa.

- *Giyani Score Minibus taxi rank*

Giyani Score complex minibus taxi rank is a formal rank within Giyani shopping complex it is off-street from Giyani main road turning left at Nkhensani hospital. It is the biggest and the busiest minibus taxi rank within Greater Giyani municipality. The rank has facilities such shelter, loading bays, office and ablution blocks which are provided and maintained by the municipality. The rank is also shared by the local and long distance buses. The rank facilities are old and in a poor condition. The rank has the following destination points: Modjadjiskloof, Johannesburg, Gandlanani, Nkuri, Malamulele, Rotterdam, Ngove, Skhimini, Bungeni, Babagnu, Dzumeri, Gawula, Mapayeni, Mdavula, Shawela, Mitiiti, Vuhehli and Giyani Township section A, D1, D2, A Extension, E, F.

- *Giyani Metro Complex*

The rank is formal and Off-Street at Giyani shopping complex next to Metro wholesalers. It is privately owned minibus taxi rank and it is not yet operational. The rank has basic facilities such as shelter; loading bays, water taps and ablution blocks.

- *Babangu Minibus taxi rank*

Babangu is an informal minibus taxi rank on the Giyani – Elim road. The rank is situated at Babangu village at the intersection of the road from Blinkwater minibus taxi rank via Ndengenza village. It is an on-street rank on the road reserve. The rank does not have any facilities and it serves one main destination point, which is Giyani and also acts as a pick- up point for taxis from Elim and Blinkwater Minibus taxi ranks. The rank is usually busy during the morning peak period.

- *Gandlanani Minibus taxi rank*

Gandlanani Minibus taxi rank is an informal minibus taxi rank on the Giyani – Mooketsi road at the junction to Gandlanani and Mashavele villages. It is an on-street rank on the road reserve. The rank does not have any facilities and serves one destination point, which is

Giyani and has several pick-up points such as Mashavele, Basani through to Dzingidzingi then to Giyani. The rank is usually busy during the morning peak period transporting people to work and shopping.

- *Dzumeri Minibus taxi rank*

The Minibus taxi rank is an informal rank on the at Giyani-Tzaneen road. It is an on-street rank on the road reserve. The rank is situated at Dzumeri village. The rank does not have any facilities and serves the following destination points which are: Giyani, Xitlakati , Khaxani, Tzaneen Pick n Pay, Mokgwathi and Letsitele minibus taxi ranks. The rank is usually busy during the morning peak period transporting people to work and shopping. The busiest route is Giyani routes.

- *Nkomo Minibus taxi rank*

It is an informal minibus taxi rank, which is on-street along the Giyani-Phalaborwa road. The rank is situated at Nkomo 22A village. The rank does not have facilities and has the main destination is Giyani minibus taxi rank. The rank is usually busy during morning period.

- *Shawela Minibus taxi rank*

It is an informal minibus taxi rank, which is on-street along the Giyani-Phalaborwa road. The rank is situated at Shawela village. The rank does not have facilities and has the main destination points is Giyani minibus taxi rank and has several pick –up points. The rank is usually busy during morning period.

- *Ngove Minibus taxi rank*

It is an informal minibus taxi rank, which is on-street along the Giyani-Phalaborwa road. The rank is situated at Ngove village. The rank does not have facilities and has the main destination points is Giyani minibus taxi rank and has several pick –up points. The rank is usually busy during morning period.

- *Thomo Minibus taxi rank*

It is an informal minibus taxi rank, which is on-street along the Giyani-Muyexe road. The rank is situated at Thomo village. The rank does not have facilities and has the main destination points is Giyani minibus taxi rank. The rank is usually busy during morning period.

- *Makosha Minibus taxi rank*

It is an informal minibus taxi rank which is on-street. It is situated at Makosha village. The rank does not have facilities and has the main destination points is Giyani minibus taxi rank. The rank is usually busy during morning period.

- *Homu 14A Minibus taxi rank*

The rank is informal and is situated at Homu 14A village. The rank is off-street and it has no facilities. The main destination point is Giyani Score Complex minibus taxi rank via Giyani section A and has several pick – up points. The rank has turn-around points at Vuhehli village via Mapayeni minibus taxi rank and proceeds to Giyani. It is busy during morning peak period.

- *Mapayeni Minibus taxi rank*

The rank is informal and is situated at Mapayeni village. It is off-street and has no facilities. The main destination point is Giyani Score Complex minibus taxi rank via Giyani section A and has several pick – up points. The routes emanating from this rank have turn-around points at Vuhehli village via Homu 14A minibus taxi rank and proceed to Giyani. It is busy during morning peak period.

Additional informal minibus taxi ranks emerge due to new settlements or economic developments in the areas. They include:

- Malonga Minibus taxi rank
- Homu 14C Minibus taxi rank
- N'wadzeku –dzeku Minibus taxi rank
- Vuhehli Minibus taxi rank

- Maswanganyi Minibus taxi rank
- Zava Minibus taxi rank
- Tomu Minibus taxi rank
- Matsotsosela Minibus taxi rank
- Makhuva Minibus taxi rank
- Jim – Ngalalume Minibus taxi rank
- Mshiyani Minibus taxi rank

(v) **Maruleng Municipality**

Maruleng Municipality has a total of three formal minibus taxi ranks and a number of informal ones.

- *Metz Minibus taxi rank*

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

- *De Oaks Minibus taxi rank*

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

- *Sekororo Minibus taxi rank*

This is a formal rank situated at GaSekororo. It has the following facilities: information boards, shelter, loading bays, lights, ablution blocs which needs proper maintenance, no seating facilities, paved and has dustbins. The rank covers the following destinations: Tzaneen, Phalaborwa, Hoedspruit and Johannesburg. Adjacent to this rank is another informal one under the trees.

- *Hoedspruit*

Hoedspruit has two informal minibus taxi ranks without any shelter. The routes are Phalaborwa, De Oaks and Acornhoek. The facility surveys conducted indicate that the Mopani District Municipality has a total of 64 minibus taxi facilities. Table 26 shows the number of minibus taxi ranks situated in the different local municipality areas, the number of formal ranks and the number of informal minibus taxi facilities per municipal area in relation to the total number of ranks in the Mopani District Municipality.

3.4.6.2 Major Public Transport Facilities in the Mopani District

Facility Name	Facility Status	Ownership
Phalaborwa Minibus taxi rank	Formal	Municipality (BPM)
Modjadjiskloof Minibus taxi rank	Formal	Municipality (GLM)
Giyani Score Minibus taxi rank	Formal	Municipality (GGM)
Hoedspruit Minibus taxi rank	Formal	Municipality (MLM)
Die Oaks Minibus taxi rank	Formal	Municipality (MLM)
Metz Minibus taxi rank	Formal	Municipality (MLM)
Rita Minibus taxi rank	Informal	Taxi Association
Tzaneen Pick 'n Pay Minibus taxi rank	Formal	Private
Tzaneen Sanlam Centre Minibus taxi rank	Formal	Private
Giyani Shoprite Minibus taxi rank	Formal	Private
Giyani Spar Minibus taxi rank	Formal	Private

Table 59: The spread of major public transport facilities in Mopani District are as follows:

Municipality	Number of formal minibus taxi facilities	Informal minibus taxi facilities		Total number of minibus taxi facilities
		Number	Percentage	
Ba-Phalaborwa	1	9	90%	10
Greater Giyani	4	10	71%	14
Greater Letaba	4	7	64%	11
Greater Tzaneen	3	20	87%	23
Maruleng	4	2	33%	6
Total for MDM	16	48	75%	64

Many of the facilities in the District are informal, implying that it is virtually impossible to determine the rank utilization.

3.4.6.3 Taxi Associations

Taxi Associations in Mopani are as follows:

	Maruleng	Ba-Phalaborwa	Greater Letaba	Greater Tzaneen	Greater Giyani
1	The Oaks Taxi Assoc.	Phalaborwa Taxi Assoc.	Rotterdam Taxi Assoc.	Bakgaka 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.

Taxis are not enough to ferry passengers to their respective places. The South African Transport system is inadequate to meet the basic accessibility needs (to work, health care, schools, shops), and many developing rural and urban areas. In order to meet the basic accessibility needs, the transport services offered must be affordable to the user. This demand a flexible transport system and transport planning process that can respond to customer requirements and requires infrastructure to be tailored to the needs of the transport operators and customers.

3.4.6.4 Mopani District Taxi Council Roles

The roles of the Mopani District Taxi Council are as follows:

- It plays a co-ordinating role within the taxi associations,
- Assist in the maintenance of legitimacy of membership to its broader membership per association,
- Assist in dispute resolution between associations, and
- Provides readily available information which will assist in passenger transportation

3.4.6.5 Bus Termini

The major bus termini in District limited to Tzaneen, Modjadjiskloof, Giyani and Phalaborwa. Most of these bus terminals are without adequate facilities (shelters, toilets, ticket sales points etc). It is clear that the public transport demand in the district cannot be met by the provision of services by the current bus operators due to the vastness of the area and the condition of, particularly, gravel roads in the district.

3.4.6.6 Rail Transport facilities

There is no more usage of railway train operations as mode of public transport within the District. However there is passenger rail station for trains from Hoedspruit via Nelspruit to Gauteng. Some people from the District use that to go to Gauteng or Nelspruit. Its frequency is twice per week. Mainly rails are used as goods carriers and they are found in the Greater Tzaneen, Greater Letaba, Ba-Phalaborwa and Maruleng areas. There is a rail link from Polokwane to Sekgose/ Soekmekeer to Mooketsi, running to Modjadjiskloof, Tzaneen, Letsitele, Gravelotte through Hoedspruit to Maputo. The other rail is from Phalaborwa via Hoedspruit to Nelspruit to Richards bay, targeting transportation of mining products to Komatipoort & Richards Bay for processing.

3.4.6.7 AIR TRANSPORT

3.4.6.7.1 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 District is still pursuing taking charge of airports in terms of its assigned Powers and Functions.

3.4.6.8 Powers and functions on public transport

In terms of the National Land Transport Transition Act, 22 of 2000, the District is a planning authority and the regulation of public transport is the responsibility of the Department of Roads and Transport in the particular district.

3.4.6.9 Public Transport By-Laws

All Local municipalities of Mopani have not yet developed By-laws as required by legislation.

3.4.6.10 TRAFFIC MANAGEMENT

Mopani District Municipality acknowledges problems encountered by communities in matters of traffic management, where lives are lost through road accidents due to violation of traffic rules. The District is still developing Road safety plan which has the following eleven functional areas, grouped into four main disciplines, applied in the traffic management system. These functional areas form the core of this system:

DISCIPLINE	FUNCTIONAL AREAS
Engineering	Road environment
Education	Traffic safety education
	Vehicle driver training
	Promotions and mass communication

Law Enforcement	Legislation
	Traffic control and policing
	Administration of justice
Logistics	Research development and implementation
	Registration and licensing of vehicles and vehicle drivers
	Traffic information
	Medical and emergency services

3.4.6.10.1 TRAFFIC CONTROL AND POLICING FACILITIES IN MDM

	No of Traffic Officers	No of Vehicles	Working Tools
GTM	-17 full time	-17 Vehicles with blue lights	❖ Pro laser 3 ❖ Radar (Camera) ❖ Dragger Alcohol Tester with a screener
GLM	-04 Full time -16 Traffic interns	-06 marked with sirens and blue lights	❖ Drager alcohol tester Machine and two screeners ❖ Speed Machine – Prolaser 3 ❖ 3. Road block trailer with equipments.
BPM	-09 full time	12 vehicles with sirens and blue lights.	❖ 2 Prolaser 3 speed machine ❖ Dragger mechine and screener
MLM	-5 full time	-2 Vehicles	❖ Pro laser 3 speed machine

3.4.6.10.2 Registration and licensing

This functional area is responsible for the following:

GTM	No of Drivers Licenses Testing Centre (DLTC) and Grading	No of Vehicle Test Station (VTS) and Grading	No of Testing Officers and Grading	No of Registering Authorities (RA)
	- Tzaneen DLTC – Grade A Nkowanpwa DLTC – Grade B Tzaneen VTS – Grade A (Not functioning)	-Tzaneen VTS –Grade A - Nkowanpwa VTS- Grade A All not functioning		01 at Tzaneen
GLM	- Modjadjiskloof DLTC –Grade B - Gakgapane DLTC –Grade L	-Modjadjiskloof VTS –Grade A - Gakgapane VTS – Grade B All not functioning	-04 Grade B -02 Grade B (2nded Province)	01 at Modjadjiskloof
GGM	- Giyani DLTC-Grade B	Giyani VTS – Grade B Functioning		01 at Giyani
BPM	- Baphalaborwa DLTC- Grade A	Baphalaborwa VTS – Grade A Functioning	-03 Grade A - 01 Grade A (VTS)	01 Phalaborwa
MLM	-Maruleng DLTC- Grade B	Maruleng VTS-Grade A Not functioning.	-03 Grade A -01 Grade B	01 Hoedspruit

3.5 KPA: FINANCIAL VIABILITY/ ANALYSIS (Improve Municipal Financial Capacity)

Mopani District 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. RSC levies were discontinued in year 2006 and equitable shares (grants) were increased to augment the levies. Districts would not qualify to collect Property Rates, but Local Municipalities do.

The Mopani District municipality has short term investments made with ABSA, FNB and Standard Bank. These Investments were done at the time when the municipality was able to generate income from RSC levies. Since the municipality did not have major projects like Office building at that time, it was realised that it would be better to invest the funds so that when there is a need, withdrawal could be made. This is how OWN revenue is used:

- When available funds in the current account cannot cater for the payments of services rendered at a particular point in time.
- Support by other institutions and organs of the state often comes with conditions of counter-funding, of which OWN revenue assist.
- Price escalation during project implementation causes shortfalls in the budgeted amount and OWN revenue assist.
- Any unforeseen and unavoidable expenditure may be covered by own revenue.

Those are the areas where "own revenue" do help a great deal to augment the needed funds. 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. More strategies are needed for funding capital projects if reliance upon grants is to be reduced.

3.5.1 POLICIES AND PROCEDURES

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

(1) Accounting and budget policies;	(9) Indigent policy;
(2) Bank reconciliation;	(10) Credit control policy;
(3) Asset management policy;	(11) Budgeting procedures and control;
(4) Creditors system;	(12) Overtime policy
(13) Receipt, depositing and control over cash funds;	(14) Supply Chain Management policy;
(15) Cash management and investment policy	(16) Tariff policy
(17) Sundry creditors;	(18) Virement policy
(19) Policy on the writing off of irrecoverable debts;	(20) Subsistence & Transport
(21) Cell phone	(22) Car allowance

In order to engage external service providers, the District has established Supply Chain Management committees which are Bid specification committee, Bid evaluation committee and Bid Adjudication committee. These are established in terms of the Policy.

TABLE 61 (a): INCOME ON OWN REVENUE

INCOME YEARS	ACTUAL						Anticipated
	2010/11	2011/12	2014/15	2012/13	2013/14	2014/15	2015/16
Interest on current account	R 1 975 595	R 993 842	1 050 000	R1 050 000	R1 050 000	R843 309	R1 050 000
Fire Services charges	R 16 904	R 9 216	200 000	R 25 000	R185 000	R92 766	R200 000
Mayor's charity cup	R 1 167 309	R2 339 555	3 180 000	R2 228 427	R1 700 000	0	R3 180 000
Sale of Tender Documents	R 273 070	R 662 639	1 060 000	R1 000 000	R1 000 000	R1 114 290	R1 060 000
Commission on debit orders	R 33 083	R 20 906	120 000	R 100 000	R120 000	R19 382	R120 000
Insurance Claims	R 93 265	R 1 025	310 000	R 30 000	R310 000	R101 330	R310 000
Interest on investments	R2 622 661	R 7 690 369	1 050 000	-	-	-	R1 050 000
Interest on Call account	R1 307 067	R 106 124	1 800 000	-	-	R899 015	R1 800 000
Donations	NIL	Nil	-	-	R70 338	-	-
Rental of Conference Facilities	NIL	R 1 710	-	-	-	-	-
Empty Cartridges	NIL	R 614	-	-	-	-	-
Asset Disposal	NIL	R 396 074	-	-	-	-	-
Local Municipalities (basic serves)	NIL	NIL	206 605 412	R204 487 664	-	-	R206 605 412
Others	-	-	123 833 322	R23 000 000	-	R2 166	R123 833 322
TOTALS (Own funds progression)	R5 360 928	R11 661 877	339 208 734	R231 921 091	R4 435 338	R3 072 258	R339 208 734

Table 61(b): TRENDS ON ACTUAL INCOME vs EXPENDITURE ON GRANTS (Rands) 2010/11 – 2014/15										
Year	2010/11		2011/12		2012/13		2013/14		2014/15	
GRANT	Income	Expenditure	Income	Expenditure	Income	Expenditure	Income	Expenditure	Income	Expenditure
Equitabl share	363 482 880	363 482 880	419 718 000	419 718 000	463 410 000	458 567 000	504 909 000	504 909 000	560 753 000	380 753 000
FMG	1 000 000	1 000 000	1 250 000	941 144	1 250 000	1 558 855	1 250 000	1 250 000	1 250 000	1 250 000
MSIG	750 000	750 000	790 000	790 000	1 000 000	1 000 000	890 000	890 000	934 000	934 000
MIG	156 416 048	156 416 048	263 229 000	164 003 712	319 302 000	218 346 032	375 582 000	357 311 871	342 385 351	67 785 917
(Nandoni project)	90 000 000	90 000 000	42 072 292	42 072 292	7 000 000	-	-	-	-	-
Rain fall device (OTP)	556 000	556 000	9 200 000	9 200 000	-	-	-	-	-	-
TIL(LED summit)	25 000	25 000	-	-	-	-	-	-	-	-
Common Wealth	23 804	23 804	-	-	-	-	-	-	-	-
RURAL ROADS ASSETS MANAGEMENT GRANT							1 726 000	1 005 602	3 904 206	2 715 398
LP ECON(BIOSPHERE)							-	-	147 667	147 667
RURAL HOUSEHOLD INFRASTRUCTURE GRANT							8 500 000	8 500 000	-	-
DPW (EPWP)	4 473 350	4 473 350	3 362 000	3 362 000	3 808 000	3 588 580	1 000 000	1 219 419	2 414 419	2 195 000
LGWSETA	302 101	302 101	750 000	738 896	500 000	882 990	250 000	-	419 006	62 156
DWS	77 909 377	77 909 377	70 496 000	67 805 887	24 133 000	9 738 925	18 000 000	11 191 605	39 170 219	19 022 057
RBIG Mameŧja	-	-	-	-	31 789 000	19 075 991	61 219 479	61 219 479	15 587 416	15 587 416
RBIG Nandoni	-	-	-	-	11 698 000	11 889 099	-	-	-	-
MWIG	-	-	-	-	3 803 850	-	16 906 000	16 906 000	-	-
RTGS	-	-	-	-	1 776 000	2 275 192	1 726 000	-	-	-
Forensic audit grant							-	-	4 000 000	-
DBSA grant			2 500 000	2 500 000	-	-	-	-	-	-
Totals	694 938 560	694 938 560	813 267 292	711 131 931	869 469 850	726 613 809	991 958 479	964 402 976	970 965 284	670 452 611
% Usage	100%		87,4%		83,6%		97,2%		69,0%	

All grants were fully spent except for MIG and DWS during 2010/11. Thenceforth the situation deteriorated as could be seen in 2011/12= 62,3% and 2012/13= 68,4%. There is however notable improvement in 2013/14=95,2% 'though it fell again to the worst scenario in 2014/15=69,0% spending made on MIG.

Year	2010/11		2011/12		2012/13		2013/14		2014/2015	
GRANT	Income	Expenditure	Income	Expenditure	Income	Expenditure	income	Expenditure	income	Expenditure
MIG	156 416 048	156 416 048	263 229 000	164 003 712	319 302 000	218 346 032	375 582 000	357 311 870.53	123 000 000	67 785 917
% expenditure	100%		62,3%		68,4%		95,1%		19,8%	

TABLE 61 (c): Trends on Proportional Distribution and pattern of Budget/Expenditure on the key items for 2010/11 to 2015/16 respectively:

	2010/11 Exp.		2011/12 Exp.		2012/13 Exp.		2013/14 Exp.		Planned 2014/15 Exp.		Planned 2015/16 Exp	
Salaries	203 550 612	18%	126 818 466	10%	244 741 898	18%	315 222 423	24%	358 995 752	22%	246 151 113	35%
General Expenses	486 380 206	42%	122 825 758	9%	580 393 966	48%	276 986 278	21%	288 631 298	18%	84 101 141	12%
Repairs & maintenance	94 848 079	8%	84 005 800	6%	128 399 631	9%	112 229 706	9%	103 068 051	7%	186 720 843	27%
Capital outlay	17 477 051	2%					18 209 872	1%	55 820 000	3%	1 581 291	0,2%
Bulk purchases							69 080 645	5%	143 580 645	9%	45 092 601	6%
Infrastructure	346 008 750	30%	974 247 809	75%	342 860 397	25%	521 177 000	40%	674 966 000	41%	133 356 809	19%
TOTAL	1 148 264 698	100%	1308077833	100%	1 296 395 892	100%	1 312 905 924	100%	1 625 061 746	100%	697 003 798	100%

NB: Capital Expenditure combined to Infrastructure Expenditure.

The above data is depicted below in graphical layout. The expenditure pattern aligns with the rural nature of our District where the greatest demand is in creating a conducive and enabling environment to promote local economy, through infrastructure investment. It will be seen that Infrastructure budget/ expenditure remained above 30%.

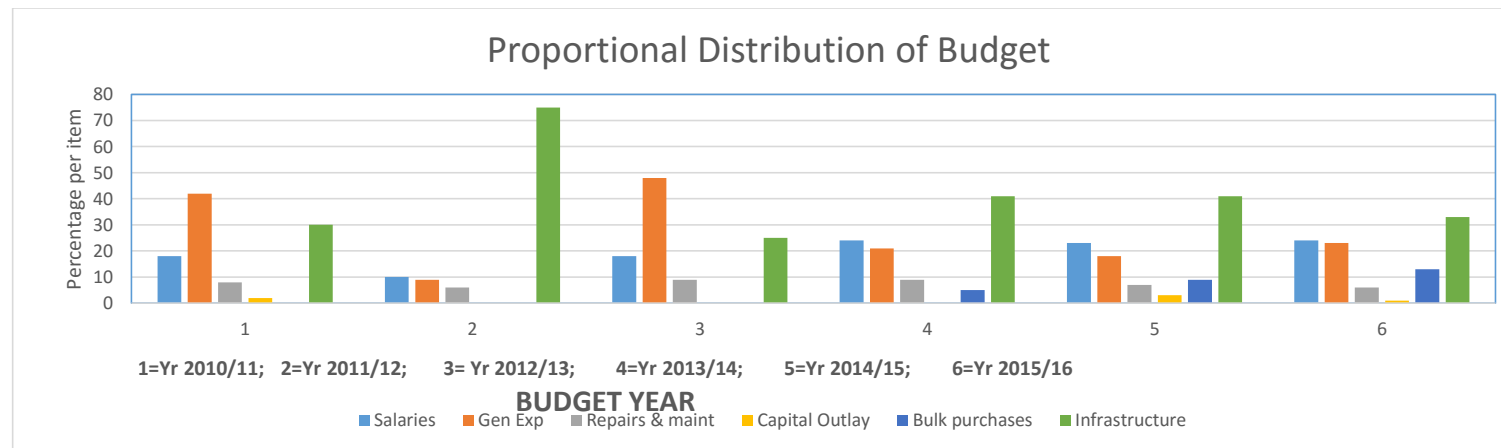


TABLE 61(d): TOTAL INCOME AND EXPENDITURE TRENDS PER YEAR: 2006/7 - 2014/15

Year	Grants	Own Revenue	Total income	Total expenditure	Variance		Comment
2006/7	R 339 127 159	R13 647 250	R 352 774 409	R 247 500 922	R105 273 487	-30%	Under expenditure beyond 10% limit
2007/8	R 426 418 139	R24 965 277	R 451 383 416	R 418 598 221	R 32 785 196	- 7%	Under expenditure within 10% limit
2008/9	R 439 689 722	R22 359 983	R 462 049 705	R 448 875 879	R 13 173 826	- 3%	Under expenditure within 10% limit
2009/10	R 617 328 105	R 5 360 928	R 622 689 033	R 618 269 304	R 4 419 729	- 1%	Under expenditure within 10% limit
2010/11	R 707 977 439	R175 459 086	R 883 436 525	R 828 269 546	R 55 166 979	- 6%	Under expenditure within 10% limit
2011/12	R 669 059 639	R 162 236 162	R 831 295 801	R 824 980 188	R 6 315 613	- 8%	Under expenditure within 10% limit
2012/13	R 749 062 870	R 192 526 928	R 941 589 798	R 758 609 842	R 182 979 956	+19%	Over expenditure beyond 10% limit
2013/14	R991 958 479	R4 435 338	R996 393 817	R1 312 905 924	(R316 512 107)	+32%	Over expenditure beyond 10% limit
2014/15	R970 965 284	R339 208 734	R1 310 174 018	R1 625 061 746	(R314 887 728)	+24%	Over expenditure beyond 10% limit
2015/16 Budget	R1 004 046 184	R46 831 599	R1 050 877 783				
2016/17 Budget Deficit				R45 000			

The variance indicates funds that could not be utilised in a particular year and had to form part of the following year's input. Trends (decrease in variance) show improvement in the ability of the municipality to utilise the funds allocated, over the time. As per MFMA the variance on expenditure should not exceed 10% of the original budget.

3.6 KPA: Good Governance & Public participation
(Deepen democracy through a refined committee model)

3.6.1.

BACKGROUND

The Analysis phase of the IDP reflects the status quo of socio-economic and institutional situation within the geographical area of Mopani District municipality, defined in terms of the Municipal Demarcation Act. The purpose of undertaking a district status quo analysis is to ensure that planning decisions are based on people's priority needs and problems, knowledge on available and accessible resources; as well as proper information and a profound understanding of the dynamics influencing development in the district.

Mopani District Municipality like most municipalities in the country, is not immuned from the challenges of baseline information that address the current service levels in different development categories, as IDP gets reviewed annually. However, the latest information from Statistics South Africa has been the main source, coupled with empirical data from communities.

Mopani District stakeholders involved in the IDP have been identified from different civic organisations, government department officials in both national and provincial spheres as well as resource persons from institutions of learning and business sectors. These, together with the councillors constitute IDP Representative forum. Community representatives often focus on the community needs and wishes whereas the government representatives advise on the analysis and development strategies that are supported by the available resources within the legislative framework.

Table 62: Municipal Structures involving communities in matters of governance

Local Govt KPAs	MDM Structures that involve members of communities in matters of governance
Transformation and Organisational Development	Municipal Public Accounts Committee, Audit committee, Risk Management committee, Disability forum, Gender forum, Youth Council, House of Traditional leaders with Exec. Mayor; anti-corruption forum, Communication forum, Children' Advisory council, Men's forum, Council for the aged.
Basic services	Water & Sanitation forum, Transport forum, Energy forum, Health Council, AIDS Council, Education forum, Sport & recreation council, Art & Culture council, Environmental Management advisory forum, Heritage forum, Moral Regeneration Movement,
Local Economic Development	LED Forum, Business forum,
Financial Viability	Budget Steering committee (officials and Councillors), Supply Chain Management committee.
Good Governance and Public participation	District Ward Committees forum, IDP Representative forum, Mayors' intergovernmental forum, Speakers forum, District Managers' forum.

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

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

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

- The above Clusters have been reviewed in order to align with the 5 NEW priorities of govt; **viz. Creation of decent work, Education, Health, Crime and Rural development**. The new Technical committees in alignment with the 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.**

3.6.2 SUPPORT TO WARD COMMITTEES

The District has no wards but wards belong to the Local municipalities. In order to provide support and effective engagement at grass-roots level the District established District Ward Committees forum, made up of 25 members, that is, five representatives from each local municipality. The District Speaker is responsible for coordination of the activities of the forum. Meetings of the District Ward Committees forum are often held concurrent with Speakers' forum and are chaired by the District Speaker. Further support is in funding the accommodation, venues, catering and traveling to the meetings. Workshops are also held to capacitate members with information and affording them opportunity to have a say in matters of District governance as well as service delivery issues.

The forum creates an appreciable platform for the communities to be able to understand the functioning of government and participate effectively in the strategic issues of municipalities. It is the base for building a better stakeholder capacity through programmes of Public participation. It is also a mode to entrench democracy to ordinary members of communities. Again, the District as local government, is able to relate better with communities, thus transforming the notion of "local authority" into "local governance", especially on services that are solely provided in terms of the District powers and functions. Every phase of the IDP process is presented to this forum for information and inputs. Schedule of meetings of the forum are included in the IDP Process plan. However in the year 2010/11, it has been a challenge to adhere to the schedule due to overtaking and compelling events perpetuated by change in leadership and adjustment in government. However this area has improved in order to bring Ward committees into full swing.

The COGHSTA has a dedicated unit that focuses on development of Ward committees in municipalities. This government intervention is adding much value in role clarification and strengthening of the committees.

3.6.3 PUBLIC PARTICIPATION

In terms of the above process (schedule of IDP meetings), it is apparent that public participation had been entrenched full blast at the final phase of the process. The local municipalities also held their IDP Representative Forum meetings whose outputs inform the district IDP process. Local municipalities involved ward committees in conducting ward surveys in the respective local municipalities. Public participation in respect of IDP, Budget and PMS offered a good platform for the communities to add value to the final commitment of the Council in the IDP approval.

The following gaps are acknowledged:

- Robust engagements and discussions with the IDP Rep. forum in the IDP Process still need strong facilitation.
- There has been evidence of non-adherence to IDP process schedule by District and Local municipalities;
- Limited continuity on the part of local municipalities to engage in the District IDP meetings.
- There is poor implementation monitoring of the 2012/13 IDP and its review process.
- There has been poor engagement of sector Department in the District IDP Process due to inconsistencies in meetings.

NB: District Ward Committee forum meetings schedule was not followed and that reduced community engagements in the IDP.

MDM has, however, engaged Sector Departments on their infrastructure Plans and projects. The usual challenge has been that Sector Departments identify projects without addressing issues prevailing in the municipalities. The District Development Planning forum in Mopani has been established on 24 June 2009 to deal with IDP process issues where sector Departments participate jointly with municipalities. All intersphere alignment issues in IDP are dealt with in this forum. The inter-governmental monitoring forum has been established to ensure accountability with regard to the implementation of sector departmental projects as included in the IDP.

3.6.4 MDM STAKEHOLDER ANALYSIS

It is essential for a municipality to understand the different stakeholder groupings that (may) exert influence in the municipal decision-making processes. It is important to have the support of these groupings in service delivery and to measure what the perceived opinions of those groupings are. In the absence of a proper client satisfaction survey an analysis was done on the different groupings and what their current support to the municipality is. The opinion of stakeholders on the impact and quality of service delivery is essential for the mere fact that stakeholders are consulted during the IDP processes. The outcome from the District Area stakeholder analysis regarding the six most common stakeholders was:

Stakeholder	Support		Influence	
	High – 3	Medium – 2	Low – 1	
Traditional Authorities	2.5		2.0	
Community	3.0		3.0	
Business Community	2.0		1.5	
Political parties	3.0		3.0	
Provincial Sector Depts	2.0		2.0	
National Sector Depts	1.8		2.5	

The outcome was that the Community and Political Parties support and influence decisions appropriately. Traditional Authorities were rated high regarding support to municipalities and above average regarding influence. National and Provincial sector departments rated fairly high regarding influence, but average regarding support. Business Community rated average on support that they render to the municipalities and low regarding the influence they have on decision making. The conclusion that can be drawn from this is that better relationships should be built with National and Provincial Sector Departments as well as with the Business Community to increase the support that they render to the municipalities. Attention should also be paid to involve Traditional Authorities, Business Community and Provincial Sector Departments in decision making in order to allow for improved influence on decisions regarding the relevant areas which have an impact on them.

Stakeholder Analysis specifically relating to the Mopani District Municipality itself was done per Strategic Theme

Stakeholder	Support		Influence	
	High – 10	Medium – 5	Low – 1	
Local Municipalities	2.3		3.7	
Traditional Authorities	5.0		2.5	
Community	5.2		5.1	
Business Community	3.9		2.5	
Political parties	5.5		5.3	
Prov Sector Depts.	3.3		5.5	
Nat Sector Depts	2.5		5.7	
Management	4.1		5.1	
Employees	2.9		2.8	
Mining Forum	1.3		4.7	
Agricultural Forums	3.6		5.5	
NPO's	4.4		5.0	
Youth	5.3		6.5	
Women	4.7		6.7	

Stakeholder	Support			Influence		
	High – 10	Medium – 5	Low – 1	High – 10	Medium – 5	Low – 1
Disabled	4.6			6.9		
Religious groupings	2.5			2.3		
Civic organisations	4.5			6.3		
Tourism Forum	2.9			5.5		

From this analysis it can be gathered that relationships with the following Stakeholders should be addressed:

- **Local Municipalities:** The District Municipality needs the support from the local municipalities and their influence on decision-making should be improved, specifically because Mopani District Municipality is the Water Services Authority in all local municipal areas;
- **Business Community:** in order to grow the economy, support from and influence by the Business Community is crucial, especially on service delivery partnerships and job creation.
- **Provincial Sector Departments:** The District Municipality is dependent on the financial and technical support from Provincial and National Sector Departments to cover all aspects of development within its areas;
- **Employees:** Staff members are the foundation of a municipality and if there is poor support or complacency on the part of employees, while pressure mounts up on service delivery, community uprisings will occur;
- **Mining Forum:** Mining is the highest economic gross value adding in the District. It is important that mining houses are on board in the decision-making processes of the District in order to support in an informed manner;
- **Agricultural Forums:** The vision of the Mopani District area has direct relevance to agriculture. It is therefore crucial that good relations are established and maintained with Agricultural Forums and entities for mutual support;
- **Religious groupings:** To ensure moral regeneration it is important that churches and religious groupings are involved to ensure support and that their views be considered in decision-making processes;
- **Tourism Forums:** The Vision sets the District as the Tourism destination of choice. Good relationships need to be established with Tourism Forums.

In conclusion, efforts should be made to increase the influence and support of these groups by building good relationships with the stakeholders that showed low impact on influence and support, but to foster the good relationships that exist. It is clear that the starting point in establishing improved relationships would be to develop a Stakeholder Relations Framework and Plan which will identify the cause of poor relations and outline the Strategies on how to improve on those relationships.

3.6.5 COMMUNITY DEVELOPMENT WORKERS (CDW)

These 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.

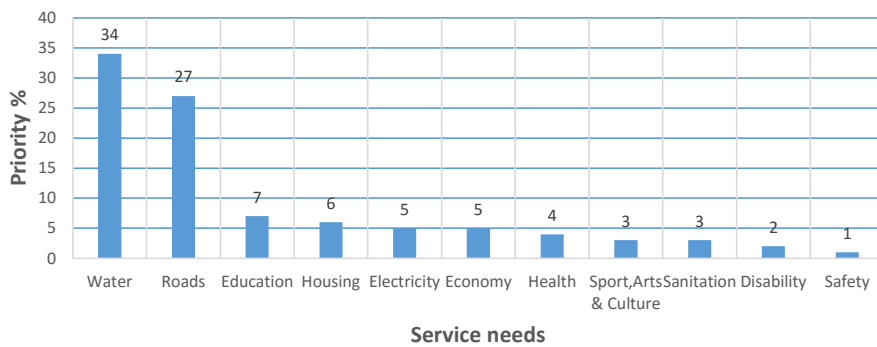
MUNICIPALITY	NUMBER
Greater Tzaneen	25
Greater Giyani	23
Greater Letaba	23
Maruleng	7
Ba-Phalaborwa	12
TOTAL	90

Source: CoGHSTA, Mayl 2016

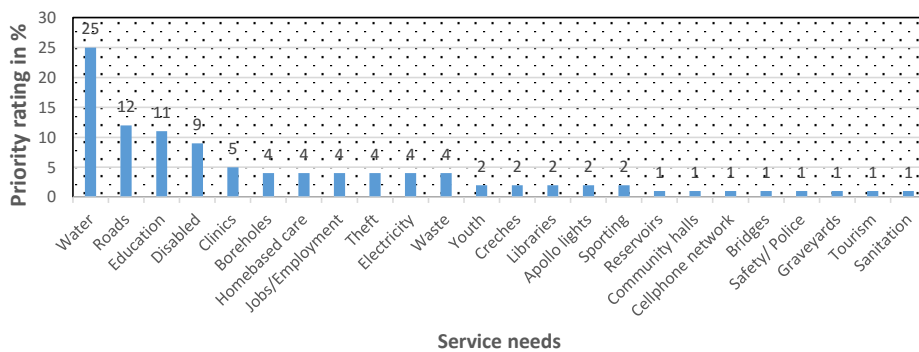
PUBLIC VIEW ON RATING PRIORITY SERVICES REQUIRED (2015 Public participation)

ISSUE/ SERVICE NEEDS, 2015	BPM	MLM	GGM	GTM	GLM	MDM	RATING	COMMENT
WATER	7	12	7	26	45	97	33,7%	GLM & GTM
SANITATION	-	-	2	3	3	8	2,8%	GLM & GTM
ELECTRICITY	2	1	2	3	5	13	4,5%	GLM & GTM
ROADS	6	6	19	17	31	79	27,4%	GLM & GTM
HOUSING	1	-	2	8	6	17	5,9%	GLM & GTM
ECONOMY	2	1	6	3	1	13	4,5%	GGM & GTM
EDUCATION	1	1	10	5	3	21	7,3%	GGM & GTM
HEALTH	-	2	5	2	2	11	3,8%	GGM
SPORT, ARTS & CULTURE	-	2	4	3	-	9	3,1%	GGM
SAFETY & SECURITY	-	-	-	3	-	3	1,0%	GTM
DISABILITY	-	3	2	-	-	5	1,7%	MLM
MISCHELLANEOUS	-	2	3	7	-	12	4,2%	GTM
TOTAL						288		

PRIORITY AREAS AND RATING FOR SERVICES REQUIRED (2015 Public participation)

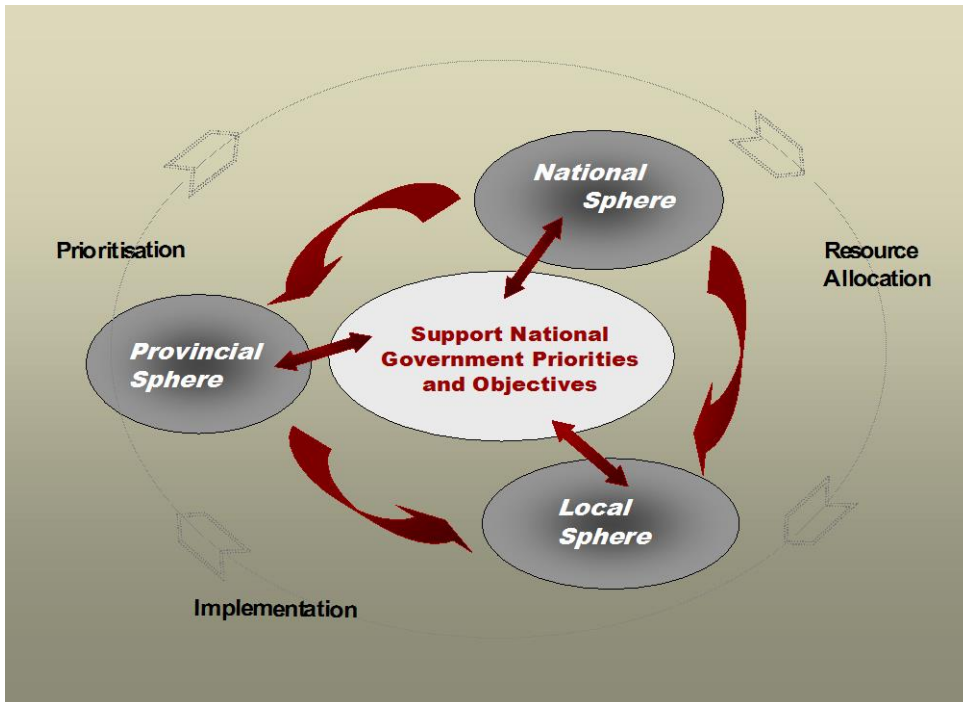


Priority service needs (MDM Public participation April/ May 2016)



3.6.6 INTER-GOVERNMENTAL RELATIONS

MDM is responsible for facilitating inter-governmental relations within its area of jurisdiction. In line with the Intergovernmental Relations Framework Act, MDM has taken it upon itself to improve intergovernmental engagements to ensure that proper inter-governmental planning guides public, private and donor investment in the district.



The district municipality is the convener of the District Manager's Forum "a key forum for strategic alignment, coordination and integration" that serves as an inter-governmental structure where the Sector Departmental Managers in the district meet with their municipal counterparts.

The relationship between the district municipality, the local municipalities and sector departments in Mopani is improving. There are also inter-municipal structures (i.e. District Intergovernmental Forum, Speakers' Forum and District Managers' Forum) that discuss and resolve on issues cutting across all municipalities and sector departments.

There are, however, grey areas on how the hierarchical inter-municipal and inter-governmental structures should cross feed into each other's programmes and be measured in terms of performance. For example, it is still a challenge for MDM to hold any sector department accountable for the non-implementation of projects which are included in the IDP document.

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

Over and above the formal structure of MDM, the following are in place:

- Audit committee to track performance and advise Council. For several years the Auditor General had not expressed his opinion on the financial statements because of lack of sufficient appropriate audit evidence. That has been “disclaimer”. Of most to be celebrated is that for 2008/9 and 2009/10 MDM received unqualified audit reports from Auditor General. However, the 2010/11 shows “Qualified” opinion.
- Anti-corruption Strategy in place as enabler to deal with eradication of corruption.
- Risk Management Strategy in place: the unit is not adequately staffed since there is still only one person, the chief risk officer.
- Financial control systems: SCM committee, Audit committee, Budget steering committee and Financial policies are in place.
- HR policies are in place and most of them are addressing labour issues. However full implementation is yet a challenge.
- Program of meetings of House of Traditional leaders with Executive Mayor discussing issues of mutual interest are in place.
- IDP Representative forum affording community involvement in issues of governance through IDP process is fully established & effective.
- Communication forum: to communicate programmes and governance of the District to communities and employees.
- District Development Planning forum: An avenue for integration of Local municipalities and sector Departments (National & Provincial).
- District Managers’ forum: Municipal Managers of District and Local municipalities, parastatals and District Managers of sector depts.
- Mayors’ intergovernmental forum: Mayors of both District and Local municipalities meet quarterly to track progress on service delivery.
- Disaster Management unit that is linked to the office of the Municipal Manager for prompt response to disasters whenever they occur.
- Forums linking communities with formal structures of municipality (e.g LED, Business, Energy, Health, Gender, Sanitation, Disability, etc.).

STRATEGIC RISK REGISTER FOR :

No	MDM Strategic Objective	Risk Description	Root Cause	Consequence	Inherent risk			Control assessment				Priority	Risk Owner	Further Action to be taken	Due Date/Frequency
					Impact	Likelihood	Inherent Risk Score	Current Control	Effectiveness (Quality)	Effectiveness Factor	Residual Risk Score				
1	Develop and maintain infrastructure	Ageing water infrastructure	Lack of water infrastructure maintenance plan	Community unrest Health hazard Unaccounted distribution losses	5		25	Attend to issues as an when they happen Rapid response team Borehole operators	Unsatisfactory	0.9	22.5	High	MM	Extend the service of Disaster Call centre wherein the community will report Create Community awareness on reporting mechanism such as presidential hotline, Intergration of the GEMS system with GIS Finalization of water master infrastructure plan Install toll free number which will be intergarated with Disaster call centre	30 September 2016 Quartely 30 December 2016 30 September 2016 30 March 2016
2	Manage through information	Inadequate ICT governance	Lack of human capacity Financial constrain	Poor decision making Ineffective communication Loss of data and virus	5	5	25	IT policies Off-site backups Deployment of SITA personnel	Unsatisfactory	0.9	22.5	High	MM	Implementation of IT Governance IT Steering Committee to hold quartely meeting regularly Development of Disater RP Development of Business	01 July 2016 Quartely 31 December 2016

				infection										continuity plan	30 March 2017
3	Become financially viable	Inability to collect revenue	Non adherence to Water Service Level Agreement	Loss of revenue	5	5	25	The reviewed WSLA has been signed by 4 local municipality except for 1	Unsatisfactory	0.9	22.5	High	MM	Joint WSLA meetings Placement of Billing Clerk Installation of billing system	Quarterly 30 September 2016 30 December 2016
4	Develop entrepreneurial and intellectual capacity	Insufficient institutional skills capacity	Lack of on job training Lack of succession planning Lack of performance assessment Lack of retention policy	Poor performance	5	5	25	Work skills plan Training and development policy Annual training report	Unsatisfactory	0.9	22.5	High	MM	Finalisation of job evaluation Cascading down performance assessment Alignment of workskills plan with the training and development policy Implementation of organisational structure Conduct skills audit	30 March 2017 30 September 2016 31 December 2016 Continuously 31 December 2016
5	Develop and maintain infrastructure	Inadequate implementation of water and sanitation infrastructure projects	Lack of forward planning Inadequate monitoring and oversight of key projects Lack of action taken to address	Community dissatisfaction which will result to public protest Poor service delivery	5	5	25	Convening monthly meeting with service providers Unannounced project visits Implementation of General conditions of contract Monitoring and	Weak	0.8	20	High	MM	Continuous monthly meetings with service providers Finalization of service level agreement with the local municipalities Improvement on forward planning and contract management Fill the position of PMU	Monthly 31 December 2016 Continuously

			delayed projects					oversight of projects						Manager and Technicians to oversee/manage projects	
								MIG reports						Terminate projects that are behind schedule Perform variance analysis	
6	Develop and maintain infrastructure	Illegal water connection	Inadequate coverage of water provisioning infrastructure	Loss of revenue Inefficient water distribution	5	5	25	Disconnection when discovered Awareness campaign through IMBZO	Weak	0.8	20	High	MM	Assess the current infrastructure to determine the status of illegal connection Develop an implementation plan to address the illegal connection	Quarterly Quarterly
7 8	Democratic and accountable organisation	Fraud and corruption	Inability to investigate fraud cases Lack of deterrent measures Lack of fraud awareness campaign	Loss of revenue Corporate image will be compromised poor service delivery	5	5	25	Fraud Prevention Strategy Screening of Employees Vetting of candidates qualifications prior appointment	Weak	0.8	20	High	MM	Conduct awareness campaign Develop and implementation of Fraud Prevention plan Implementation of Whistle blow policy Out-source the investigations Resuscitate the Fraud and Corruption forum Utilisation of national anti fraud hotline	Quarterly 01 July 2016 Quarterly Continuously 30 December 2016 Continuously
8	Grow the economy	Inability to explore agricultural and tourism opportunities	Inadequate coordination	Unemployment; Poverty Food shortage and Inequality.	5	5	25	Technical Finance working group LED strategy Tourism	Weak	0.8	20	High	MM	Alignment of district LED strategy with the national strategy Identify potential economic development opportunities within the	31 December 2016 Quarterly

		ies						strategy							district Interact with relevant stakeholders crucial to the attainment of the projects Create conducive environment for involvement	
9	Become financially viable	Unauthorized, Irregular and Wasteful expenditure	lack of procurement plan Lack of supporting documents	Negative audit opinion	5	5	25	Weekly monitoring of action plan Register of deviation Audit Steering Committee meeting Locking of votes on the financial system	Weak	0.8	20	High	MM	Perform audit follow up Approval of deviation report by Council Continuous locking of votes	Weekly Quarterly Monthly	
10	Improve community well being	Failure to effectively manage fire services	Shortage of personnel Ageing fire services	Lack of effective service delivery Law suites	5	5	25	Recruitment plan in place SANS standards Audit by the National Fire Protection Association	Weak	0.8	20	High	MM	Filling of vacant positions Training of fire personnel Purchase of new fire vehicle	01 July 2016 Continuously 31 December 2016	
11	Improve community well being	Implementation of environmental health and social services not managed effectively	Lack of proper integration	Communicable disease	5	4	20	Integrated waste management strategy	Good	0.4	8	Medium	MM	Continuous Implementation of Norms and Standards	Continuously	

3.6.8 ANTI-CORRUPTION/ FRAUD PREVENTION STRATEGY.....reviewed 23 June 2015

Corruption is defined as "any conduct or behaviour in relation to persons entrusted with responsibilities in public office which violates their duties as public officials and which is aimed at obtaining undue gratification of any kind for themselves or for others." Public Service -Anti-Corruption Strategy. Mopani, like most institutions does experience corruption which require corrective measures for the creation of sound administration of the institution. Details of the developed anti-corruption strategy are briefly related below.

(i) Purpose of the Strategy

- Encouraging a culture within MDM where all employees, the public and other stakeholders continuously behave with, and promote integrity in their dealings with, or on behalf of the municipality.
- Improving accountability, efficiency and effective administration within MDM including decision-making and management conduct which promotes integrity.
- Development of anti-corruption capacity within the municipality.
- Improving the application of systems, policies, procedures, rules and regulations within the municipality.
- Changing aspects within MDM that undermine institutional integrity and facilitate unethical conduct, fraud and corruption and allow these to go unnoticed or unreported.
- Encourage all employees and other stakeholders to strive toward the promotion of integrity and for the prevention and detection of unethical conduct, fraud and corruption impacting, or having the potential to impact on the municipality.

(ii) Principles of the Strategy

Mopani District Municipality Anti-corruption Strategy is informed by the following principles to root out corruption:

- The need for a holistic and integrated approach to fighting corruption, with a balanced mixture of prevention, investigation, prosecution and public participation as the platform for the strategy.
- District tailor-made strategies are required that operate independently but complimentary to provincial and national strategies, particularly with regard to detection, investigation, prosecution and adjudication of acts of corruption, as well as the recovery of the proceeds of corruption.
- Acts of corruption are regarded as criminal acts and these acts can be dealt with either in the administrative or criminal justice system, or both if need be. All aspects of the strategy are:
 - Supported with comprehensive education, training and awareness.
 - Coordinated within the district municipality.
 - Subjected to continuous risk assessment.

The following structures are in place to curb corruption in Mopani District:

Audit committee: They have capacity to detect corruption acts through reports.

Portfolio committees: They monitor and also provide political inputs at the planning stage of municipal programmes.

Internal Audit unit: Promote professional ethics among employees.

3.6.9 Internal Auditing services

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

Internal audit's role is primarily one of providing independent assurance over the internal controls and risk management framework of the council. It contributes to quality services to our communities in terms of providing checks and balances in the services rendered. It identifies and provides guidance in dealing with the risks that would otherwise hamper delivery of services.

Mopani District Municipality has Internal Audit unit established in December 2008. The unit is thus far staffed with six officials out of 8 posts. The Manager and Assistant manager have resigned and incumbents are currently on acting positions. Processes are on for filling in the rest of the posts. Prior to this unit, the services were rendered through consultants. The ill effects were that the Council had no easy follow up to issues raised and directorates could not be assisted hands-on with corrective measures. The meaning and importance of audit services were adversely distorted.

In the almost two years of the establishment of the unit the following have been achieved

- change of negative perception on auditors generally, has been noted among officials.
- 9 projects were audited for 2008/9 and 17 projects for 2009/10. Gaps were identified and issues raised to Council for redress.
- continued support to the municipal functionaries assisted MDM to achieve clean audit / unqualified audit opinion for 2008/9. This implies that resources of municipality are utilized efficiently.

The following structures have been established to ensure quality services in the municipality:

3.6.9.1 The Audit Committee:

The committee was first established in 2007/8 and re-appointed in August 2011: The Municipal Finance Management Act (MFMA) 2003 (Act 56 of 2003) section 166(1)) and it stands to provide Council with independent oversight and assistance in the areas of risk, control, compliance and financial reporting. The Audit Committee establishes the role and direction for the internal audit, and maximizes the benefits from the internal audit function. Mopani has had a shared Audit Committee for the District since 2007/08 financial year, the Audit Committee has had at least four meetings annually for each municipality.

The following are matters brought to the attention of Council by the Audit Committee over the years:

- Accounting framework and practice;
- Internal Financial control and internal audits;
- Performance management and evaluation;
- Risk management;
- Skills transfer and capacity building.

3.6.9.2 Audit Steering committee

During every Auditor General's session for MDM, queries are raised and documented for further follow up and corrections. In order to comply to the required responses, internal audit committee, referred to as Audit Steering committee is constituted, and it is made up of MM,CFO & Internal Audit Manager and the Director whose unit would be audited at the time. It is through this process that necessary actions are taken to account and address the queries raised.

3.6.9.3 Risk Management Committee services:

As a corporate governance function, risk management is the responsibility of both management, Council and Audit committee. The Risk management committee comprising of members of management was established in 2008 to focus on monitoring risks that emanate from every administrative unit in view of bringing them under control so that adverse situation is not encountered without prior detection and attempt to resolve.

The unit dealing specifically with Risk matters is established with one official thus far. The unit assists management to identify and evaluate the effectiveness of council's risk management system and contribute to the improvement of risk management and control systems. That is done by taking the registered risks, categorizing them into low, medium and high risks for management to develop action plan for monitoring and mitigation.

CHALLENGES

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

3.6.10 INTERNATIONAL RELATIONS

In view of global effects on various aspects of development, e.g competition, recession, foreign trading and comparative advantages of Mopani region, it became important for MDM to make advancement in international relations for economical advantages.

Already different economic sectors that could be matched with different municipalities inside and outside the country have been identified/ earmarked. For proximity, a priority has been given to SADC countries neighbouring South Africa with due interest on Agriculture, Tourism, mining, manufacturing and Trade. Specific areas earmarked are municipalities in Zimbabwe, Mozambique and Botswana. As a matter of protocol, Office of the Premier is handling all matters of international relations. There are therefore continuing engagements at the Premier office to assist in the facilitation of these relations.

The partnership on a joint venture on agriculture project had been secured between MDM and India (Thiruvananthapuram District Panchayat) during the year 2009. The partnership was enhanced by a visit to India by Municipal Managers of MDM and GTM during 5 – 11 December 2009. Areas of interest in this partnership were; Soil Testing, E-farming, Agro diagnostic & information centre, Banana Plantation, Piggery unit, Micro-irrigation techniques and Cattle farming methods. Although not all programmes were initiated and funded, the following existing projects were funded by the Commonwealth Local Government Forum (CLGF) within their Good Practice Scheme Programme. Through this initiative, lessons were learned and skills to a limited scale were imparted to our intrepeneures. Unfortunately the District did not have sufficient muscles to embrace the partnership for continuity.

3.7 KPA: TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT (Improve Administrative Capacity)

3.7.1 Background

The purpose of conducting an institutional analysis is to ensure that the municipal development strategies take existing institutional capacities into consideration and that institutional shortcomings are addressed. Mopani District Municipality was established in 2000 in terms of the Municipal Structures Act, 1998 (Act No. 117 of 1998). The municipal offices of the district are situated in the government complex in Giyani in the Greater Giyani Municipality. The District Disaster Management centre is built in Tzaneen town and is in full use including Fire services.

Offices for local municipalities are located as follows:

Maruleng Local Municipality.....Hoedspruit Town
 Greater Letaba Local MunicipalityModjadjiskloof Town
 Greater Tzaneen Local MunicipalityTzaneen Town
 Ba-Phalaborwa Local MunicipalityPhalaborwa Town
 Greater Giyani Local MunicipalityGiyani Town

3.7.2 EQUITY

3.7.2.1 STRUCTURES OF COUNCIL

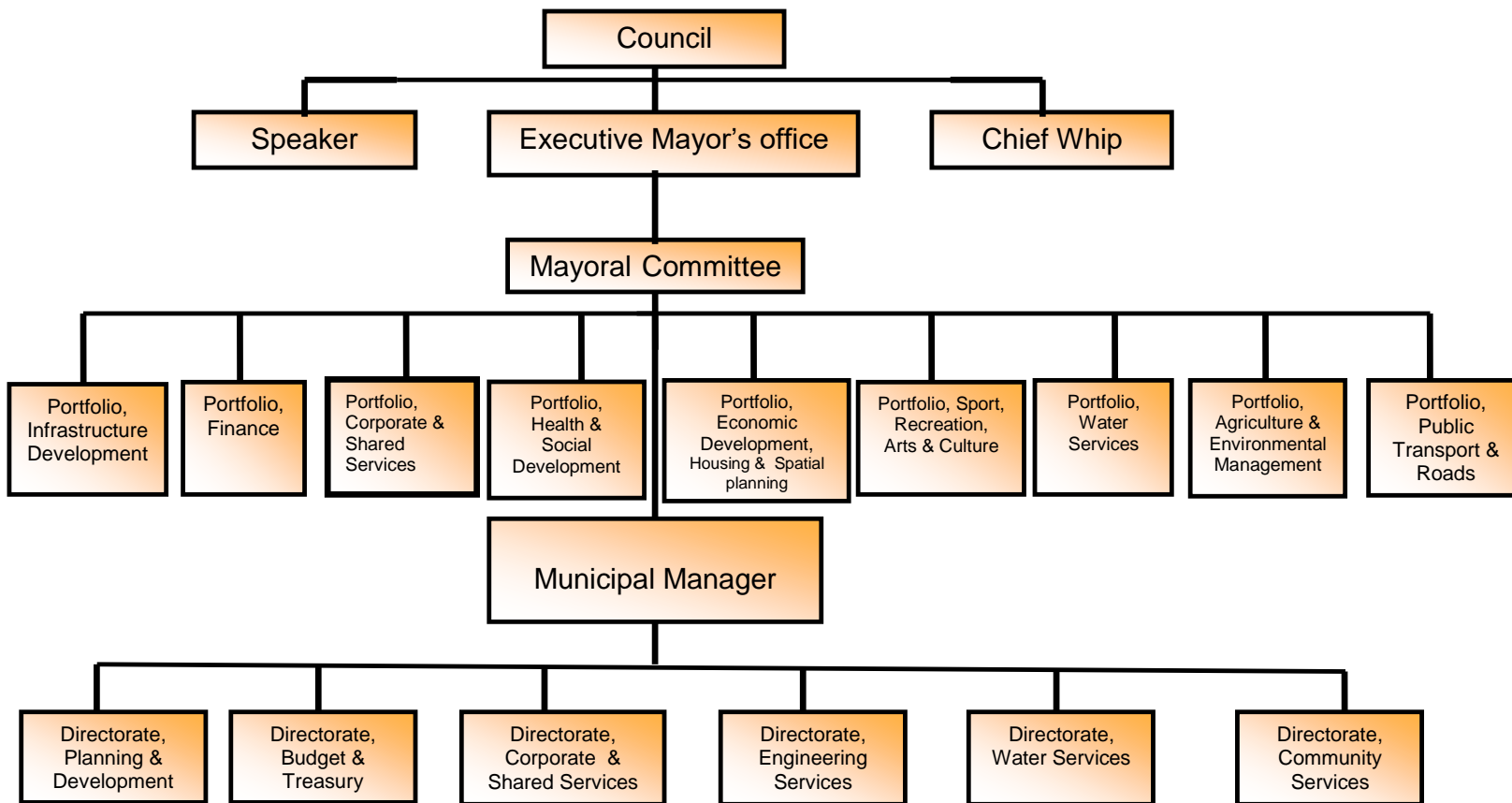
----- Table 65

		Males	Females	Disabled	Youth	T/Leaders	Total
Council		28	23	1	0	7	51
Mayoral Committee + Executive Mayor		4	6	0	0	0	10
Municipal Public Accounts Committee		3	6	0	2	0	9
Portfolio committees	Economic Development, Housing & Spatial Planning	4	1	0	0	0	5
	Budget & Treasury	3	4	0	0	1	7
	Corporate & Shared Services	5	0	1	0	1	5
	Water Services	3	3	1	0	0	6
	Health & Social Services	2	2	0	1	1	4
	Sport, Arts & Culture	2	3	0	0	1	5
	Agriculture	1	4	0	0	0	5
Public Transport & Roads		2	2	0	0	0	4
REPRESENTATION OF LMs IN THE DISTRICT COUNCIL		MDM	GTM	GLM	GGM	BPM	MLM
	Councillors	51	9	5	7	4	4
	Traditional Leaders	7	1	1	2	2	1

3.7.2.2 GOVERNANCE STRUCTURE OF COUNCIL

The governance of Mopani District comprises of the following units (political and administrative):

MOPANI DISTRICT MUNICIPALITY GOVERNANCE STRUCTURE



The management arrangement of the institution needs continual attention in order to adapt to changing needs and demands. Hence, annual review on the filling in of vacant posts and an on-going management training. There is also a need to define the *distinct roles* of the various sub-units in the Municipal Manager's Office and their *collective mandate* in ensuring that the Office of the Municipal Manager is able to discharge the following responsibilities distinctly and with excellence.

Administrative units supporting political components of Council:

- Administrative support to the political components of Council is arranged as follows;
 - Council sittings; *Corporate Services*
 - Executive Mayor's Office; *Director in the Office of Executive Mayor*
 - Speaker's Office; *Corporate Services*
 - Chief Whip's Office; and *Director in the Office of Executive Mayor*
 - Portfolio Committees. *ALL Directors*
- Providing administrative support to inter-municipal *political* structures (e.g. the Mayors intergovernmental Forum); *Corporate Services*
- Coordination of inter-municipal *technical* structures (e.g. Governance & Administration Technical Committee); *Directors*
- Providing administrative support to the six Directorates of Council; *Accounting officer*
- Coordinating the district administrative IGR structures (e.g. the District Manager's Forum); *Corporate Services*
- Integrated Development Planning, Performance Management, Disaster Management and Internal Auditing... *Accounting officer*.

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 Councilors (public office bearers)*
- *Administrative linkage with sector Departments: Technical committees, District Managers' forum.*

3.7.2.3 EMPLOYMENT EQUITY

-----Table 66

Filling in of top managerial posts

	MDM	BPM	GGM	GLM	GTM	MLM
Women Municipal Manager	0	0	0	1	0	0
Total section 57 managers' posts	8	6	6	5	7	6
Posts filled	7	3	4	5	5	5
Section 57 Women	0	1	1	3	2	1
% of women personnel employed	31,96	37,5	58	45	40	45,9
Section 57 Disabled	1	0	0	0	1	0
% of section 57 managers	1,13	1,2	0,6	0,01	2,0	3,7

Municipal data, 2016

3.7.2.4 EQUITY IN ADMINISTRATION OF MUNICIPALITIES ----- Table 67

Municipality	Total posts filled	Males employed	Females employed	Disabled employed	% disabled
Mopani	704	479	225	13	1,8 %
GTM	659	415	244	14	2,1%
GLM	221	122	97	2	1,0%
GGM	352	179	173	0	0%
BPM	418	243	175	19	4,5%
MLM	141	71	70	6	4,2%

Municipal data, 2016

3.7.2.5 Vacancy rate (as on May 2016) Table 68

MDM DIRECTORATES	NO. OF POSTS PER ORGANOGRAM	NO OF POSTS FILLED	NO. OF VACANT POSTS	COMMENTS
Executive Mayor's Office	22	14	8	
Municipal Manager's Office	25	20	5	
Budget and Treasury	42	18	24	6 internships
Spatial Planning and Economic Development	16	15	1	
Corporate Service	126	46	80	
Engineering Services	19	18	1	1 internships
Water Services	1224	484	740	484 DWS transfers to be placed
Community services	196	85	111	
Office of the Speaker	5	3	2	
Office of the Chief Whip	3	1	2	
TOTAL	1678	704	974	Vacant positions to be filled (ALL) in 2016/2017

Municipal data, 2016

3.7.3 INSTITUTIONAL/ ORGANISATIONAL STRUCTURE CHALLENGES/ RECOMMENDATIONS

- The Function of Air Quality has been the responsibility of the District Municipalities since year 2010. One official had been appointed and then resigned after serving three years. To date the District is yet to recruit the 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 carry out, 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..
- Mopani has 13 disabled out of 704 employees, which is 1,8% 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.
- There is still 484 staff members transferred from DWS who are yet to be placed accordingly. 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. The other challenge is that operational cost to MDM has risen and impact on budget for service delivery.

- 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 all senior managers commute to Giyani for work.
- Office of the IDP needs HR capacity strengthening in order to execute the responsibility with the necessary authority within the MM's office. It has been relocated between office of Municipal Manager and Planning and Development directorate without stability
- 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 2016/17 - 2021.

3.8 CROSS CUTTING ANALYSIS

3.8.1 Disaster Management Services

3.8.1.1 Introduction–Legislation

There are two major pieces of legislation which drive Disaster Management in South Africa, namely, the Disaster Management Act (Act 57 of 2002) and the Disaster Management Framework (2005). The Disaster Management Framework acts as a guiding tool for, and is supportive of, the Disaster Management Act.

3.8.1.2 Functions of the Disaster Management Unit

The Disaster Management Act provides for:

An integrated and co-ordinated disaster management policy that focuses on preventing or reducing the risk of disasters, mitigating the severity of disasters, emergency preparedness, rapid and effective response to disasters and post-disaster recovery;

The Disaster Management Framework consists of four KPAs (Key Performance Areas) and three enablers:

- KPAs:**
- Integrated Institutional Capacity
 - Disaster Risk Assessment
 - Disaster Risk Reduction
 - Response & Recovery

Enablers:

- Information management and communication
- Research, public awareness, education and training
- Funding arrangements

3.8.1.3 Past performances and challenges

Prior to the year 2006, MDM had established the Disaster Management unit which linked directly with the day to day responsibilities of the Municipal Manager. However, the unit had only four members of staff, without the necessary equipment like GPS, GIS capability, etc. Due to lack of the Disaster management centre a number of systems could also not be put into place, e.g communication. Our communities were dependent on ad hoc ways of getting information to the District for assistance. That impacted negatively on the District's response to disaster incidents. Navigation has been a problem where cases could be reported yet difficult to locate the areas in question due to lack of signage, roads conditions and un-mapped areas/ settlements.

3.8.1.4 Areas of improvement

Since 2006, MDM has counted several successes in capacitating the unit.

- The Mopani District Disaster Management Centre has been established on 12 December 2008;
- The staff has come to 28 members dedicated for services of disaster management function of the District as a whole.
- Emergency communication centre (ECC) is developed within the Disaster Management Centre;
- GEMC³ Emergency Readiness System is being implemented within the ECC;
- The Disaster management framework, plan and operational specific plans have been developed;
- Disaster Management forum and Task teams are established. The following are the task teams: natural hazards, technological hazards, biological hazards (communicable diseases) and environmental degradation;
- There is improvement in services to communities. There is direct reporting of incidents by members of communities and responses to deal with them are often prompt.

3.8.2 Major disaster risks prevalent in Mopani

Disaster Management is a continuous and integrated multi-sectoral and multi-disciplinary process of planning and implementation of measures aimed at disaster prevention, mitigation, preparedness, response, recovery, and rehabilitation (Disaster Management Act 57 of 2002), so as to minimize the impact upon lives, environment and natural resources. The following hazards are posing the greatest risks in the District on the economy, cultural, welfare, sustained development and sustained livelihoods.

Table 69: Disaster Risks

	TYPE	RISK
1	Hydro Meteorological Hazards	Drought, Cyclone, Floods, Fire, Hailstorms, Lightning, Severe storms, Wind storms & Tornado.
2	Geological Hazards.	Earthquake & Landslide/mudflow
3	Biological Hazards	Food poisoning, Foot and mouth disease, Malaria, Rabies (animals) & Communicable diseases
4	Technological Hazards	Dam failure, Hazardous installations, Hazardous material by rail, Hazardous material by road & Aircraft accidents.
5	Environmental Degradation	Air pollution, Deforestation, Soil pollution, Siltation & Land degradation.

The mentioned hazards should not be viewed in isolation, but cognizance should be taken of the likelihood of compound disasters e.g. flash floods after extensive veld and forest fires, communicable disease spread after floods and job losses after technological disasters. The risk faced are tangible (loss can be quantified in terms of deaths and infrastructure damages) and intangible (psycho-social impact, trauma and social degradation) during and after disasters.

Communities in rapid growing informal settlements are the most vulnerable to many of these risks, but proximity to certain installations or hazards (e.g electrical power lines) also exposes other communities to risks. Environmental degradation, especially deforestation and overgrazing, also pose a major threat to sustainable economic development and sustainable livelihoods. In terms of capacity to address and therefore reduce risks, there currently is a strong emphasis on preparedness and response planning. This means that capacity and planning in terms of mitigation and prevention should be strengthened.

Factors that lead to greater hazards vulnerability are the following:

- Rapid growth and inadequate planning.
- Overpopulation of certain (especially urban) areas.
- Over-utilization of natural resources (environmental degradation).
- Poor building methods.
- Concentration of resources and economic activity.

- Dependency on infrastructure and services.
- Lack of awareness, education and skills.

The above factors contributing to vulnerability will increase risk. Risk then is the probability that significant losses will be suffered by those affected. It is clear that vulnerability can be defined as the susceptibility to losses due to exposure to a hazard and risk as the convolution of exposure, hazard and vulnerability.

Mopani District has established the Disaster Management centre, located at Tzaneen for easy spatial access to the Local municipalities served. The centre is fairly resourced and equipped to respond timeously whenever any of these disasters occur. Programmes are also in place to ensure that communities are made aware and have 24-hour call centre to respond to any evidence of occurrence. The GIS is also in place though not in full implementation, to ensure real time information processing. There are still serious challenges that may render the already developed plan less effective, i.e lack of solid strategies to counteract all of the effects of factors for hazards vulnerability. E.g poor access to most areas due to roads infrastructure, lack of billboards for signage for navigation, etc. Further details with regard to hazards and the levels of vulnerability and risk for every local municipality are detailed in the Disaster Management plan.

3.8.2.1 Major disaster incidents that occurred and might repeat

Mopani District Municipality need to be on guard against the impact of the following occurrences, should they call again:

- (i) Greater Giyani Municipality & upper areas of Greater Letaba Municipality were declared a disaster areas in June 2009 due to drought (Disaster Declarations: Provincial Gazette Extra-ordinary 29 July 2009, notice 262 of 2009 and Provincial Gazette Extra-ordinary, 9 September 2009, notice 315 of 2009);
- (ii) Rabies outbreak during 2006/2007
- (iii) Foot-and-mouth disease outbreak in August 2010 – Ba-Phalaborwa municipal area
- (iv) Anthrax outbreak in Maruleng during October 2010
- (v) Severe storms in the Sekororo, Mameŋja, Nkambako, Giyani, Roerfontein, Sekgosese, Bolobedu South and Lenyenye / Tickeyline areas.
- (vi) Veld and forest fires, particularly during 2008 in the Greater Tzaneen Municipal area
- (vii) Several major accidents such as the bus accident at George's Valley on 1 August 2010
- (viii) Hazardous material spillage – phosphoric acid spilled near Politsi, sulphuric acid spilled near Tzaneen and an accidental mixing of phosphoric and sulphuric acid at a major agricultural producer and train derailment near Mooketsi.

3.8.2.2 Identified Major Disaster Risks

Climate Change

According to a booklet distributed by the CSIR at a recent climate change workshop, by 2020:

- A large proportion of Africa's population is projected to be exposed to increased water stress due to climate change, i.e induced shifts in water availability coupled with increased water demand i.e. meaning there will be reduced water security and reduced water quality within Limpopo, and thus the Mopani district as well.
- Yields from rained agriculture could be substantially reduced in certain areas, which would further adversely affect food security and exacerbate malnutrition.

Fire

Fire remains one of the biggest hazards for the Mopani district. Satellite-derived fire data captured over the last four years shows that particular areas within the district are more prone to fires than others. These areas include the upper section of

the Greater Giyani municipal area, the north-western section of the Greater Letaba municipal area, a large section cutting through the centre of the Greater Tzaneen municipal area across the mountains to the Bolobedu area which extends into parts of the Greater Letaba area, as well as a section in the mountainous Sekororo area. The causes of the fires are generally not discovered yet. Investigation will be required to determine exactly how and why these fires were set – i.e. were they accidental fires that ran out of control, or were they set deliberately to open more land for grazing or crops.

Dam Failure

The Mopani district is home to a vast agricultural community and thus, a large number of dams have been built on farms around the district. Many of these dams are relatively small, but some boast an impressive capacity. A dam failure in one of these dams as well as the major dams in the district could have serious consequences for those living downstream. MDM has fortunately not experienced such incidents. However, the need for precautionary measures is absolute. Determination of floodlines needs to take dams failure into account.

Acid Mine Water Drainage

With the heightened awareness around acid mine water drainage, it is necessary to identify old mine shafts within the Mopani district which could lead to the same problem being faced by Gauteng. The impact of acid mine water drainage needs to be thoroughly investigated to determine whether this poses a threat to our underground water resources or to the environment.

Hazardous materials

Tankers carrying hazardous materials pass through the Mopani district on a daily basis. These range from numerous petrol tankers to trucks carrying extremely dangerous chemicals such as sulphuric acid or sodium cyanide. All the types of chemicals being transported through the district need to be identified to allow personnel to be properly informed of appropriate measures which must be taken in the event of a spillage. These include hazardous human wastes and hospital wastes that are transported to Gauteng for incineration since such facilities are not found in Mopani.

Communicable Diseases

The outbreak of any communicable disease, both amongst animals and humans, must be dealt with swiftly to prevent it from becoming a major catastrophe. While a disease such as foot-and-mouth may primarily only affect cloven-hoofed animals, the consequences of this disease being detected outside the 'blue line' could hold dire consequences leading to the country losing its OIE status. For reasons such as this, disease surveillance is of the utmost importance for the early detection of, and reaction to, all communicable diseases.

Environmental degradation

Environmental degradation remains a problem within numerous areas within the Mopani district. The loss of valuable topsoil to erosion and the subsequent siltation of rivers are difficult factors to rehabilitate. Combating pollution and encouraging communities to recycle rather than discard items will have long-term benefits for the environment and society as a whole.

Involvement in new development (spatial development)

Development leads to disasters, and disasters lead to development. Without the input of disaster management during the planning stages of new development, it is unlikely that aspects such as flood-lines and disaster-prone areas will be taken into account. Mushrooming of informal settlements is adding more stress to areas vulnerable to disaster. E.g Makgoba Village, Bambamachise and Rwanda, place increasing pressure on water quality, the provision of basic services, environmental degradation and ultimately on safety and security. Unless our communities are made aware of the serious disaster caused by their random approach to development, disaster prone areas will be in the increase.

Illegal electrical connections

Illegal connections have long been a problem in many areas within the district. Once removed, the illegal wires are quickly replaced with new ones making it a near impossible task to keep an area safe. Exposed wires have reportedly already resulted in numerous deaths, not just in animals, but in humans too.

Severe weather

We are constantly at the mercy of the weather. Years of drought may be followed by excess of rain, or an unusual sequence of events can lead to flooding, such as happened in 2000. While we cannot prevent adverse weather, we can take precautions to limit the effect by preventing development within known flood lines, preserving our water resources and encouraging better building practices.

Quality of RDP housing

In many instances, RDP housing does not fulfill to SABS standards which can lead to disaster situations where houses are built in inappropriate areas or to poor quality.

Critical facilities

Particular roads, such as the Lydenburg and George's Valley roads, are notorious for their high accident rates. Each road must be evaluated to determine its suitability i.e. is the road in good enough condition for the volume and type of traffic it carries. Routes which are primarily used to transport hazardous chemicals must be wide enough and of suitable construction to aid in the prevention of accidents. In terms of power and sub-stations, safety and security of these facilities must be taken into account as well as the availability of an emergency back-up in the event of a failure.

Socio-economic & infrastructure impact

Each of the issues discussed above, can have a knock-on effect if not dealt with effectively in the early stages. If not dealt with, these can lead to socio-economic problems and / or infrastructure damage or destruction.

3.8.2.3 Challenges

- Lack of capacity within local municipalities.
- Local municipalities and government departments which do not implement what is required in terms of the Disaster Management Act.
- Need for training of personnel.

3.9 MOPANI DISTRICT MUNICIPAL PERFORMANCE FOR 2016/17 FINANCIAL YEAR

Mopani District Municipality has contracted the Performance management system with the Institute for Performance management compacy and there is a system administrator within the institution, official of MDM. The company is providing support on daily basis. All compilations of performance reports are compiled internally by the system administrator. The system applies the Balanced Scorecard. The monitoring and reporting is thus far limited to senior managers. There is still consideration to cascade the application to deputy managers. The following issues have been identified for improvement::

- Baseline information and Business Intelligence – it is no good when the system is in place but data fed in there is inaccurate for monitoring and reporting purposes and to develop trends and scenarios;
- Forward planning, Regional planning and project management – co-ordination and planning is vital for projects implementation as well as the fact that projects be managed and monitored efficiently and effectively;
- Human Capital Development – appointment of skilled and competent people and continuous skills development; and
- Project Prioritisation – it is important that the budget speaks to the projects as identified through the IDP process of the municipality as well as the fact that proper costing be done prior to budgetary processes.

A Strategic Planning session was then held on 14 – 15 January 2016 by the Mopani District Municipality institution and was attended by members of Senior Management, Local municipalities representatives (IDP Managers). During this session the critical strategies were developed around issues raised and quantified from Analysis phase. Short, medium and long term strategies were developed. Mayoral Lekgotla was held on 4-5 February 2016 to consider Strategic goals and objectives and strategies for the issues raised. This landmark event was attended by senior Managers and Councillors from Mopani District Municipality. The purpose of this session was to establish a strategy for the Mopani District as a whole for integration purposes and also to identify the focus areas for the District area. A strategy map for the district as a whole was confirmed. Sector Department aligned their programmes with the Strategy map of the District-wide. During these two Strategic Planning sessions a number of critical success factors were attained with and the outcomes of the different sessions are dealt with in the following sections. To ensure that Mopani District Municipality is a Performance Driven Organisation, it was concluded that the ultimate factors contributing to a performing organisation were:

- To practice sound governance;
- To ensure that the geographical area experiences economic growth. Key strategic projects need to ensure real economy growth in Mopani.
 - That good skills of employees (human capital) are retained and attracted;
 - That effective communication between the different levels of the organisation is introduced;
 - That forward planning and project management is introduced to optimise revenue and output to increase resources;
 - That extreme care and focus must lead to the identification of key Strategic Projects;
 - For the purposes of Good Governance and Administration, what has been done before must be analysed, to ensure that Mopani becomes a learning institution.

The readiness exercise, to analyse whether the Mopani District Municipality is ready to improve on its performance, supported the critical success factors expressed, the improvement survey yields the following:

- Shortcoming in Strategic Intent is in implementation thereof and that local municipalities differ when it comes to levels of implementing projects according to the strategic intent of the District;
- Proper planning must be informed by what the communities need;
- Baseline information is the key issue hampering planning and progress in service delivery;
- Integration between directorates is needed as well as the implementation of Institutional (Organisational) Performance Management.
- Municipal planning must be guided among others by National Development Plan and Spatial Land Use Management Act.

3.9.1 SWOT Analysis

The SWOT analysis is a strategic planning tool used to discuss and evaluate the Strengths, Weaknesses, Opportunities, and Threats in the municipality. It identifies the internal and external factors that influence the strategic intent by asking the questions, the answers to which will enable the municipality to better align itself with existing conditions so as to maximise its ability to function optimally. SWOT is essential because subsequent steps in the process of planning for the strategic intent of the municipality are derived. A comparison with SWOT Analysis of the previous year indicates that most of the weaknesses that were identified have now been eliminated. After meaningful participation, the following SWOT revealed the strong and weak points of the district area, as well as the opportunities and threats in the district area, as shown in the following:

Table 70: SWOT

Strengths	Weaknesses	Opportunities	Threats
IDP Compliance	Branding of the municipality and district	International collaboration, attraction and investment	Increasing demand for provision of basic services (population growth)
Effective Monitoring and Evaluation	Succession planning	Fresh produce market	Unemployment
Co-ordination and alignment of municipal processes	Water demand management	Potential for maximising revenue.	Communicable and non-communicable diseases
Political and administrative commitment	Data management	Natural resources	Global economic crisis
Strong political and executive leadership	Travelling radius	Agriculture	Migration from bordering countries
Management Systems are in place	Contract Management	Mining	High Poverty levels
Commitment to IDP, Budget and PM Process Plan and Focused public participation	Mainstreaming of Gender, Disability, HIV&AIDS, Youth activities	Tourism, Cultural diversity, Natural beauty, Wildlife, Climatic conditions	Impact of Land claims on agriculture and development as well as inefficient support to successful claimants
Aligned and co-operative Inter-governmental relations	Poor spending on allocated funds	Collection of revenue from water	High illiteracy level and high matric failure rate
Implementation of Supply Chain Management Policy	Employee assistance Programme (EAP)	HIV & AIDS treatment, care and support programme	Insufficient bulk water and electricity for development
Political stability	Project Management		Accessible land for development
Strategic focus and discipline	Grant dependency		Drought and global warming
Internal and External Communication Strategy in place and implemented	Demand management procedures		Incapacity of Local Municipalities to respond to disasters.
Clean Audit	Succession planning		HIV & AIDS
Strong and cohesive management team	Record keeping		Poor coordination
Future Planning	Capacity to manage costing		Sector contribution and alignment
	Proper budgeting for disasters		
	Implementation of Integrated spatial planning		

In analysing the SWOT, the main constraints facing MDM and the key priorities or development focus areas to address these constraints are grouped in Table 58.

Table 71: Constraints and Key Prioritised and Development focus Areas

Pains/ Constraints	Enablers/ Priority focus areas to address constraints
Unemployment and poverty	Economic initiatives in creating decent jobs and funding infrastructure programmes
HIV & AIDS	Infrastructure development and maintenance of assets to improve service delivery
Environmental sustainability	Water conservation and demand management
Sustainable service delivery	Cost recovery from water services
Standards	Livelihood focused spatial planning
Revenue generation	Comprehensive Rural development
Data Management	Environmental management
Contracts Management	Coordination and alignment of municipal development processes.
	Democratic and Accountable local government
	Growth points development

The conclusions that can be drawn from this analysis are:

Utilising the key sector plans for improved integrated development planning;

- Political stability and strong leadership to facilitate increase in revenue base, the enforcement of by-laws, fast tracking of land restitution and improvement on communication and co-ordination. Leading the Comprehensive Rural Development programme.
- The clear strategic intent to be used as a marketing tool to attract investors and thus grow the economy and creating decent jobs.
- Using the Water Services Development Plan in integrated planning to reach national targets, addressing the threat of insufficient bulk water and to develop a long term infrastructure plan.

Exploring the opportunities presented through Agricultural activities and Tourism attractions, the fact that the Mopani District is at the centre of the Great Limpopo Trans-frontier region and embraces the magnificent Kruger National Park which is international tourism icon of South Africa and have considerable range of natural resources available, in order to create a conducive environment for economic growth to ultimately facilitate job creation and poverty alleviation.

3.10: PRIORITISATION OF KEY DEVELOPMENTAL ISSUES IN MDM

Table 72: KEY PRIORITY AREAS OF MOPANI DISTRICT MUNICIPALITY

KPA	District Objectives	PRORITIES	MOTIVATION
Spatia Rationale	Plan for the future	Spatial and Transportation Planning	Need to increase access locally and outwardly for transportation of goods. Resolving conflicts.
Social	Improved community wellbeing	Food security and land	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.
		Environmental Management	The District is blessed with immense beauty and survival of thousands of species to be protected. Ensure effective management of non renewable natural resources.
Basic services	Provide clean and safe water	Water services, supply & demand	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
	Effective coordination of public transportation	Sector departments collaboration on social services	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 at nodal points.
Good Governance &	Democratic and accountable organization.	Improving effectiveness and efficiency.	In order to have open and transparent decision-making and sound governance practices in the

Pub. participatn			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:
	Manage through information.	Integrated Planning and Management system	It has become imminent to integrate and align the various electronic systems in order to consolidate and enhance the vast reporting requirements of the MDM.
Transformation and Institutional	Develop entrepreneurial and intellectual capability	Skill acceleration and Vacancies	In order to achieve the goal <i>Entrepreneurial and Intellectual Capability</i> , it is necessary to accelerate the development of skills within the municipality.
Economic	Grow economy	Tourism attraction	Being in proxim 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.
	Develop and maintain infrastructure	Infrastructure Investment Planning	The need to expand water and sanitation services grid to be in line with existing and future water supply for all households, as well as existing and prospective business prospects.
		Capital expenditure inclusive of project management	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.
Financial Viability	Become financially viable	Revenue enhancement Strategy	Local Municipalities owe the MDM approx. R1 bil in water services. To ensure that the funds owed to MDM for water services provided are resolved, WSP agreement (SLA) with LMs must be implementation.
		Procurement and Supply chain	Essential to the adherence to the demand management plan, is to ensure quorated bid committee sittings per schedule are adhered to.

It is a general understanding that government does not have sufficient resources to address all the issues identified by communities. Prioritisation of service delivery issues assists government, and in this case, the district municipality, in allocating scarce resources to those issues and needs highlighted as most urgent.

In order to assist this process, a criterion was developed to guide the municipality in ranking the many issues requiring attention for (1) the well being of the community and (2) the sustainability of the municipality. This was done in full recognition that the MDM is not responsible and does not have the means to attend to all the identified issues. However, the fact that provincial and national line departments and parastatals are, in some cases, the ones that have to provide the service or funding, does not make the issue more or less worthy of attention.

3.10.1 Criteria for determining district-wide priorities

In light of the fact that the MDM is responsible for the IDP for the district municipality as a whole, and the local municipalities for the IDPs for their respective municipal areas, it was decided that the district-wide priorities would largely be compiled from priority issues submitted by the local municipalities as determined during their IDP processes.

The rationale behind this decision is that local planning and district planning differ by role and function rather than by location, meaning that the district municipality and sector departments deliver services in the same areas as the local municipalities. The difference lies not in the concern, but in the respective competencies, powers and functions in attending to the identified issues. This does of course not in any way depart from the key role of the District Municipality in steering and guiding the economic development and spatial and sectoral focuses/foci of resource allocation in the district.

Given these assumptions, the criteria by which district-wide priorities were decided upon, is/are as follows:

- The applicability of an issue to more than one local municipality;
- Issues not identified at local level, but instrumental to service delivery;
- The potential for poverty alleviation, cost recovery and job creation; and
- Key issues falling within the powers and functions of the district municipality.

3.10.2 DEVELOPMENT PRIORITIES	
Broad Priorities of Local Municipalities in MDM	MDM District-wide Priority Issues
(1) Provision of water and sanitation services	▪ Growing the economy
(2) Curbing HIV and AIDS	▪ Provision of infrastructure and social services
(3) Local Economic Development (LED)	▪ Promoting the interests of marginalized groups
(4) Provision of health services	▪ Provision of disaster management and emergency services
(5) Provision of energy	▪ Institutional development
(6) Provision of roads and public transport	▪ Provision of environmental management services
(7) Provision of emergency services	▪ Provision of safety and security.
(8) Disaster management	
(9) Institutional development	
(10) Provision of environmental management services;	
(11) Safety and security	
(12) Provision of housing	
(13) Provision of social amenities.	
(14) Provision of educational infrastructure and services	

The municipality has moved away from almost sectoral Key Priority Areas to an integrated objective and KPI approach where all directorates and municipalities within the Mopani District are bound to work together in achieving the goals, objectives and strategies of the municipality.

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

CHAPTER 4: IDP STRATEGIES PHASE

4.1 Background

In this phase of the IDP, the Mopani District Municipality has reset the direction it intends to take on the short as well as the long term, to indicate its purpose, values that communities, Councillors and Administration ascribe to, as well as what the municipality intends to achieve by means of objectives and desired results. Following the national initiative, "Turn-around Strategy", through CoGTA, the District together with sector Departments met on 28 April 2010, to dully consider what would turn the development situation around in as far as the needs and aspirations of the citizens of Mopani District Municipality are concerned. The Strategy has to stand until desired situation is attained. SEE pp 159 further below.

During the Strategies Phase, the annual Strategic planning sessions were held on 13-14 January 2011 and 7-8 February 2011 to review the overall Strategy of the municipality, which consists of Strategic Themes (also known as KPAs) and Strategic Objectives. The former was constituted of members of MDM management whereas the latter was added with sector Depts and Councilors to consider broad strategic issues. The vision was reconfirmed, the strategies and objectives reviewed and programmes and projects identified and budgeted for. In the whole, the set programmes and projects are meant to unblock the various situations narrated in the "Situational analysis" so that what matters is what we do and how we do it, so that our communities access services due unto them in a sustainable manner.

4.2 Developmental Priorities

From the Situational analysis and the SWOT, the main constraints that Mopani District Municipality faces are expanded hereunder and also the priorities or focal areas:

In the review of its Strategic Intent, Mopani District Municipality considered the realities of its Status Quo Analysis and the developmental needs of the community, its internal SWOT Analysis, the constraints it faces as well as the identified developmental priorities above, while also aligning itself to the National and Provincial Development Priorities. During the Strategic Planning Sessions emphasis was placed on developing clear and focused Objectives and Strategies for each of these focus areas.

4.3 Strategic Intent

4.3.1 Background

Section 152 (1) of the Constitution of the Republic of South Africa (1996) states that the objects of local government are:

- (a) to provide democratic and accountable government for local communities;
- (b) to ensure the provision of services to communities in a sustainable manner;
- (c) to promote social and economic development;
- (d) to promote a safe and healthy environment; and
- (e) to encourage the involvement of communities and community organisations in the matters of local government.

Section 152(2) prescribes that a municipality must strive, within its financial and administrative capacity, to achieve the objects set out in subsection (1).

Section 153 determines that to fulfill its developmental duties a municipality must-

- (a) structure and manage its administration and budgeting and planning processes to give priority to the basic needs of the community, and to promote the social and economic development of the community; and
- (b) participate in national and provincial development programmes.

This implies that the local sphere of government should align its strategies and priorities to that of national and provincial government. A number of key documents and role players influence the setting of strategies and priorities within municipalities. These will be described in more detail below.

The new Medium Term Strategic Framework (MTSF) which outlines the priorities, strategic objectives and targets of government for the period 2009 – 2014, indicates National Government's Strategic intent is to improve the quality of life of South African communities. An extraction of these priorities as provided in a document issued by the Office of the Presidency: Together Doing More and Better Medium Term Strategic Framework: A framework to guide government's programmes in the electoral mandate period (2009-2014)², can be summarised as follows:

Strategic Priority 1: Speeding up growth and transforming the economy to create decent work and sustainable livelihoods.

Strategic Priority 2: Massive programme to build economic and social infrastructure.

Strategic priority 3: Comprehensive rural development strategy linked to land and agrarian reform and food security.

Strategic Priority 4: Strengthen the skills and human resource base.

Strategic Priority 5: Improve the health profile of all South

Strategic Priority 6: Intensify the fight against crime and corruption.

Strategic Priority 7: Build cohesive, caring and sustainable.

Strategic Priority 8: Pursuing African advancement and enhanced international cooperation.

Strategic Priority 9: Sustainable Resource Management and use.

Strategic Priority 10: Building a developmental state including improvement of public services and

² The Presidency Republic of South Africa. 2009. Together doing more and better. Medium term strategic framework. Available at: http://www.thepresidency.gov.za/docs/pcsa/planning/mtsf_july09.pdf

strengthening democratic institutions.

In addition to the above, the Office of the Presidency published the Green Paper on National Strategic Planning (2009)³ which provides ideas on planning and co-ordination with the aim of achieving the identified national priorities. In relation to the above, the South African government is taking drastic steps toward improving strategic planning, performance and monitoring within all spheres of government.

This was symbolised by its decision to establish the following two crucial institutions:

- National Planning Commission – to do the overall planning and give direction to all spheres of government.
- Performance Monitoring, Evaluation and Administration in the Office of the Presidency – to monitor and evaluate the performance of government in all three spheres.

At the onset of the fourth democratic government, The Department of Provincial and Local Government was re-structured as the Department of Co-operative Governance and Traditional Affairs (COGTA). In terms of the Green Paper COGTA is placed at the centre of Government as a key partner to the National Planning Commission and the Monitoring and Evaluation Unit in the Presidency. COGTA is further responsible for aligning its priorities to that of National Government. Its key priority areas as set out in the MTSF and Strategic Plan 2009-2014 include:

- Building the Developmental State in Provincial and Local Government that is efficient, effective and responsive.
- Strengthen Accountability and Clean Government.
- Accelerating Service Delivery and supporting the vulnerable.
- Improving the Developmental Capability of the Institution of Traditional Leadership.
- Fostering Development Partnerships, Social Cohesion and community mobilisation.

Cabinet approved a comprehensive Local Government Turnaround Strategy (LGTAS) on the 2nd of Dec. 2009.

The five strategic objectives of the LGTAS are to:

1. Ensure that municipalities meet basic needs of communities. This implies that an environment is created, support provided and systems built to accelerate quality service delivery within the context of each municipality's conditions and needs;
2. Build clean, responsive and accountable local government. Make sure that systems and structures and procedures are developed and enforced to deal with corruption, maladministration and ensure that municipalities communicate and account more to communities;
3. Improve functionality, performance and professionalism in municipalities. Ensure that the core administrative and institutional systems are in place and are operational to improve performance;

³ The Presidency. Republic of South Africa. 2009. Green Paper: National Strategic Planning. Available at: <http://www.thepresidency.gov.za>.

⁴ Department Cooperative Governance and Traditional Affairs. 2009. Strategic Plan FY 2009-2014. Available at: http://www.thedplg.gov.za/index.php?option=com_docman&task=cat_view&qid=118&Itemid=27

4. Improve national and provincial policy, support and oversight to local government.; and
5. Strengthen partnerships between local government, communities and civil society. Ensure that communities and other development partners are mobilized to partner with municipalities in service delivery and development.

In response to the national priorities, the Limpopo Department of Local Government and Housing has also aligned their priorities and objectives to that of National Government as contained in the Limpopo Employment Development and Growth Plan. These priorities include:

- Ensuring more inclusive economic growth, decent work and sustainable livelihoods. The main objective with regard to this priority is to respond appropriately, promptly and effectively so that growth in decent employment and improvements in income security are reinforced, and investment sustained to build up provincial economic capability and improve industrial competitiveness. This has to be conducted in an environment of a stable macro-economy which provides conditions for higher rates of investment and creation of decent jobs.
- Economic and social infrastructure: In the period ahead government will continue with the infrastructure investment programme aimed at expanding and improving social and economic infrastructure to increase access, quality and reliability of public services and to support economic activities while also considering environmental sustainability and pursuing maximum employment impact. The aim is to ensure sustained investment growth over the medium-term so as to achieve the target of a fixed investment ratio above 25% of GDP by 2014. Such projects will be spatially-referenced, planned for and implemented in an integrated manner. In addition, we will continue with programmes to provide and maintain health, education, library, sporting, recreation and other social infrastructure.
- Rural development, food security and land reform: Approximately 40% of the households in Limpopo live in areas that are characterized by extreme poverty and underdevelopment. Recognizing the diversity of our rural areas, the overall objective is to develop and implement a comprehensive strategy of rural development that will be aimed at improving the quality of life of rural households, enhancing the country's food security through a broader base of agricultural production, and exploiting the varied economic potential that each region of the country enjoys.
- Access to quality education: Education has enjoyed the largest share of the national budget throughout the past 15 years. This significant investment in building human capital and capabilities has gradually improved the country's human resource and skills base. However, progress has not been optimal and the achievements have not taken place at the required scale. The objective is to focus on skills and education

system towards the delivery of quality outcomes. The focus will be on, amongst others, learner outcomes, early childhood development (ECD), improving schools management and M&E systems and supporting and developing a high quality teaching profession.

- Improved health care: In the current MTSF period the aim is to transform the public health system so as to reduce inequalities in the health system, improve quality of care and public facilities, boost human resources and step up the fight against HIV and AIDS, TB and other communicable diseases as well as lifestyle and other causes of ill health and mortality. The plan includes the phasing in of a National Health Insurance system over the next 5 years and increasing institutional capacities to deliver health system functions and initiate major structural reforms to improve the management of health services at all levels of healthcare delivery, including particularly hospitals.
- Fighting crime and corruption: Government is determined to curb levels of crime and corruption. Contact crimes, crimes against women and children and organized crime remain a key focus, and so is the combating of corruption.
- Cohesive and sustainable communities: Social cohesion is important if we are to achieve developmental success. However, inequalities of condition and opportunity and weaknesses with regard to a sense of being part of a common enterprise, is placing severe stress and strain on social cohesion. In this MTSF period, we aim to meet our target of halving poverty and unemployment by 2014 and, in conjunction with other priorities, to strengthen human capabilities, promote shared values and social solidarity and strive to reduce overall inequality.
- Creation of a better Africa and a better world: Over the medium term, the main goal with respect to this priority is to ensure that our foreign relations contribute to the creation of an environment conducive to economic growth and development domestically, within Africa and in other developing countries. Implementing NEPAD, promoting SADC regional integration, strengthening South-South relations and pursuing a developmental and investment-orientated approach to engagements with the North, are key aspects related to this priority.
- Sustainable resource management and use: Like the rest of the world, the provincial economy is vulnerable to the impacts of climate change, biodiversity loss and diminishing water resources. Interventions will include, amongst others, diversification of the energy mix in pursuit of renewable energy alternatives and the promotion of energy efficiency, enforcing a zero tolerance approach to illegal and unsustainable exploitation of resources, supporting local and sustainable food production, and promoting sustainable water use and preserving the quality of drinking water.
- A developmental state including improvement of public services: In the previous mandate period, government committed itself to improving the capacity of the state for growth and development. This

remains a priority. Whilst progress has been made, the province continues to face significant challenges in transforming the system of governance. Challenges include capacity gaps in local government; poor quality of public services; declining trust and confidence in public institutions and weak planning capacity across the three spheres of government. As the province strives to overcome these hurdles, the long term goal is to build an effective and accountable state as well as fostering active citizenship.

Cabinet approved government performance monitoring and evaluation system and the management for outcomes. This includes 12 outcomes that collectively address the main strategic priorities of government. Outcome 9, "A responsive, accountable, effective and efficient local government system," specifically deals with local government and also needs to be aligned and integrated in other national, provincial, district priorities and strategies.

The Delivery Agreement for Outcome 9 identifies the following 7 outputs with sub outputs that are linked to Outcome 9 and are as follows:

Output 1: Implement a differentiated approach to municipal financing, planning and support

- Policy framework for differentiation
- More autonomy to six metro's and top 21 municipalities in respect of infrastructure and housing delivery
- A focused intervention for clearly defined smaller municipalities

Output 2: Improved access to basic services

- Increased access to basic services
- Bulk infrastructure fund established
- Established special purpose vehicle

Output 3: Implement the community work programme and cooperatives supported

- Job creation supported through the community work programme
- Job creation supported through the establishment of cooperatives where feasible

Output 4: Actions supported by the human settlement outcomes

- Increased densities in Metro's and large town supported
- Land acquisition for low income and affordable housing supported
- Informal settlements in 45 priority municipalities upgraded

Output 5: Deepened democracy through a refined ward committee model

- Review and strengthen the legislative framework for Ward Committees and community participation
- Support measures to ensure that 90% of ward are fully functional by 2014

Output 6: Improved municipal financial and administrative capacity

- Improved audit outcomes of municipalities
- Reduced municipal debt
- Municipal overspending on opex reduced
- Municipal under spending on capex reduced
- Municipalities spending less than 5% of opex on repairs and maintenance reduced

- Improved administrative and human resource management practices

Output 7: Single window of coordination

- Review local government legislation
- Coordinated support, monitoring and intervention in provinces and municipalities

The alignment of the above-mentioned priorities with that of the Mopani District Municipality is outlined later in this Strategic Plan in the form of a matrix.

4.3.2 Vision

A vision is a compelling picture of the future. It involves the heart and minds of the employees of a municipality or area to motivate them towards co-operation to create the idealised picture.

During the strategic planning session the vision for Mopani District Municipality over the next decade was considered. The following meaning of the vision was considered in the review of the vision:

“Mopani District as a whole will create a favourable environment to ensure that out of the whole of Southern Africa, the Mopani District will supply the largest part of food (fruit, vegetables, nuts, meat [mainly game] produce and products) to the local, national and international market. This will create extra-ordinary economic growth for the whole district, emanating in the improvement of the quality of life of all citizens and also enabling the local municipalities to be financially viable and to provide quality services. Due to the diverse vegetation within the District, ranging from sub-tropical, tropical to bush-veld, as well as the fact that it falls within the gateway to the Kruger National Park and Mozambique, it creates the ideal opportunity to promote the District as the tourist growth point in the Limpopo Province”

With the exception of placing an emphasis on **the** tourism destination of choice, the current vision for the Mopani District was confirmed as:

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

The need for rigorous branding of the vision with emphasis on the contributions that are made to achieve the vision was expressed.

4.3.3 Mission

A mission describes the purpose of a municipality. It describes the focus for the district area. The mission addresses the objects of local government as stipulated in Section 152 of the Constitution that is based on: democratic and accountable governance; sustainable services; social and economic development; safe and healthy environment; and encourages community involvement. It also supports the key provisions of the Systems Act that are to: “provide for the core principles, mechanisms and processes that are necessary to enable municipalities to move progressively towards the social and economic upliftment of local communities and ensure universal access to essential services that is affordable to all.”

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

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

4.3.4 Values

Values underlie behaviour. It, therefore, guides the behaviour of all people within the municipality towards the achievement of the mission and ultimately the vision of the municipality. The following values are unanimously confirmed:

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 endeavours 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 marginalised, 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 ...”

4.3.5 Strategy Map

A strategy map is a picture of the strategy of the municipality. It depicts the objectives in support of the strategy in terms of different perspectives, namely the learning perspective, institutional perspective, the financial and the customer perspective. These perspectives are based upon Balanced Scorecard Methodology. The Balanced Scorecard approach to strategic management was developed in the early 1990's by Drs. Robert Kaplan and David Norton. Strategy formulation acts as the integration activity to merge strategy and operational planning.

The following are the most important benefits of developing a strategy map:

- It offers a differentiated customer value proposition;
- It focuses on the most important institutional processes that need to be addressed;
- It combines a growth strategy as well as a productivity strategy to be sustainable;
- It creates a foundation to be innovative;
- It focuses on both the tangible as well as intangible aspects; and
- It forces change- to do things differently.

The strategy map leads to the development of Scorecards at different levels that will be used as the measurement and management tool to ensure achievement of the vision, mission and objectives of the strategy. In this way the district municipality can ascertain whether it has made any progress towards attainment of its strategies and the objectives.

A diagrammatical presentation of the strategic map is provided below.

MOPANI DISTRICT MUNICIPALITY STRATEGY MAP

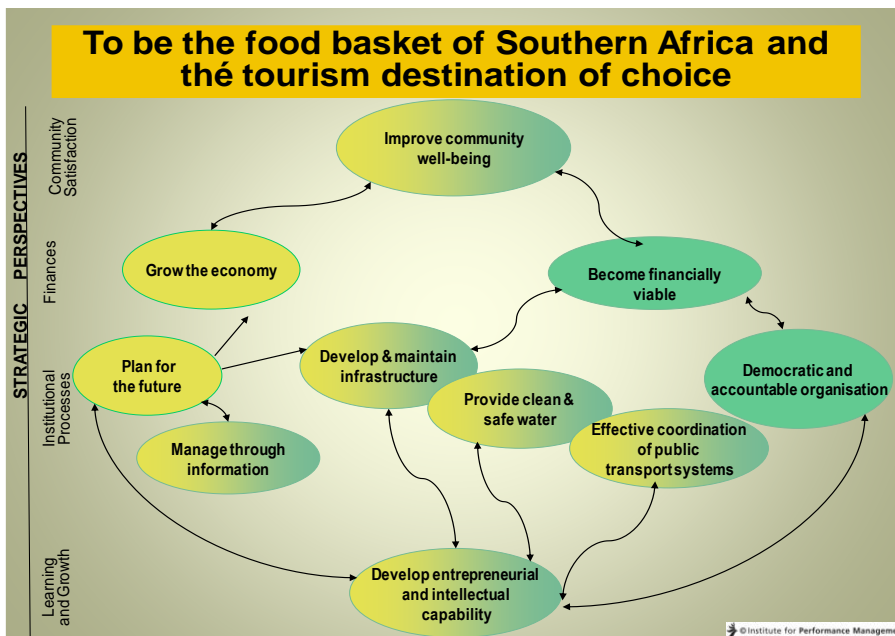


Figure 1:

KEY DEVELOPMENTAL CONSTRAINTS AND PRIORITY FOCAL AREAS

Main constraints that Mopani District Municipality faces. (PAINS)		Developmental Priorities or Priority Focus Areas
Unemployment and poverty		Partnerships in creating decent jobs and funding infrastructure development
Revenue generation		Infrastructure development and maintenance of assets to improve service delivery
HIV/AIDS prevalence		Cost recovery from water services
Environmental sustainability		Water conservation and demand management
Sustainable service delivery		Growth point development
Data Management		Comprehensive rural development
Contract Management		Environmental management
		Co-ordination and alignment of municipal processes

KPAs, Goals and Strategic Objectives

Local Government KPA	Goals	Strategic Objectives
Municipal Transformation and Organisational Development	❖ Efficient, effective and capable workforce.	➤ Develop entrepreneurial and intellectual capability
Basic Service Delivery	❖ To improve community safety, health and social well-being. ❖ To accelerate sustainable infrastructure and maintenance in all sectors of development. ❖ To have integrated infrastructure development.	➤ Improve Community well-being. ➤ Effective coordination of public transport systems. ➤ Develop and maintain infrastructure. ➤ Provide clean and safe water.
LED	❖ To promote economic sectors of the District.	➤ Grow the economy
Municipal Financial Viability and Management	❖ To increase revenue generation and implement financial control systems.	➤ Become financially viable
Good Governance and Public Participation	❖ To strengthen record and knowledge management. ❖ Promoting democracy and sound governance	➤ Manage through information ➤ Democratic and accountable organization
Spatial Rationale	❖ To have efficient, effective, economic and integrated use of land space	➤ Plan for the future

STRATEGIES TO DEVELOPMENTAL ISSUES

KPA - SPATIAL RATIONALE

No	ISSUES	BASELINE	OBJECTIVE	STRATEGIES			Performance Indicator
				SHORT TERM	MEDIUM TERM	LONG TERM	
1	Sparse rural settlements	Existence of small settlements	Promotion of corridor development	Settlements to grow towards each other	Settlements to grow towards each other	Settlements to grow towards each other	Reduced no. of settlements
2	Informal occupation of land	Re-planning	Sustainable Human Settlement	Support traditional leaders with land use management skills	Enforcement of SPLUMA requirements	Enforcement of SPLUMA requirements	Reduced number of informal settlements
3	Shortage of land for development	Land for residential and business is scarce	To have sufficient land for residential and business sites	To identify & negotiate with land owners. Liaise with DRDLR to fast-track registered land claims	Facilitate access of land	Assist and support land development	Identified and available land for development
4	Building plans & administration	Houses built without building plans	To ensure compliance with National Building Regulations and Standards Act 103 of 1977	Development of Building Plan Assessment Manual	Ensure that process is mapped and monitored.	Ensure that process is mapped and monitored.	Number of houses built according to approved plan.

KPA - LOCAL ECONOMIC DEVELOPMENT

No	ISSUES	BASELINE	OBJECTIVE	STRATEGIES			Performanc e indicator
				SHORT TERM	MEDIUM TERM	LONG TERM	
1	High unemployment rate	39%	Reduction of unemployment rate by half in 10 years	Coordinate Skills development on scarce skills	Coordinate business venture creation	Coordinate Monitoring and Evaluation	Employment rate
2	Inadequate agro-processing and mining processing firms	Atchaar production from mangoes. Mining products transported to Richards Bay. Only tomato stew is produced within.	Job Creation, Contribution towards Economic Growth	Coordination of training Of agro-processing and mining	Coordination of business venture in agro-processing and mining	Coordination of Monitoring and Evaluation	Number of jobs created
3	Abandoned mining fields	Abundance of abandoned mines	Coordination of revitalization of the abandoned mines	Coordination of development of the feasibility studies	Coordinate the establishment of the PPP	Coordinate the Operation, monitoring and evaluation	Signed agreement with mining houses
4	lack of investment opportunities	Lack of economic infrastructure that support economic growth.	To have infrastructure that promotes tourism and investment	Identify and package investment opportunities	Market the municipality	Market the municipality	Identified investment opportunities
5	Lack of support to Informal economy	Street traders	Coordinate mainstreaming of informal traders	Customization of NIBUS (national Informal Business Upliftment strategy)	Piloting	Monitor and evaluate	Number of traders supported
6	Tourism arena not fully explored	Tourism strategy	Economic Contribution through tourism	Coordinate the Promotion of tourism routes/attractions	Tourism industry to flourish	Job creation and contribution into economic growth	Number of tourists per quarter.

BASIC SERVICES: WATER

No	ISSUES	BASELINE	OBJECTIVE (what to achieve?)	STRATEGIES			Performance indicator
				Short term (0-1yr)	Medium term (1-2yr)	Long term (3-5yr)	
Water		(1) To accelerate sustainable infrastructure and maintenance in all sectors of (draft) development. (2) To have integrated infrastructure development					
1	Inadequate, dysfunctional and aged infrastructure to source water to communities-reticulation.	High cost of maintenance and lack of water infrastructure	water provisioning	Functionality assessment plan. Adoption of draft district water master plan. Completion of current projects. Conduct routine maintenance. Ad hoc borehole development.	Rehabilitation and replacement of ageing infrastructure	Replacement of ageing infrastructure Development of new infrastructure to meet the future demand	Number of Assessment reports
2	No water quota for use of water for domestic, Agriculture, mining and forestry. Hence, survival of the fittest.	Skewed water supply	water provisioning	Auditing of water schemes	Application of water use license in conjunction with DWA	Application of water use license in conjunction with DWA	Number of audit reports
3	Lack of water meters in rural areas. Hence non-payment of services.	Water meters are in urban areas	water provisioning	Auditing and needs assessment Review and implementation of by-laws Awareness campaigns	Replacement and installation of meters Awareness campaigns	Awareness campaigns Replacement and installation of meters Cost recovery	Needs assessment reports
4	High numbers of indigents who	74% of h/h are indigent	water provisioning	Coordinate the review of indigent register	Monitor and evaluate the	Monitor and evaluate the implementation of indigent register	Reviewed indigents register

	would not afford paying for water.				implementation of indigent register		
5	Lack of maintenance of existing infrastructure. E.g. uncovered water canals, water treatment plants not maintained adequately.	Existing water canals that are not covered.	Water provisioning	Functionality assessment plan Adoption of draft district water master plan. Completion of current projects. Conduct routine maintnce. Adhoc borehole developmnt.	Rehabilitation and replacement of ageing infrastructure	Replacement of ageing infrastructure Development of new infrastructure to meet the future demand	Functionality report.
6	Poor management of scarce water distribution. Water pumps breaking, lack of diesels and electric failures. Labour issues.	Water pumps breaking, lack of diesels & electric failures. Labour issues.	Water provisioning	Develop plans Repair and Maintain existing generator sets Skills development Awareness campaigns	Rehabilitation and replacement of ageing infrastructure	Replacement of ageing infrastructure. Development of new infrastructure to meet the future demand	Repair and maintenance report
7	Non-compliance to services standard. There is no consensus of government with communities	Approval of Technical reports are delayed. Community expectations are not met.	Water provisioning	Review of terms of reference and SLA Compliance to construction regulations Strengthen project monitoring	Implementation of reviewed terms of reference and SLA. Compliance to construction regulatns. Strengthen project monitoring	Implementation of reviewed terms of reference and SLA Compliance to construction regulations Strengthen project monitoring	Reviewed SLAs
8	Theft and vandalism of water infrastructure.	Boreholes pumps machines get lost at high rate	Water provisioning	Develop implementation plan to curb theft and vandalism Awareness campaigns Enforcement of by-laws Repair and maintenance of infrastructure Monthly review	Awareness campaigns Enforcement of by-laws	Enforcement of by-laws Awareness campaigns	Reduced theft and vandalism cases.

9	Loss of water through illegal connections, unsparing usage and pipes leakages.	Over-usage of water	Water provisioning	Auditing on illegal connections Develop plan to address illegal connections Review and implement by-laws Awareness campaigns Enhance universal coverage	Enforce by-laws Awareness campaigns Enhance universal coverage Enforce by-laws Awareness campaigns Enhance universal coverage	Water conservation and demand management	Reports on illegal connections
10	Households pressure on standards of water services. H/H want water in their dwellings & houses.	H/H no longer tolerate RDP stanard services	Water provisioning	Assess capacity of existing infrastructure Conduct needs analysis	Upgrade and extent infrastructure to meet the demand Upgrade and extent infrastructure to meet the demand	Upgrading of infrastructure	Reports on capacity of existing infrastructure Needs analysis report
11	Uncontrolled wastes into water catchments. E.g sewage (faecal) flows from townships.	Raw faecal matter flow into Letsitele river, Nandoni river, etc	Adequate Water provisioning	Functionality assessment plan Development of waste water master plan Completion of current projects. Conduct routine maintenance	Rehabilitation and replacement of ageing infrastructure	Replacement of ageing infrastructure Development of new infrastructure to meet the future demand	Waste water master plan
12	Communities not accessing piped water at all.	15,8% h/h without access to piped water	Adequate Water provisioning	Assess capacity of existing infrastructure. Conduct needs analysis	Upgrade and extent infrastructure to meet the demand	Upgrade and extent infrastructure to meet the demand	
13	Communities not accessing water within RDP standards, e.g 200m.	Infrastructure is inadequate. 11,4% h/h do not access water within 200m.	Adequate Water provisioning	Assess capacity of existing infrastructure Conduct needs analysis	Upgrade and extent infrastructure to meet the demand	Upgrade and extent infrastructure to meet the demand	
14	Quality of drinking water	Dysfunctional water treatment plants.	Water provisioning	Develop action plan as per blue drop report	Implement action plan	Implement action plan	

15	Slow progress on water projects due to incapable contractors and lack of resources.	Contractors are being terminated after long delays.	Water provisioning	Review of terms of reference and SLA Compliance to construction regulations Strengthen project monitoring	Implementation of reviewed terms of reference and SLA. Compliance to construction regulations. Strengthen project monitoring	Implementation of reviewed terms of reference and SLA Compliance to construction regulations Strengthen project monitoring	
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BASIC SERVICE: SANITATION

No	ISSUES	BASELINE	OBJECTIVE (what to achieve?)	STRATEGIES		
				Short term (0-1yr)	Medium term (1-2yr)	Long term (3-5yr)
1	RDP std toilets not covering all households.	Backlogs in supply of RDP std toilets. 15,0% h/h don't have toilets at RDP std.	All h/h to have toilets at or above RDP stds.	Assess capacity of existing infrastructure Conduct needs analysis	Upgrade and extent infrastructure to meet the demand	Upgrade and extent infrastructure to meet the demand
2	Pit latrines that are filled, posing health hazards, e.g schools, h/h.	Problems of filled pit latrines at schools and village h/h.		Assess capacity of existing infrastructure Conduct needs analysis	Implementation and monitoring of assessment plan	Implementation and monitoring of assessment plan
3	Lack of maintenance of water-borne sewage systems.	Sewage plants that are dysfunctional	Provision of sanitation Services	Functionality assessment plan. Development of waste water master plan. Develop preventative maintenance plan. Completion of current projects. Conduct routine maintenance.	Rehabilitation and replacement of ageing infrastructure Implement preventative maintenance plan	Replacement of ageing infrastructure Development of new infrastructure to meet the future demand Implement preventative maintenance plan
4	RDP standard toilets are not suitable for the disabled and the aged.	No special attention to the disabled toilets. There are 14023 people on wheel chairs.	User-friendly toilets for the disabled	Conduct needs analysis Develop user friendly plan	Upgrade and extent infrastructure to meet the demand	Upgrade and extent infrastructure to meet the demand

No	ISSUES	BASELINE	OBJECTIVE (what to achieve?)	STRATEGIES		
				Short term (0-1yr)	Medium term (1-2yr)	Long term (3-5yr)
ELECTRIFICATION/ ROADS/ WASTES						
1	Eletrification of all households	Backlog on households electrification: 13,0% of all h/h	All households have electricity connection	Electrification of outstanding villages	Effective planned maintenance	Recon Eskom billing accuracy
2	Roads and Storm water	2071,83 km need tarrying	To have critical roads tarred.	Development of Maintenance Plan for sustainable road networks	Implement the plan	Review the plan and implement it
3	Rural waste management services	95% of waste management is applied in urban areas.	All rural household to be served with waste management	Identify refuse collection points in rural areas. Provide containers.	Establish landfill sites in rural areas	Monitor the services

FINANCIAL VIABILITY

No	Issues	Baseline	Objective	STRATEGIES		
				Short term	Medium term	Long term
Financial viability		Strategic Objective: To increase revenue generation and implement financial control systems				
1	No financial return on water & sanitation services provided. Only fire services at minimal revenue scales, in relative terms.	Poor collection of revenue for water and sanitation by municipalities.	To ensure that MDM receives revenue for the water and sanitation services	Negotiations with LM's on payment arrangements for revenue collected on behalf of MDM	Full implementation of signed SLA If LM refuses, MDM will consider the need to take back the water & sanitation function	MDM to take back water and sanitation function from LM's
2	Poor implementation of financial control systems	Insufficient utilization of existing financial systems	To ensure that there is a marked improvement in the utilization of financial control systems	Preparation and review of quarterly financial statements. Training of finance personnel. Monitoring and review of financial controls,	Regular review of the financial management control systems	Redesign and testing- to ensure continuous improvement- of financial control systems

				prioritization and full implementation of critical controls		
3	Dependency on grants that have limitation on the amount and conditional use	84% dependent on grants	To minimize dependency on grants	Ensure that there is an increase in the collection of revenue from LM's	Explore other revenue avenues. Increase reliability of revenue streaming from LM's for water and sanitation services	To be financially viable.
4	Trends on under-expenditure on grants	Significant rollover applications. Current spending on MIG is at 12,8%	To improve expenditure on grants received	Review of planned expenditure to ensure improvement in under-spending Closer working relationship among Budget & Treasury, Engineering and Water services directorates to ensure expenditure is increased, particularly in MIG Implement joint project management between BTO and engineering services	Monitoring of the demand management plan Ensure monthly monitoring and reporting of expenditure against plans	Ensure appointment of services providers who can deliver within expected time frames
5	Lack of exploration of avenues for revenue enhancement	Insufficient revenue streams	To find other avenues to augment current sources and streams	Commission a project to look at the avenues for revenue enhancement	Implementation of the revenue enhancement strategies researched	Continuous review of the revenue enhancement strategies
6	Ineffective use of IT	Low return on investment on IT technology	To maximise the use and benefits of an existing IT infrastructure and resources	Train officials on the maximisation of use of IT to achieve timely and credible financial reporting,	Minimal use of manual processes for financial administration and reporting.	Comprehensive involvement of IT infrastructure service provider.

GOOD GOVERNANCE AND PUBLIC PARTICIPATION

No	ISSUES	BASELINE	OBJECTIVE	STRATEGIES		
				Short term	Medium term	Long term
GOOD GOVERNANCE & PUBLIC PARTICIPATION		Strategic Objective: Promoting democracy and sound governance				
1	Intergovernmental structures that are not functional	IGR Forum not functional	Improved coordination of IGR in order to respond to service delivery challenges	Ensure compliance to municipal Time schedules.	Have the Time schedules in the Offices of Mayors and MECs	Take stock of attendance of meetings and participation thereof.
2	Community protests	Protests take place around the issues of provision of basic services.	Effective Public participation, Regular feedback and reactivity in responding to the community complaints	Respond 2 issues raised by public and hold feedback sessions.	Conduct customer satisfaction survey.	Manage information dissemination and provide effective and sustainable services.
3	Poor Coordination between municipal councils and Traditional leaders on developmental matters.	Traditional leaders assume ownership of state land.	Effective coordination, Improved contacts, regular engagement with Traditional leaders	Have Mayoral programme of meetings of Traditional leaders with Mayors.	Implement the Plan/schedule and highlight challenges of developments without proper planning	Maintain the relationship
4	Malicious compliance to policies and procedures.	IDP Process plans and Frameworks are poorly adhered to. Sector plans are drafted and not submitted to Councils for approval. Hence they are not implemented	Effective leadership, improved policies and procedures, effective implement of policy and procedure, consequence management. Improved capacity to address recommendations made by governance structure or council structures.	Tracking and compilation Council Resolutions register. implementation of all Resolutions by Council	Implementation of Council Resolutions. Apply Consequence management.	Workshop Councillors and officials on new policies and legislation development.

5	Non implementation of service level agreement on water & sanitation, (LMs & DM).	SLAs had been signed but not implemented until expiry.	Improve capacity to fully execute water service authority responsibilities. Contract Management. Monitoring the implementation of service level agreement.	Review the SLA and conduct the capacity status	Implement the SLAs	Monitor the SLAs implementation
6	Poor participation of Members of public in matters of governance.	Non-working community members dominate attendance of public meetings	To have all affected members of communities attending public meetings	Conduct stakeholder analysis & Mobilise structures. Develop public participation programme.	Monitor attendance through a Registers. Apply non payment to Ward committee members who fail meetings.	Monitor and support through Training/ workshops
7	Ineffective Council structures.	Cases of corruption are looming at municipalities while MPAC, Audit, Risk units and Ward committees are in place.	To have Council structures that carry their mandates effectively.	Assess the knowledge capacities of the structures	Manage the Corporate Diaries	Introduce consequence management

TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT

No	ISSUES	BASELINE	OBJECTIVE	STRATEGIES		
				Short term	Medium term	Long term
		(1) To inculcate intellectual capabilities. (2) To strengthen record and knowledge management				
1	Change management and leadership. Organogram changes.	No stable relevant organograms. Loss of institutional memory caused by lack of knowledge management	Improved leadership and change management capacity	Implement the approved organogram fully	Consider succession plan	Develop Retention strategy for the good performers

2	High vacancy rate on critical posts and delay in filling in the posts	Resignations are at high rate at management levels, esp. CFOs. Municipalities run at Acting positions.	Building the institutional capacity and filling of vacant positions. Recruitment of qualified and experienced personnel. Development and implementation of Retention policy	Identify critical positions and allocate budget	Recruit suitable and qualified personnel	Train and develop the work force
3	Office space	MDM is dependent on Public Works building. GGM is still under construction	Mobilisation of resources to fund the completion of office infrastructure and maintenance of satellite offices	Mobilise financial resources	Budget for the offices	Build offices
4	High operational expenditure	Transfer of staff from other departments (Health & DWA) have causes high expenditure on operational budget thus sacrificing capital budget, e.g MDM & GGM.	Explore opportunities to reduce operational cost.	Consider Introducing early retirement package	Mobilise the old work force to retire	Employ skilled and young staff.
5	Poor Record Management	Short term Directors' contracts. Poor record management and thus loss of institutional memo	To ensure proper record management	Improve the filing system	Maintain the system	Backup the filing system
6	Lack of critical Skill	Dependency on consultants in most services, e.g legal practitioners, sector planning, etc	To ensure a skilled and capacitated workforce	Train and develop existing potential staff	Recruitment of skilled personnel	Train and develop
7	Non compliance to PMS stds	Trends of under performance on targets set by municipalities. Negative AG opinions across municipalities.	Adequate and complete Performance Management System in the institution. have municipalities meeting at least 100% performance on all targets.	Compile quarterly performance reports and ensure corrective measures are applied.	Train PMS practitioners to cope with new development of performance	Implement PMS stds.

8	Lack of occupational Health and Safety measures	There are no designated areas for smoking. There is no effective security measures taken on entrants.	To promote healthy, safe and legislative compliant working environment and healthy, active and productive employee	Assess security measures in the entrants to the work place and develop a report	Draft the action plan for OHS	Implement the OHS action plan
9	Poor Labour relations.	Frequent Labour unrests in all municipalities.	To have sound and fair labour relations and practice	Strengthen LLF programme of meetings	Ensure that all HR policies are reviewed timeously	Implement Resolutions of LLFs
10	Poor employment equity standards	MDM has "men only" in MANCO. Employment equity plan was last reviewed in 2014.	Ensure compliance to Employment Equity targets.	Prioritise EE targets youth, women and disabled during staff recruitment process	Train and workshop the staff regularly	Train and develop the staff.
11	Lack of Mainstreaming of special programmes across all functionaries of municipalities	Youth, Women, Disabled are not prioritised in different programmes of the institutions. E.g, Provision of RDP toilets do not have special toilets for the disabled	To have Special programmes mainstreamed in all municipal programmes	Gap analysis	Allocate budget and implement	Implement and monitor

SOCIAL SERVICES

A safe, healthy, and sustainable living environment

Improve community safety, health and social well-being Disaster Management		
Sub – programme	Programme Objective	Strategies
Disaster institutional capacity and information management & communication	To prevent loss of life, infrastructure, environmental degradation and economic disruption due to disasters.	<ul style="list-style-type: none"> • Establish institutional arrangements for Disaster Risk Management, enhancing capacity (access to resources) and capability (trained personnel). • Establish a comprehensive disaster management information and communication system.
Disaster risk assessment and reduction	To prevent loss of life, infrastructure, environmental degradation and economic disruption due to disasters.	<ul style="list-style-type: none"> • Conduct risk assessment to ensure guide risk reduction. • Introduce disaster risk management planning and implementation to inform developmentally-orientated approaches, plans, programs and projects to reduce risks. • The review of the disaster management plan.
Disaster response and recovery, education, training and public awareness	To prevent loss of life, infrastructure, environmental degradation and economic disruption due to disasters.	The implementing of priorities concerned disaster response, recovery and rehabilitation. The coordination of integrated multi-stakeholder response ability and the preparation and implementation of appropriate aspect specific high risk preparedness and contingency plans. Address disaster risk management priorities in education, training, public awareness and research.

Improve community safety, health and social well-being Environmental Health services		
Sub – programme	Programme Objective	Strategies
Provision, monitoring and support of municipal health services	To provide a safe, healthy and sustainable living environment	Ensure the implementation of MHS programmes to reduce environmental health risks
		Ensure the development, review, update and implementation of the District Environmental Health Policy and by - laws.
		Management and control of hazardous substances and chemicals, including group H substances.
		Monitoring of water quality for compliance with standards and prevention of pollution of water sources
		Support and monitor the implementation of the District HIV & AIDS Strategy.
Coordination of Environment, Waste and Air Quality Management	To ensure all communities live in a safe and healthy environment	Ensure Implementation of Effective and Efficient Environmental Management
		Ensure compliance with environmental management legislations.
		Support the implementation of environmental waste management programmes.
		Ensure development of licenced waste disposal sites and proper operation of such sites.
		Implement air quality management activities
Coordination of Environment, Waste and Air Quality Management	To ensure all communities live in a safe and healthy environment	Ensure Implementation of Effective and Efficient Environmental Management
		Ensure compliance with environmental management legislations.
		Support the implementation of environmental waste management programmes.
		Ensure development of licenced waste disposal sites and proper operation of such sites.
		Implement air quality management activities

Improve community safety, health and social well-being		
Fire Services		
Sub – programme	Programme Objective	Strategies
Fire Services response and rescue	To prevent loss of lives and infrastructure through fire	Develop Fire Prevention Plan to minimise fire incidents.
		Ensure the review, update and implementation of the Fire services by - laws.
		Ensure appropriate resources and capacity building for the fire services programme.

Improve community safety, health and social well-being		
SPORT, RECREATION ARTS AND CULTURE		
Sub – programme	Programme Objective	Strategies
Coordination and support of Sports, Recreation, Arts and Culture	To ensure a mental and physical healthy community Talent identification and development.	Support and coordinate the promotion of Sport, Recreation, Arts and Culture in the district.

Improve community safety, health and social well-being
SPECIAL PROGRAMMES

Program	Sub – program	Programme Objective	Strategies
Disability	Coordination and support of Disability programmes	Provide effective Coordination, Integration and mainstreaming of disability services, social and economically in all spheres of government in the district.	Developing Policies and strategies to promote and protect the rights of persons with disabilities and support provision of resource in coordination of services to people with disabilities at all levels.
			Promote and support Development and the use of braille and sign language at all levels. Promote and support Development of universal access of public buildings, Roads and transport infrastructure for people with disabilities. To Promote and Support Development of Inclusive and Special Needs Education to learners with disabilities.

			<p>Coordination of awareness and campaigns for the protection and promoting the rights of people with disabilities in society with relevant stakeholders.</p> <p>To coordinate development and capacity building to the district disability forum to be an effective focused structure representing people with disabilities in the district.</p>
Elderly	Coordination and support of Elderly programmes	Provide effective Coordination, Integration and mainstreaming of elderly services	Coordination of awareness and campaigns for the protection of the elderly persons.
Gender	Coordination and support of Gender programmes	Provide effective coordination, integration and mainstreaming of gender matters	<p>Developing Policies and strategies that promote gender matters.</p> <p>Support and provide resources for effective coordination of gender matters</p>
Youth	Coordination and support of Youth programmes	Provide effective coordination, integration and mainstreaming of Youth programmes	Developing Policies and strategies that promote Youth matters.
Traditional Leaders	Coordination and support Traditional leaders programmes	Develop effective and sustainable stakeholder relationship	Develop effective and sustainable stakeholder relations.

SOCIAL (SERVICES) NEEDS FOR SECTOR SUPPORT

ISSUES		BASELINE	STRATEGIES
Emergency & Disaster Management			
10.1	Lack of billboards to provide for navigation to villages. This cause delay in reaching disaster points.	Lack of billboards, especially in villages	NEEDS FOR SECTOR DEPARTMENTS SUPPORT
10.2	Poor road systems to afford easy access to disaster points.	Access Roads that are not maintained	
10.3	Disintegration of spatial planning with Disaster Management planning....Not talking to each other.	Settlements are established in disaster prone areas, e.g flood lines, land slides	
10.5	Lack of corporate attention to Disaster Management programmes during planning.	Departments not participating.....	
HOUSING			STRATEGIES
11.1	The rate of emerging informal settlements make the housing provisioning target elastic.	Existence of Informal settlements resulting with the need for housing.	NEEDS FOR SECTOR DEPARTMENTS SUPPORT
11.2	Housing provisioning does not look into sustainable human settlement in totality.	Villages are growing were there is no potential for economic viability.	
11.3	Houses are put where there are no plans for water provisioning and other critical services.	To have sustainable human settlements	
11.4	Incomplete top structures of housing projects	To have properly managed housing projects	
11.5	Poor quality of RDP houses due to workmanship.	To have building inspection program during the project	
11.6	Beneficiary identification	RDP std houses are allocated to capable people while the needy do lack.	
HEALTH		BASELINE	STRATEGIES
12.1	Lack of infrastructure for the required standards of health services	Clinics do not have adequate rooms to meet service stds	NEED FOR SECTOR DEPARTMENTS SUPPORT
12.2	Unaccounted population using health facilities.	Influx of Foreign nationals	
12.3	Health facilities that do not provide 24hours services		
12.4	Inadequate emergency services vehicles		

12.5	Shortage of medication from time to time		
12.6	Shortage of housing for medical personnel in rural areas		
12.7	Lack of safety and security measures around the clinics		
EDUCATION		BASELINE	STRATEGIES
13.1	Poor maintenance of school infrastructure. Dilapidated and Life-threatening classrooms.		NEED FOR SECTOR DEPARTMENTS SUPPORT
13.2	Poor maintenance of sanitation facilities. Toilets full.		
13.3	ECDs that are not registered with DSD. Hence they do not have qualified teacher.		
13.4	Lack of learning aids.		
13.5	Old schools that are not user-friendly to the disabled.	76% of schools are not adapted to disabled	
13.6	Overcrowding of learners in classrooms.		
13.7	Lack of Abet centers in certain areas	18 areas identified for need of abet.	
13.8	People who can neither read nor write.	12% of the population of MDM can't read or write.	
13.9	Mathematics & Science teachers are scarce to find.		
13.10	Not attaining standards on pupil: teacher ratio.		
13.11	Lack of indigenous knowledge to children in their school age.		
13.12	Drug abuse by learners.		

SPORT, ARTS AND CULTURE		STRATEGIES
14.1	Majority of our people do not have access to suitable & alternative sporting facilities and equipment for a variety of sporting codes.	NEED FOR SECTOR DEPARTMENTS SUPPORT
14.2	Designated groups are not well integrated in the Sporting activities of Mopani.	
14.3	Lack of public art galleries & theatres	
14.4	Sporting infrastructure facilities are obsolete and need renovation.	
14.5	Lack of access to library services by villagers.	
14.6	Libraries that are without resources such as books, internet, furniture, etc.	
14.7	Dysfunctional library forum	
14.8	Dysfunctional Language forum	
		STRATEGIES

SAFETY & SECURITY		
15.1	Few police stations to serve communities effectively, MLM at Hoedspruit, GGM in Giyani compared to sparse settlements.	NEED FOR SECTOR DEPARTMENTS SUPPORT
15.2	Shortage of police personnel	
15.3	Unethical officials (police personnel).	
15.4	Police services vs justice system	
15.5	Ineffective Community policing fora.	
15.6	Poor road access to communities	
15.7	Lack of apollo lights in crime prone areas	
15.8	Pedestrian paths that go through bushes.	
15.9	Domestic violence	
15.10	Economic Inequalities/ poverty	
15.11	Unregulated and mushrooming shebeens/ taverns.	
15.12	Areas where there is no network for cell phones and no public telephones provided.	
15.13	Stock theft.	
15.14	Community uprisings due to lack of basic services	
15.15	Poor road conditions that cause high accidents and lack of access for emergency vehicles	
15.16	Lack of sporting facilities	
15.17	Illegal electric connections	

Figure 2: Mopani District Municipality Strategy Map

The strategy map as shown above identifies the objectives to be achieved by the Mopani District Municipality.

The strategy map clearly indicates the two different strategies - growth (yellow) and excellence (green). Based upon the situational analysis, the SWOT, the constraints and development priorities that were identified as well as discussions that took place during a management Lekgotla held prior to the strategic planning session and inputs received from the political wing, the following strategy map was developed for the next five years.

4.3.6 Strategic Objectives

In order to address the Developmental Priorities highlighted earlier on, each of the Strategic Objectives outlined in the Strategy Map are described in more detail below.

Specific focus on the Learning and Growth Perspective as point of departure is provided.

Develop entrepreneurial and intellectual capability – The term Entrepreneur refers to the type of personality who is willing to take upon her or himself a new venture or enterprise and accepts full responsibility for the outcome. Developing entrepreneurs is a continuous goal that Mopani District Municipality should embark on to foster entrepreneurial spirit in all of its employees. Fostering entrepreneurial skills and abilities are fundamental to the achievement of the vision of the district area. In addition, the district further needs to focus efforts and resources on programmes and projects that will uplift the intellectual capabilities of all of its officials. Enhancing intellectual capabilities of employees will contribute towards establishing an effective and efficient organisation with improved performance results. It will also enable the district to more effectively focus on the 'bigger picture' and to achieve its ambitions.

Focusing on the above objectives will enable the Municipality to be better equipped and capacitated and thereby improve the following institutional processes:

- **Plan for future**
 - In order for the District to achieve its vision, it needs to think ahead and even beyond its borders. It will need to keep its eye firmly on its vision and continuously measure its programmes and projects against whether they contribute to future growth and achievement of the "bigger picture" envisaged for the area. Focus should be placed on spatial development, land use management and rural development and district growth points should be prioritised when resources are allocated.
- **Manage through information:** Democratic and accountable organization.– This objective was highlighted as one of the major challenges facing the area. Efforts to more effectively manage information, including the development of baseline information and smart application of information so as to ensure the achievement of results is critical. Also to be noted is the fact that the district municipality has a co-ordination role to ensure alignment of all municipalities within the district, which highlights the need for the sourcing and management of baseline information for aligned future planning. Data cleansing, proper record keeping and the linking of electronic data systems are to receive priority. The effective management of data is critical to ensure quality unqualified audit results.

- **Develop and maintain infrastructure** - In order to become an effective and efficient area, urgent attention needs to be paid to the provision of adequate and appropriate infrastructure for services for the improvement of access to basic services to all members within the district area. Partnerships amongst all spheres of government are required to maintain and upgrade municipal infrastructure for sustainable service delivery.
- **Provide clean and safe water**.- Mopani District has scarce water resources and clean and safe water is essential to achieve sustainable livelihoods, therefore special attention should be given to the conservation and management of water resources to ensure uninterrupted water supply that is clean and safe. The effective provision and management of hygienic sanitation systems is imperative for environmental sustainability to ensure healthy communities. The devolution of powers to provide bulk water that was previously managed by the Department of Water Affairs need to be carefully managed. The capabilities of water service providers to provide clean and safe water should also be strictly monitored and managed.
- **Effective coordination of public transport systems** – Mopani District Municipality has a constitutional responsibility to manage public transportation. As public transportation is provided by the public sector, the social responsibility falls on the Mopani District Municipality to coordinate public transport systems and to facilitate good working relations between the service providers and commuters in order to ensure safe and reliable public transport within the district area. The usage of rail networks to transport passengers in order to alleviate congestion of roads in the growth areas are to be explored.
- **Democratic and accountable organisation**
 - To improve effectiveness and efficiency, standardised policies and procedures need to be established throughout the district area. This will lead to open and transparent decision-making and sound governance practices throughout the district area. Improved effectiveness and efficiency within the district area will advance the utilisation and allocation of financial resources:
- **Become financially viable**
 - Mopani District Municipality need to improve their financial viability position to ensure optimal utilisation of financial resources. The enhancement of revenue should provide a platform for the municipality to move from. Credit control mechanisms need to be implemented fully and plans are to be devised on how to bill and collect revenue for services from rural areas, while at the same time addressing the provision of free basic services to indigent communities through updated indigent registers.

- **Grow economy** – As a result of the high unemployment rate within the district area, special emphasis should be placed on local economic development and facilitating the creation of decent job opportunities. This District and local municipalities cannot secure economic growth in the area on their own. Considerable efforts in creating partnerships with different sectors and spheres will be necessary for prosperity.

Growing the economy and the improvement of financial viability will lead to improved community satisfaction and well-being:

- **Community safety and wellbeing** – The main focus will be on the upliftment of the socio economic status of the communities within the district area. To ensure that all residents within the Mopani District area enjoy quality of life it is essential to monitor poverty levels and initiate programmes to decrease the the number of households that are indigent. The review of the district indigent register as well as continuous research in depth analysis on the root causes of such poverty is necessary to accurately determine the poverty levels in the district area in order to develop strategies to alleviate the poverty levels. A proper analysis, in partnership with provincial departments and NGO's, to determine the root cause of HIV & AIDS infection also need to be conducted. Once these causes are identified strategies and programmes need to be devised to fight infection as well as the impact thereof.

4.4 STRATEGIC ALIGNMENT

Ten strategic priority areas which are aligned to the Vision 2014 have been identified by national government within the MTSF to create a platform for the future development of South Africa as a whole. Based on these priority areas, the CoGTA has identified their own priority areas that will guide national, local and provincial governance. CoGTA has also developed the Local Government Turnaround Strategy (LGTAS) and identified five Strategic Objectives in addressing the cause and effect of challenges within local government. The Limpopo Province has also identified strategic objectives aligned to these priorities in the Limpopo Employment growth and Development Plan. Mopani District Municipality has identified their strategic objectives in response to the strategies identified by the national and provincial government. District programmes are translated to these objectives and subsequently to national and provincial strategic priorities and objectives.

The matrix below indicates the relation between the strategic objectives of Mopani District Municipality and the national and provincial priority areas:

4.4.1 STRATEGIC ALIGNMENT: Alignment of National, Provincial and Local government strategic priorities

MTSF	COGTA	LGTAS	LEGDP/LDP	OUTCOME 9	MOPANI
Improve the health profile of society	Fostering Development Partnerships, Social Cohesion and community mobilisation	Strengthen partnerships between local government, communities and civil society	Access to quality education	Deepen democracy through a refined ward committee model	Community safety and well-being
Build cohesive, caring and sustainable communities			Cohesive and sustainable communities		
Massive programme to build economic and social infrastructure			Improved health care		
Speeding up growth and transforming the economy to create decent work and sustainable livelihoods			Fighting crime and corruption		
			Ensuring more inclusive economic growth, decent work and sustainable livelihoods	Implement the community work programme and cooperatives supported	To promote economic sectors of the District (Growing economy through agriculture, mining, tourism and manufacturing).
			Economic and social infrastructure		
Building of a developmental state including improving of public services and strengthening democratic institutions	Building the Developmental State in Provincial and Local Government that is efficient, effective and responsive	Ensure that municipalities meet basic needs of communities	Sustainable resource management and use	Improve municipal financial capacity	Promoting democracy and sound governance.
				Implement a differentiated approach to municipal financing, planning and support	
				Improved access to basic services	Develop and maintain infrastructure
					Clean, safe and hygienic environment, water and sanitation services.
Comprehensive rural development strategy linked to land and agrarian reform and food	Accelerating Service Delivery and supporting the vulnerable		Rural development, food security and land reform	Actions supportive of human settlement outcomes	Sustainable, optimal, harmonious and integrated land development.
			Creation of a better Africa and a better world		

MTSF	COGTA	LGTAS	LEGDP/LDP	OUTCOME 9	MOPANI
security			A developmental state including improvement of public services		
Intensify the fight against crime and corruption	Strengthen Accountability and Clean Government	Improve national and provincial policy, support and oversight to local government		Single Window of coordination	Community safety and well being
		Build clean, responsive and accountable local government			
Pursuing African advancement and enhanced international cooperation	Improving the Developmental Capability of the Institution of Traditional Leadership	Improve functionality, performance and professionalism in municipalities		Improve administrative capacity	To inculcate entrepreneurial and intellectual capabilities (Efficient, effective and capable workforce.)
Strengthen skills and human resource base					
Sustainable Resource Management and use					

Table 1: Strategic Alignment Matrix

Local Government: Municipal Performance Regulations R805 (2006) prescribes five Key Performance Areas that relates to the Five Year Local Government Strategic Agenda. The aim of these Performance Areas is to facilitate ease of all Government planning and performance management. The table below indicates how the Mopani District Municipality's Strategic Objectives was aligned to the five Key Performance Areas.

[Acronyms: MTSF: Medium Term Strategic Framework

CoGTA: Corporative Governance and Traditional Affairs

LGTAS: Local Government Strategic Agenda

LEGDP: Limpopo Employment Growth and Development Plan.

4.5 Strategic Scorecard

Strategic Key Performance Indicators were developed to measure the outcomes of the objectives. The Strategic Scorecard below indicates the desired outcomes, indicators, Strategies, Programmes as well as strategic projects. Key criteria that were used to develop the objectives include:

- Outcomes are that we would like to achieve, within our control, with regards to the objective.
- Key Performance indicators and targets are measurable results of the outcomes over the next five years.
- Strategies are alternative ways to achieve the set objectives
- Projects are the specific initiatives undertaken by the municipality to support the objective for which funding should be prioritised.

4.6 PROGRAMME STRATEGIES

To achieve the set objectives, a number of programmes have been initiated that encompass the achievement of the strategic objectives. These programmes were determined not only with a view on the national and provincial intent but also bearing in mind the organisational structure and the current status of service delivery within Mopani District Municipality.

Based upon this information as well as the strategic vision of Mopani District Municipality, the following programmes are identified as key areas that will receive attention to ensure that achievement of strategic objectives. In operationalising the strategic intent of Mopani District Municipality, operational strategies per programme were developed, which in turn will inform the Institutional Scorecard for measuring and reporting purposes. The Institutional Scorecard will form the basis for the SDBIP.

Below follows a table indicating the identified strategic programmes, sub-programmes and programme objectives with related programme strategies:

ALIGNMENT: KEY PERFORMANCE AREAS, OBJECTIVES, STRATEGIES AND PROGRAMMES

kPAs	OBJECTIVES	OUTCOMES	KPI (INDICATORS)	STRATEGIES	PROGRAMMES	STRATEGIC PROJECTS					
Municipal Transformation and Organisational Development	To accelerate competency alignment with outputs and outcomes to be produced by 2016. (Develop entrepreneurial & intellectual capability)	Improved performance	% average organisational performance rating	Develop entrepreneurial and intellectual capability	➤ Human Resources Development ➤ Budget & Treasury ➤ Stores & Materials	Integrated Performance Management System					
				Recruit appropriate workforce							
				Ensure a focused and disciplined workforce							
				Provide the necessary resources (enablers)							
Basic Service Delivery	To have the community well-being improved. (Improve community well-being)	Quality life	% households that are indigent	Reducing indigent households from 30% to 25% by 2016	➤ Poverty monitoring ➤ Customer relations management ➤ Health ➤ Education ➤ Environmental Management ➤ Environmental Management ➤ Fire services ➤ Social Development ➤ Housing ➤ Environmental management ➤ Safety and security	Continuous research on poverty levels					
				Improve satisfaction levels of communities							
				Ensure healthy communities							
				Promote better education							
				Provide safe, healthy and sustainable environment							
				Mitigate against disasters							
				Prevent loss of lives thru fire.							
				Ensure quality of lives to vulnerable groups							
				Ensure that all h/h have access to proper and safe tenure.							
				Ensure that all h/h have access to waste removal services							
				Ensure safe and secure communities							
				To have 100% adequate and infrastructure for access to basic and all services by 2016 (Develop and maintain infrastructure)			Adequate & appropriate infrastructure for access to basic services	% household with access to basic services (water, sanitation, electricity and	Decrease infrastructure backlog to 0%	➤ Infrastructure development ➤ Roads & Transport	- Review of Water Services Development Plan (WSDP) - Energy Master Plan
									Develop and maintenance infrastructure		
Ensure that all communities											

			waste removal)	have access to basic and sustainable infrastructure services	<ul style="list-style-type: none"> ➤ Water and sanitation ➤ O & M 	- Integrated Waste Management plan
	To have 100% house-holds accessing clean and safe water by 2016. (Provide clean and safe water)	Sustainable livelihoods	% Blue drop rating	Meeting requirements for blue drop and green drop in the provision of services	Water and sanitation	Water quality management plan
			%Green drop rating	Increase the blue drop and green drop ratings 100%		
	To have 100% good working relations in public transport . (Effectiive coordination of public transport systems)	Good working relations in public transport system for competitive economy	% incidences of conflict resolved	Facilitate stability in the public transport	Public Transport management	Review Integrated Public Transport Plan (ITP)
Local Economic Development	To have an average growth rate of 4.6% in the District economy by 2016. (Grow the economy)	Sustainable district economy	% GGP rating	Increasing GGP from 4% to 5% by June 2016	Local economic development	Research on economic growth
				Account for permanent and temporary jobs per category		
				Establish and develop sustainable partnerships for economic development		
Municipal Financial Viability and Management	To have a financially viable municipality. (Become financially viable)	Prosperous institution	% outstanding debtors more than 90 days	Reduction of liabilities	<ul style="list-style-type: none"> ➤ Budget & Treasury ➤ Fleet Management ➤ Supply Chain Management ➤ Budget & Treasury ➤ Assets management 	Revenue enhancement strategy
				Reducing level of debtors to maximum 10% per annum, by June 2016		
			% creditors paid within 30 days	Paying creditors within 30 days of receipt of correct claims		
			Liquidity ratio	Increasing the ability of the municipality to pay off its short term obligations as and when they become due... liquidity rate		
			R-value liabilities / R-value assets as %	Ensure cost effective fleet management		
	Streamline supply chain					

				management		
				Increase own revenue by recovering water services revenue @ 100% payment level by 2016.		
				Manage, maintain and upgrade assets		
Good Governance and Public Participation	To have 100% management through information by 2016. (Manage through information)	Informed decision making	% electronic systems that are integrated	100% integration of all information systems	<ul style="list-style-type: none"> ➤ Information management ➤ Record management 	Establishment & maintenance of electronic filing system
	To have 100% accountable and democratic organization (Democratic and accountable organization.	Effective and Efficient Institution	% compliance to legislative requirements	Ensure coordinated IDP process Ensure compliance to all legislative requirements including policies and by-laws. Ensure corrupt-free institution Ensure clean audits	<ul style="list-style-type: none"> ➤ Intergovernmental Relations ➤ Governance & Administration ➤ Monitoring & evaluation 	Compliance register
Spatial Rationale	To have 100% sustainable livelihood for future generations (Plan for the future)	Sustainable livelihoods for future generations	% growth points in which capital projects are implemented	Prioritising all district growth points in the resource allocations	<ul style="list-style-type: none"> ➤ Spatial Planning 	<ul style="list-style-type: none"> - Incentive schemes for Traditional leaders - Awareness campaigns on Spatial Development Framework
				Ensure that all land development and planning are done in accordance with the approved SDF.		
				Ensure biasedness to rural development		

4.7 SPATIAL OBJECTIVES AND STRATEGIES

	SPATIAL OBJECTIVE	STRATEGIES
1	The establishment of an optimal and functional spatial pattern for the municipal area over time.	<ul style="list-style-type: none"> Develop settlements in accordance with their development potential. The level of investment in a settlement/settlement area for the provision of housing, economic development (e.g. LED projects), social services (e.g. clinics, schools, etc), physical infrastructure (e.g. level of services), institutional infrastructure (e.g. police stations, municipal offices), etc. should be done in accordance with the development potential of such a settlement/ settlement area.
2	The establishment of a spatial pattern to provide a framework for the provision of social facilities and physical infrastructure on a cost effective basis and to provide a sound basis for economic growth to increase income and employment in both the formal and informal sectors.	<ul style="list-style-type: none"> Utilise the hierarchy of settlements as defined in the Spatial Development Framework and the Proposed Norms and Standards for the Provision of Community Facilities and Physical Infrastructure for different settlements.
3	Establish sustainable settlements that are able to generate economic activities and create jobs for their residents.	<ul style="list-style-type: none"> Nodal points / areas with development potential in rural areas should receive priority attention in terms of providing a higher level of community facilities and physical infrastructure.
4	Areas currently utilised or earmarked/identified as areas with potential for specific utilisation in future, e.g. areas for mining, agricultural development, tourism, trade and industry, residential development (see Spatial Maps), should be protected from any development that will sterilize or negatively impact on existing and future utilisation of such areas for that specific use.	<ul style="list-style-type: none"> No new land development will be allowed in areas that are utilised or earmarked/ identified as areas with potential for specific utilisation (e.g. areas for mining, agricultural development, tourism, trade and industry, residential development) in future without lodging a properly motivated application to the relevant authority in terms of the applicable legislation. The Mopani District Municipality / local municipalities should comment and make an input regarding any of the afore-mentioned applications for land development. A Land Use Management System should be formulated and in the process partnerships with Traditional Authorities be forged to ensure smooth implementation.
5	Increase residential densities to achieve a more compact "urban" structure to achieve specific threshold values in population to provide for higher levels of social, physical, institutional and economic services.	<ul style="list-style-type: none"> Reduced residential erf sizes for new housing projects should be negotiated with rural communities. Existing low density residential areas can be dandified by means of infill planning. New land development should be concentrated in development nodes and priority should be given to development nodes when new housing projects are allocated. This should accommodate rural life styles like backyard ploughing fields and livestock enclosures
6	The existing housing backlog in the Mopani Municipal Area should be addressed.	<ul style="list-style-type: none"> Provision should be made for new low-income housing development in the municipal area in consecutive financial years to eradicate housing backlogs and to make provision for future need of housing. Recognition should be given to potential economic growth and allow for high and medium income developments –thus, a programme to provide social infrastructure and public amenities should be considered
7	Illegal occupation (invasion) of land and the allocation of informal residential sites should be discouraged.	<ul style="list-style-type: none"> A process should be put in place whereby tribal authorities should request the local authority to assist them to address the housing needs of the tribal communities. A collaborative system between the two institutions is required to ensure elimination and management of illegal land occupation

PERFORMANCE INDICATORS

KPAs	GOAL	OBJECTIVES	OUTCOMES	KPI (INDICATORS)
Municipal Transformation and Organisational Development	Develop entrepreneurial & intellectual capability	To have 100% organizational performance by 2016.	Improved performance	% average organisational performance rating
Basic Service Delivery	Improve community well-being	To have the community well-being improved.	Quality life	% (number) households that are indigent
	Develop and maintain infrastructure	To have 100% adequate and appropriate infrastructure by 2015.	Adequate & appropriate infrastructure for access to basic services	% (number) household with access to basic services (water, sanitation, electricity and waste removal)
	Provide clean and safe water	To have 100% house-holds accessing clean and safe water by 2016.	Sustainable livelihoods	% Blue drop rating % Green drop rating
	Effective coordination of public transport	To have 100% good working relations in the public transport system to promote competitive economy.	Good working relations in public transport system for competitive economy	% incidences of conflict resolved
Local Economic Development	Grow the economy	Average growth rate of 4,6% in the District by 2016.	Sustainable district economy	% GDP rating
Municipal Financial Viability and Management	Become financially viable	To have financially viable municipality.	Prosperous institution	% outstanding debtors more than 90 days
				% creditors paid within 30 days
				Liquidity ratio
				R-value liabilities / R-value assets as %
Good Governance and Public Participation	Manage through information	To have 100% management through information by 2016.	Informed decision making	% electronic systems that are integrated
	Democratic and accountable organization	To ensure a unqualified AG opinion is reached by 2016	Effective and Efficient Institution	% compliance to legislative requirements
Spatial Rationale	Plan for the future	To have 100% sustainable livelihood for future generations	Sustainable livelihoods for future generations	% growth points in which capital projects are implemented

CHAPTER 5: PROJECTS PHASE

5.1 PROJECTS PRIORITISATION

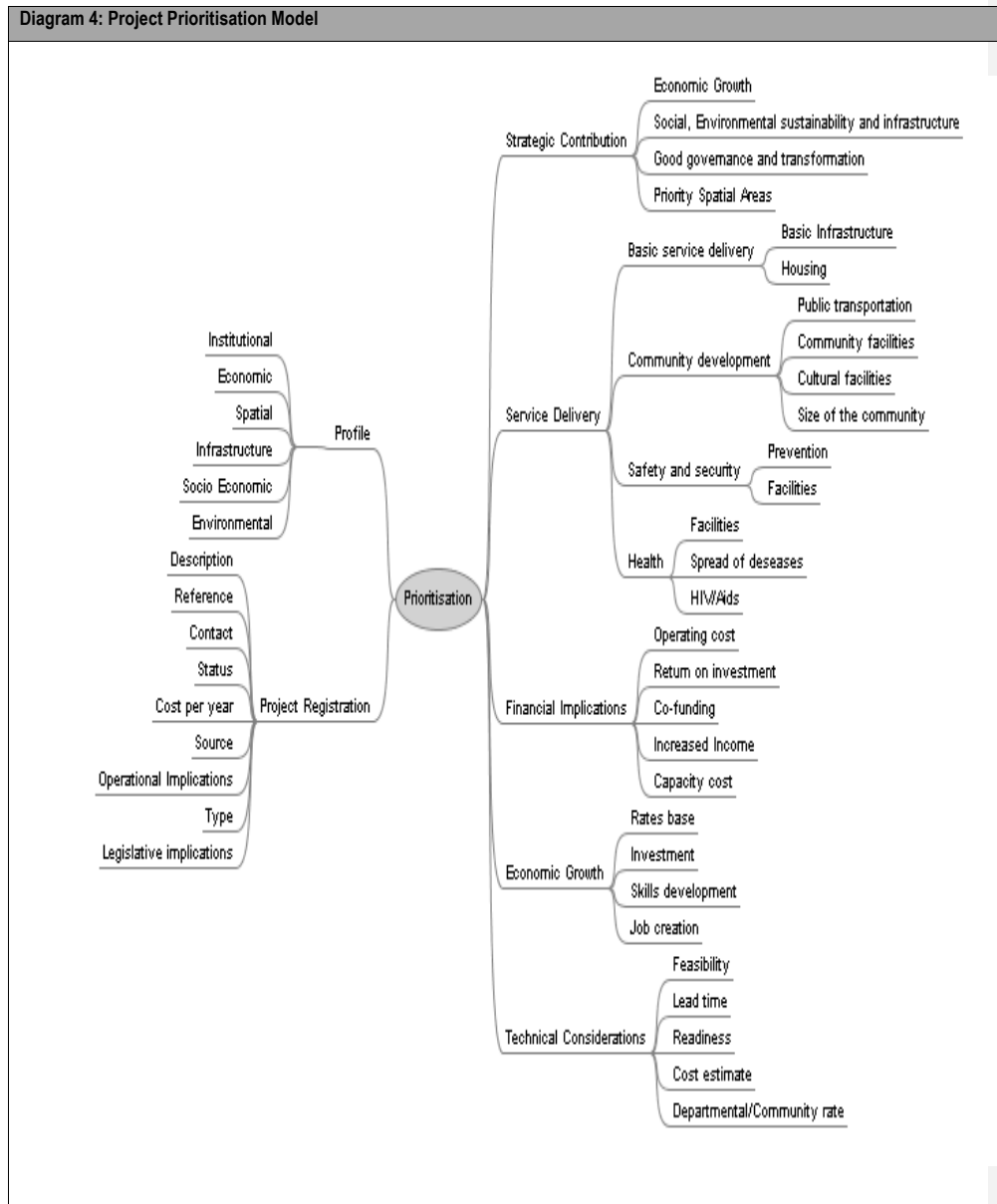
Project prioritization is a process and not a once off allocation of weights and scores. Successful prioritization is dependent on all of the steps in a process and the relevancy and appropriateness of a prioritization exercise will be weakened if all of the steps of the process are not committed to. Prioritisation is also to a large degree focused on financial and budget decisions to accomplish specific objectives or goals.

It is thus clear that decisions regarding budgets and finances are being taken at different levels of the organization and taking different issues and dynamics into account. Departmental budget decisions, for example, are operational oriented and doesn't always see the importance of strategic inputs. Community input into the budget process is also necessary and legislated. However, the needs of the community cannot always be translated directly into projects. There is a process needed where service providers must validated community needs and get at least some indication of accurate budget figures in order not to create any unfounded expectations. The first point of departure is therefore to identify and agree on a set of principles that will influence the budget and prioritization process, including the following:

- **Simple, transparent and robust.** In order to withstand pressures from all role-players it must clearly define roles, be easily understandable, acceptable and have a transparent logic.
- **High information accuracy.** It must facilitate informed decisions using only the necessary information which must be readily available.
- **Flexible.** It must be able to changing priorities. It should allow for positive feedback from development outcomes linked to a three-year budget cycle.
- **Comprehensive.** It needs to cater for differing needs from Services, Municipal Development Map, IDP, Community, Political leadership, etc.
- **Balance.** It needs to find the appropriate balance and compromise between technical needs to meet service goals and political needs.
- **Appropriate decision making.** Technical decisions are made by the services departments, political decisions are made by the politicians.

5.2 PROJECT PRIORITISATION CRITERIA

The criteria depicted on the right hand side of Diagram 4 are those issues that will be considered during prioritisation with weightings at each level. These are indicated on the left hand side of Diagram 4 below.



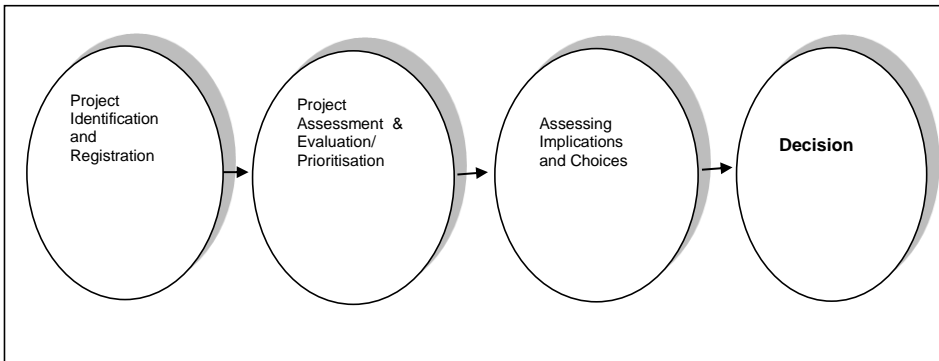


Diagram 3: Mopani Projects Prioritisation Methodology

Taking the above into account, a basic prioritization process will at least include the following:

Each of the steps leading up to the final decision is important but the first step of project identification and registration forms the basis of any prioritization process. By identifying and registering a project the following is assumed:

- The projects are part of comprehensive departmental planning processes where the need and sequence of projects have been assessed.
- Projects went through a detailed feasibility exercise.
- Project information is accurate

5.3 PROJECTS IDENTIFICATION AND REGISTRATION

Project registration is critical for any prioritization process. Without accurate information it is nearly impossible to complete a relevant and appropriate prioritization process. Accurate profile information and registration will result in the following:

- Accurate financial information;
- It is the first filters that will already commit budgets and indicate what is left for prioritization. In many cases budgets are already committed for a number of years due to multi year projects or contracts that are entered into;
- Accurate reporting
- Facilitation of sound decision taking and assessment of choices

MOPANI DISTRICT PROJECTS, 2016/17 – 2020/21

SPATIAL RATIONALE

NO	PROJECT NAME	DESCRIPTION	MUNICIPALITY	LOCATION	TARGET GROUP	BUDGET				
						2016/2017	2017/2018	2018/19	2019/20	2020/21
SPATIAL PLANNING										
1	Spatial Development Framework Review (OPEX)	Development and approval of the Reviewed SDF document	MDM	MDM	Public	1 200 000	1 500 000	1 000 000	500 000	300 000
						Implementation is subject to Budget adjustment				
2	Land use and land development management (OPEX)	Receiving, handling and processing of land use applications.		LMs	Households, individuals, developers, MPT.	900 000	945 000	992 250	1 800 000	2 100 000
GEOGRAPHICAL INFORMATION SYSTEM										
5	Development of GIS (OPEX)	Store geographic data and avail them for use by officials and public	MDM	• MDM	Officials and members of Public	450 000	472 500	496 125	900 000	950 000

LOCAL ECONOMIC DEVELOPMENT

(Equitable share funds)

No	Project name	Description	Municipality	Location	Target	Budget				
						2016/17	2017/18	2018/19	2019/20	2020/21
Tourism Program (Projects 1-10 below: (OPEX))						600 000	637 200	674 795	3 280 000	4 240 000
1.	Tourism Development	Support Emerging tourism industry	MDM	MDM	Emerging SMMEs in tourism industry	50 000	63 720	67 480	250 000	300 000
2.	Tourism Indaba	Provide and manage exhibition pavilion	MDM	KZN	SMME's	250 000	63 720	67 480	500 000	550 000
3.	Rand Show	Provide and manage exhibition pavilion	MDM	Gauteng	SMME's	150 000	63 720	67 480	300 000	350 000
4.	Letaba Show	Provide and manage exhibition pavilion	MDM	Tzaneen	SMME's	50 000	63 720	67 480	300 000	350 000

5.	World Tourism Day	Provide and manage exhibition pavilion	MDM	RSA Provinces as determined by Minister of tourism	SMME's	0	63 720	67 480	80 000	90 000
6.	Marula Festival	Provide and manage exhibition pavilion	MDM	Ba-Phalaborwa	SMME's	50 000	63 720	67 480	300 000	350 000
7.	Gateway Show	Provide and manage exhibition pavilion	MDM	Gauteng	SMME's	0	63 720	67 480	300 000	350 000
8.	Economic Summit	Review economic performances and share available economic opportunities	MDM	MDM	Economic development Agencies & SMME's	0	63 720	67 480	300 000	350 000
9.	SMME Development & support	Support SMMEs	MDM	MDM	SMME's	50 000	63 720	67 480	650 000	800 000
10.	Renewable Energy	Renewable Energy	MDM	MDM	Communities	0	3 000 000	2 000 000	0	0

BASIC SERVICES INFRASTRUCTURE

No	Project Name	Description	Municipality	Location	Funding Source	Budget				
						2016/17	2017/18	2018/19	2019/20	2020/21
MIG FUND ALLOCATION (CAPEX projects): To be co-funded by MDM										
1	Thabina Regional Water Scheme, water reticulation and cost recovery	Water reticulation	GTM	Thabina	MIG	15 192 690	0	0	0	0
2	Sefototse to Dithlosine BWS (Main) (CAPEX)	Bulk Water Supply	GLM	Maphalle, Sefototse, Dithlosine, Bellevue	MIG	(19 931 510)	88 808 604	0	0	0
3	Jopie to Mawa (Ramotshinyadi) Bulk water and Reticulation (CAPEX)	Water Reticulation	GTM	Jopie, Mawa, Ramotshinyadi.	MIG	31 739 562	0	0	0	0
4	Jopie Mawa Ramotshinyadi	Bulk water supply	GTM	Ramotshinyadi	MIG	(11 610 817)	0	0	0	0
5	Thapane RWS (Water Reticulation in villages GTM) (CAPEX)	Drilling of boreholes and water pipelines reticulation	GTM	Thapane villages: Kherobeni, Kheise, Sethoni, Ramphelo, Mphatasediba, Seeteng, Mmasebutsa & Sebabane Villages.	MIG	(7 500 000)	11 152 023	0	0	0

6	Thapane RWS (Upgrading of Plant & Bulk Water Supply) (CAPEX)	Bulk Water Supply	GTM	Thapane villages	MIG	(10 000 000)	107 367 325	0	0	0
7	Tours Water Scheme, Bulkline, Refurbishment and Reticulation (CAPEX)	Bulkwater supply and Reticulation	GTM	Tours villages	MIG	(42 738 762)	150 000 000	260 738 762	0	0
8	Tours bulk water treatment	Water treatment	GTM	Tours	MIG	10 598 603	0	0	0	0
9	Water Reticulation in villages GLM (CAPEX)	Water Reticulation	GLM	GLM villages	MIG	(6 819 907)	0	0	0	0
11	Selwane Water Scheme Phase 2 (CAPEX)	Bulk Water supply and Reticulation	BPM	Selwane, Mahale, Xihlakati, Matsotsosela	MIG	84 575 851	20 526 235	0	0	0
12	Sefotse to Ditshosine Bulk Water Supply (Ramoraka) (CAPEX)	Bulk Water supply and Reticulation	GLM	Ramaroka	MIG	(10 960 9840)	0	0	0	0
13	Upgrading Water Reticulation in MLM (CAPEX)	Construction of water reticulation, rom 63Ø to 160Ø for 98km	MLM	Sekororo RWS Villages: Sedawa, 9km, Mabins1&2, 89km	MIG	56 526 731	26 624 195	0	0	0
14	Ba-Phalaborwa upgrading Water Reticulation and Extensions of phase 1-phase 2A&2B) (CAPEX)	Laying of water pipes of diameters ranging from 63 to 90mm internal water reticulation. 160mm diameter rising water main and yard connections	BPM	BPM Villages	MIG	29 557 857	0	0	0	0
15	Hoedspruit Bulk Water Supply (CAPEX)	Construction of new 400Ø steel bulk supply pipe lines of 5,98km, 12 Air valves, 7 scour valves and ancillary works.	MLM	Hoedspruit	MIG	31 321 895	0	0	0	0
16	Kampersrus WWTW and Reticulation (CAPEX)	Construction of 2M ³ /Day Sewage Treatment Plant and Construction of sewer reticulation of 13.3km of 110 Ø house connections, 5.7km of 160Ø , 14km of 110	MLM	Kampersrus, Scotia	MIG	30 778 958	0	0	0	0

		Ø and 6km of 200 Ø , 8km of 315 Ø bulk line connecting to kampersrus sewage plant.								
17	Sekgosese ground water development scheme	Ground water				(5 328 326)				
18	Kampersrus Bulk Water Supply (CAPEX)	Construction of 8.3km of 110Ø µPVC class 9 pipe , 1.2km of 160Ø µPVC class 9 pipe , 100mx 100mm galvanized pipe , 2x 056ML pressed steel tank clear water reservoirs	MLM	Kampersrus, Scotia	MIG	0	0	0	21 000 000	13 500 000
19	Upgrading of Phalaborwa Sewage Works (Pump station) (CAPEX)	Concrete lined emergency storage 1500m³ , 450Ø µPVC overflow pipeline 120m long, 110 µPVC return pipeline 80m long and new parallel 400Ø, 450Ø and 500mm diameter µPVC pipeline	BPM	Phalaborwa Town	MIG	0	0	0	16 250 000	0
20	Mopani Rural households sanitation phase 5	Sanitation	GGM	GGM villages	MIG	12 834 547	0	0	0	0
21	Lephephane Bulk Water Supply (CAPEX)	Refurbishment of eight (8) boreholes ,sitting ,drilling and equipment of five (5) boreholes,construction of a clear tank, construction of bulk pipe line on 17000 m (250Ø, 160Ø, 110Ø, 90Ø)	GTM	Lephephane Area	MIG	(20 890 000)	0	0	0	0
22 a)	Mametja Sekororo RWS Construction of 15MI	Construction of 15MI concrete Reservoir at		Sekororo RWS Villages	RBIG funds	Implementation by Dept of Water and Sanitation 22(a-d)				

	Command Reservoir (CAPEX)	the Oaks and shall supply clear water to approximately 28 villages	MLM							
22 b)	Mametja Sekororo RWS Construction of 15MI/d Water Treatment Works (CAPEX)	Construction of 15MI/d Water Treatment Works	MLM	Sekororo RWS Villages	RBIG funds					
22 c)	Mametja Sekororo RWS Construction of Bulk line and Reservoirs (400kl and 300kl) at the Oaks and Finale (CAPEX)	Construction of bulk line of 9.6km of Ø 315 mm and Ø 160 mm HDPE and 400kl Abeco tank at the Oaks and 300kl Abeco tank in Finale	MLM	Sekororo RWS Villages	RBIG funds					
22 d)	Mametja Sekororo RWS Construction of 15MI/d WTW-Mechanical Works (CAPEX)	Construction of 15MI/d Water Treatment Works-Mechanicals Works.	MLM	Sekororo RWS Villages	RBIG funds					

WATER SERVICES (Equitable share)

No:	Project Name	Project Description	Municipality	Location	Target group	MTEF Forward Estimates				
						2016/17	2017/18	2018/19		
1	Review of the WSDP	Review of the plan (OPEX)	MDM	MDM	Institution	0	750 000	794 250	0	0
2	Installation and replacement of Bulk Meters (CAPEX)	Installation and replacement of water flow meters on the bulk water system	All LMs	LMs	LMs	0	20 000 000	5 000 000	0	0
3	Installation and Replacement of Domestic Meters (CAPEX)	Installation and replacement of water flow meters on the bulk water system	All LMs	LMs	Communities	0	16 000 000	17 000 000	0	0
4	Property and Meter Audit (OPEX)	Create reliable customers data and determination of the quantity of non-functional meters as part of Water Conservation and Demand Management	Phase 1: BPM & GGM, Phase 2: GTM, MLM	MDM	Institution	2 500 000	0	0	0	0

			GLM							
5	Illegal connection audit and development infrastructure replacement plan (OPEX)	Establishment of the extent of the illegal connections and development of plan and cost for the replacement of the damaged infrastructure	MDM	MDM	Institution	8 438 700	0	0	0	0
6	Development of Water Conservation and Demand Management Strategy (OPEX)	Development of strategy to enhance water management	MDM	MDM	Institution	6 200 000	60 584 400	6 972 880	0	0
7	Rehabilitation of Kgapane Sewage Works (OPEX)	Maximization of the functionality of the Water works by improving the efficiency	GLM	GaKgapane	Communities	0	1 500 000	0	0	0
8	Development of Operation Manuals. (OPEX)	Development of operation and maintenance manuals for the effective management of plants and treatment works	MDM	MDM	Institution	750 000	0	0	0	0
9	Assessment of Sewage Plant Catchment Areas (OPEX)	Risk Profiling and development of mitigation activities	MDM	MDM	All LMs	1 500 000	4 000 000	0	0	0
10	Water Quality Laboratory Services (OPEX)	Conducting oversight on Water Sampling and testing to ensure compliance to SANS 241	MDM	MDM	All LMs	800 000	850 000	850 000	0	0
11	Installation of USSD Electronic Reporting System (OPEX)	Provision of security devices to all water equipment	MDM	MDM	All LMs	0	8 500 000	1000 000	0	0
12	Provision of Testing Equipment to the Plants (CAPEX)	Purchasing of Water Testing equipment.	MDM	MDM	19 Water Treatment Works	0	1 400 000	0	0	0
13	Rehabilitation of Nkowankowa WTW (CAPEX)	Maximization of the functionality of the Water works by improving the efficiency	GTM	Supply area	Communities	0	6 000 000	0	0	0
14	Rehabilitation of Thabina WTW (CAPEX)	Maximization of the functionality of the Water works by improving the efficiency	GTM	Thabina	Communities	0	0	2000 000	0	0

15	Rehabilitation & Upgrade of Sekororo WTW (CAPEX)	Refurbishment and upgrade of the plant	MLM	Sekororo	Metz community	0	500 000	0	0	0
16	Replacement of ageing infrastructure (CAPEX)	Replacement and resizing of Bulk pipelines especially Asbestos pipes (44km in GTM)	GTM	GTM	All LMs	0	0	0	5 000 000	0
17	Assessment of capacity of existing water supply infrastructure (OPEX)	Determination of the capacity adequacy of the schemes (Ritavi II, Middle Letaba and Modjadji)	GTM, GLM and GGM	GTM, GLM, and GGM	Communities	3 000 000	0	0	0	0
18	Development of sanitation master plan (OPEX)	Development of the plan for proper planning.	MDM	MDM	All LMs	1 500 000	0	0	0	0
19	Borehole Development (CAPEX)	Development of ground water sources for provision of water. Acquisition of two drilling rigs machines	All LMs	All LMs	Communities without bulk/reticulation water	16 650 000	3 200 000	35 000 000	0	0
20	Upgrading and rehabilitation of Phalaborwa Sewage Works (CAPEX)	Upgrading and rehabilitation of Sewage Plant in order to improve its efficiency	MDM	BPM	Phalaborwa Town	0	4 000 000	1 000 000	0	0
21	Upgrading, replacement and rehabilitation of Ritavi II Bulk Infrastructure and Provision of Reticulation. (CAPEX)	Upgrading, replacement and rehabilitation of bulk water system and Provision of Reticulation	MDM	GTM	Mohlava, Dan, Bon, Sasekani, Sedan Petanenge, Khujwana, Mafarana, Burgersdorp, Julesburg and Villages	0	60 000 000	40 000 000	0	0
22	Replacement and resizing of bulk pipeline between Lulekani and Benfarm. (CAPEX)	Redesigning of the damaged bulk pipeline through illegal connections.	MDM	BPM	Lulekani, Benfarm and Matikoxikaya	0	2 000 000	0	0	0
23	Bulk water (OPEX)	Purchasing Bulk water	MDM	Ba-Phalaborwa		120 000 000	127 440 000	134 958 960	0	0
24			MDM	Greater Letaba		27 716 000	29 434 392	31 171 021	0	0
25			MDM	Greater Tzaneen		25 331 358	26 901 902	28 489 114	0	0

WSIG PROJECTS

(WSIG= Water Services Infrastructure Grant)

No.	Proj name	PROJECT DESCRIPTION	MUNICIPALITY	LOCATION	BUDGET			2019/20	2020/21
					2016/17	2017/18	2018/19		
(Funds for MTREF will be appropriated upon receipt)									
1	Upgrading Water reticulation network (CAPEX)	Upgrading of Internal Water Reticulation network	Ba-Phalaborwa	Prieska	0	0	0	4 300 000	0
2	Upgrading internal reticulation (OPEX)	Upgrading of the internal reticulation and provision of storage	Ba-Phalaborwa	Makhushane	0	0	0	2 500 000	0
3	Refurbishment and upgrading of the booster pump station and internal reticulation (OPEX)	Refurbishment and upgrading of the booster pump station and Upgrading of the internal reticulation	Ba-Phalaborwa	Matiko-Xikaya	0	0	0	0	2 000 000
4	Refurbishment of Waste Water Treatment Plant (OPEX)	Refurbishment of Waste Water Treatment Plant	Ba-Phalaborwa	Lulekani	0	0	0	2 100 000	0
5	Upgrading of the Bulk Pipeline (CAPEX)	Upgrading of the Bulk Pipeline	Greater Giyani	Xitlakati	0	0	0	1 000 000	2 200 000
6	Cleaning of reservoirs (OPEX)	Cleaning of reservoirs	Greater Giyani	Giyani Bulk Water Scheme	0	0	0	1 500 000	1 200 000
7	Refurbishment of the Package Plant (OPEX)	Refurbishment of the Package Plant	Greater Giyani	Zava	0	0	0	4 000 000	0
8	Provision of 2 additional boreholes and Upgrading of Internal Water Reticulation network (CAPEX)	Provision of 2 additional boreholes and Upgrading of Internal Water Reticulation network	Greater Letaba	Mohlele	0	0	0	3 000 000	2 100 000
9	Upgrading of Internal Water Reticulation network (CAPEX)	Upgrading of Internal Water Reticulation network	Greater Giyani	Xitlakati	0	0	0	2 800 000	0
10			Greater Giyani	Khaxani	0	0	0	3 100 000	0
11			Greater Giyani	Gaula	0	0	0	1 600 000	0
12			Greater Giyani	Hatsama	0	0	0	0	2 400 000
13			Greater Giyani	Hlomela	0	0	0	2 300 000	0

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Greater Giyani	Homu North	0	0	0	2 400 000	1 600 000
Greater Giyani	Homu South	0	0	0	2 100 000	3 000 000
Greater Giyani	Khakhala	0	0	0	1 200 500	1 200 200
Greater Giyani	Mahlati	0	0	0	2 000 000	3 400 000
Greater Giyani	Mahumani LGH	0	0	0	3 000 800	0
Greater Giyani	Makhuva	0	0	0	2 600 000	1 000 000
Greater Giyani	Mapayeni	0	0	0	2 310 300	0
Greater Giyani	Mbaula	0	0	0	2 500 710	0
Greater Giyani	Mushiyani	0	0	0	1 500 300	1 200 700
Greater Giyani	Ndindani	0	0	0	3 400 400	0
Greater Giyani	Vuhleli	0	0	0	0	2 000 000
Greater Giyani	Xawela	0	0	0	0	2 100 200
Greater Giyani	Xikhumba	0	0	0	0	2 000 700
Greater Giyani	Bode	0	0	0	4 000 100	0
Greater Giyani	Dzingidzingi	0	0	0	3 000 000	2 400 000
Greater Giyani	Gidya	0	0	0	1 500 500	0
Greater Giyani	Hluphekani	0	0	0	0	3 420 420
Greater Giyani	Nkomo A	0	0	0	2 300 000	0
Greater Giyani	Maswanganyi	0	0	0	4 000 100	0
Greater Giyani	Siyandhani	0	0	0	3 000 000	2 400 000
Greater Giyani	Sikhunyane	0	0	0	1 500 500	0
Greater Giyani	Nkomo B	0	0	0	0	3 420 420
Greater Giyani	Ngove	0	0	0	2 300 000	0
Greater Giyani	Mbhenhle	0	0	0	4 000 100	0
Greater Giyani	Daniel	0	0	0	3 000 000	2 400 000
Greater Giyani	Dzumeri	0	0	0	1 500 200	0
Greater Giyani	Mageva	0	0	0	0	3 420 420
Greater Giyani	Mphangani	0	0	0	2 330 000	0
Greater Giyani	Mavhalani	0	0	0	4 000 100	0
Greater Giyani	Xikhukwani West	0	0	0	3 000 000	2 480 000
Greater Giyani	Shivulani	0	0	0	1 500 500	0
Greater Giyani	Xikhukwani	0	0	0	0	3 420 420
Greater Letaba	Maupa	0	0	0	2 300 000	0
Greater Letaba	Bellevue	0	0	0	4 000 100	0

48			Greater Letaba	Makgakgapatse	0	0	0	4 000 100	0
49			Greater Letaba	Raphahlelo	0	0	0	3 000 000	2 400 000
50			Greater Letaba	Phooko	0	0	0	1 500 500	0
51			Greater Tzaneen	Mokgolobotho	0	0	0	0	3 420 420
52			Greater Tzaneen	Mariveni	0	0	0	2 300 000	0
53			Greater Tzaneen	Dan	0	0	0	3 000 000	2 400 000
54			Greater Tzaneen	Sasekani	0	0	0	1 500 500	0
55			Greater Tzaneen	Sangoma	0	0	0	0	3 420 420
56			Greater Tzaneen	Mohlaba	0	0	0	2 300 000	0
57			Greater Tzaneen	Petanenge	0	0	0	4 000 100	0
58			Greater Tzaneen	Burgersdorp	0	0	0	3 000 000	2 400 000
59			Greater Tzaneen	Makudibung	0	0	0	1 500 500	0
60			Greater Tzaneen	Maselapata	0	0	0	0	3 420 420
61			Greater Tzaneen	Mohlalareng	0	0	0	0	3 420 420
62			Greater Tzaneen	Myakayaka	0	0	0	2 300 000	0
63			Greater Tzaneen	Motupa	0	0	0	4 000 100	0
64			Greater Tzaneen	Mothomeng	0	0	0	3 000 000	2 400 000
65			Greater Letaba	Senwamokgope	0	0	0	1 500 500	0
66			Greater Letaba	Senakwe	0	0	0	0	3 420 420
67	Ground Water Development and Upgrading of Internal Water Reticulation network (CAPEX)	Ground Water Development and Upgrading of Internal Water Reticulation network	Greater Letaba	Medingen	0	0	0	3 000 000	2 400 000
68			Greater Letaba	Moshakgo	0	0	0	1 500 500	0
69			Greater Letaba	Senopelwa	0	0	0	0	3 420 420
70			Greater Letaba	Motsinoni	0	0	0	2 300 000	0
71			Greater Letaba	Modjadji Headkraal	0	0	0	3 000 000	2 400 000
72			Greater Letaba	Matswe	0	0	0	1 500 500	0
73			Greater Letaba	Iketleng	0	0	0	0	3 420 420
74			Greater Letaba	Mponeng and Medijeng	0	0	0	2 300 000	0
75			Greater Letaba	Mokwasela	0	0	0	4 000 100	0
76	Ground Water Development and construction of rising main (CAPEX)	Ground Water Development and construction of rising main	Greater Letaba	Tshabelamatswale	0	0	0	3 000 000	2 400 000
77			Greater Letaba	Lasvegas	0	0	0	1 500 500	0
78			Greater Letaba	Mandelapark	0	0	0	0	3 420 420

79			Greater Letaba	Malematja	0	0	0	0	3 420 420
80			Greater Letaba	Lebala	0	0	0	3 000 000	2 400 000
81			Greater Letaba	Ramphenyana	0	0	0	1 500 500	0
82			Greater Letaba	Burkinofaso	0	0	0	0	3 420 420
83			Greater Letaba	Bellevue	0	0	0	2 300 000	0
84			Greater Letaba	Lemondokop	0	0	0	3 000 000	2 400 000
85	Fallen columns (CAPEX)	Fallen columns	Greater Letaba	Maphalle	0	0	0	1 500 500	0
86	Engine worn out and upgrading of internal reticulation (CAPEX)	Engine worn out and upgrading of internal reticulation	Greater Letaba	Itielene	0	0	0	0	3 420 420
87	Repair of flood damaged sewers in EXT. 7, 800m of 160mm dia . Repair of flood damaged manholes in Ext. 7, 35No and provision of household connections (OPEX)	Repair of flood damaged sewers in EXT. 7, 800m of 160mm dia . Repair of flood damaged manholes in Ext. 7, 35No and provision of household connections	Greater Letaba	Kgapane	0	0	0	2 300 000	0
88	Provision of 4.5 Km by 160mm bulk pipeline to Kuranta reservoir. (CAPEX)	Design and construct 4.5 Km by 160mm bulk pipeline Downstream of Modjadji Bulk pipeline to the existing reservoir.	Greater Letaba	Kuranta	0	0	0	4 000 100	0
89	Provision of internal reticulation (CAPEX)	Provision of internal reticulation	Greater Letaba	Goedplaas	0	0	0	3 000 000	2 400 000
90	Ground Water Development and Upgrading of Internal Water Reticulation network (CAPEX)	Ground Water Development and Upgrading of Internal Water Reticulation network	Greater Tzaneen	Pharare	0	0	0	1 500 500	0
91			Greater Tzaneen	Senopelwa	0	0	0	0	3 420 420
92			Greater Tzaneen	Mopye	0	0	0	0	3 420 420
93			Greater Tzaneen	Kubjana	0	0	0	3 000 000	2 400 000
94			Greater Tzaneen	Marironi	0	0	0	1 500 500	0
95	Refurbishment of the Waste Water Treatment Plant (OPEX)	Refurbishment of the Waste Water Treatment Plant	Greater Tzaneen	Nkowanowa	0	0	0	0	3 420 420
96	Construction of bulk pipeline and Provision of internal	Construction of bulk pipeline and Provision of internal	Greater Tzaneen	Mabjebilong	0	0	0	2 300 000	0

	reticulation (CAPEX)	reticulation							
97	Refurbishment of the Water Treatment Plant (OPEX)	Refurbishment of the Water Treatment Plant	Greater Tzaneen	Thabina	0	0	0	3 000 000	2 400 000
98	Cleaning of reservoirs (OPEX)	Cleaning of reservoirs	Greater Tzaneen	Ritavi 1 Scheme	0	0	0	1 500 500	0
99	Replacement of the water storage tank (CAPEX)	Replacement of the water storage tank	Maruleng	Balloon	0	0	0	0	3 420 420
100	Vandalized Transformer is Vandalized and Cable is Stolen and upgrading of internal reticulation (CAPEX)	Vandalized Transformer is Vandalized and Cable is Stolen and upgrading of internal reticulation	Maruleng	Calais	0	0	0	2 300 000	0
101	Replacement of the water storage tank and upgrading of internal reticulation (CAPEX)	Replacement of the water storage tank and upgrading of internal reticulation	Maruleng	Lorraine	0	0	0	3 000 000	2 400 000
102	Refurbishment of existing boreholes and drilling of new once. (CAPEX)	Refurbishment of existing boreholes and drilling of new once.	Maruleng	Lorraine	0	0	0	1 500 500	0
103	Eskom Cable and meter box are vandalized & Stolen and upgrading of internal reticulation (CAPEX)	Eskom Cable and meter box are vandalized & Stolen and upgrading of the internal reticulation	Maruleng	Sekororo	0	0	0	0	3 420 420
104	Meter box lying on the ground and not connected (CAPEX)	Meter box lying on the ground and not connected	Maruleng	Sekororo	0	0	0	2 300 000	0
105	Engine Stolen and upgrading of the internal reticulation (CAPEX)	Engine Stolen and upgrading of the internal reticulation	Maruleng	Hlohlokwe	0	0	0	3 000 000	2 400 000
				Shikoana	0	0	0	1 500 500	0
106	Engine Stolen (CAPEX)	Engine Stolen	Maruleng	Shikoana	0	0	0	0	3 420 420
107	Below: Infra & O&M Needs (OPEX)	Below: Infra & O&M Needs	Greater Giyani	Bode	0	0	0	2 300 000	0
108	Below: Infra, O&M and Resource Needs (OPEX)	Below: Infra, O&M and Resource Needs	Greater Giyani	Botshabelo	0	0	0	4 000 100	0
109	Below: Infra and O&M Needs (OPEX)	Below: Infra and O&M Needs	Greater Giyani	Giyani	0	0	0	3 000 000	2 400 000

LEPELLE NOTHERN WATER PROJECTS

No:	Project Name	Project Description	Municipality	Location	Target group	MTEF Forward Estimates				
						2016/17	2017/18	2018/19	2019/20	2020/21
1.	Bulk Pipelines A (CAPEX)	Construction of bulk pipeline. Total length 37.9km including the branches	GGM	Giyani	Communities	58 000 000	0	0	0	0
2	Bulk Pipelines B (CAPEX)	Construction of bulk pipeline. Total length 81.8km including the branches	GGM	Giyani	Communities	180 000 000	120 000 000	0	0	0
3	Bulk Pipelines C (CAPEX)	Construction of bulk pipeline from low water reservoir to Giyani Reservoir. Total length 16.9km including the branches	GGM	Giyani	Communities	52 000 000	0	0	0	0
4	Bulk Pipelines D (CAPEX)	Construction of bulk pipeline from Kremetart reservoir to villages (Namenwamarhanga). Total length 107.68km including the branches	GGM	Giyani	Communities	159 000 000	R 0	0	0	0
5	Bulk Pipelines F (CAPEX)	Construction of bulk pipelines from the low water reservoir to villages (Ka-Mninginisi etc). Total length 65.9km including the branches	GGM	Giyani	Communities	130 000 000	99 000 000	0	0	0
6	Bulk Pipelines F (CAPEX)	Construction of bulk pipelines from the low water reservoir to villages (Muyexe etc). Total length 21.8km including the branches	GGM	Giyani	Communities	14 000 000	R 0	0	0	0
7	Bambanana/ Nkambako bulk pipeline(CAPEX)	Construction of 600mm bulk pipeline	GTM	Bambanana/ Nkanbako	communities	96 200 000	96 200 000	0	0	0
8	Giyani Reservoir (CAPEX)	Construction of 35ml reservoir in Giyani (next to the existing low reservoir).	GGM	Giyani	Communities	90 000 000	90 000 000	0	0	0
9	Giyani WWTW (CAPEX)	Construction of new BNR plant in Giyani 14ML	GGM	Giyani	Communities	75 000 000	130 000 000	110 000 000	0	0
10	Nandoni - Nsam Bulk Water Supply (CAPEX)	Construction of bulk pipeline from Nandoni to Giyani Reservoir (planned)	GGM	Nandoni to Giyani	Communities	260 000 000	260 000 000	0	0	0

11	Nandoni WTW expansion (CAPEX)	Upgrade of the WTW to 60ML/day	VHEMBE	Nandoni	Communities	90 000 000	90 000 000	0	0	0
12	Nwamitwa Dam CAPEX	Planning and design and construction of New dam	GTM	N'wamitwa	Communities	25 000 000	525 000 000	570 000 000	450 000 000	300 000 000
13	Tzaneen dam (CAPEX)	planning and design of Raising of Tzaneen dam (3m)	GTM	Tzaneen	Communities	27 000 000	205 000 000	264 000 000	251 000 000	230 000 000
1 4	Namakgale WWTW Upgrade (CAPEX)	To upgrade the abandoned existing 1.6 ML/day Plant and upgrade to a New 14ML/day BNR Plant.	BPM	Namakgale	Communities	20 000 000	35 000 000	50 000 000	50 000 000	30 000 000

Financial viability

No:	Project Name	Project Description	Municipality	Location	Target group	Funding	MTEF Forward Estimates				
							2016/17	2017/18	2018/19	19/20	20/21
1	Upgrading of financial system (CAPEX)		MDM	MDM	Institution	Equit. share	50 000	100 000	100 000	0	0
2	Accounting for water and sanitation (OPEX)	Engaging audit firm on water and sanitation accounting and reporting	MDM	MDM	LMS	Equit. share	1 000 000	1 059 000	0	0	0
3	Furniture (capex)	Purchasing Municipal furniture	MDM	MDM	Institution	Equit share	250 000	0	0	0	0
4	Vehicles (Capex)	Purchasing municipal vehicles	MDM	MDM	Institution	Equit share	3 000 000	0	0	0	0

GOOD GOVERNANCE AND PUBLIC PARTICIPATION

Office of Executive Mayor and Speaker (Equitable share fund)

No	Project Name	Description	Municipality	Location	Target group	MTEF Forward Estimates				
						2016/17	2017/18	2018/19	2019/20	2020/21
1.	District Inter Governmental Forum (OPEX)	Coordination of District-wide development issues	MDM	MDM	PMT, Mayors of LMs, MMs and senior managers	70 000	74 340	78 726	0	0
2.	Bursaries (OPEX)	Financial assistance	MDM	MDM	Needy learners in priority areas/ disciplines	2 700 000	2 867 400	3 036 577	0	0
3.	Traditional Leaders (OPEX)	Support by MDM	MDM	Local House	Traditional Leaders	527 000	559 674	592 695	6000 000	650 000
4	Disability forum and Awareness (OPEX)	Event	MDM	Disability Desk	Disabled people	105 000	111 510	118 089	250 000	300 000
5	Disability Indaba (OPEX)	Event	MDM	Disability Desk	Disabled People	109 000	115 758	122 588	300 000	300 000
6	Elders Forum (OPEX)	Meeting	MDM	Elderly Desk	Elderly People	11 000	11 682	12 371	170 000	200 000
7	Elders Day (OPEX)	Event	MDM	Elderly Desk	Elderly People	138 000	146 556	155 203	290 000	300 000
8	Elders Dialogue (OPEX)	Event	MDM	Elderly Desk	Elderly People	0	0	0	290 000	300 000
9	Youth Month (OPEX)	Event	MDM	Youth Desk	Youth	154 000	163 548	172 707	290 000	300 000
10	Youth Assembly and Council(OPEX)	Meeting	MDM	Youth Desk	Youth	126 000	133 812	141 305	300 000	300 000
11	Children's Parliament (OPEX)	Event	MDM	Children's desk	Children	58 000	61 596	65 045	250 000	300 000
12	Children's Day & Advisory Council	Meeting	MDM	Children's desk	Children	60 000	63 720	67 288	250 000	3000 000

	(OPEX)									
13	16 Days of Activism (OPEX)	Event	MDM	Gender Desk	Women	21 000	22 302	23 618	300 000	300 000
14	Women's Month (OPEX)	Event	MDM	Gender Desk	women	92 000	97 704	103 469	300 000	300 000
15	Gender Forum (OPEX)	Meeting	MDM	Gender Desk	women	10 000	10 620	11 247	200 000	250 000
16	Mens Forum (OPEX)	Meeting	MDM	Gender Desk	Men	10 000	10 620	11 247	190 000	200 000
17	Women cocus (OPEX)	Event	MDM	Gender Desk	Women	32 000	33 984	35 989	200 000	250 000
18	Imbizo – Public Participation(OPEX)	Event	MDM	Public Participation	Members of the public	1 000 000	1 062 000	1 124 658	2 000 000	2 100 000
19	Ward Committee Conference(OPEX)	Meeting	MDM	Public Participation	Ward Committee members	150 000	159 300	168 699	600 000	650 000
20	District Ward Committee Forum (OPEX)	Meeting	MDM	Public Participation	District Ward Committee Members	150 000	159 300	168 699	300 000	350 000
22	Excellence Awards (OPEX)	Event	MDM	Event	Mopani Community	200 000	212 400	224 932	240 000	250 000
23	Ant-Fraud & Corruption Forum (OPEX)	Meeting	MDM	OEM	Mopani Community	75 000	79 650	84 349	150 000	175 000

Office of Municipal Manager

(Equitable share fund)

No :	Project Name	Project Description	Municipality	Location	Target group	MTEF Forward Estimates				
						2016/17	2017/18	2018/19	2019/20	2020/21
INTEGRATED DEVELOPMENT PLANNING										
1	DP Review (OPEX)	Review of the IDP	MDM	MDM	Communities, stakeholders & govt depts..	400 000	424 800	449 863	550 000	600 000
2	DP Indaba (OPEX)	One Summit per annum	MDM	MDM	Communities, stakeholders & govt depts..	150 000	159 300	0	200 000	250 000

TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT

No	Project name	Description	Municipality	Location	Target group	MTEF FORWARD ESTIMATES				
						2016/17	2017/18	2018/19	2019/20	2020/21
HUMAN RESOURCE										
1	Employment Equity (OPEX)	Review of the Plan	MDM	MDM	Municipal officials	900 000	0	0	0	0
2	Organizational Development (OPEX)	Development of HR Plan for District Wide Area with support from all LMs	MDM	MDM	Staff within MDM	0 internal	0	0	0	0
3	OHS assessment (OPEX)	Appoint service provider to conduct OHS Assessment	MDM	MDM	Staff members	1 500 000	0	0	0	0
4	Performance Management System (OPEX)	Automated Lebelela system	MDM	MDM	Institutional and managers	1 500 000	1 593 000	1 686 987	0	0
5	Employee PMS (OPEX)	Cascading of PMS to all lower staff members	MDM	MDM	Officials and System itself	1 500 000	1 588 500	1 677 456	0	0
6	Task Job evaluation (OPEX)	Evaluating jobs for staff	MDM	MDM	Officials	50 000	53 100	56 233	0	0
7	Customer Satisfaction Survey (OPEX)	Employee Consultation	MDM	MDM	Officials & councilors	1 200 000	1 274 400	1 349 590	0	0
8	Training and skills audit for officials (OPEX)	Capacity Building programme	MDM	MDM	Officials & Full time councilors	1 500 000	1 593 000	1 686 987	0	0
9	Personnel Protective--Clothing (OPEX)	Purchase of Protective Clothing Review of EE Plan	MDM	MDM	Officials within Corporate Services	1 700 000	0	0	0	0
10	Workman's Compensation (OPEX)	Claim/Compensation on Injury on duty cases	MDM	MDM	Officials & Councilors including interns	1 500 000	1 593 000	1 686 987	0	0
11	Employee Assistance programme (OPEX)	Medical Surveillance (Intertwined with EAP)	MDM	MDM	Officials & councilors	800 000	849 600	899 726	0	0

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12	Fire extinguishers (OPEX)	Servicing of Fire extinguishers	MDM	MDM	All Municipal Buildings.	100 000	106 200	112 466	0	0
13	Health Safety Signs (Opex)	Markings	MDM	MDM	Municipal Buildings	100 000	106 200	112 466	0	0
14	First Aid Programm (kits) (OPEX)	First Aid kits	MDM	MDM	Officials at all 32 work stations	40 000	42 480	44 986	0	0
ADMINISTRATION										
15	Provision of security services (OPEX)	Procuring the services of private company to provide security to life and property of Mopani District Municipality	MDM	District-wide	Mopani District Municipality's employees & property of the Municipality.	7 000 000	7 434 000	7 872 606	8mil	10.5 mil
16	Electronic Access Control (OPEX)	To restrict access into the municipal building and other offices in the building, electronically	MDM	Main Office in Giyani	Public at large	0	0	0	10mil	13mil

Project No:	Project Name	Project Description	Munic	Location	Target group	Budget				
						2016/17	2017/18	2017/18	2018/19	2019/20
INFORMATION TECHNOLOGY										
1	Computers (CAPEX)	Desktop and Laptop computers for use by council employees and full-time councillors within the institution.	MDM	All MDM offices	Councilors & Officials	550 000	275 000	0	0	0
2	Servers (CAPEX)	Server infrastructure required for Data Storage, processing, and protection, and hosting of IT Services.	MDM	Giyani	Institution	800 000		0	0	0
3	Office Wireless Local Area Network (CAPEX)	Office Wi-Fi network for main office in Giyani and Disaster Management Centre	MDM	All MDM Offices	Institution	300 000	300 000	0	0	0

4	VoIP Telephones (CAPEX)	Internet Protocol based Telephone handset for use in the offices of the municipality	MDM	Disaster Management Centre	Institution	0	0	0	150 000	210 000
5	Server Rooms Construction & Refurbishment (CAPEX)	Design, commissioning, and construction of the server room in accordance with norms and standards in the Giyani Offices. Refurbishment and maintenance of the Server Room at the Disaster Management Centre	MDM	Giyani Main Office Disaster Management Centre	Institution	400 000	0	0	0	0
6	IT Disaster Recovery Plan (OPEX)	Documented process or set of procedures to recover and protect IT infrastructure in the event of a disaster	MDM	Giyani Main Office	Institution	300 000	0	0	0	0
7	Strategic Information Systems Plan Review (OPEX)	Review of the plan for development, implementation, and maintenance of systems to generate information for improved efficiency and effective decision making	MDM	Giyani Main Office	Institution	800 000	0	0	0	0
8	Computer Networking (OPEX)	A communications network which allows computers to exchange data and share resources	MDM	Giyani Main Office, Satellites and Fire Stations	Institution	300 000	200 000	0	0	0
9	Inter-Office Connectivity (OPEX)	Wide Area Network for connecting all MDM offices and Fire stations.	MDM	All MDM Offices	Institution	600 000	637 200	0	0	0
10	IT Help Desk Solution (OPEX)	Computer based solution intended to provide IT end users with information and support related to municipality's IT products and services.	MDM	Giyani Main Office	Institution	200 000	100 000	0	0	0
11	Licensing: Computer Software (OPEX)	Licensing of third party software in use within the municipality	MDM	Giyani Main Office	Institution	1 400 000	1 486 800	1 574 521	0	0
12	Computer contracted services (OPEX)	Computer services	MDM	MDM	Institution	4 000 000	4 248 000	4 498 632	0	0

DISASTER MANAGEMENT SERVICES 2016/2017

No	Project name	Description	Municipality	Location	Target group	MTEF Forward Estimates				
						2016/17	2017/18	2018/19	2019/20	2020/21
1.	Awareness Campaigns (OPEX)	Awareness campaigns edutainment material on disaster risks like fires, floods, communicable diseases	District and all local Municipalities	Disaster Management Centre	Schools, communities & Community leaders	250 000	264 750	279 576	280 000	290 000
2.	Upgrade the Communication Centre and GEMC ³ System. Communication and information management system for the Centre (Opex)	Upgrading the Emergency communication centre and GEMC ³ System& information management for the District. For emergency Call Taking & Dispatching of emergency services.	District and all local Municipalities	System placed in the Centre	District Emergency Service responders. Emergency Communication Centre call taking and dispatching	1 200 000	1 270 800	1 341 965	1600 000	1 700 000
3.	Early warning system (Opex)	Weather stations and monitoring devices. Automatic Rainfall stations. To inform role players and communities of pending emergency or disasters like floods and windstorms.	District and all local Municipalities.	Disaster Management Centre	Disaster Management Centre and the District, role players and communities.	500 000	250 000	200 000	200 000	200 000
4.	Disaster Relief support (OPEX)	Relief during emergencies like floods, windstorm, water, etc, and disasters. In terms of the District Disaster Management Framework.	District and all local Municipalities	Disaster Management Centre	All disaster affected communities.	5 000 000	5 295 000	5 591 520	6 500 000	7 000 000

5.	Vehicle tracking systems/new radio system (Opex)	Vehicle tracking system for Centre linked to the GEMC ³ System	MDM & all LMs and all Disaster Management role players	Disaster Management Centre	Centre and District. Vehicle linked to the GEMC ³ System where Emergency vehicles can be monitored well	500 000	100 000	100 000	100 000	100 000
6.	Review of the Disaster Management Plan vulnerable risk hazard analysis (OPEX)	Review of the current Disaster Plan and vulnerability hazard analysis	District and all local Municipalities	Disaster Management Centre	District and all communities	500 000	100 000	0	0	0
7.	Disaster Risk Reduction research with the University of Venda (OPEX)	Research on Disaster Risk Reduction Projects. Risk assessment on Environmental degradation, floods, water quality, fire, and communicable diseases and develop effective risk reduction plans	District Disaster Management Centre and Local Municipalities	Disaster Management Centre, MDM, departments. University of Venda. Govt Depts	District and local municipalities.	1 200 000	1 270 800	1 341 965	1 200 000	1 250 000
8.	Upgrade of Command Vehicle (Opex)	Enhance the capability of the command vehicle	Disaster Management Centre & LMS	Disaster Management Centre	Upgrade the effective use of command vehicle on emergencies,	0	50 000	0	0	1 200 000
9.	Maintenance on the Disaster Management Centre (OPEX)	Do maintenance on the Centre. Water damage, car ports and painting	District Centre	Disaster Management Centre	District Centre. Do maintenance on the Centre.	0	0	0	0	1 200 000
10.	Upgrading of Security Systems in the Disaster Management Centre (Opex)	Improve security system like CCTV cameras etc.	Disaster Management Centre	Disaster Management Centre	Centre. Improve the security system at the centre.	500 000	100 000	0	100 000	1 200 000
11.	Improve landscaping and	Improve gardens around the Centre	Disaster Management	Disaster Management	Disaster management Centre.	800 000	250 000	264 000	50 000	1 200 000

	Garden Services at the Centre (OPEX)		Centre							
12	Disaster Management Seminar (OPEX)	One day Disaster Management Seminar on aspects such as climate change and environment.	District and all local municipalities.	Disaster Management Centre	Councilors (DM&LMs), and Government Departments.	250 000	264 750	279 576	260 000	1 200 000
13	Develop disaster risk reduction plans for climate change adaptation for the District (OPEX)	Develop plans to reduce the risk of disaster through adaptation to climate change and developing of early warning mechanisms; for DM & LMs.	District and all local Municipalities	Disaster Management Centre	MDM and all LMs, role players and communities.	750 000	500 000	525 000	100 000	100 000

FIRE SERVICES PROJECTS

No:	Project Name	Project Description	Munic	Location	Target group	MTEF Forward Estimates				
						2016/17	2017/18	2018/19	2019/20	2020/21
FIRE SERVICES										
1.	Fire & rescue services (specialized vehicles, high angle boat) (replacement of fire vehicles) (Capex).	Provide for:Refurbishment:Unimog. Replacement: Freightliner. Water tanker (1 New) and new specialized Vehicles.	MDM	All Fire stations at Local Municipalities	Community	3 000 000	7 000 000	7 500 000	8,000,000	5 400 000
2.	Fire awareness campaigns (school awareness fire safety week) (OPEX)	Awareness campaign within MDM	MDM	All stations	Staff & Community	100 000	106 200	112 466	250 000	250 000
3.	Fire protection association (OPEX)	Provide wild fire units for operations	MDM	All stations	Community	500 000	0	0	0	0

4.	Control room activation system (Capex)	Control room activation system – All Fire Stations	MDM	All Stations	Community	200 000	212 400	224 932	260 000	280 000
5	Development of fire plan (OPEX)	Combined with Disaster Management	MDM	MDM	Community	500 000	0	0	250,000	-
6	Aerial firefighting support (OPEX)	Veld & Forest Aviation Support for Mopani DM	MDM	All locals	Community	300 000	318 600	337 397	400,000	440,000
7	Upgrading security systems (OPEX)	Installation of security systems @ Fire Stations, Giyani & Modjadji F/S	MDM	GGM & GLM	Community	0	0	0	50,000	50,000
8	Provision of containerized sleeping facilities at Fire Stations (Capex)	Provision of containerized sleeping facilities for Giyani & Maruleng F/S	MDM	GGM, BPM Maruleng	Community	650 000	250 000	0	0	0
9	Provision of fire & rescue equipment (Capex)	All Fire Stations	MDM	GGM, BPM, Tzaneen, Maruleng Modjadjiskloof	Community	0	1 500 000	0	2,500,000	3,000,000
10	Upgrading of Fire Stations (Capex)	Buildings upgrade of Modjadji, Giyani and Phalaborwa Fire stations	MDM	GLM, GGM, BPM	Community	500 000	0	0	0	0
11	Building of Satellite Fire Stations (Capex)	Establishing new sat. Fire Stations:	MDM		Community	0	7 000 000	500 000	0	0
		Lenyenye/ Maake, Fire Station	GTM	Lenyenye/Maake	Community	0	1 500 000	50 000	0	0
		Hannertsburg Satellite Fire Station	GTM	Haenertzburg	Community	0	1 250 000	35 000	0	0
		Shihoko Satellite Fire station	GTM	Shihoko	Community	0	1 050 000	64 000	0	0
		Gravelotte Satellite Fire Station	BPM	Gravelotte	Community	0	1 110 000	100 000	0	0
		Dzumeri Satellite Fire Station	GGM	Dzumeri	Community	0	1 450 000	129 000	0	0
		Muyexe Satellite Fire Station	GGM	Muyexe	Community	0	640 000	122 000	0	0

SPORT, ARTS & CULTURE

No	Project Name	Description	Mun	Location	Target	2016/17	2017/18	2018/19	2019/20	20101/21
1.	District Sport Confederation (OPEX)	Support activities (travelling & accommodation for Sport Confederation)	MDM	All the events and meetings	Sport Confederation members	50 000	53 100	56 233	80 000	90 000
2.	Indigenous games (OPEX)	Support District team.	MDM	Provincial and National event	Athletes and coaches	10 000	10 620	11 247	130 000	140 000
3.	Ku Luma Vukanyi (OPEX)	Host District event	MDM	BPM – Muti Wa Vatsonga	All citizens	60 000	63 720	67 479	90 000	100 000
4.	Golden games (OPEX)	Support District team	MDM	Provincially and Nationally	All aged people	0	70 000	74 130	90 000	100 000
5.	Disability Sport (OPEX)	Support District Teams	MDM	Provincially and Nationally	All disabled sport people	0	100 000	105 000	130 000	140 000
6.	School Sport League games	Support District teams (OPEX)	MDM	Provincially and Nationally	All athletes at school level	0	100 000	105 900	130 000	140 000

ENVIRONMENT, WASTE & AIR QUALITY MANAGEMENT

No	Project Name	Description	Munic	Location	Target	2016/17	2017/18	2018/19	2019/20	2010/21
1.	Environmental Awareness Campaigns (OPEX)	Awareness	MDM	All Locals	All District Citizens	350 000	371 700	393 630	380 000	390 000
2.	Environmental Management Framework (OPEX)	Drafting the framework	MDM	All locals	All District Citizens	0	800 000	847 200	0	0
3.	Review of IWMP (OPEX)	Reviewing the plan	MDM	All locals	All District Citizens	0	600 000	0	170 000	180 000
4.	Support to Green Economy (OPEX)	Support	MDM	All locals	All District Citizens	0	0	0	500 000	230 000
5.	Repairs and maintenance of Air Quality Equipment (CAPEX)	Maintenance	MDM		All District Citizens	0	0	0	500 000	500 000
6.	Support to Community Environmental Management Projects (OPEX)	Support	MDM	All locals	All District Citizens	600 000	637 200	674 795	900 000	1 000 000

HEALTH SERVICES & SOCIAL DEVELOPMENT

No	Project Name	Description	Munic	Location	Target group	BUDGET				
						2016/17	2017/18	2018/19	2019/20	2020/21
Municipal Health										
1	Health and Hygiene Awareness (OPEX)	Conduct health education workshops on safe food handling, water & sanitation	MDM	All locals	Food handlers & Communities	50 000	53 100	56 233	60 000	65 000
2	Candlelight Memorial (OPEX)	Commemoration for those who died, infected and affected with HIV/AIDS	MDM	All locals	Communities	200 000	212 400	224 932	230 000	235 000
3	World Food day & indigenous knowledge system (OPEX)	Celebrate World Food Day	MDM	All locals	Communities	231 000	245 322	259 796	260 000	265 000
4	Water Sampling & Analysis (OPEX)	Collect water samples for bacteriological and chemical analysis	MDM	All locals	Communities	35 000	37 170	39 363	50 000	55 000
5	Food Sampling & Analysis (OPEX)	Collect food samples for bacteriological and chemical analysis	MDM	All locals	Communities	30 000	31 860	33 740	40 000	42 000
6	Water Sampling Equipment (Capex)	Procure water and food sampling equipment	MDM	All locals	Communities	60 000	40 000	30 000	0	0
Primary Health Care										
No	Project Name	Description	Munic	Location	Target	2016/17	2017/18	2018/19	2019/20	2020/21
1	District AIDS Council & District Technical AIDS Council (DAC & DTAC)	Facilitate & conduct DAC & DTAC activities. (OPEX)	MDM	All locals	Communities	40 000	42 480	44 986	70 000	70 000
2	District World AIDS Day (OPEX)	Facilitates and conduct World AIDS Day	MDM	All locals	Communities	200 000	212 400	224 932	230 000	240 000
3	District Health Council	Facilitates and conduct District	MDM	MDM	Communities	100 000	106 200	112 466	55 000	60 000

	(DHC) Activities (OPEX)	Health Council activities								
4	Health Promotion and Trauma counselling(OPEX)	Conduct and facilitates health promotion and trauma counselling	MDM	MDM	MDM Staff	0	0	0	100 000	110 000
TRAFFIC MANAGEMENT										
1.	Arrive alive (OPEX)	Hosting the District event	MDM	All locals	All District Citizens	50 000	53 100	56 233	120 000	30 000
2.	Transport forum Activities (OPEX)	Monitoring road accidents, drunken driving and speeding	MDM	All locals	Forum members	15 000	15 930	16 870	70 000	80 000
3.	District Community Safety Forum (OPEX)	Monitoring safety and security activities	MDM	All locals	Forum members	30 000	31 860	33 740	60 000	70 000

TRANSPORT

No	Project Name	Description	Municipality	Location	Funding	Budget				
						2016/17	2017/18	2018/19	2019/20	2020/21
1.	Development of freight transport and logistics strategy (OPEX)	Development of strategy document to address challenges in the freight transport industry.	MDM	MDM	Equit share	0	1 000 000	0	0	0
2.	Public transport awareness campaign (OPEX)	Campaign to promote road safety and awareness on social challenges.	MDM	MDM	Equit share	0	0	0	0	0
3.	Development of Rural Road Asset Management System (RRAMG funded) (OPEX)	Developing an electronic database with road and bridge condition data.	MDM	MDM	RRAMG/Transport	2 049 000	2 176 038	2 304 424	3 000 000	2 500 000
4.	Development of travel demand management strategy (OPEX)	Developing a strategy document to manage travel demand and supply	MDM	MDM	Equit share	0	0	1200 000	0	0
5.	District transport forum (OPEX)	Coordination of stakeholders to discuss and resolve transport matters.	MDM	MDM	Equit share	0	0	0	10 000	10 000

SUMMARY BUDGET 2016/17-2018/19

DEPARTMENT	Employee Related Costs - Wages and Salaries	Employee Related Costs - Social Contributions	Depreciation	Debt Impairment	Repairs and Maintenance	Contracted Services	Bulk Purchases	General Expenses Other	Capital Outlay	Infrastructure	2016/2017	2017/2018	2018/2019
General Council	13 297 373	-	55 868	-	-	-	-	5 591 727	-	-	18 944 968	20 252 530	21 589 977
Municipal Manager	3 693 975	538 818	690 628	-	-	-	-	516 600	-	-	5 440 021	5 514 295	5 878 162
Internal Audit	4 722 469	1 198 217	55 840	-	-	-	-	1 012 800	-	-	6 989 326	8 549 116	7 847 534
Budget & Treasury	18 786 661	4 520 201	1 399 469	-	150 000	-	-	13 557 778	500 000	-	38 914 109	41 118 104	42 608 668
Planning & Development	4 092 405	753 779	236 425	-	6 000	-	-	2 899 100	-	-	7 987 709	8 740 100	8 705 708
LED	2 107 708	555 374	65 148	-	-	-	-	1 177 000	-	-	3 905 230	6 986 723	6 220 526
IDP	1 885 036	415 862	-	-	-	-	-	715 000	-	-	3 015 898	3 225 893	3 272 187
Communications & Marketing	3 878 219	751 720	2 787	-	-	-	-	1 116 599	-	-	5 749 325	6 100 085	6 453 959
Engineering Services	1 513 572	143 978	915 059	-	60 000	-	-	2 164 200	-	-	4 796 809	5 093 562	5 392 628
Water Services	92 174 638	19 747 237	172 723 333	-	4 650 000	-	173 047 358	35 298 700	-	124 288 000	621 929 266	791 679 244	820 912 072
Health, Environment & waste	17 399 246	4 454 885	-	-	-	-	-	3 341 000	-	-	25 195 131	28 533 751	30 450 106
Electrical Services	1 050 957	277 616	-	-	-	-	-	40 648	-	-	1 369 221	1 453 448	1 538 497
Roads & Transport	1 995 483	787 380	4 855 481	-	1 459 354	-	-	474 148	-	-	9 571 846	11 105 811	11 854 258
Community Services	3 152 667	575 148	428 659	-	12 000	-	-	1 172 900	60 000	-	5 401 374	5 979 817	6 371 689
Fire Services-Palaborwa	6 831 484	1 724 988	2 211 959	-	190 000	-	-	495 000	4 850 000	-	16 303 431	27 726 813	20 601 431
Fire Services-Giyani	7 911 792	1 973 934	-	-	190 000	-	-	496 000	-	-	10 571 726	11 113 630	11 875 309
Fire Services-													

Letaba	6 776 818	1 712 876	-	-	190 000	-	-	496 000	-	-	9 175 694	9 617 084	10 275 501
Fire Services-Tzaneen	8 555 168	2 102 431	-	-	190 000	-	-	2 380 000	-	-	13 227 599	12 348 886	13 529 117
Fire Services-Maruleng	4 176 621	1 168 929	-	-	190 000	-	-	496 000	-	-	6 031 550	6 246 562	6 672 413
Disaster Management	10 870 211	2 855 721	652 145	-	900 000	-	-	10 702 500	500 000	-	26 480 577	25 665 837	26 731 615
Corporate Services	1 627 507	149 702	144 680	-	70 000	-	-	326 300	-	-	2 318 189	2 467 248	2 611 870
Human Resource	9 394 815	2 815 440	42 697	-	-	-	-	13 438 200	-	-	25 691 152	22 961 934	24 305 421
Administration	15 566 313	6 550 709	61 565	-	1 600 000	-	-	12 509 500	50 000	-	36 338 087	38 011 115	39 176 616
Legal Services	1 684 771	173 753	8 060	-	-	-	-	6 141 800	-	-	8 008 384	8 510 479	9 011 608
IT	1 244 838	297 952	1 233	-	100 000	4 000 000	-	8 752 300	3 300 000	-	17 696 323	13 894 309	13 706 779
Office of Exec. Mayor	5 429 883	920 795	86 770	-	99 000	-	-	1 282 867	-	-	7 819 315	8 367 619	8 929 388
Office of the Speaker	1 800 016	318 798	48 763	-	-	-	-	1 755 000	-	-	3 922 577	4 027 519	4 287 701
Office of the Chief Whip	472 263	8 718	-	-	-	-	-	17 000	-	-	497 981	530 248	561 222
Disability Desk	611 291	151 017	-	-	-	-	-	594 400	-	-	1 356 708	1 448 447	1 542 077
Gender Desk	611 291	151 017	-	-	-	-	-	532 400	-	-	1 294 708	1 382 603	1 472 348
Youth Desk	611 291	151 017	-	-	-	-	-	616 400	-	-	1 378 708	1 327 750	1 398 065
PMU	5 278 323	1 137 924	1 188	-	-	-	-	7 466 498	1 566 400	423 457 855	438 908 188	414 228 496	271 034 274
Lulekani Sewage Works	-	-	-	-	600 000	-	-	650 000	-	-	1 250 000	1 115 100	1 180 891
Namakkale Sewage Works	-	-	-	-	450 000	-	-	465 666	-	-	915 666	972 437	1 029 811
Nondweni Water Works	-	-	-	-	650 000	-	-	575 000	-	-	1 225 000	1 247 850	1 321 473
Giyani Water Works	-	-	-	-	2 100 000	-	-	5 780 000	-	-	7 880 000	8 368 560	8 862 305
Mapuve Water Works	-	-	-	-	720 000	-	-	1 845 000	-	-	2 565 000	2 724 030	2 749 789
Middle Letaba Water Works	-	-	-	-	1 000 000	-	-	4 545 000	-	-	5 545 000	5 888 790	6 236 229

Zava Water Works	-	-	-	-	250 000	-	-	500 000	-	-	750 000	531 000	562 329
Muyexe Water Works	-	-	-	-	230 000	-	-	130 000	-	-	360 000	382 320	404 877
Giyani Sewage Works	-	-	-	-	500 000	-	-	1 010 000	-	-	1 510 000	1 603 620	1 698 234
IK Ponds	-	-	-	-	60 000	-	-	134 000	-	-	194 000	206 028	218 184
Modjaji Water Works	-	-	-	-	1 230 000	-	-	684 000	-	-	1 914 000	1 788 408	1 893 924
Kuranta Water Package Plant	-	-	-	-	150 000	-	-	1 020 000	-	-	1 170 000	392 940	416 123
Kgapane Sewage Works	-	-	-	-	770 000	-	-	660 000	-	-	1 430 000	1 518 660	1 608 261
Senwamokgope Sewage Works	-	-	-	-	50 000	-	-	240 000	-	-	290 000	307 980	326 151
Nkambako Water Works	-	-	-	-	850 000	-	-	3 095 000	-	-	3 945 000	4 189 590	4 436 776
Thapane Water Works	-	-	-	-	900 000	-	-	2 235 000	-	-	3 135 000	2 904 570	3 075 940
Thabina Water Works	-	-	-	-	1 430 000	-	-	2 405 000	-	-	3 835 000	4 072 770	4 313 063
Tours Water Works	-	-	-	-	1 330 000	-	-	3 183 000	-	-	4 513 000	4 654 746	4 929 376
Semarela Water Works	-	-	-	-	300 000	-	-	285 000	-	-	585 000	621 270	657 925
Nkowankowa Water Works	-	-	-	-	1 850 000	-	-	2 990 000	-	-	4 840 000	4 768 380	5 049 714
Lenyenyeponds	-	-	-	-	120 000	-	-	470 000	-	-	590 000	626 580	663 548
Nkowankowa Sewage Works	-	-	-	-	1 500 000	-	-	755 000	-	-	2 255 000	2 394 810	2 536 104
The Oaks Water Works	-	-	-	-	1 430 000	-	-	366 000	-	-	1 796 000	1 907 352	2 019 886
Finale Water Works	-	-	-	-	600 000	-	-	371 500	-	-	971 500	1 031 733	1 092 605

Sekororo Water Works	-	-	-	-	560 000	-	-	360 000	-	-	920 000	977 040	1 034 685
Water Quality	-	-	-	-	-	-	-	650 000	-	-	650 000	690 300	731 028
Worcester	-	-	-	-	1 430 000	-	-	1 957 520			3 387 520	3 597 546	3 809 801
Sekgosesa Scheme	-	-	-	-	1 330 000	-	-	1 770 000			3 100 000	3 292 200	3 486 440
Lower Molototsi Scheme	-	-	-	-	1 030 000	-	-	2 032 896			3 062 896	3 252 796	3 444 710
Sekgopo scheme	-	-	-	-	820 000	-	-	640 000			1 460 000	1 423 080	1 507 042
Ba Phalaborwa-Water	10 423 416	2 060 417	-	11 251 196	9 668 334	-	-	6 843 743	-	-	40 247 106	42 864 334	45 584 970
Ba Phalaborwa-Sewer	1 080 649	181 820	-	2 388 231	3 735 332	-	-	1 196 413	-	-	8 582 445	9 127 181	9 679 219
Greater Giyani-Water	2 105 170	556 370	-	-	935 542	-	-	255 658	-	-	3 852 740	4 112 159	4 376 808
Greater Giyani-Sewer	1 559 921	334 225	-	-	-	-	-	47 924	-	-	1 942 070	2 060 679	2 181 102
Greater Letaba -Water	4 465 660	800 902	-	1 220 145	591 430	-	-	1 335 683	-	-	8 413 820	8 923 402	9 437 088
Greater Letaba-Sewerage	383 151	63 414	-	1 139 323	208 693	-	-	209 025	-	-	2 003 606	2 116 266	2 235 296
Greater Tzaneen-Water	24 450 572	4 978 919	-	5 900 000	35 643 973	6 876 660	2 840 000	1 571 700	-	-	82 261 824	86 900 744	91 844 564
Greater Tzaneen-Sewerage	4 283 978	910 463	-	1 500 000	9 421 927	-	-	829 748	-	-	16 946 116	13 403 980	14 153 857
Maruleng-Water & Sewerage	3 387 153	620 956	-	-	550 000	-	-	1 165 000	-	-	5 723 109	5 215 323	5 565 994
TOTAL	311 344 775	69 593 422	184 687 757	23 398 895	95 051 585	10 876 660	175 887 358	192 835 841	10 826 400	547 745 855	1 622 248 548	1 796 385 614	1 703 174 848

SUMMARY REVENUE

DEPARTMENT	Grants	Interest on Investment	Services Charges	Other revenue	2016/17	2017/2018	2018/2019
MDM	(1 146 906 000)	(10 300 000)	-	(1 094 000)	(1 158 300 000)	(1 267 762 080)	(1 368 230 622)
Ba Phalaborwa-Water	-	-	(113 929 411)	-	(113 929 411)	(120 993 034)	(128 131 624)
Ba Phalaborwa-Sewer	-	-	(21 031 674)	-	(21 031 674)	(22 335 638)	(23 653 440)
Greater Giyani-Water	-	-	(9 979 176)	-	(9 979 176)	(10 597 885)	(11 223 160)
Greater Giyani-Sewer	-	-	(2 976 281)	-	(2 976 281)	(3 151 882)	(3 328 387)
Greater Letaba-Water	-	-	(8 084 008)	-	(8 084 008)	(8 520 544)	(8 980 654)
Greater Letaba-Sewerage	-	-	(3 857 389)	-	(3 857 389)	(4 065 688)	(4 285 235)
Greater Tzaneen-Water	-	-	(61 210 406)	-	(61 210 406)	(64 821 820)	(68 451 842)
Greater Tzaneen-Sewerage	-	-	(12 662 138)	-	(12 662 138)	(13 409 204)	(14 160 120)
Maruleng-Water & Sewerage	-	-	(3 989 767)	-	(3 989 767)	(4 237 133)	(4 487 123)
TOTAL INCOME					(1 396 020 250)	(1 519 894 908)	(1 634 932 207)
TOTAL EXPENDITURE					1 512 960 548	1 643 385 614	1 526 174 848
DEFICIT/(SURPLUS)					116 940 298	123 490 706	(108 757 359)
				Total income	(1396 020 250)	(1 519 894 908)	(1 634 932 207)
				Total expenditure	1 512 960 548	1 643 385 614	1 526 174 848
				Before Depreciation	116 940 298	123 490 706	(108 757 359)
				Less Dep	184 687 757	196 138 398	207 710 563
				Deficit/(Surplus)	(67 747 459)	(72 647 692)	(316 467 922)
				Revenue excl locals			
				Exp excl locals			
				Less Dep	184 687 757		
				Deficit/(Surplus)	(45)		

Revenue sources

VOTES			DESCRIPTION	2016/2017	2017/2018	2018/2019
020	008	3310	Interest on Current Account	(3 500 000)	(3 717 000)	(3 936 303)
020	008	3300	interest on Call Account	(6 800 000)	7 221 600)	(7 647 674)
Interest Earned - External Investments				(10 300 000)	(10 938 600)	(11 583 977)
020	007	3142	Rent Wter-Towers	(54 000)	(60 000)	(65 000)
Rental of Faciliries and Equipment				(54 000)	(60 000)	(65 000)
020	004		Services Charges-Unmetered Yards		-	-
Service Charges				-	-	-
020	016	3000	Equitable Shares	(686 633 000)	(760 874 000)	(832 073 000)
020	016	3152	EPWP	(1 943 000)	-	-
020	016	3386	RBIG-Mametja Sekororo			-
020	016	3201	Financial Management Grant	(1 460 000)	(1 795 000)	(2 050 000)
020	016	3445	Municipal Systems Improvement Grant	(2 340 000)	(3 001 000)	(1 433 000)
020	016	3475	Municipal Infrastructure Grant	(438 907 000)	(473 571 000)	(502 611 000)
020	016	3506	Rural Roads Asset Management Grant	(2 049 000)	(2 186 000)	(2 186 000)
			Water Services Infrastructure Grant			
020	016	3384	LP-Health9 EHP)	13 574 000)	(14 232 000)	(15 059 000)
Operating Grants and Subsidies				(1 146 906 000)	(1255 659 000)	(1 355 412 000)
020	017	3355	Tender Documents	(560 000)	(594 720)	(629 808)
020	017	3512	Insurance Claims	(160 000)	(169 920)	(179 945)
020	017	3542	Fire Services Charges	(200 000)	(212 400)	(224 932)
020	017	3150	Commission on Debit Orders-PayDay	(120 000)	(127 440)	(134 959)
Other Revenue				(1 040 000)	(1 104 480)	(1 169 644)
TOTAL INCOME				(1 158 300 000)	(1 267 762 080)	(1 368 230 622)

LOCAL MUNICIPALITIES

MARULENG 2016/17 PROJECTS

No.	Project Name	2016/17	2017/18	2018/19	2019/20	2020/21
1	Land acquisition for development	R3,000,000				
2	Metz internal streets	R2,000,000.				
3	Balloon access road	R1,211,377				
4	Kanana to Mahlomelong access road	R1,000,000				
5	Finale access road	R1,000,000				
6	Rehabilitation of Hoedspruit main streets	R2,500,000				
7	Household electrification	R3 500 000				
8	Free basic electricity	R1,006 474				
9	Refuse removal	R3,086,519				
10	Bochabelo community hall	R3,210,407				
11	Butswana community hall	R1,200,000				
12	Moshate community hall	R2,000,000				
13	Turkey 3 community hall	R3,000,000				
14	Fencing of cemeteries	R1,000,000				

GREATER LETABA 2016/17 PROJECTS

-	Project Name	2016/17	2017/18	2018/19	2019/20	2020/21
1	Madumeleng Youth Information Centre	500 000	8 500 000	-	-	-
2	Lemondokop Community Hall (Turnkey)	500 000	5 000 000	-	-	-
3	Tlotlokwe Community Hall (Turnkey)	500 000	5 000 000	-	-	-
4	Bus shelters		1 600 000	-	-	-
5	Ward 07 Community Hall		700 000	-	-	-
6	Maapana Community Hall		700 000	-	-	-
7	Highmast in Various Villages		17 000 000	-	-	-
8	Madumeleng/Shotong Sports complex	12 774 250	-	-	-	-
9	Thakgalane Sports Complex	12 774 250	-	-		
10	Ramodumo Youth Centre		350 000	-	-	-
11	Mandela Park Youth Centre		350 000	-	-	-
12	Mamokgadi Youth Centre		350 000	-	-	-
13	Bellevue Outdoor Gyms		650 000	-	-	-
14	Phooko Outdoor Gyms		650 000	-	-	-
15	Nakampe/Refilwe Outdoor Gyms		650 000	-	-	-
16	Science Centre (State of the art)		600 000	-	-	-
17	Industrial Hub		600 000	-	-	-
18	Skip Bins (30)	500 000	-	-	-	-
19	Landfill Site	10 000 000	-	-	-	-
20	Low Level Bridges	10 845 118	13 000 000	-	-	-
21	Graders (2)	6 050 000	-	-	-	-
22	Water cart		1 005 467	-	-	-
23	TLB (Backhoe loader)	1 815 000	-	-	-	-
24	Mapaana Street Upgrade	3 500 000	-	-	-	-
25	Tipper truck	1 669 800	-	-	-	-
26	Bulldozer	2 934 064	-	-	-	-
27	Rollers (x3)	900 000	-	-	-	-
28	Bus-stops	2 500 000	-	-	-	-
29	Tshabelamatswale Street Paving		550 000	-	-	-
30	Ramodumo Street Paving		550 000	-	-	-
31	Block 18 Street paving		550 000	-	-	-

32	Jokong Street Paving		550 000	-	-	-
33	Makhutukwe Street Paving		550 000	-	-	-
34	Paving - Mokwasele Cemetery		550 000	-	-	-
35	Upgrading of streets- Sekgopo Moshate	550 000	6 000 000	-	-	-
36	Upgrading of streets- Mamphakhate	550 000	6 000 000	-	-	-
37	Upgrading of streets- Ramphanyene	550 000	6 000 000	-	-	-
38	Las Vegas Street paving	550 000	6 000 000	-	-	-
39	Upgrading of streets- Dichosing	550 000	6 000 000	-	-	-
40	Upgrading of streets -GaNtata	550 000	6 000 000	-	-	-
41	Kgapane stadium	8 400 000		-	-	-
42	Sephukhubje Street Paving	2 293 000		-	-	-
43	Kgapane Indoor Hall	600 000	7 224 230	-	-	-
44	Mamaila Mphotwane Library	400 000	3 500 000	-	-	-
45	Abel Library	400 000	3 500 000	-	-	-
46	Itieleng GaPheeha Library	400 000	3 500 000	-	-	-
47	Moshakga Youth Information Centre	447 000	2 800 000	-	-	-
48	Taolome Youth Information Centre	447 000	2 800 000	-	-	-
49	Highmast lights in 8 villages	5 000 000				
50	Sidewalks from Kgapane to Mokwakwaila	13 456 600	-	-	-	-
51	Goedplaas Community Hall	7 000 000	-	-	-	-
52	Thakgalane Community Hall	7 000 000	-	-	-	-
53	Ntata Community Hall	7 000 000	-	-	-	-
54	PMU Management 3. %	1 736 400	1 834 770	-	-	-

GREATER GIYANI 2016/17 PROJECTS

No	Project Name	2016/17	2017/18	2018/19	2019/20	2020/21
1	Upgrading of road from gravel to tar from homu 14b to homu 14a 4,2KM	20 000 000	-	-	-	-
2	Upgrading of road from gravel to tar at makosha village 5,2 KM	23 000 000	-	-	-	-
3	Paving of internal street at bode village	15 000 000	-	-	-	-
4	Upgrading of road from gravel to tar Nkomo A to Shamriri	30 000 000	-	-	-	-
5	Construction of Mageva sport center	8 000 000	-	-	-	-
6	Construction of Ndhambi taxi rank	2 500 000	-	-	-	-
7	Formalization of settlements	2 000 000	-	-	-	-
8	Construction of waste disposal site	10 000 000	-	-	-	-
9	Completion of phase two of municipal offices	10 000 000	-	-	-	-

10	Electrification of the following villages Nkomo Band C Shikhumba, Kheyi, Dzingidzingi, Maswanganyi, Mbaula, Mushiyanani, Mzilela and khashani	5 700 000	-	-	-	-
11	Upgrading of section F road 5,2KM	23 000 000	-	-	-	-

Ba-Phalaborwa 2016/17 Municipal Capital Projects Plan 2016/17 (Own Funded Projects)

1. Basic Services and Service Delivery

Sector / KPA	Capital Projects												
	2016/17					2017/18			2018/19			2019/20	2020/21
	Project No.	Project	Cost (R'000)	Funding	Implementing Agency	Project	Cost (R'000)	Funding	Project	Cost (R'000)	Funding	Project	Project
Service Delivery													
Electricity	Tech 1	Upgrading of single phase to three phase in Ext 1	3m	BPM	BPM								
	Tech 2	Installation of high masts lights	1,6 m	BPM	BPM								
	Tech 3	Installation of remote controlled metering and switchgear to enable fast location of faults and proper management of electrical network	2m	BPM	BPM								
	Tech4	Upgrading of Selati Sub-station	3m	BPM	BPM								
						New 30 MVA transformer for Selati Substation	6,5m	BPM					
						New 11kV Switchgear for Selati Substation to replace 1250A circuit breaker	1,5m	BPM					

Sector / KPA	Capital Projects												
	2016/17				2017/18				2018/19			2019/20	2020/21
	Project No.	Project	Cost (R'000)	Funding	Implementing Agency	Project	Cost (R'000)	Funding	Project	Cost (R'000)	Funding	Project	Project
Roads & Storm water	Tech 5	Rehabilitation of street in Lulekani, Namakgale & Phalaborwa town	3 m	BPM		Rehabilitation of street in Lulekani, Namakgale & Phalaborwa town	3m	BPM		1,1M	BPM		
						Procure Parks "Furniture" (Play equip/ benches etc)	100	BPM	Procure Parks "Furniture" (Play equip/ benches etc)	100 000	BPM	Procure Parks "Furniture" (Play equip/ benches etc)	100
						Procure Water Tanker	200	BPM					

2. Financial Viability

Cluster	Sector / KPA	Capital Projects												
		2016/17				2017/18				2018/19			2019/20	2020/21
		Project No.	Project	Cost (R'000)	Funding	Project	Cost (R'000)	Funding	Project	Cost (R'000)	Funding	Project	Project	
	Financial Recovery	Fin 1	Revenue recovery, installation of meters and maintenance (AMR)	1m	BPM	Revenue recovery, installation of meters and maintenance (AMR)	1m	BPM	Revenue recovery, installation of meters and maintenance (AMR)	1m				
						Purchase of Motor Vehicles	2m	BPM	Purchase of Motor Vehicles	2m	BPM			
			Total	1m										

3. Key Performance Area: Organisational Transformation and development

Cluster	Sector / KPA	Capital Projects													
		2016/17					2017/18				2018/19			2019/20	2020/21
		Project No.	Project	Cost (R'000)	Funding	Implementing Agency	Project	Cost (R'000)	Funding	Project	Cost (R'000)	Funding	Project	Project	
Governance & Administration	OHS	Corp 1	Provision Of Firearm For Traffic Officers	500	BPM	BPM									
	Organisational Transformation	Corp 2	Lulekani Archives completion	300	BPM	BPM	Lulekani Archives completion	200 000	BPM						
		Corp 3	Finalization of Council Chamber and Mayoral Parlour	300	BPM	BPM	Finalization of Council Chamber and Mayoral Parlour	700	BPM						
		Corp 4	Lulekani Stadium Fencing	300	BPM	BPM	Lulekani Stadium Fencing	1,2m	BPM						
	Office furniture	Corp 5	Furniture & Equipment	500	BPM	BPM	Furniture & Equipment	1m	BPM						
	IT	Corp 6	ITC Infrastructure	3m	BPM	BPM	ITC Infrastructure	3m	BPM	BPM					
		Total		4.9m											

4. Good Governance and Public Participation

Cluster	Sector / KPA	Operations and Maintenance Projects												
		2016/17				2017/18			2018/19			2019/20	2020/21	
		Project No.	Project	Cost (R'000)	Funding	Project	Cost (R'000)	Funding	Project	Cost (R'000)	Funding	Project	Project	
Security management		MM 1	Erection of fence and guardroom at main office.	500	BPM									
		Total		500										

5. MIG Projects

Project No:	Project Name	Project Description and Location	Project Duration		Total Budget	Sources of Funding	MTEF Forward Estimates		
			Start	Finish			16/17	17/18	18/19
MIG 1	Upgrading of benfarm street		1/07/16	30/06/18	R16m	MIG	R4m		
MIG 2	Mashishimale sport complex	Construction of a sport complex at mashishimale	16/01/2015	30/06/2018	R39 m	MIG	R3.8m		
MIG 3	Topville to score	Upgrading of gravel road from gravel to paving blocks	30/10/2015	30/06/16	R16.5m	MIG	R4m		
MIG 4	Selwane sport complex	Construction of sport complex at selwane	01/07/16	30/06/19	R39m	MIG	R3.6m		

Project No:	Project Name	Project Description and Location	Project Duration		Total Budget	Sources of Funding	MTEF Forward Estimates		
			Start	Finish			16/17	17/18	18/19
MIG 5	Tambo upgrading of street phase 2	Upgrading of internal streets from gravel to tar	01/07/16	30/06/19	R37.4m	MIG	R4m		
MIG 6	Upgrading of internal street at foskor	Upgrading of internal streets from gravel to tar	21/04/15	10/10/16	R26m	MIG	R3.2m		
MIG 7	Tambo upgrading of street Phase 1	Upgrading of internal streets from gravel to tar	16/01/2015	30/07/16	R13m	MIG	R860		
MIG 9	Tshelang gape to R71 upgrading	Upgrading of a road from gravel to tar	01/07/16	30/06/18	R22m	MIG	R4m		
MIG 10	Construction of Mashishimale library	Construction of library in mashishimale	01/07/17	30/06/18	R4m	MIG		R2m	R2m
MIG 11	Refurbishment of namakgale stadium	Refurbishment of namakgale stadium	01/07/17	30/06/19	R20m	MIG		R5m	R 10m
MIG 12	Namakgale Zone B upgrading of street	Upgrading of internal streets from gravel to tar	01/07/17	30/06/19	R23m	MIG		R8m	R8m
MIG 13	Namakgale zone C upgrading of street	Upgrading of internal streets from gravel to tar	01/07/17	30/06/19	R16m	MIG		R6m	R8m
MIG 14	Makhushane ward 2 upgrading of street	Upgrading of a road from grave l to tar	01/07/17	30/06/19	R14m	MIG		R4m	R8m
MIG 15	Makhushane ward 9	Upgrading of a road from grave l to tar	01/07/17	30/06/19	R16m	MIG		R6m	R6m
MIG 16	New Landfill site	Integrated land fill management plan	0/07/17	30/06/19	R22m	MIG		R8m	R8m
MIG 17	Installation of energy saving highmast	Electrifying of the installed high masts lights	01/07/16	30/06/17	R2m	MIG	R2m		
MIG 18	Ward 16 upgrading of a road.	Upgrading of a road from lulekani cemetery to matiko-xikaya	01/07/17	30/06/18	R16m	MIG		R6m	R10m
MIG 19	New Drivers Licence test facility	New Drivers Licence test and exchange facility phase 2: Final plans, fencing and start of construction	01/07/17	30/06/18	R2m	MIG		2m	
Total							R29.460		

Greater Tzaneen municipality

Project No.	Project Name and Location	Project Description	Period		Total budget	Budget Estimates					Source of Fund	Implementing Agent
			Date: Start	Date: Finish		2016/17	2017/18	2018/19	2019/20	2020/21		
ROADS AND STORMWATER												
ESD-1	Rita, Khopo, Lefara, Zangoma, Uhuru, Xipungu to Mariveni road from gravel to tar Phase 3 & 4	Upgrading of gravel road to tar	01/07/2014	30/06/2018	69 053 201 13 124 998	22 584 189 5 146 280	23 520 412 5 146 280				MIG Own	GTM
ESD-2	Tickyline, Glass work, Myakayaka, Burgersdorp, Gavaza to Mafarana road from gravel to tar	Upgrading gravel road to tar	01/07/2014	30/06/2018	69 053 592	21 117 084	27 904 575 5 372 558				MIG Own	GTM
ESD-3	Moruji to Matshwi/ Kheshokolwe road from gravel to tar	Upgrading of gravel road to tar	01/07/2014	30/06/2018	95 508 202 6 744 614	29 818 741	38 754 965 6 744 614				MIG	GTM
ESD-4	Risaba to Musiphana road from gravel to tar	Upgrading gravel road to tar	01/07/2018	30/06/2019	39 977 746 7484 749			39 977 746 7484 749			MIG Own	GTM
ESD-5	Low Level bridge at Agatha cemetery	Construction of low level bridge	01/07/2019	30/6/2020	1 000 000				600 000		Own	GTM
ESD-6	Rikhotso low level bridge	Construction of low level bridge	01/07/2015	30/6/2020	2 000 000	2 000 000					Own	GTM
ESD-7	Mokonyane low level bridge	Construction of low level bridge	1/7/2014	30/6/2017	500 000	500 000					Own	GTM
ROAD AND STORM WATER, HIGH AND LOW LEVEL BRIDGES												
ESD-8	Khwekhwe low level of bridge	Construction of low level bridge	01/07/2016	30/06/2017	1 300 000	1 300 000					Own	GTM
ESD-9	Mawa B12 low level bridge	Construction of low level bridge	01/07/2018	30/06/2019	1000 000				1000 000		Own	GTM
ESD-10	Khubu to Lwandlamuni low level bridge	Construction of low level bridge	01/07/2015	30/06/2020	1000 000				600 000		Own	GTM
ESD-11	Mokgoloboto low level bridge	Construction of low level bridge	01/07/2018	30/06/2021	1 500 000				500 000	1 000 000	Own	GTM

ESD-12	Depatjeng-Maake low level bridge	Construction of low level bridge	01/07/2018	30/06/2021	1 700 000				500 000	1 200 000	Own	GTM
ESD-13	Lephepane-Leseka primary School low level bridge	Construction of low level bridge	01/07/2018	30/06/2021	1 500 000				500 000	1 000 000	Own	GTM
ESD-14	Ga-Wally low level bridge	Construction of low level bridge	01/07/2018	30/06/2021	1 800 000				500 000	1 300 000	Own	GTM
ESD-15	Mothomeng low level bridge	Construction of low level bridge	01/07/2019	30/06/2021	500 000					500 000	Own	GTM
ESD-16	Maweni low level bridge	Construction of low level bridge	1/7/2019	30/6/2021	500 000							
ESD-17	Pedestrian Bridge at Marumofase	Construction of a Pedestrian Bridge	1/7/2019	30/6/2020	6 120 155				6 120 155		Own	GTM
ESD-18	Songwene low level bridge	Construction of low level bridge	1/7/2019	30/6/2020	500 000				500 000		Own	GTM
ROADS, REFURBISHMENT AND RENEWAL												
ESD-19	Tzaneen landfill site entrance road	Road refurbishment and renewal	01/07/2019	30/06/2020	600 000				600 000		Own	GTM
ESD-20	Letsitele DoC entrance road	Road refurbishment and renewal	01/07/2020	30/06/2021	600 000					600 000	Own	GTM
ESD-21	Heavy-duty concrete paving) at Tzaneen landfill site	Road refurbishment and renewal	01/07/2019	30/06/2021	200 000					200 000	Own	GTM
ESD-22	Paving at nkowankowa	Paving DLTC	01/07/2020	30/06/2021	30 000					30 000	Own	GTM
ESD-23	Heavy-duty concrete paving at Recycling Deport	Construction of heavy-duty concrete paving	01/07/2019	30/6/2020	200 000				200 000		Own	GTM
ROADS AND STORM WATER PLANT												
ESD-24	2 X Graders	Purchase of Graders	1/06/2019	30/6/2020	1 300 000				1 300 000		Own	GTM
ESD-25	2 X TLB	Purchase of TLB	1/06/2020	30/06/2021						1000 000	Own	GTM
ESD-26	1x Bulldozer	Purchase of Bulldozer	1/06/2020	30/06/2021						2 200 000	Own	GTM
ESD-27	1 x Lowbed	Purchase of Lowbed	1/06/2020	30/06/2021						2 300 000	Own	GTM

SECTOR DEPARTMENTS PROJECTS

DEPARTMENT OF AGRICULTURE PROJECTS: Mopani District

No	PROJECT NAME	PROJECT DESCRIPTION	LOCAL MUNICIPALITY	PROJECT DURATION		TOTAL BUDGET	MTEF FORWARD ESTIMATES		STATUS
				DATE START	DATE FINISH		2016/17	2017/18	
Name of Programme : CASP (On and Off infrastructure)									
1	Mariveni	Construction of a dam	Greater Tzaneen	21-Sep-15	29-Jan-16	2 087 117	2 500 000		Work is at 80%.
2	Amata	Net shade structure	Greater Giyani	02-Nov-15	15-Mar-16	1 500 000	50 000	0	Irrigation system is complete. net shade is under implementation
4	Marule	Irrigation system	Maruleng	08-Jun-15	04-Dec-15	2 500 000	75 000	0	Dripper lines delivered, pump house almost complete.
5	Sekgosese Milling	Milling facility	Greater Letaba	18-Jan-16	18-May-16	1 500 000	900 000	0	Excavation is done. Bricks are delivered
6	Prieska	Clearing & repair of canal	Ba Phalaborwa	28-Aug-15	15-Mar-16	4 215 871	5 325 000	10 000 000	Clearing is complete. Contractor for minor repairs of the canal is on site
8	Mavunda citrus	Debushing of 400ha & fencing of 400 ha	Greater Giyani	Apr-16	31-Mar-18		4 000 000	10 000 000	Specification for fencing is complete.

DEPARTMENT OF TRANSPORT

No.	PROJECT NAME	PROJECT DESCRIPTION	MUNIC	PROJECT DURATION		TOTAL BUDGET	STATUS
				DATE START	DATE FINISH		
TRANSPORT OPERATIONS							
1	Develop ment of ITP	Comprehensive ITP	Greater Tzaneen	1 April 2016	31 March 2017	R70 000	Commenced with the development
2	Feasibility study of Giyani Airport	Feasibility study of Giyani Airport	Giyani	1 April 2016	31 Dec 2016	R1.5m (4 airports dealt with as package)	Commence 2nd quarter of 2016/2017 FY
3	Development of a Limpopo Integrated Transport Masterplan	Development of Limpopo Integrated Transport Master Plan	All Districts in Limpopo	1 April 2016	31 March 2017	R4m	Commenced with the development
TRANSPORT REGULATIONS							
4	Implementation of school learners driver licence project	Provision of driving licence to learners through Driving Schools	All Districts	1 April 2016	31 March 2017	R8m	Commenced with the processes
5	Road safety awareness programmes	Conduct 360 road safety awareness campaigns for communities	All Districts	1 April 2016	31 March 2017	OPEX	Commence first quarter of 2016/17 Fy
6	Schools involved in road safety education programme	Train learners in 236 in schools in road safety education	All Districts	1 April 2016	31 March 2017	OPEX	Commence first quarter of 2016/17 Fy
7	Speed operations	Conduct 3 120 speed operations using Prolasers	All	1 April 2016	31 March 2017	OPEX	Commence first quarter of 2016/17 Fy
8	Road blocks	Conduct 69 roadblocks to deal with challenges identified at the area of operation	All	1 April 2016	31 March 2017	OPEX	Commence first quarter of 2016/17 Fy
9	Drunken driving	Screen 908 motorist for alcohol with alcohol screeners	All	1 April 2016	31 March 2017	OPEX	Commence first quarter of 2016/17 Fy
10	Vehicles stopped and checked	Stop and check 406 800 vehicles of all categories on public roads	All	1 April 2016	31 March 2017	OPEX	Commence first quarter of 2016/17 Fy

11	Public transport operations	Stop and check public transport vehicles and check documentation for compliance 365 days	All	1 April 2016	31 March 2017	OPEX	Commence first quarter of 2016/17 Fy
12	Vehicles weighed	Weigh 27 012 vehicles at two weighbridges	All	1 April 2016	31 March 2017	OPEX	Commence first quarter of 2016/17 Fy
13	Doty (Driver of the Year)	Train professional drivers of different codes in preparation for district, Provincial and National competitions	All	1 July 2016	30 November 2016	OPEX	District final competition 30 Nov 2016
14	Debate	Train learners for debate and hold debate competitions	All	1 April 2016	30 November 2016	N/A	District final competition 30 Nov 2016

DEPARTMENT OF HEALTH PROJECTS

No	PROJECT NAME	Project Descriptions	No. of Beds	MUNICIPALITY	Project Component (ID/HT/OD or QA)	Construction Period		Current Project Status	Total Project Cost (R000')	Budget Allocation in 2016/17
						Start Date	End-Date			
1 (LP1)	Letaba Hospital contract B4	Upgrading of Existing Admin. and Psychiatric Ward	400	Greater Tzaneen	Infrastructure	2015/03/16	2016/09/09	Construction	28 320	20 957
2	Letaba Hospital contract A5	72 hours Water Standby Storage, Civil & Mechanical Works, rehabilitate Workshop	400	Greater Tzaneen	Infrastructure	2016/05/29	2018/07/18	Bid Specification	65 000	11 000
3 (LP2)	Letaba Hospital contract A6	Burnt Female Surgical Ward, waste store, etcaward, site handover, Construction start	400	Greater Tzaneen	Infrastructure	2016/05/29	2018/07/18	Bid Specification	20 000	2 000
4 (LP3)	Letaba Hospital	Linen Store and equipment	400	Greater Tzaneen	Infrastructure	2016/02/29	2018/02/18	Design	14 000	4 055
5 (LP4)	Letaba Hospital	Medical and Admissions Records' Facility and equipment	400	Greater Tzaneen	Infrastructure	2016/05/30	2018/05/20	Design	31 000	8 037

6 (LP5)	Letaba Hospital- Contract A2	Gynaecology Ward, New Nurses Residence and Nurses College, Prosthetic Centre, Upgrade of Staff Houses, Rehabilitation of Casualty, Theatre, Wards 1&2	400	Greater Tzaneen	Infrastructure	2016/05/29	2018/07/18	Constru ction	9 348	1 815
7 (LP6)	Letaba Hospital	Maternity Ward, Walkways, Victim Empowerment Centre	400	Greater Tzaneen	Infrastructure	2014/10/29	2015/07/01	Constru ction	90 000	1 000
8 (LP7)	Letaba Hospital- Contract B3	New Admin, Visitors Waiting, Gate House, etc.	400	Greater Tzaneen	Infrastructure	2015/04/01	2017/04/30	Retenti on	2 160	2 160
9 (LP7)	Letaba Hospital	Construction of Recreation and Residential Facilities	400	Greater Tzaneen	Infrastructure	2006/10/12	2009/07/15	Litigation	27 500	600
10 (LP8)	Letaba Hospital	Health Technology for the Revitalization Site	400	Greater Tzaneen	Health Technology (HT)	2015/04/01	2016/03/31	Bid Specificati on RT - Contracts	17 500	2 500
11 (LP9)	Letaba Hospital	Organisational Development for the Revitalization Site	300	Greater Tzaneen	Organisational Development (OD)	2015/06/01	2016/03/31	Tender	2 250	300
12 (LP10)	Letaba Hospital	Quality Improvement for Revitalization Site	500	Greater Tzaneen	Quality Improveme nt (QI)	2015/06/01	2016/03/31	Tender	2 500	500
13 (LP11)	Maphutha Malatjie Hospital	OPD, Casualty, X-Ray, , Pharmacy, Health Support and Helipad	100	Ba- Phalabor wa	Infrastructu re	2016/02/28	2019/02/12	Peer Review	173 000	24 000
14 (LP12)	Maphutha Malatjie Hospital	Completion of linen store, ring roads, flooring, paving and storm water drainage. Platforms, paving and services for relocatable units. Relocatable units and repurposing of the dining hall into meeting hall. Renovation of the burnt staff	100	Ba- Phalabor wa	Infrastructu re	2016/04/15	2017/10/18	Tender	20 500	12 222

		accommodation unit. Commissioning of kitchen equipment.								
15 (LP13)	Maphutha Malatjie Hospital -Contract A2	Renovations & Alterations to gen. wards, pediatric ward, maternity ward;	100	Ba- Phalaborwa	Infrastructure	2015/04/01	2017/04/30	Retenti on	3 905	3 905
16 (LP15)	Maphutha Malatjie Hospital	Health Technology for the Revitalization Site	100	Ba- Phalaborwa	Health Technology	2015/04/01	2016/03/31	Bid Specification RT-Contracts	21 000	2 000
17 (LP16)	Maphutha Malatjie Hospital	Organisational Development for Revitalization Site	100	Ba- Phalaborwa	Organisational Development (OD)	2015/04/01	2016/03/31	Tender	3 750	300
18 (LP17)	Maphutha Malatjie Hospital	Quality Improvement for Revitalization Site	100	Ba- Phalaborwa	Quality Improveme nt (QI)	2015/06/01	2016/03/31	Tender	1 600	500
19 (LP39)	Evuxakeni Hospital	Health brief and Initial Project Implementation Phase	400	Greater Giyani	Infrastructure	2018/04/01	2021/04/30	Feasibil ity	450 000	200
20 (LP46)	Dr C N Phatudi Hospital	Enabling Works Program: OPD, X-ray and Pharmacy all HT installations, test and commission.	200	Greater Tzaneen	Infrastructure	2015/10/01	2016/06/30	Constru ction	18 075	2 000
21 (LP52)	Nkhensani Hospital	New Ward	360	Greater Giyani	Infrastructure	2015/04/01	2017/04/30	Retention	1 093	1 093
22 (LP53)	Nkhensani Hospital	New Hall and Kitchen	360	Greater Giyani	Infrastructure	2015/04/01	2016/04/30	Retention	900	900
23 (LP56)	Sekororo Hospital	Maternity Complex; Medical Gas Plant Room	208	Maruleng	Infrastructure	2018/04/01	2021/04/30	Identified	62 945	-
24 (LP62)	Nkhensani Hospital	Repair Termite damaged areas and Upgrade the Pharmacy Off-loading area	360	Greater Giyani	Infrastructure	2016/04/01	2017/05/31	Identified	3 000	2 000
25 (LP68)	Sekororo Hospital	Staff Accommodation - 2X10 single rooms' blocks	208	Maruleng	Infrastructure	2011/11/11	2013/03/31	Retention	12 000	500
26	Letaba	Staff Accommodation -10	400	Greater	Infrastructure	2011/11/11	2013/03/31	Retention	6 700	

(LP72)	Hospital	single rooms' block		Tzaneen						500
27 (LP90)	Phalaborwa Busstop Clinic	Replacement of existing clinic on a new site	5	Ba-Phalaborwa	Infrastructure	2011/04/19	2015/03/24	Retention	14 850	438
28 (LP91)	Muyexe Clinic	Replacement of existing on a new site	5	Greater Giyani	Infrastructure	2011/11/01	2014/08/02	Retention	18 000	500
29 (LP100)	Nkomo Clinic	Replacement of existing clinic on the same site incorporating the adjacent site	5	Greater Giyani	Infrastructure	2015/02/16	2016/02/11	Construction	17 369	8 617
30 (LP102)	Homulani Clinic	Replacement of existing clinic on the same site	5	Ba-Phalaborwa	Infrastructure	2015/03/16	2016/03/10	Construction	19 500	11 626
31	Nkomo Clinic	Furniture and Equipment	5	Greater Giyani	Health Technology (HT)	2016/02/11	2016/03/12	Identified	300	300
32	Homulani Clinic	Furniture and Equipment	5	Ba-Phalaborwa	Health Technology (HT)	2016/03/10	2016/04/09	Identified	300	300
33 (LP112)	Mahale Clinic	Replacement of existing clinic on the same site. Furniture & Equipment.	5	Ba-Phalaborwa	Infrastructure	2017/04/28	2018/07/22	Feasibility	21 100	-
34 (LP128)	The Oaks Clinic	Upgrade of electrical supply	n/a	Maruleng	Infrastructure	2015/04/01	2016/04/30	Retention	18	18
35 (LP130)	Old Nkhensani EMS Station	Upgrade / repurpose of existing buildings at the Old Nkhensani hospital Site into an EMS station (cost centre)	n/a	Greater Giyani	Infrastructure	2015/03/16	2016/2/14	Construction	10 740	2 059
36 (LP131)	Grace Mugodeni EMS Station	New EMS Station within the existing Grace Mugodeni community health centre's site	n/a	Greater Tzaneen	Infrastructure	2015/02/16	2016/3/26	Construction	8 595	2 035
37	Old Nkhensani EMS Station	Furniture and Equipment	n/a	Greater Giyani	Infrastructure	2016/04/01	2016/5/30	Identified	200	200
38	Grace Mugodeni New EMS Station	Furniture and Equipment	n/a	Greater Tzaneen	Infrastructure	2016/04/01	2016/5/30	Identified	150	150
39 (LP150)	Tzaneen Malaria	Upgrade offices and	n/a	Greater	Infrastructure	2011/10/10	2014/12/02	Retention	8 000	

	Control Institute	Insectorium		Tzaneen						500
40 (LP159)	Mopani District: Non Facility Specific	Maintenance	n/a	Mopani district	Maintenance	2016/04/01	2017/03/31	Bid Specifica tion	42 000	14 000
41 (LP165)	Giyani Nursing College Campus	Renovation of student nurses' residential accommodation and fencing.	n/a	Greater Giyani	Infrastructure	2016/04/1	2017/07/31	Identified	15 000	5 000
42 (LP169)	Kgapane Hospital Nursing School	Upgrade	n/a	Greater Letaba	Infrastructure	2019/04/30	2020/06/30	Identified	30 000	-

DEPARTMENT OF SPORT, ARTS AND CULTURE PROJECTS, 2016/17

No.	Project Name	Project Description	Local municipality	Location	Duration of project	Budget: 2016/ 2017
1	Club development pilot project	Provide formal sports participation opportunities through integrated and sustainable club structure (audit process, classification and grading).	Mopani district Sports and recreation	All LMs	1 year	R6.078 Million
2	Building of Zamani library & Maphalle public library.	Building/Construction of libraries	Greater Giyani and Greater Letaba municipalities.	Nkuri and Maphalle villages	2 years	R1 Million for Zamani and R1 Million for Maphalle R12 million each

DEPARTMENT OF PUBLIC WORKS, ROADS AND INFRASTRUCTURE

No.	Project Name	Project Description	Municipality	Location	Project Duration		Total Budget	MTEF Estimates		Status
					Date Start	Date Finish		2016/ 17	2017/18	
Name Of Programme : Building Maintenance No.										
1	Nkuri Traditional Council Office	Construction of Trad. Council Office	Greater Giyani	Nkuri village	26.05.2014	30.04.2016	2 000 000			90%, On-going
2	Sekgopo Traditional Council Office	Construction of Trad. Council Office	Greater Letaba	Ga-Sekgopo	29.04.2014	Nov. 2016	2 000 000			30%, On-going
3	Construction of 150 Car ports, Giyani Government Complex	Construction of Car ports	Greater Giyani	Giyani Government Complex	Second Quarter	Fourth Quarter		200 000		
4	Maintenance of Flat No.5 -12 Giyani Kremetart	Maintenance	Greater Giyani	Giyani-Kremetart	Second Quarter	Fourth Quarter		810 000		
5	Maintenance of House No.1-4 @ Klaserie	Maintenance	Maruleng	Klaserie	Second Quarter	Third Quarter		21 000		
6	Maintenance of House 6-7 @ Ba Phalaborwa	Maintenance	Ba-Phalaborwa	Phalaborwa	Second Quarter	Third Quarter		30 000		
7	Maintenance of House No.1-2 and 1-4 Camp Houses at Rietbok @ Tzaneen	Maintenance	Greater Tzaneen	Rietbok in Tzaneen	Second Quarter	Fourth Quarter		60 000		
8	Maintenance of of House No. 808,810 and 1390 @ Kgapane	Maintenance	Greater Letaba	Ga-Kgapane	Second Quarter	Fourth Quarter		88 000		
9	Repair of Roof Leakage – Chamber Hall	Maintenance	Greater Giyani	Giyani Govt Complex	Second Quarter	Fourth Quarter		2 500 000		
10	Repair the ceiling – Mopani District Municipality	Maintenance	Greater Giyani	MDM Block	Second Quarter	Fourth Quarter		160 000		
11	Repair pilling and falling of plaster	Maintenance	Greater Giyani	Giyani Govt Complex	Second Quarter	Fourth Quarter		350 000		
12	Upgrading of Elevated water tanks – Giyani Government Complex	Upgrading of Elevated Water Tanks	Greater Giyani	Giyani Government Complex	Second Quarter	Fourth Quarter		6 500 000		
13	Upgrading of existing Switch Gear	Upgrading of	Greater	Giyani	Second	Fourth		210 000		

	to Electronic System and Ring Feed (Chamber/Banquet Hall)	existing Switch Gear to Electronic System	Giyani	Government Complex	Quarter	Quarter				
14	Servicing of Standby Generator – Tender Advisory Centre	Maintenance	Greater Giyani	Giyani Govt Complex	Second Quarter	Fourth Quarter		110 000		
15	Servicing of Transformer – Public Works, Roads, Infrastructure, Agriculture, Education, former Cafeteria	Maintenance	Greater Giyani	Giyani Government Complex	Second Quarter	Fourth Quarter		160 000 500 000		
16	Construction of 150 Parking Bays – Opposite Mopani District Municipality	Construction of Parking Bays	Greater Giyani	Giyani Government Complex	Second Quarter	Fourth Quarter		1 500 000		
ROADS MAINTENANCE- REGRAVELLING										
17	Regravelling of D3633, Tomu to Mdavula, 12 km	Regravelling	Greater Giyani	Tomu, Mdavula	04.02.2016	30.06.2016				On-going
18	Installation of 5 x 900mm round at D3878, Balloon - Moshate	Roads Maintenance	Maruleng	Balloon-Moshate	07.06.2016	30.10.2016	13 372 000			Completed
19	Installation of 5 x 900mm round, at D3216, Mamanyuwa	Roads Maintenance	Grater Letaba	Mamanyuwa	22.02.2016	04.04.2016				On-going
20	Regravelling of D3854, Xikhumba - Guwela, 7 km	Regravelling	Greater Giyani	Xikhumba - Guwela,	Second Quarter			R0.00		
21	Regravelling of D3187 Mageva - Mbawula, 4 km	Regravelling	Greater Giyani	Mageva - Mbawula	Second Quarter			R0.00		

DEPARTMENT OF WATER AND SANITATION

Summary of all infrastructure programs 2014-19 MTSF (PROVINCIAL)	
Program	Cost to completion (R '000)
Water Resources Infrastructure (Dams, Transfer schemes (BDS))	26,612,000
Water Services Infrastructure (Regional Bulk, MWIG, WSOS (Refurbishment))	8,113,159
National Sanitation Program (RHIG)	70,000
Total (MTEF)	36,049,649

LEVHUBU RIVER GOVERNMENT WATER SCHEME

Programme	Benefitting District Municipalities	Target for 2014-19 MTSF	Status (construction) %	Cost to completion (R '000)
SIP 18 (Water and Sanitation) Water Resources Infrastructure	Vhembe, Mopani & Capricorn	Nandoni Dam bulk water distribution system (BDS)	98	750 000
GREAT LETABA WATER AUGMENTATION PROJECTS:				
Water Resources Infrastructure	Mopani	GLEWAP 2014-2020 pending contractor appointment	(2010 base) Estimate	
		Raising the Tzaneen Dam	0	125 000
		Nwamitwa Dam Development	0	1 705 000
		Development of the bulk distribution system	0	430 000
		Total GLEWAP integrated system		2 260 000
Emergency water services		Nkambako Water Treatment Works And Babanana Pipe Line		158,545 (excl VAT)

REGIONAL BULK INFRASTRUCTURE GRANT (RBIG)

WSA	Project/Scheme Name	Project Code	Project Cost (R'000)	2016/17 Allocation (R'000)
MDM	Giyani BWS Drought Relief (Construction)		589 947	19 882
MDM	Giyani Water Services (Construction)		9 000 000	140 400
MDM	Mametya Sekororo Bulk Water Supply (Construction)		310 719	35 000

MUNICIPAL WATER INFRASTRUCTURE GRANT (MWIG)

WSA	NO	PROJECT NAME	NEW/ ONGOING IN 2016/2017	Indicative Allocation (R'000)
MDM	1	Namakgale/ Lulekani RWS	Ongoing	R 7 930
	2	Silulwane / Nondweni Ext	Ongoing	R 10 920
	3	Sekgopo Local GWS	Ongoing	R 1 860
	4	Giyani SYS A&B WS		R 10 970
	5	Giyani SYS C&D WS	Ongoing	R 26 980
	6	Giyani SYS F2 Ws	Ongoing	R 6 800

7	Giyani System D: South West WS	Ongoing	R 11 500
8	Giyani System F1 WS	Ongoing	R 7 300
9	Gravelotte Local WS	Ongoing	R 5 500
10	Mapuve/ SYS N RWS	Ongoing	R 3 700
11	Maruleng Individual Supply	Ongoing	R 9 081
12	Lower Molototsi RWS	Ongoing	R 9 710
13	Mid Letaba Babangu	Ongoing	R 986
14	Mid letaba Magoro	Ongoing	R 2 800
15	Mid letaba Bolobedu NW	Ongoing	R 7 500
16	Modjadji RWS	Ongoing	R 12 901
17	Worcester / Mothobeki	Ongoing	R 9 600
18	Ritavi II RWS	Ongoing	R 6 951
19	Ritavi /Letaba RWS	Ongoing	R 14 650
20	Thapane RWS	Ongoing	R 9 308
21	Thabina RWS	Ongoing	R 13 001
22	Tours RWS	Ongoing	R 8 394
23	Mametja Sekororo	Ongoing	R 2 945
	TOTAL		R201 288

WATER SERVICES OPERATING SUBSIDY

WSOS ALLOCATIONS

MUNICIPALITY	2016/17 ALLOCATION '000
Mopani	R 50 000

RURAL HOUSEHOLD SANITATION INFRASTRUCTURE GRANT (RHIG)

District Municipality (WSA)	Local Municipality	2015/16 (R '000)	2016/17 (R '000)
Mopani (DC33)	Greater Giyani	4 750	5 000
	Greater Tzaneen	4 750	5 000
Total		23 000	25 000

DEPARTMENTT OF EDUCATION PROJECTS

No.	Project name	Project Status	Municipality / Region	Type of infrastructure	Project duration		Total project cost	Expenditure to date from previous years	Total available	MTEF Forward estimates	
					Date: Start	Date: Finish				2016/17	MTEF 2017/18
R thousands											
NEW INFRASTRUCTURE											
1	Hoedspruit Secondary (Maruleng)	Construction 76% - 99%	Maruleng	ORD	01/04/2014	31/03/2017	31 002	-	1 727	130	-
UPGRADES AND ADDITIONS											
1	Matome-Modika Secondary	Practical Completion 100%)	Greater Letaba	ORD	29/10/2014	20/02/2015	1 960	-	98	-	-
2	Yingisani Special School foe Deaf	Construction 26% - 50%	Greater Letaba	ORD	18/02/2015	20/5/2015	2 505	-	125	-	-
3	Boke Secondary	Construction 51% - 75%	Greater Letaba	ORD	18/02/2015	20/5/2015	1 629	-	81	-	-
4	Hikhensile Secondary School	Construction 51% - 75%	Greater Giyani	ORD	18/02/2015	20/5/2015	952	-	48	-	-
5	Hipampukile Primary School	Construction 51% - 75%	Greater Giyani	ORD	18/02/2015	20/5/2015	1 629	-	81	-	-
6	Hivuyeriwile Commercial	Construction 51% - 75%	Greater Giyani	ORD	18/02/2015	20/5/2015	1 118	-	56	-	-
7	Mninginisi Primary School	Construction 76% - 99%	Greater Giyani	ORD	18/02/2015	20/5/2015	1 118	-	56	-	-
8	Mohale Primary	Construction 76% - 99%	Greater Letaba	ORD	18/02/2015	20/5/2015	1 194	-	60	-	-
9	Ndindani Hlomela Secondary	Construction 51% - 75%	Greater Giyani	ORD	18/02/2015	20/5/2015	911	-	46	-	-
10	Nwamavimbi Secondary School	Construction 51% - 75%	Greater Letaba	ORD	18/02/2015	20/5/2015	1 451	-	73	-	-
11	Phadi Primary School	Construction 76% - 99%	Greater Giyani	ORD	18/02/2015	20/5/2015	1 386	-	69	-	-
12	Ramalema Junior School	Construction 51% - 75%	Greater Tzaneen	ORD	18/02/2015	20/5/2015	1 451	-	73	-	-
13	Thomo Primary School	Construction 51% - 75%	Greater Giyani	ORD	18/02/2015	20/5/2015	1 629	-	81	-	-
14	Tshovani Primary School	Construction 51% - 75%	Greater Giyani	ORD	18/02/2015	20/5/2015	812	-	41	-	-
15	Vallambrossa Primary	Construction 76% - 99%	Greater Letaba	ORD	18/02/2015	20/5/2015	1 451	-	73	-	-
16	Hivuyeriwile Commercial	Construction 51% - 75%	Greater Giyani	ORD	18/02/2015	20/5/2015	524	-	26	-	-
17	Ramalema Junior School	Construction 51% - 75%	Greater Tzaneen	ORD	18/02/2015	20/5/2015	391	-	20	-	-
18	Vallambrossa Primary	Construction 76% - 99%	Greater Letaba	ORD	18/02/2015	20/5/2015	474	-	24	-	-
19	Akanani Primary	Practical Completion 100%)	Greater Tzaneen	ORD	18/02/2015	20/5/2015	1 629	-	81	-	-
20	Kulani Primary	Construction 76% - 99%	Greater Giyani	ORD	18/02/2015	20/5/2015	911	-	46	-	-
21	Mmaphai Primary	Construction 1% - 25%	Greater Tzaneen	ORD	30/09/2015	30/12/2015	1 773	-	1 152	-	-
22	Nyavana Primary	Construction 1% - 25%	Greater Tzaneen	ORD	30/09/2015	30/12/2015	1 194	-	776	-	-
23	Mahuntsi Primary	Construction 1% - 25%	Greater Letaba	ORD	30/09/2015	30/12/2015	663	-	431	-	-
24	Ramaite Primary	Construction 26% - 50%	Greater Letaba	ORD	30/09/2015	30/12/2015	663	-	431	-	-

25	Masehlon Primary	Construction 1% - 25%	Greater Letaba	ORD	30/09/2015	30/12/2015	1 220	-	793	-	-
26	Machepelele Secondary	Construction 1% - 25%	Greater Letaba	ORD	30/09/2015	30/12/2015	1 220	-	793	-	-
27	Pheerehla Maake Sec.	Construction 1% - 25%	Greater Tzaneen	ORD	30/09/2015	30/12/2015	1 220	-	793	-	-
28	Phepeni Primary	Construction 1% - 25%	Greater Tzaneen	ORD	30/09/2015	30/12/2015	1 220	-	793	-	-
29	Mmakgotlho Primary	Construction 1% - 25%	Greater Tzaneen	ORD	30/09/2015	30/12/2015	2 342	-	1 522	-	-
30	Maponya primary	Construction 1% - 25%	Greater Tzaneen	ORD	30/09/2015	30/12/2015	1 531	-	995	-	-
31	Shiluvana Primary	Construction 1% - 25%	Greater Tzaneen	ORD	30/09/2015	30/12/2015	1 194	-	776	-	-
32	Khataza Secondary	Construction 1% - 25%	Greater Tzaneen	ORD	30/09/2015	30/12/2015	663	-	431	-	-
33	Lebitso Secondary	Construction 1% - 25%	Greater Tzaneen	ORD	30/09/2015	30/12/2015	663	-	431	-	-
34	Mmalahla primary	Construction 1% - 25%	Greater Tzaneen	ORD	30/09/2015	30/12/2015	1 194	-	776	-	-
35	Mamosala Primary	Construction 1% - 25%	Greater Tzaneen	ORD	30/09/2015	30/12/2015	1 194	-	776	-	-
36	Risinga Secondary	Construction 1% - 25%	Greater Giyani	ORD	30/09/2015	30/12/2015	663	-	431	-	-
37	Giyani High	Construction 1% - 25%	Greater Giyani	ORD	30/09/2015	30/12/2015	873	-	567	-	-
38	ANDERSON PRIM.	Complete, Final Acc submitted, PSP in dispute	Greater Giyani	ORD	03/112010	00/011900	9 691	-	1 438	1 838	-
39	BURGERSDORP	PSP liquidated	Greater Tzaneen	ORD	17/092010	00/011900	37 268	-	1 438	2 238	-
40	LEBAKA PRIM. A	Construction 76% - 99% - PDP In dispute	Greater Letaba	ORD	03/112010	00/011900	12 911	-	1 438	1 638	-
41	LEBAKA PRIM. B	Construction 76% - 99% - PDP In dispute	Greater Letaba	ORD	03/112010	00/011900	15 956	-	1 438	1 638	-
42	MABJE A KGORO	Construction 76% - 99%	Greater Tzaneen	ORD	11/112010	00/011900	39 560	-	1 725	-	-
43	Mangoako Sec School A	Construction 76% - 99%	Greater Letaba	ORD	10/042014	00/011900	7 797	-	3 898	-	-
44	Edward Homu Secondary	Construction 76% - 99%	Greater Giyani	ORD	01/042014	31/032017	24 802	-	471	35	-
45	Gawula Secondary	Construction 76% - 99%	Greater Giyani	ORD	01/042014	31/032017	15 754	-	3 289	248	-
46	Hanyani Thomo High	Construction 76% - 99%	Greater Giyani	ORD	01/042014	31/032018	37 269	-	6 836	515	-
47	Hasani Mninginisi Secondary	Construction 76% - 99%	Greater Giyani	ORD	01/042014	31/032017	26 716	-	4 115	310	-
48	Mandela Barloworld Agricultural High School	Construction 76% - 99%	Greater Letaba	ORD	01/042014	31/032017	11 738	-	1 848	139	-
49	Metz Junior Primary Merging with Mamahlola Senior Prim.	Construction 76% - 99%	Maruleng	ORD	00/011900	00/011900	26 420	-	857	65	-
50VV	Modumaane Secondary	Construction 76% - 99%	Greater Tzaneen	ORD	01/042013	31/032017	14 596	-	2 322	175	-
51	Munyangani Primary	Construction 76% - 99%	Greater Giyani	ORD	01/042013	31/032016	4 856	-	141	11	-
52	Scotch Maboko Junior Secondary	Construction 76% - 99%	Greater Tzaneen	ORD	01/042017	31/032020	13 831	-	5 673	427	-
53	Dududu Primary	Construction 76% - 99%	Greater Tzaneen	ORD	01/042014	31/032017	21 770	-	2 127	160	-
54	Kubune Primary	Construction 76% - 99%	Greater Letaba	ORD	01/042013	31/032017	15 807	-	3 524	265	-
55	Manwagae Secondary	Construction 76% - 99%	Greater Letaba	ORD	01/042013	31/032016	9 537	-	381	29	-
56	Manyunyu Primary	Construction 76% - 99%	Greater Tzaneen	ORD	01/042013	31/032017	11 022	-	1 960	148	-
57	Maseke Primary	Construction 76% - 99%	Ba-Phalaborwa	ORD	01/042014	31/032017	20 210	-	2 413	182	-
58	Mmankopana Primary	Construction 76% - 99%	Greater Letaba	ORD	01/042014	31/032016	6 328	-	851	64	-
59	Moleketla Primary	Construction 76% - 99%	Greater Letaba	ORD	01/042013	31/032017	21 320	-	5 106	384	-

60	Shotong Primary	Construction 76% - 99%	Greater Letaba	ORD	01/042013	31/032017	20 449	-	970	73	
61	Stanbury/ Foskor Primary	Construction 76% - 99%	Ba-Phalaborwa	ORD	01/042013	31/032017	13 748	-	476	36	-
62	Mangoako Secondary Sch.	On Hold	Greater Letaba	ORD	01/042014	31/032017	11 198	-	-	5 599	5 151
63	Mawa Primary School	On Hold	Greater Letaba	ORD	01/042014	31/032015	9 254	-	-	1 851	7 033
64	Phakeng Primary School	On Hold	Greater Letaba	ORD	01/042016	31/032019	12 146	-	-	2 429	9 231
65	Chameti High School	On Hold	Greater Giyani	ORD	00/011900	00/011900	22 013	-	11 007	10 126	-
66	D.Z.J. Mtebule Secondary School	On Hold	Greater Tzaneen	ORD	01/042016	31/032019	16 392	-	8 196	5 582	-
67	Khutjwana Primary School	On Hold	Greater Tzaneen	ORD	01/042018	31/032021	10 904	-	-	5 452	3 841
68	Kolobetona Secondary School	On Hold	Greater Letaba	ORD	01/042014	31/032016	8 742	-	-	4 371	4 021
69	Lepono Primary School	On Hold	Maruleng	ORD	00/011900	00/011900	1 212	-	-	606	558
70	Magoza High School	On Hold	Greater Tzaneen	ORD	01/042016	31/032019	10 265	-	-	5 133	4 722
71	Manonyaneng Secondary School	On Hold	Greater Letaba	ORD	01/042014	31/032015	9 124	-	-	4 562	4 197
72	Mashooro Secondary Sch.	On Hold	Greater Letaba	ORD	00/011900	00/011900	11 392	-	-	5 696	4 039
73	Matimu High School	On Hold	Greater Tzaneen	ORD	01/042015	31/032019	8 388	-	-	1 678	5 269
74	Mokwane Secondary School	On Hold	Greater Tzaneen	ORD	01/042014	31/032015	16 347	-	-	3 269	12 424
75	Nghalalume Primary School	On Hold	Greater Giyani	ORD	01/042019	31/032022	22 931	-	-	4 586	17 428
76	Nghilazi Primary School	On Hold	Greater Giyani	ORD	00/011900	00/011900	12 875	-	-	2 575	9 785
77	Nkuri Primary School	On Hold	Greater Giyani	ORD	01/042013	31/032017	11 968	-	-	2 394	9 096
78	Nthabiseng Special School	On Hold	Ba-Phalaborwa	SNE	01/042018	31/032021	22 431	-	-	4 486	17 048
79	Rethabile Primary School	On Hold	Ba-Phalaborwa	ORD	01/042014	31/032015	10 975	-	-	2 195	8 341
80	Rita Primary School	On Hold	Greater Tzaneen	ORD	01/042016	31/032019	6 850	-	-	1 370	4 320
81	Seripe Primary School	On Hold	Greater Letaba	ORD	01/042014	31/032015	8 207	-	-	1 641	6 237
82	Thabeng Primary School	On Hold	Greater Tzaneen	ORD	01/042014	31/032015	11 752	-	-	2 350	8 365
83	Tlakulani Secondary School	On Hold	Greater Giyani	ORD	01/042015	31/032020	10 497	-	-	2 099	6 587
84	Tshembani Primary School	On Hold	Greater Giyani	ORD	01/042017	31/032020	9 349	-	-	1 870	7 105
85	Tshovane Primary School	On Hold	Greater Giyani	ORD	01/042014	31/032015	16 027	-	-	3 205	12 181
86	Mamaila Primary School	Construction 1% - 25%	Greater Letaba	ORD	01/042015	31/032019	15 074	-	5 448	1 946	-
87	M.K. Khambani Primary	On Hold	Greater Giyani	ORD	00/011900	00/011900	30 014	-	-	16 984	13 896
88	M.K. Khambani Primary	Construction	Greater Giyani	ORD	01/042014	31/032019	27 848	-	-	5 000	6 269
89	Matokane Secondary	On Hold	Greater Tzaneen	ORD	01/042015	31/032019	22 755	-	16 178	3 929	-
90	Motupakgomo Primary	On Hold	Greater Tzaneen	ORD	01/042015	31/032019	17 964	-	-	9 931	8 125
91	Pfunanani Special School For Learners With Educational Disability	On Hold	Greater Giyani	SNE	01/042013	31/032022	54 290	-	15 000	14 923	12 483
92	Pheeha Primary (New school at new restitution land issue)	On Hold	Greater Letaba	ORD	00/011900	00/011900	13 564	-	7 399	6 054	-
93	Maphusha Sec School	Tender	Greater Giyani	ORD	00/011900	00/011900	1 916	-	575	-	-
94	Sefahone Primary School	Tender	Greater Letaba	ORD	00/011900	00/011900	2 277	-	683	-	-
95	Shiphamele Primary School	Tender	Ba-Phalaborwa	ORD	00/011900	00/011900	3 448	-	1 034	-	-

UPGRADES AND ADDITIONS											
1	Tshweni Secondary	Construction 76% - 99%	Greater Letaba	ORD	01/042013	31/032017	21 112	-	9 710	731	-
2	John Mbhedhle Secondary	Construction 76% - 99%	Greater Giyani	ORD	01/042014	31/032017	13 844	-	137	10	-
3	Craighead primary school	On Hold	Greater Tzaneen	ORD	01/042019	31/032021	4 197	-	2 099	1 372	-
4	Ehlekehani Primary School	On Hold	Ba-Phalaborwa	ORD	01/042018	31/032021	5 097	-	2 549	2 345	-
5	Magoletsa Secondary School	On Hold	Greater Letaba	ORD	01/042017	31/032019	6 203	-	-	3 102	2 853
6	Mahumani Secondary School	On Hold	Greater Giyani	ORD	01/042015	31/032018	11 720	-	-	5 860	5 391
7	Molai Jubilee Secondary School	On Hold	Greater Letaba	ORD	01/042016	31/032019	9 946	-	-	1 989	7 559
8	MR Mamaila Primary School	On Hold	Greater Letaba	ORD	01/042016	31/032018	5 657	-	-	1 131	4 299
9	Nkomo Maboko Secondary School (New School)	On Hold	Greater Giyani	ORD	01/042017	31/032020	30 879	-	-	6 176	23 468
10	Nyavana Primary School	On Hold	Greater Tzaneen	ORD	01/042016	31/032019	6 689	-	-	1 338	4 362
11	Rammila Secondary School	On Hold	Greater Letaba	ORD	01/042018	31/032021	7 112	-	-	1 422	5 405
REFURBISHMENT AND REHABILITATIONS											
1	Condition Assessment of facilities in the Province	Ongoing	All Districts	Office	13/032013	NA	85 000	-	22 700	5 000	5 000
2	Khumelong Primary School	On Hold	Greater Letaba	ORD	01/042019	31/032022	4 010	-	2 005	1 845	-
3	Kelekese Secondary School	On Hold	Greater Letaba	ORD	01/042016	31/032019	3 553	-	1 777	1 174	-
4	Mahwahwa Secondary School	On Hold	Greater Tzaneen	ORD	01/042019	31/032022	8 357	-	-	4 179	2 982
5	Ndzalamo Primary school	On Hold	Greater Giyani	ORD	01/042019	31/032022	12 414	-	-	2 483	9 435
6	Rithlavile Secondary School	On Hold	Greater Giyani	ORD	01/042016	31/032018	12 379	-	-	2 476	9 408
7	Solani Primary School	On Hold	Greater Giyani	ORD	01/042019	31/032021	11 997	-	-	2 399	9 118

DEPARTMENT OF CO-OPERATIVE GOVERNANCE, HUMAN SETTLEMENTS AND TRADITIONAL AFFAIRS									
No	Project Name	Description	Location	Municipality	BUDGET				
					2016/17	2017/18	2018/19	2019/20	2020/21
GREATER LETABA MUNICIPALITY									
1.	Construction of RDP housing	Construction of 1 unit	Moshakga Ward 2	GLM	85 218	-	-	-	-
2.		Construction of 1 unit	Mahlakong ward 2	GLM	85 218	-	-	-	-
3.		Construction of 6 units	Ga-Kgapane (Meloding) Ward 3	GLM	511 308	-	-	-	-
4.		Construction of 1 unit	Kgaphamadi Ward 4	GLM	85 218	-	-	-	-
5.		Construction of 1 unit	Mapolankeng ward 4	GLM	85 218	-	-	-	-
6.		Construction of 3 unit	Mesopotamia Ward 4	GLM	255 654	-	-	-	-
7.		Construction of 2 units	Extension 5 ward 4	GLM	170 436	-	-	-	-
8.		Construction of 1 unit	Tshamahansi ward 4	GLM	85 218	-	-	-	-
9.		Construction of 3 units	Medingen ward 5	GLM	255 654	-	-	-	-
10.		Construction of 2 units	Rabothata ward 7	GLM	170 436	-	-	-	-
11.		Construction of 3 units	Raseleka ward 7	GLM	255 654	-	-	-	-
12.		Construction of 11 units	Setlalleng ward 7	GLM	937 398	-	-	-	-
13.		Construction of 12 units	Mamakata ward 7	GLM	1 022 616	-	-	-	-
14.		Construction of 9 units	Makhurupetsi ward 7	GLM	766 962	-	-	-	-
15.		Construction of 3 units	Rasodi ward 7	GLM	255 654	-	-	-	-
16.		Construction of 1 unit	Itieleng ward 8	GLM	85 218	-	-	-	-

17.	Construction of 1 unit	Mamphakathi ward 8	GLM	85 218	-	-	-	-
18.	Construction of 1 unit	Burkinafaso ward 8	GLM	85 218	-	-	-	-
19.	Construction of 3 units	Malatji ward 9	GLM	255 654	-	-	-	-
20.	Construction of 1 unit	Lebjelola ward 10	GLM	85 218	-	-	-	-
21.	Construction of 1 unit	Motseketla 10	GLM	85 218	-	-	-	-
22.	Construction of 2 units	Matshwi ward 11	GLM	170 436	-	-	-	-
23.	Construction of 1 unit	Boshage ward 11	GLM	85 218	-	-	-	-
24.	Construction of 2 units	Itieleng ward 12	GLM	170 436	-	-	-	-
25.	Construction of 3 units	Senwamokgope ward 13	GLM	255 654	-	-	-	-
26.	Construction of 24 units	Lemondokop ward 14	GLM	2 045 232	-	-	-	-
27.	Construction of 10 units	Vaalwater ward 14	GLM	852 180	-	-	-	-
28.	Construction of 2 units	Sodini ward 15	GLM	170 436	-	-	-	-
29.	Construction of 1 unit	Mosokonyane ward 15	GLM	85 218	-	-	-	-
30.	Construction of 3 units	Mamaila ward 17	GLM	255 654	-	-	-	-
31.	Construction of 2 units	Mothobekhi ward 21	GLM	170 436	-	-	-	-
32.	Construction of 1 unit	Femane ward 21	GLM	85 218	-	-	-	-
33.	Construction of 2 units	Nakampe ward 22	GLM	170 436	-	-	-	-
34.	Construction of 18 units	Bellevue ward 23	GLM	1 533 924	-	-	-	-
35.	Construction of 8 units	Sefofotse ward 23	GLM	681 744	-	-	-	-

36.	Construction of 7 units	Maupa ward 23	GLM	596 526	-	-	-	-
37.	Construction of 7 units	Sedibeng ward 23	GLM	596 526	-	-	-	-
38.	Construction of 13 units	Mamatlepa ward 24	GLM	1 107 834	-	-	-	-
39.	Construction of 7 units	Seaphole ward 24	GLM	596 526	-	-	-	-
40.	Construction of 4 units	Mamokgadi ward 24	GLM	340 872	-	-	-	-
41.	Construction of 4 units	Ntata ward 24	GLM	340 872	-	-	-	-
42.	Construction of 1 unit	Mpepule ward 25	GLM	85 218	-	-	-	-
43.	Construction of 1 unit	Shamfana ward 25	GLM	85 218	-	-	-	-
44.	Construction of 1 unit	Boqa ward 25	GLM	85 218	-	-	-	-
45.	Construction of 3 units	Rotterdam ward 28	GLM	255 654	-	-	-	-

GREATER TZANEEN MUNICIPALITY

46.	Construction of RDP housing	Construction of 7 units	Pelana ward 1	GTM	85 218	-	-	-	-
47.		Construction of 8 units	Senakwe ward 1	GTM	681 744	-	-	-	-
48.		Construction of 3 units	Mantshwa ward 1	GTM	255 654	-	-	-	-
49.		Construction of 2 units	Maweni ward 5	GTM	170 436	-	-	-	-
50.		Construction of 2 units	Mackery ward 5	GTM	170 436	-	-	-	-
51.		Construction of 1 unit	Malubana ward 5	GTM	85 218	-	-	-	-
52.		Construction of 1 unit	Akanani ward 5	GTM	85 218	-	-	-	-
53.		Construction of 3 units	Nkambako ward 5	GTM	255 654	-	-	-	-
54.		Construction of 16 units	Seetheng ward 8	GTM	1 363 488	-	-	-	-
55.		Construction of 1 unit	Semarela ward 8	GTM	85 218	-	-	-	-

56.	Construction of 1 unit	Sethong ward 8	GTM	85 218	-	-	-	-
57.	Construction of 1 unit	Ramphelo ward 8	GTM	85 218	-	-	-	-
58.	Construction of 3 units	Mandlhakazi ward 13	GTM	85 218	-	-	-	-
59.	Construction of 1 unit	Kujwana ward 16	GTM	85 218	-	-	-	-
60.	Construction of 1 unit	Mokgolobotho ward 17	GTM	85 218	-	-	-	-
61.	Construction of 3 units	Mbambamencisi ward 21	GTM	255 654	-	-	-	-
62.	Construction of 2 units	Lefara ward 22	GTM	170 436	-	-	-	-
63.	Construction of 6 units	Mariveni ward 23	GTM	511 308	-	-	-	-
64.	Construction of 33 units	Zangoma ward 24	GTM	2 812 194	-	-	-	-
65.	Construction of 5 units	Petanenge ward 24	GTM	426 090	-	-	-	-
66.	Construction of 1 unit	Bonn ward 25	GTM	85 218	-	-	-	-
67.	Construction of 2 units	Bordeaux ward 26	GTM	170 436	-	-	-	-
68.	Construction of 9 units	Makhubidung ward 27	GTM	766 962	-	-	-	-
69.	Construction of 4 units	Mogapeng ward 27	GTM	340 872	-	-	-	-
70.	Construction of 1 unit	Shiluvane ward 27	GTM	85 218	-	-	-	-
71.	Construction of 1 unit	Myakayaka ward 29	GTM	85 218	-	-	-	-
72.	Construction of 2 units	Burgersdorp	GTM	170 436	-	-	-	-
73.	Construction of 1 unit	Tickyline ward 30	GTM	85 218	-	-	-	-
74.	Construction of 15 units	Shikwambana ward 32	GTM	1 278 270	-	-	-	-
75.	Construction of 1 unit	Leolo ward 33	GTM	85 218	-	-	-	-

76.	Construction of 1 unit	Serare	GTM	85 218	-	-	-	-
77.	Construction of 1 unit	Mphane	GTM	85 218	-	-	-	-
78.	Construction of 1 unit	Mothopong	GTM	85 218	-	-	-	-
79.	Construction of 6 units	Segabeng ward 34	GTM	511 308	-	-	-	-
80.	Construction of 1 unit	Ga-Moloko	GTM	85 218	-	-	-	-
81.	Construction of 1 unit	Senopelwa Ward 1	GTM	85 218	-	-	-	-
82.	Construction of 1 unit	Mawa block 8 ward 2	GTM	85 218	-	-	-	-
83.	Construction of 1 unit	Mokgwathi Block 11 ward 2	GTM	85 218	-	-	-	-
84.	Construction of 3 units	Wally ward 3	GTM	255 654	-	-	-	-
85.	Construction of 2 units	Mookgo Block ward 4	GTM	170 436	-	-	-	-
86.	Construction of 1 unit	Mgwazeni ward 5	GTM	85 218	-	-	-	-
87.	Construction of 1 unit	Mackery ward 5	GTM	85 218	-	-	-	-
88.	Construction of 2 units	Runnymede ward 6	GTM	170 436	-	-	-	-
89.	Construction of 3 units	Mothomeng ward 7	GTM	255 654	-	-	-	-
90.	Construction of 2 units	Madumane ward 7	GTM	170 436	-	-	-	-
91.	Construction of 1 unit	Botludi ward 7	GTM	85 218	-	-	-	-
92.	Construction of 1 unit	Relela ward 8	GTM	85 218	-	-	-	-
93.	Construction of 1 unit	Semearela ward 9	GTM	85 218	-	-	-	-
94.	Construction of 3 units	Moleketla ward 9	GTM	255 654	-	-	-	-
95.	Construction of 1 unit	Mopye ward 9	GTM	85 218	-	-	-	-
96.	Construction of 2 units	Fobeni ward 11	GTM	170 436	-	-	-	-
97.	Construction of 2 units	Thapane ward 11	GTM	170 436	-	-	-	-
98.	Construction of 2 units	Bokhuta ward 11	GTM	170 436	-	-	-	-

99	Construction of 1 unit	Thapane ward 11	GTM	85 218	-	-	-	-
100	Construction of 1 unit	Banana ward 11	GTM	85 218	-	-	-	-
101	Construction of 2 units	Lwandlamuni ward 12	GTM	170 436	-	-	-	-
102	Construction of 1 unit	Malovisi ward 12	GTM	85 218	-	-	-	-
103	Construction of 1 unit	Mandlakazi ward 13	GTM	85 218	-	-	-	-
104	Construction of 4 units	Dan ward 17	GTM	340 872	-	-	-	-
105	Construction of 1 unit	Mashiloane	GTM	85 218	-	-	-	-
106	Construction of 1 unit	Rwanda	GTM	85 218	-	-	-	-
107	Construction of 1 unit	Lusaka ward 18	GTM	85 218	-	-	-	-
108	Construction of 3 units	Khujwana ward 18	GTM	255 654	-	-	-	-
109	Construction of 2 units	Nkowankowa WARD 19	GTM	170 436	-	-	-	-
110	Construction of 2 units	Dan ward 20	GTM	170 436	-	-	-	-
111	Construction of 1 unit	Mountain view ward 22	GTM	85 218	-	-	-	-
112	Construction of 1 unit	Mshongoville ward 22	GTM	85 218	-	-	-	-
113	Construction of 5 units	Sasekane ward 24	GTM	426 090	-	-	-	-
114	Construction of 2 Units	Bordeaux 26	GTM	170 436	-	-	-	-
115	Construction of 1 unit	Mogapeng ward 27	GTM	85 218	-	-	-	-
116	Construction of 1 unit	Shiluvhane/ Shoromong ward 27	GTM	85 218	-	-	-	-
117	Construction of 2 units	New Phepene ward 28	GTM	170 436	-	-	-	-
118	Construction of 1 unit	Sunnyside ward 29	GTM	85 218	-	-	-	-
119	Construction of 1 unit	Pulaneng ward 29	GTM	85 218	-	-	-	-
120	Construction of 1 unit	Ramalema ward 30	GTM	85 218	-	-	-	-
121	Construction of 1 unit	Marumofase ward 30	GTM	85 218	-	-	-	-
122	Construction of 1 unit	Lenyenye ward 31	GTM	85 218	-	-	-	-
123	Construction of 1 unit	Lenyenye ward 31	GTM	85 218	-	-	-	-
124	Construction of 1 unit	Mohlaba Cross ward 32	GTM	85 218	-	-	-	-
125	Construction of 1 unit	Moime ward 32	GTM	85 218	-	-	-	-
126	Construction of 1 unit	Serare ward 33	GTM	85 218	-	-	-	-
127	Construction of 1 unit	Leolo ward 33	GTM	85 218	-	-	-	-
128	Construction of 1 unit	Topanama ward 34	GTM	85 218	-	-	-	-
129	Construction of 1 unit	Khopo Civic	GTM	85 218	-	-	-	-

BA-PHALABORWA MUNICIPALITY

130	Construction of RDP housing	Construction of 28 units	Nyakelang ward 1	BPM	66 810 912	-	-	-	-
131		Construction of 4 units	Gardenview ward 1	BPM	340 872	-	-	-	-
132		Construction of 3 units	Kanana ward 1	BPM	255 654	-	-	-	-
133		Construction of 7 units	Loss my cherry ward 2	BPM	596 526	-	-	-	-
134		Construction of 8 units	Hlakisi ward 2	BPM	681 744	-	-	-	-
135		Construction of 3 units	Ntswelemotse ward 2	BPM	255 654	-	-	-	-
136		Construction of 6 units	Tipeng ward 2	BPM	511 308	-	-	-	-
137		Construction of 2 units	Changaan ward 2	BPM	170 436	-	-	-	-
138		Construction of 3 units	Changane ward 2	BPM	255 654	-	-	-	-
139		Construction of 1 unit	Tlakis ward 2	BPM	85 218	-	-	-	-
140		Construction of 30 units	Benfarm ward 3	BPM	2 556 540	-	-	-	-
141		Construction of 29 units	Malungane ward 3	BPM	2 471 322	-	-	-	-
142		Construction of 1 unit	Namakgale ward 4	BPM	85 218	-	-	-	-
143		Construction of 1 unit	Namakgale ward 4	BPM	85 218	-	-	-	-
144		Construction of 1 unit	Mashishimale ward 8	BPM	85 218	-	-	-	-
145		Construction of 7 units	Machidi ward 8	BPM	596 526	-	-	-	-
146		Construction of 7 units	Tlapeng ward 8	BPM	596 526	-	-	-	-
147		Construction of 2 units	Mohlabeng ward 8	BPM	170 436	-	-	-	-
148	Construction of 3 units	Matshelapata ward 8	BPM	255 654	-	-	-	-	
149	Construction of 1 unit	Tshabelammatswale ward 8	BPM	85 218	-	-	-	-	
150	Construction of 2 units	Nkhweshe ward 8	BPM	170 436	-	-	-	-	
151	Construction of 11 units	Mosemaneng ward 9	BPM	937 398	-	-	-	-	
152	Construction of 10 units	Maune ward 9	BPM	852 180	-	-	-	-	
153	Construction of 6 units	Sebera ward 9	BPM	511 308	-	-	-	-	
154	Construction of 3 units	Mapikiri ward 9	BPM	255 654	-	-	-	-	
155	Construction of 3 units	Boelane ward 10	BPM	255 654	-	-	-	-	
156	Construction of 17 units	Boelang ward 10	BPM	1 448 706	-	-	-	-	
157	Construction of 10 units	Mashishimale ward 10	BPM	852 180	-	-	-	-	
158	Construction of 35 units	Lulekani ward 13	BPM	2 982 630	-	-	-	-	

159		Construction of 25 units	Biko ward 15	BPM	2 130 450	-	-	-	-
160		Construction of 5 units	Mahala ward 15	BPM	426 090	-	-	-	-
161		Construction of 20 units	Matiko-Xikaya ward 16	BPM	1 704 360	-	-	-	-
162		Construction of 10 units	Humulani ward 16	BPM	852 180	-	-	-	-
163		Construction of 10 units	Mokhuanana ward 18	BPM	852 180	-	-	-	-
164		Construction of 10 units	Moshate ward 18	BPM	170 436	-	-	-	-
165		Construction of 2 units	Nyakelane ward 18	BPM	170 436	-	-	-	-
166		Construction of 4 units	Nondweni ward 18	BPM	340 872	-	-	-	-
167		Construction of 4 units	Selwane ward 18	BPM	340 872	-	-	-	-
168		Construction of 1 unit	Motselagomo ward 18	BPM	85 218	-	-	-	-
169		Construction of 1 unit	Mahale ward 18	BPM	85 218	-	-	-	-
170		Construction of 5 units	Prieska	BPM	426 090	-	-	-	-
171		Construction of 3 units	Newstands	BPM	255 654	-	-	-	-
MARULENG MUNICIPALITY									
172	Construction of RDP housing	Construction of 10 units	Willows ward 2	MLM	852 180	-	-	-	-
173		Construction of 70 units	Oaks ward 3	MLM	5 965 260	-	-	-	-
174		Construction of 60 units	Finale ward 3	MLM	5 113 080	-	-	-	-
175		Construction of 10 units	Bochabelo, Ga-Mametja ward 4	MLM	852 180	-	-	-	-
176		Construction of 10 units	Molalane, Sedawa, Santeng ward 5	MLM	852 180	-	-	-	-
177		Construction of 70 units	Enable ward 6	MLM	5 965 260	-	-	-	-
178		Construction of 10 units	Bismark ward 6	MLM	852 180	-	-	-	-
179		Construction of 10 units	Turkey1,2, Butswana ward 7	MLM	852 180	-	-	-	-
180		Construction of 10 units	Makgaung, Turkey 3,4 ward 8	MLM	852 180	-	-	-	-
181		Construction of 10 units	Metz ward 9	MLM	852 180	-	-	-	-
182		Construction of 10 units	Madiera, Sofaya ward 10	MLM	852 180	-	-	-	-
183		Construction of 10 units	Hlohlokwe ward 11	MLM	852 180	-	-	-	-
184		Construction of 40 units	Lorraine ward 12	MLM	3 408 720	-	-	-	-
185		Construction of 50 units	Balloon, Calais ward 13	MLM	4 260 900	-	-	-	-
186	Construction of 20 units	Moshate ward 14	MLM	1 704 360	-	-	-	-	

NAME OF DEPARTMENT: LEDET

DISTRICT MUNICIPALITY:MDM 2016/17 F/Y

PROJECT NAME	PROGRAMME NAME	PROJECT DESCRIPTION/ TYPE OF STRUCTURE	PROGRAMME DESCRIPTION	DISTRICT MUNICIPALITY	LOCAL MUNICIPALITY	PROJECT/PROGRAMME DURATION		TOTAL BUDGET	EXPENDITURE TO DATE	MTEF FORWARD ESTIMATES	
						DATE START	DATE FINISH		2015/16	2016/ 2017	2017 / 2018
1.											
	Environmental Empowerment Services	Limpopo Green Schools competition	Schools competition to promote green economy	Mopani	All locals	April	September		0	120 000	
		Tree planting	Promote planting of trees to mitigate for climate change	Mopani	All locals	1 Sept 2016	30 Sept 2016			R11 000	
		Environmental knowledge Capacity building	Environmental capacity building workshops to wards committees and Traditional Leaders	Mopani	All locals	April 2016	March 2017			50 000	
		Environmental awareness.	.Conduct Environmental awareness calendar	Mopani	All locals	April 2016	March 2017			20 000 Total allocation for VBR which includes Blouberg	
Municipal transformation and Community Empowerment	Tourism	Empower communities with Knowledge about tourism development		Mopani	All locals	April 2016	March 2016			TBC	
	Tourism Regulations	Regulate tourism guides and amenities	Conduct awareness campaigns to product owners and facilities about illegal tourist	Mopani	All locals	April 2016	March 2016			TBC	

			guides							
m	Muyexe conference center and Recreational facility		Construction of conference facilities and Recreational facilities	Mopani	Giyani		2016			R14.1M
	Ngove accommodation and conference facilities.		Construction of a lodge.		Giyani		2016			R2.1M
	Mahlathi		Construction of conference facilities.		Giyani		2016			R17 M
	Khalanga	Construction of conference facilities.	Construction of information center Safari Camp.		Tzaneen		2016			R23 M
	The Oaks	Information center with Safari Camp.			Maruleng		2016			R20 M

ESKOM ELECTRIFICATION 2016/17 FY

No	Project Name	Description	Municipality	Capital budget 2016/2017
1	Mokwasele	32 H/H connections	Greater Letaba	R 569 600
2	Nakampe	50 H/H connections	Greater Letaba	R 890 000
3	Tlabeleni	70 H/H connections	Greater Letaba	R 1 246 000
4	Refilwe	28 H/H connections	Greater Letaba	R 498 400
5	Matshalaphata Ext 2	30 H/H connections	Greater Letaba	R 2 314 000
6	Matswi	35 H/H connections	Greater Letaba	R 623 000
7	Motobeki ext	95 H/H connections	Greater Letaba	R 1 691 000
8	Kgopone	20 H/H connections	Greater Letaba	R 356 000
9	Itieleng/Mmonatsohle	101 H/H connections	Greater Letaba	R 1 797 800
10	Lemondekop	40 H/H connections	Greater Letaba	R 712 000
11	Polaseng	55 H/H connections	Greater Letaba	R 979 000
12	Lephapane/Rasebalane ext	35 H/H connections	Greater Tzaneen	R 623 000
13	Mahlowe	84 H/H connections	Greater Tzaneen	R 1 495 200
14	Mabyepilong	8 H/H connections	Greater Tzaneen	R 142 400
15	Pyapyamela Ext	32 H/H connections	Greater Tzaneen	R 569 600
16	Petanenge/Mohlaba/Sasekani	215 H/H connections	Greater Tzaneen	R 3 827 000
17	Burgersdorp	450 H/H connections	Greater Tzaneen	R 8 010 000
18	Shirele/Shongani/Mchengeye	290 H/H connections	Greater Tzaneen	R 5 162 000
19	Sedan/Ntsako/Mutali	148 H/H connections	Greater Tzaneen	R 2 634 400
20	Mantswa/Pelana/Senopelwa	250 H/H connections	Greater Tzaneen	R 4 450 000
21	Lefara/Khoope/Mashongoville	210 H/H connections	Greater Tzaneen	R 3 738 000
22	Ramotshiyadi	149 H/H connections	Greater Tzaneen	R 2 652 200
23	NGOVE	290 H/H connections	Greater Giyani	R 5 162 000
24	Risinga	1700 H/H connections	Greater Giyani	R 24 000 000
25	MBHEDLE	40 H/H connections	Greater Giyani	R 712 000
26	MAYEPHO	12 H/H connections	Greater Giyani	R 216 000
27	GUWELA	55 H/H connections	Greater Giyani	R 979 000
28	XIKUKWANI	835 H/H connections	Greater Giyani	R 13 800 000
29	Bonwani	16 H/H connections	Greater Giyani	R 284 800
30	Basani	120 H/H connections	Greater Giyani	R 2 136 000
31	Matsotsosela	25 H/H connections	Greater Giyani	R 445 000
32	Shawela	50 H/H connections	Greater Giyani	R 890 000
33	Mageva Substation Ph3		Greater Giyani	R 48 000 000
34	Enable	289 H/H connections	Maruleng	R 5 144 200
35	Oaks	320 H/H connections	Maruleng	R 5 300 000
36	Santeng	28 H/H connections	Maruleng	R 498 400
37	Nondweni/Seloane	40 H/H connections	Ba-Phalaborwa	R 712 000
		6247 H/H Connections	GGM, GLM, GTM, MLM & BPM	R253 270 000

INTEGRATION PHASE

INTEGRATION PHASE: In this section we provide summaries of the available sector plans of the municipality as approved by Council.

6.1. BACKGROUND

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

TABLE 73: LIST OF KEY SECTOR PLANS IN PLACE

No.	SECTOR PLAN	DATE DEVELOPED/ LAST REVIEWED (Date approved by Council)	
		Developed	Last Reviewed
1.	Performance Management Framework	28 February 2003	31 st March 2008
2.	District Health Plan	22 February 2005	28 February 2008 / Nov. 2010
3.	Integrated Transport Plan	15 December 2004	22 August 2007
4.	Workplace skills plan	12 December 2003	12 December 2008
5.	Local Economic Development Strategy	27 October 2006	March 2016
6.	Disaster Management Framework	3 October 2008	
7.	Disaster Management Plan	30 September 2009	
8.	HIV & AIDS Policy	12 December 2003	
9.	HIV & AIDS Strategy	(Plan under development)	
10.	Tourism Development Strategy	27 October 2006	-
11.	Spatial Development Framework	31 March 2008	March 2016
12.	Water Services Development Plan	28 February 2003	
13.	Integrated Waste Management Plan	28 April 2006	-
14.	Institutional Plan	3 October 2008	-
15.	Employment Equity plan	30 July 2009	-
16.	5 Year Financial Plan	12 December 2008	-
17.	Poverty Alleviation Plan	-	-
18.	Social Crime Prevention Strategy	(Plan under development)	-
19.	Children's Rights plan of Action		-
20.	Disability Framework	12 December 2009	-
21.	Communication Strategy	12 December 2009	-
22.	Anti-corruption/ Fraud prevention strategy	31 May 2012	23 June 2015
23.	Air Quality plan	March 2016	March 2016

The operational details of all these plans, programmes, systems and strategies are well-articulated in the programmes and projects detailed in the Projects Phase. The following plans are earmarked to be developed or reviewed during the 2017/18 financial year:

- Infrastructure plan
- Environmental Management Framework

It should be noted that despite the absence of these plans, there are projects and programmes that are components of these plans, e.g. there are infrastructure projects in the absence of an Infrastructure plan.

6.2. SECTOR PLANS ANNEXURES

Hereunder are the briefs on all sector plans that have been approved by Mopani District Council.

6.2.1. SPATIAL DEVELOPMENT FRAMEWORK

(approved on 31 March 2016)

1.1 Purpose of the Report

An IDP Strategic Objective of Mopani District Municipality is to "Plan for the Future". Planning for the future begins with an understanding of the current state of Mopani District Municipal area as it is now. That includes understanding the place, the people, its resources, and the economic, social and environmental forces underlying the trends that are shaping the District's development. Development growth and changes in development patterns are inevitable. Development pressures and challenges are a given in the District. However, a District with foresight and insight can guide and manage public and private investment to ensure the most sustainable outcome for its inhabitants. The overall intention of the Mopani District Municipality Spatial Development Framework, is to spatially represent the District's Vision and how it intend to reach it. It provides direction towards a future District spatial structure and form that can facilitate sustainable growth and development at the economic, community and environmental dimensions.

INTRODUCTION

1.2 Structure of the Report

The Mopani District Municipality identified the need to develop a Spatial Development Framework (SDF) on community scale that will serve as a spatial development guide for the entire Mopani District development perspective. A key purpose of the review of the District SDF is to provide baseline information for the development of local municipal SDF's and local area plans. The SDF guides the potential population and household growth of each settlement, and the potential direction for the future extension of each settlement. The concept is unique and will assist municipalities and their political structures, in their formulation of IDP projects and consultations with the individual communities.

The outcomes required from the Mopani District Municipality for the SDF are as follow:

- A concise description of the study area;
- Mapping on a topographical map (1:50 000) the general land uses of each community, with the general land uses prescribed as settlement, conservation and agriculture;
- An analysis of the spatial, economic, social and environmental dimension of the settlement in a concise manner;
- Projecting the population and household growth of the community over the 5 year term;
- Development proposals that guide the potential development direction for the future extension of the community, taking cognisance of the environmental sensitive areas, the land with high agricultural potential and future transport/activity corridors. The purpose is not to draft a general district-wide status quo analysis and spatial development framework, but to plan on community scale. It is further not the outcome to develop spatial development plans or local area plans, as this detail planning will be done on local municipal level as a subsequent step to the District SDF. The SDF will therefore aim to serve as an indicative, flexible and forward planning tool to guide spatial decision-making that promotes orderly development necessary for sustainable development and service delivery at community or town scale.

1.3 Status of the Report

The Structure of the Community based SDF for Mopani District Municipality is described as follow:

- a) The Community SDF comprises of the main report that describes the following:
 - □ the project purpose,
 - □ the study area,
 - □ the legislative requirements, and
 - □ strategic directions.
- b) The report thereafter consists of a section for each local municipality that includes the following:
 - a concise description of the local municipality,
 - □ a Map of the Municipal area and its Wards,
 - □ a table listing the settlements contained in each Ward,
 - □ a Settlement Information Sheet for each settlement that is referred to as Settlement Development Guidelines, this sheet should be read with the relevant Map referenced on the sheet.

- c) The Map Book consists of two maps per area with same number :
- the Settlement Map shows status quo analysis data,
 - the Spatial Development Framework Map indicate development proposals.
 - an Index of each settlement, its Map reference number, Ward Number and settlement category.

This report serves as the Draft Spatial Development Framework of the Mopani District Municipality.

The report further includes development proposals for the future extension of each settlement, taking cognisance of the occurrence of recorded environmental sensitive areas and moderate to very high agricultural land capability. These development proposals are to be used as a flexible tool to guide spatial decision making and forward planning by local municipalities, and do not serve the purpose to overwrite any policy or Council decision relating to land use development by local municipalities. Detailed feasibility studies and land use planning on local level, should confirm the suitability of the areas for development.

The SDF further provides direction in terms of prioritisation of demarcation of sites and housing provision, based on calculated backlogs.

Spatial Development Vision Statement

Spatial Development within Mopani District will support a development pattern that provide a conducive, functional and sustainable environment for the District to optimise the full potential of its natural resources found in world renown tourism destinations, high potential agriculture land, and mining activities. A functional hierarchy of settlements and development nodes, will be interlinked through a well-defined network of development corridors that provide regional and cross-border accessibility and development linkages between the district and economic activity or growth areas. Lastly, the spatial development framework seek to establish an integrated and sustainable spatial pattern and improved accessibility to social, infrastructural, economic and municipal services to all communities in the district.

3.4 Spatial Development Goals

Spatial Development within Mopani District will support a development pattern that provide a conducive, functional and sustainable environment for the District to optimise the full potential of its natural resources found in world renown tourism destinations, high potential agriculture land, and mining activities. A functional hierarchy of settlements and development nodes, will be interlinked through a well-defined network of development corridors that provide regional and cross-border accessibility and development linkages between the district and economic activity or growth areas. Lastly, the spatial development framework seek to establish an integrated and sustainable spatial pattern and improved accessibility to social, infrastructural, economic and municipal services to all communities in the district.

The spatial development goals emanating from the spatial vision statement are defined as follow:

- The establishment of an optimal, functional and integrated spatial pattern, integrating the urban and rural areas.
- To strengthen and develop the district growth points and prevent urban sprawl.
- To establish sustainable settlements that are able to generate economic activities.
- To create a conducive environment for the establishment of tourist destination opportunities.
- To establish strong economic and transportation linkages with Sub-Saharan countries and regional, national and international tourism markets.
- To protect natural resources and development areas from any development that may sterilize or have significant negative impact on it.
- Spatial Justice
- Spatial Sustainability Spatial Resilience
- Good Administration

6.2.2. LOCAL ECONOMIC DEVELOPMENT (LED) STRATEGY 31 March 2016

The Mopani District Municipality appointed Kayamandi Development Services (Pty) Ltd to undertake a Local Economic Development Strategy (LED) for the District. The LED is a component of the Municipality's overall strategic plan as outlined in the Integrated Development Planning process. The strategy provides the District Municipality with guidelines to create and facilitate economic development, realise the underlying economic development potential, and encourage private sector investment and job creation. The LED Strategy is under review.

Furthermore, as part of the study a survey of 300 formal and informal businesses were undertaken in the District. The majority of businesses in Ba-Phalaborwa, Greater Giyani and Maruleng are in the retail sector and in Greater Letaba and Greater Tzaneen there are slightly more businesses in the Agriculture sector. Certain development constraints in the District include inter alia lack of education and skills, poverty, lack of infrastructure, lack of municipal capacity, access to funding, etc. These constraints need to be addressed to ensure sustainable economic growth and development in Mopani District.

Numerous opportunities exist for economic development in the District. These opportunities were identified through gaps in the business sector and overall needs of the surrounding population that are currently not met. Support to SMMEs is highlighted with regards to training, access to markets, access to funding and access to information. Support should also be given to small-scale farmers who are currently struggling with access to funding, implements (inputs), a market for their produce and a lack of agricultural skills and administration.

Forward and backward linkages also present opportunities for development. Agricultural inputs and outputs create opportunities in the manufacturing and processing sector. Furthermore the availability of raw materials and resources creates the opportunity for small-scale mining (minerals), tourism (water sources and natural beauty) and processing (Agricultural products). The District should also tap into the global market and needs to ensure that they harness the available external opportunities.

In light of the key sectors identified in the District and the existing opportunities identified the LED strategy developed seven strategic thrusts for economic development. These thrusts had been identified during the process of consultations with various roleplayers including government departments, the community, businesses and workshops.

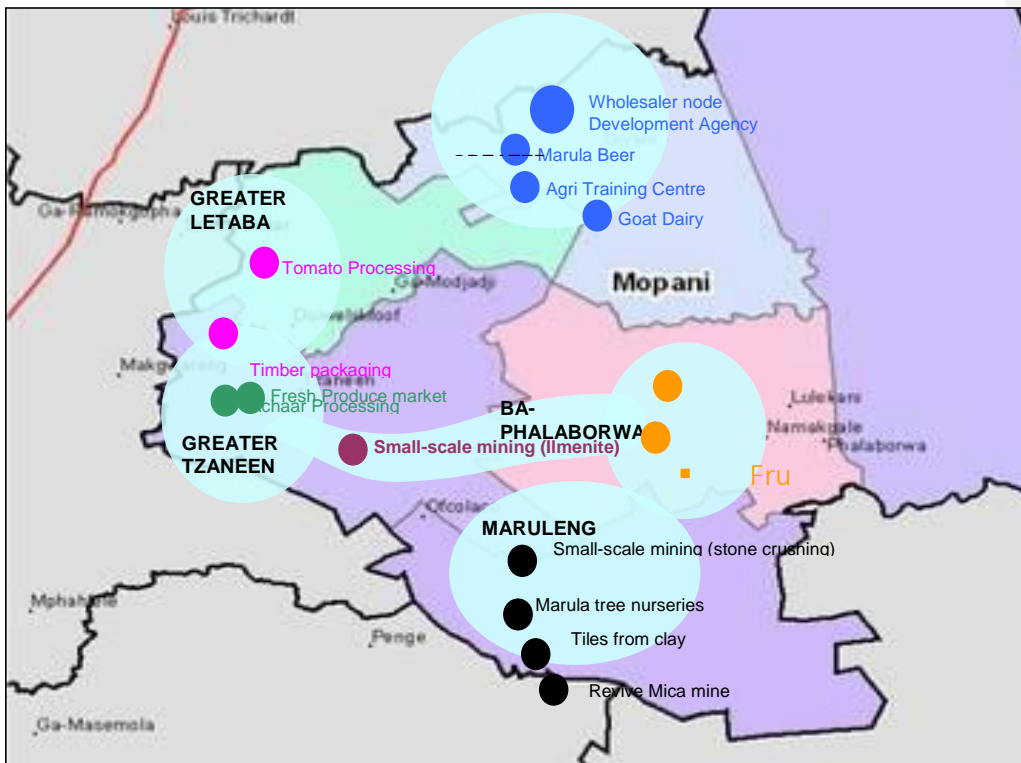
These thrusts and programmes are furthermore supported by projects. The projects that have been identified in the LED are aimed at economic development in the District. A number of these projects need to be facilitated by the District and local municipalities before it can be implemented. Furthermore the implementation of the projects that had been identified will ensure that more job opportunities are created, skills development takes place and that opportunities are created for SMME development. The aim of these projects is also to address poverty relief and to increase community ownership. Priority projects were identified based on job creation, skills development, community involvement, SMME development and overall economic impact on District level. Below is indicated the Thrusts along with the Programmes identified.

Table S1: Economic thrusts

THRUST	PROGRAMME
Economic Infrastructure Support	Not part of LED mandate. Development facilitation from District LED unit required.
	Entrepreneurial & SMME development and procurement
	Development of District level economic database and local business support structures/ services
	Matchmaking and networking development
	Establishment of depots of National wholesalers
	Retail Trade Development
	Agricultural Diversification
	Development of other agricultural resources for farming and agro-processing
	Revitalisation of irrigation scheme activities
	High technology farming practices and methods
	Expansion of small-scale farming
	Skills development and training
	Agro-processing development
	Mineral beneficiation and processing development
	Mining Service Development
	Agriculture service and product development
	Ethnic and cultural activity development
	Eco- tourism and adventure tourism development
	Art and craft development, manufacturing and promotion
	Marketing of tourism potential
	Internal LED capacitation
	Establishment of a Local Development Agency (LDA)

The following Map indicates the priority projects and their preferred locations. A number of these projects should be located in urban areas such as the Wholesaler node and the Development Agency while other projects such as the Tomato Processing and Marula Beer brewery can be located in more rural areas. The projects that will be situated in the more rural areas will give the community much needed economic growth, and skills development. It is however evident that the priority projects for the District are well dispersed throughout the whole District.

Map 3: Location of anchor projects



6.2.3. TOURISM DEVELOPMENT STRATEGY

Tourism is internationally recognized as one of the world's fastest-growing industries. After years of isolation, South Africa has emerged as a highly attractive tourism destination, full of promises and potential, and striving to position itself as a major player in this high-growth, global industry.

To this end, municipalities have a legislative mandate to promote their localities in order to attract investment and tourists who will then inject cash into the local economy, thus create jobs. In line with this mandate, the Mopani District Municipality has developed the Tourism-marketing strategy for the Mopani area of jurisdiction. The strategy focuses on the important issue of branding and notes that the creation of an effective and acceptable branding for the Mopani destination, as a whole, is a process that required full participation by the tourism industry as well as other key stakeholders.

It is proposed that the "Valley of the Olifants" be adopted as the main brand for the Mopani tourism destination, but this still requires discussion and full acceptance amongst all role players. The tourism strategy also provides a summary of the key attractions of each local municipality and matches these to the most likely growth markets. There is also an outline plan on how implementation of the marketing plan could be achieved and this is matched with a summary of the marketing tools that would be needed as well as the suggested budget for the first three years.

Whilst it is accepted that Mopani has some major competitors and as such there is a suggestion that Mopani could capitalize on the

movement of Gauteng residents, for example, into Vhembe and Mpumalanga by promoting the special or unique characteristics of Mopani. In this regard, Mopani is encouraged to take a lead in helping establish tourism forums within those communities that either have sufficient mass of tourism products or that show the most potential for the growth of new products. This initiative needs to be handled sensitively because there must be no hint of a "heavy hand" trying to impose a system or process on any community. It is known that the Department of Economic Development, Environment and Tourism has already tried to establish local tourism forums but without any marked degree of success. Thus, building up a structure that will work for tourism in Mopani must start, not at the top, but at grassroots level.

Growth of tourism, as a contribution to the district's well-being, can be achieved in various ways, and the Provincial Growth and Development Strategy (PGDS) note possible yardsticks or barometers by which the health of the industry could be measured and monitored.

6.2.4. WATER SERVICES DEVELOPMENT PLAN

(Approved 28 February 2003)

This Water Services Development Plan (WSDP) has been prepared simultaneously with the IDP in compliance with the Water Services Act. The WSDP is a sectoral plan that falls within the inter-sectoral umbrella plan of the IDP and responds to the water and sanitation challenges raised in the analysis phase. The Mopani District Municipality is the new Water Service Authority (WSA) in the district and has appointed EVN Africa Consulting Services (Pty) Ltd. to review its previous WSDP. The WSDP is not only a legal tool, but also is a tool towards achieving sustainable water services (where water includes both water supply and sanitation services).

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

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

The consumer development in the district requires the eradication of backlogs and the establishment of formal housing with improved services. Increased population numbers coupled with increased economic activities would result in increased levels of water supply and sanitation, particularly in the fringes surrounding urban towns where such services lag behind those provided in town. With the exception of Giyani, Modjadjiskloof, Tzaneen, Phalaborwa, Hoedspruit and other urban towns, most of the settlements do not have adequate access to potable drinking water and sanitary facilities.



Picture 2: **Water is Life** – Mopani rivers & dams are the source of life in the district (for the environment, people & economy)

The levels of services in these areas are either in terms of RDP standards or below such standards. Contributory factors include, inadequate infrastructure, malfunctioning of boreholes, on-going poor management and maintenance. Further to that, some rural

settlements do not have access to water at all. These communities fetch drinking water from wells, pits or rivers. Such lack of access to adequate potable water has a direct effect on the health standards of the community in those areas, thus, increasing the rate of opportunistic diseases like cholera. Care must also be taken that pit latrines are not erected near locations where ground water is used as a source of drinking water.

Bulk water supply in Mopani is characterized by numerous water schemes in various stages of full development to all customer points. However, these schemes are not linked and this explains why there might be a shortage of bulk in one area, while a surplus exists in another. According to the WSDP, the Mopani District water needs at RDP level is 36% technical, 63% management and 65% sanitation.

It is estimated that more than 70% of the 825 000 in the rural areas of the Mopani District municipal area have water supplies below acceptable minimum standards, albeit the situation where the technical need is estimated at less than 40%. This is in the region where the potential exists of regional bulk supply schemes providing water to all localities.

The required water sector cash flow to meet target dates of 2008 for water services and 2010 for sanitation is as follows:

Funding shortfalls are experienced forextentions to the bulk distribution of water from Middle Letaba dam, Silwane Nondweni towards Giyani, Modjadji and Ritavi (Letaba) to the respective service areas. 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.

Lepelle Northern Water is the bulk water service provider for:

- Phalaborwa-Namakgale-Lulekani
- Pietersburg Government RSW (Ebenezer Pipeline)

The other water services providers in the district are:

- Ba-Phalaborwa Local Municipality for Phalaborwa and the surrounds
- Greater Tzaneen Local Municipality for Tzaneen, Thabina, Tours
- Lepelle Northern Water for Modjadji, Ga-Kgapane, Nkowankowa and surrounds.

The Water Services Directorate in the Department of Water Affairs and Environment are still assisting as the Water Services Provider to all rural areas not described above. All assets are in the process of being transferred to the district municipality as the new Water Services Authority. Ground water would remain an important source for primary use and to augment the surface sources in future. The economy of scale makes regional surface water schemes more acceptable with ground water augmentation as standby source during drought sequences or supply interruptions.

The increasing profile of sanitation within the IDP allows for closer integration across sectors sanitation and water, housing, health, local economic development, and so on. MDM is now developing strategies for intergrated sanitation improvement, premised on a long-term vision, secure medium-term funding, and consensus on what the immediate priorities and resources are.

In conclusion, the district municipality is serious about taking over the water services provision and ensuring a sustainable supply of these services in the district. However, serious external financial injection is required in order to enable the municipality to live up to its mandate as a WSA as required by legislation and citizens of the district.

6.2.5. 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 characterised by inadequate public transport despite the fact that the majority of the population is reliant on buses. 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 gravelled 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. This is as a result of the withdrawal of the former subsidised Lebowa Transport Services, leaving the general public reliant on expensive taxis. Formal and informal taxi ranks need to be upgraded or refurbished in order to meet the standards of the incoming taxi fleet through the Taxi Recapitalisation Programme, wherein facilities should be user friendly in terms of catering for the disabled.

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

- Promote coordinated, safe, affordable public transport;
- Be flexible enough to take cognizance of local conditions in order to make use of the available transport infrastructure;
- Ensure accountability so that people have control over what is provided;
- Take into account the transport needs of disabled people;
- Ensure comprehensive land-use/transport planning

As population increases, the number of travelers will also increase. The majority will be unable to use private transport and will be dependent on public transport. Given the need for increased mobility and the cost and environmental impact of accommodating private motorists, the future emphasis is on the provision of safe, convenient, affordable public transport. The components of the transport plan include an Operating Licensing Strategy (OLS), Rationalisation 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 colour coding of taxis and taxi ranks, and the taxi recapitalisation process.

6.2.6. INTEGRATED WASTE MANAGEMENT PLAN

(approved 28 April 2006)

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



Picture 3: **Environmental Degradation** - The looming environmental disaster in the Giyani Town

In all municipalities, efforts have been made to expand service and progress has been made in various areas. Ba - Phalaborwa provide service to the highest percentage of households. Recycling focuses on recovering material from landfills where there are generally poor conditions for salvagers. Only Tzaneen actively supports recycling. All other activities are carried out by private companies. Tzaneen promotes composting of garden waste on a limited scale. Some commercial farmers are increasing their commitment to composting to improve access to European markets.

There are five waste disposal sites, of which only the one in Tzaneen is permitted and properly managed. In total, not more than 14% of households are serviced. Most families bury and burn their waste in their yards. Health Care Risk Waste (HCRW) is burned at low temperatures producing hazardous air emissions and ash. Untreated HCRW has been found at many disposal sites while some ashes is past-entered communities through activity such as road work.

Successful development of an integrated Waste Management System requires the coordinated implementation of all elements of the strategy. The purpose of this plan is to enable the Mopani District Municipality to progressively develop an Integrated Waste Management System (IWMS) capable of delivering waste management services to all households and businesses. The IWMP is within the framework of National Policy and incorporates Mopani's developmental responsibilities including Broad – Based Black Economic Empowerment.

National policy requires municipalities to implement IWMS with a focus on prevention and minimization of waste, recycling of waste and treatment that is able to reduce the potentially harmful impacts of waste. Only after these efforts, should remaining wastes be disposed of at a landfill.

The following are the waste management objective of the Mopani District Municipality:

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

6.2.7 DISTRICT HEALTH PLAN

In view of the prevailing health hazards, lack of sufficient health services amenities, socio-economic prejudices of majority of the communities of Mopani, and the government's focus on "better life for all", it became apparent that the District take upon itself to come up with a sector plan that will address the issues as prioritized through the IDP process.

It is in this drive that Mopani District Council has approved the District Health Plan to address the following challenges:

- Low immunization coverage: Ba-Phalaborwa, Tzaneen and Maruleng
- Poor supervision of services: Monthly reporting programmes
- Low TB cure rate: All Health workers to increase the TB cure rate.
- Low VCT uptake: Strengthen the programmes that encourage people for HIV testing
- Cervical cancer screening: Intensify training and implementation
- High teenage pregnancy: Intensify school health awareness and roll out Youth Services Friendly clinics
- Non-functional Clinic Committees: Conduct training and develop clinics support committees.
- CTOP: Support the services in Shiluvana Health Centre
- Low facility delivery coverage: Improve service conditions in Clinics, e.g water.

The plan indicates the various programmes and projects that will be carried out in various municipalities, their locations, target groups, role players, funders, etc.

The broad vision in the health services is outlined as: "A caring Health and Social Development system, which promotes quality and sustainability for the people of Mopani". This serves as the main drive by which the Municipality will endeavor to satisfy the residents in all health and social services.

6.2.8. HIV AND AIDS POLICY

The South African Constitution respects the human rights of all people. The reaction to HIV/AIDS in our country has resulted in the infringement of many of the fundamental freedoms and human rights the Constitution affirms. Discrimination, degradation, assaults, dehumanization are all important human rights issues for society to be able to address. It is important for people suffering from HIV/AIDS to be respected as equal human beings. Government, private institutions and individuals must affirm their dignity and worthiness and offer unconditional support. It is on the basis of the above that the Mopani District Municipality developed its HIV/AIDS Plan.

The Department of Social Development published a report in 2003, which gives an overview of the HIV and AIDS status, that the growth and infection of HIV in South Africa has been relentless. The prevalence among women attending antenatal clinics increased from 1% in 1990 to 25% in 2000. This growth, measured through the Department of Health surveys, is indicative of the visibility of the epidemic and the increasing rates of infections.



Picture 4: ABC - Assessing HIV & AIDS prevalence is through surveying women attending antenatal clinics

HIV and AIDS are dramatically reshaping our population structure. The epidemic has also been found to influence changes in the gender patterns of death among adults over the past decade. As a result of the epidemic, there are few people in the economical and productive years as compared to young children and older persons. The number of orphans as a result of AIDS related deaths is expected to rise. It is indicated that HIV and AIDS is largely sexually transmitted. It subverts individual and social reproductive capacity. As a health derived epidemic it has its most serious consequences on the structure and political organisation of society. It exposes and feeds off social inequalities, most intensely affecting the poorest and the least powerful. The situation demands compassion, care and social openness.

Mopani District Municipality had the HIV infection rate of 23% in 2002 and 2003, the highest prevalence rate in Limpopo Province. The infection rate was measured through the annual National Department of Health surveys on women attending antenatal clinics. The District is characterised by challenges facing the whole country namely; high rate of Sexual Transmitted Infections, Tuberculosis, pain, suffering, neglect, discrimination, women and child abuse, prostitution, more deaths through HIV and AIDS related diseases, increased number of patients at hospitals suffering from HIV and AIDS related conditions and increased number of orphans.

As part of its HIV & AIDS Plan, the District came up with the following intervention strategies:

- A District AIDS Council and Local AIDS Council are in place;
- An Interdepartmental committee is also in place. However, these structures are not effective; and
- An institutional HIV & AIDS policy is in place.

Like all the sector plans highlighted in this section, the programme and project content of this plan is outlined in the Projects Phase.

▪ 6.2.9. POVERTY ALLEVIATION AND GENDER EQUITY PLAN

MDM has developed the Poverty Alleviation and Gender Equity Plan" as a multi-sectoral plan that outlines how the institution responds to poverty and gender issues in the district. The plan deals with a wide range of issues, ranging from gender relations, poverty, globalisation, HIV and AIDS, violence, access to basic needs, access to basic resources, access to employment, economic empowerment of women, access to land access to science and technology, women's access to political power, implementation of laws and national Gender Machinery.

Poverty is the single greatest burden of South Africa's people, and is the direct result of the apartheid system and the grossly skewed nature of business and industrial development, which accompanied it. Poverty affects million of people, the majority of whom live in rural areas and are women. Since Mopani is a rural district it, by implication, means that the majority of people who are surviving below the Minimum Living Level in district are living in rural areas. It is not merely the lack of income that determines poverty. An enormous proportion of very basic needs are presently unmet.

In attacking poverty and gender inequality, the district has, through its strategic plan, programmes and projects, set itself to contribute in the quest to eliminate hunger, providing sustainable human settlements (with access to safe water and sanitation, availability of affordable and sustainable energy sources, eliminating illiteracy, raising the quality of education and training for children and adults, protecting the environment, and improving the health services and making them accessible).

To achieve a society free of want, racism and sexism, there has to be a paradigm shift on how resources are allocated for service delivery projects as well as impact of cross-cutting issues like HIV/AIDS and LED. Despite MDM's contribution in pushing the frontiers of poverty through its *poverty* alleviation and *gender* programmes and projects highlighted in the Projects Phase, there is poor inter-governmental alignment and coordination of poverty alleviation and gender programmes in the district. Since poverty and gender are cross-cutting issues, the response strategy of the municipality is also cross-cutting in that all municipal departments have projects that

address these two challenges:

The following municipal departments contribute in the promotion of gender equity and alleviation of poverty, namely, Planning and Development, Community Services and Technical Services whilst Corporate Services seeks to address the equity issues in the Human Resource plan. The Community Services Directorate contributes towards poverty alleviation within the HIV and AIDS program in the form of care of orphans and support of CBOs (Community Based Organisations) dealing with HIV and AIDS. Technical Services ensures that tenders are awarded to service providers who comply with the Preferential Procurement Regulation 2001. The Gender desk conducted various workshops aimed at empowerment of the previously disadvantaged individuals. The challenge we face under this programme is that gender issues are misinterpreted as issues affecting women only. The Planning and Development Directorate also have poverty alleviation project such as Makosha Tourism: SMME support and so forth Disaster Management Section plays an important role as the short-term strategy to relieve poverty during disaster.

The objectives of the Poverty Alleviation and Gender Equity Plan are:

- To ensure transformation of gender relations within the district;
- To develop a district gender policy that will promote gender equality and equity in all spheres of life of an individual;
- To develop a capacity programme which aims at revisiting Human Rights and power balance between men and women which is the basic for addressing issues such as HIV and AIDS violence and abuse;
- To ensure that there is equality in access to basic needs resources, employment, and land political power;
- To strengthen capacity building to women on access to science and technology and economic empowerment; and
- To develop a District Gender Machinery and Framework to ensure that gender issues are implemented.

The Poverty Alleviation and Gender Equity Strategies of the district are:

- Clarifying the concept – gender – and creating awareness on gender issues at both official and community level;
- Sourcing external capacity building interventions to assist MDM in building its capacity in this regard;
- Implementing the Moral Regeneration Programme which lay a basis for customary, cultural and religious practices to be subject to the right to equality;
- Implementing appropriate legislation aimed at addressing poverty and gender inequalities such as the Employment Equity Act, Affirmative Action Programme and Preferential Procurement Regulations, 2001;
- Initiating – with local municipalities – the strengthening and promotion of participation of women in poverty alleviation initiatives;
- Committing the district, sector departments and their parastatals and local municipalities in mainstreaming gender issues in all programmes; and
- Monitoring and reporting progress to the District Gender Machinery.

The municipal projects that aim to alleviate poverty and ensure gender equity are, amongst others:

- Municipal (internal) Equity Plan
- Care and support of orphans (HIV and AIDS program)
- Talent Search Project (Sport Recreation, Arts and Culture programme)
- Establishment of District Men in Partnership against AIDS (AMIPAA)
- Establishment of District Women in Partnership Against AIDS (DWIPAA)
- Moral Regeneration Movement
- Multilingualism project
- Social Crime Prevention Strategy
- Awareness campaigns on Education for All

- Awareness campaigns on prevention of Fires
- Erection of Fire Stations and Disaster management centre projects

The district also participates in the following events, that seek to create awareness, commemorate, and celebrate our history, struggles and heritage, and indirectly contributes to raising awareness on poverty alleviation and gender equity issues:

- International Women's Day Celebration;
- Women's Day Celebration;
- Women Economic Empowerment Summit;
- 16 Days of Activism on No Violence against Women and Children Abuse;
- Capacity building on gender issues for officials, communities and their organisations;
- Development of the District Gender Policy;
- Youth Month;
- Disability day; etc.

The municipality is also implementing some of its projects using labour intensive methods so as to employ people instead of machines, develop skills and ensure skills transfer. Municipal service delivery offers considerable opportunities for implementing Extend Public Works Programme (EPWP), which covers all spheres of government. EPWP aims to bring significant numbers of unemployed people into productive work and train them so that they can increase their capacity to earn income.

Most importantly, the objective of EPWP is to re-orientate existing budgets and conditional grants so that government resources can be used to generate more opportunities, especially for unskilled labour. The EPWP is an important pillar in governmental overall strategy to deal with unemployment and poverty in South Africa.



Picture 5: Labour intensive methods create jobs and ensure skills transfer to communities

The municipal projects which are implemented using labour intensive methods include:

- (1) Water Services and Sanitation projects
- (2) Roads and Public Transport projects
- (3) Electricity and Housing projects
- (4) Economic growth projects

The various projects that directly and indirectly contributing towards the alleviation of poverty and gender equity are programatically reflected in the Projects Phase of this IDP. The municipality will ensure that all relevant key performance indicators on cross-cutting issues are identified and targets set. This will ensure that the municipal performance on cross-cutting issues - poverty and gender - is measured and improved. The various IGR structures mentioned in the Preparatory Phase of this IDP should quantify the sectoral projects

(outlined in the Projects Phase) that will be implemented through capital intensive methods and, in future, collectively identify projects across the three spheres of government that could be implemented using the labour intensive approach.

6.2.10. SOCIAL CRIME PREVENTION STRATEGY

Reducing crime has become one of the leading challenges of South Africa's democratic government because it has severe implications through the costs of victimization that undermine economic and social development. The White Paper on Safety and Security, September 1998, recognizes that the delivery of health, education, and housing, as well as job creation, have an important role to play in reducing incidence of crime. Within Limpopo Province, the department has adopted a monitoring role, but also attends to facilitation of social crime prevention programmes and research into the causes of crime and service delivery impediments.

The SAPS statistics suggest that there is an increase in social crime in the district – rape, assault, domestic violence, murder, etc. The causes of crime were analysed and, amongst others, being gender inequity, access to firearms, socio-psychological factors, inadequate support to victims of crime, youth marginalization, economic under-development and inequality, poverty and unemployment, institutionalized violence in society.

Fundamental to the development of appropriate policing services in South Africa has been a shift from an inheritance of authoritarian law and order responses, to a broader concept of safety and security. This was envisioned in the White Paper on Safety and Security and in the National Crime Prevention Strategy released in May 1996. The strategy motivated for a new paradigm for safety and security: *a change in emphasis from an exclusive focus on crime control to include crime prevention.*

In line with these principles, the Mopani District Municipality developed a Social Crime Prevention Strategy with donor funding from the Flemish Government accessed by the Department of Safety, Security and Liaison in Limpopo. The Social Crime Prevention Strategy views the concept of safety and security in terms of two broad and inter-locked components: that of policing of law enforcement, and that of crime prevention, and particularly social crime prevention, which is aimed at undercutting the causes of crime. This twin approach to fighting crime is critical: law enforcement and crime prevention are not mutually exclusive but reinforce each other. The approach also recognizes the impact of broader government economic development and social policies for crime prevention. Thus effective delivery of basic services such as housing, education, health as well as job creation, have in themselves, a critical role to play in ensuring living environments less conducive to crime.

International experience suggests that it is more cost effective, in the medium to long-term, to invest in projects which prevent crime than in simply spending more on the institutions of policing, courts and corrections. These reactive responses to crime, in addition to proving more expensive in the long term, also do little to improve the quality of life of the country's citizens. The importance of such preventive mechanisms is emphasized by two factors. First, not all crime types can necessarily be resolved by policing. In particular, crime in poor communities can often be traced to socio-economic circumstances that cannot be addressed by the police alone. Secondly, as is emphasized in the National Crime Prevention Strategy, the causes of crime need to be disaggregated for the purpose of preventative interventions.

In line with this strategy, MDM has, identified programmes and projects whose sole objective is to contribute in the fight against crime - acknowledging that crime is more than a security issue; it is also a socio-economic issue. It affects the health, wealth and safety of people, it affects the economy and it also affects their future. This strategy has been developed on the basis that: while the public rightfully demand improvement in the quality of service delivered by the police, members of the public also have a responsibility to assist the police to deliver a better service.

INTRODUCTION

This plan has been developed in order to provide key officials, role players and departments in the Mopani District Municipality as a general guideline for the expected initial response to an emergency and an overview of their responsibilities during an emergency or disaster.

For this plan to be effective, it is important that all concerned parties be made aware of its provisions and that every official, role player, and department at personnel be prepared to carry out their assigned functions and responsibilities before, during and after emergency. The following paragraphs provide an overview of the background and some of the highlights of this plan. This plan serves to confirm the arrangements in the Mopani Disaster Management approach to effectively prevent disasters from occurring and to lessen the impact of those hazards that cannot be avoided.

Disaster Management is a continuous and integrated multi-sectoral and multi-disciplinary process of planning and implementation of measures aimed at disaster prevention, mitigation, preparedness, response, recovery, and rehabilitation (Disaster Management Act 57 of 2002)

The preventative elements of this plan must be implemented and maintained on a continuous basis. The emergency or reactive elements of this plan will be implemented in the Mopani District Municipality whenever a major incident or disaster occurs or is threatening in its area of jurisdiction.

The responsibility for the coordination of the overall implementation of the plan is that of the Head of the Disaster Management Centre.

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

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

The plan must:

- Form an integral part of the District IDP
- Anticipate the likely types of disaster that might occur in the District area and their possible effects.
- Identify the communities at risk.
- Provide for appropriate prevention and mitigation strategies.
- Identify and address weaknesses in capacity to deal with possible disasters.
- Facilitate maximum emergency preparedness/prevention/ Mitigation
- Establish the emergency management policy framework and organization that will be utilized to mitigate any significant emergency or disaster affecting the Mopani District.
- Establish the operational concepts & procedures associated with day to day operational response to emergencies by Districts municipal departments.
- Contain contingency plans and emergency procedures in the event of a disaster, providing for-

- (i) The allocation and co-ordination of responsibilities allocated to the various role players.
- (ii) Prompt disaster response and relief,
- (iii) Disaster recovery and rehabilitation focused on risk elimination or mitigation.
- (iv) The procurement of essential goods and services,
- (v) The establishment of strategic communication links.
- (vi) The dissemination of information.

CURRENT REALITY

The Corporate Plan makes provision in a generic sense of hazards that will impact on the District economy, cultural, welfare, sustainable development and sustainable livelihoods.

Hazard profiles, associated vulnerabilities and risk (probability or lost) will determine the priorities for Disaster Management programmes and projects. The possible cost benefit to be derived from a project in terms of lives protected, livelihoods secured and property or natural resources defended, will be the criteria that determines priorities.

In a generic sense, the following hazards on the economic, cultural, welfare, sustained development and sustained livelihoods plans were found to pose the greatest risks in the District.

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

The mentioned hazards should not be viewed in isolation, but cognizance should be taken of the likelihood of compound disasters e.g. floods after extensive veld and forest fires, communicable disease spread after floods and job losses after technological disasters. The risks are tangible (loss can be quantified in terms of deaths and infrastructure damages) and intangible (psycho-social impact, trauma and social degradation) during and after disasters.

Communities in rapid growing informal settlements are the most vulnerable to many of these risks, but proximity to certain installations or facilities also exposes other communities to risks.

Environmental degradation, especially deforestation and overgrazing, also pose a major threat to sustainable economic development and sustainable livelihoods. In terms of capacity to address and therefore reduce risks, there currently is a strong emphasis on preparedness and response planning. This means that capacity and planning in terms of mitigation and prevention should be strengthened.

The following have been identified as critical Disaster Management issues and should receive priority attention in the IDP especially in terms of local economic development and land use management.

Identified hazards for the District Municipality area:

- ✓ Aircraft accidents – Tzaneen and Ba Phalaborwa areas.

- ✓ Explosions – All petrol depots (high risk) and petrol stations all over the District. Two fuel depots particularly at risk are the BP depots situated in Tzaneen and Phalaborwa. Here, large amounts of fuel, lubricants and gas (Phalaborwa) are stored and transported to and from by road and rail. Both are within close proximity to water sources enhancing the danger of environmental pollution in the event of a large spillage.
- ✓ Dam failure – all the dams in the District will have an impact on communities downstream. Two dams for which emergency preparedness plans have been drawn up by DWAF indicate that several communities would be in grave danger should there be a breach of the wall of either of these dams. The dams are Tzaneen Dam and Thabina Dam. Development within the floodlines of all dams must be taken into consideration before any new development is approved.
- ✓ Floods – all river systems and communities adjacent to the rivers. Letaba, Thabina, Tours, Middle Letaba, Nsami, Molototsi, Blyde, Olifants and Kudu rivers.
- ✓ Drought – the entire District will be affected; people, animals, agriculture, industry and the economy would all suffer as a result of a drought.
- ✓ Epidemics – affects all communities; examples are cholera, malaria, diarrhoea, XDR-TB, typhoid etc.
- ✓ Animal diseases including communicable diseases – foot and mouth disease, rabies, new castle disease, avian influenza, etc would all have a negative impact on the Mopani District and could all spread with relative ease if not detected within the early stages.
- ✓ Fire – the entire District is vulnerable to veld and forest fires as well as structural fires in residential areas, but those areas most vulnerable to fires include the plantation growing areas which dot the landscape within the Greater Tzaneen and Greater Letaba Municipal areas. The eucalyptus plantations in particular are at a greater risk as a result of the *Thaumastocoris australicus* infestations (louse-like insect)
- ✓ Fires in informal settlements – Mokgoba and Talana Villages
- ✓ Hazardous materials and oil spills – spills on all the main roads railway lines and river systems.
- ✓ Traffic – accidents on all the main roads. Particular problems were identified on the Magoebaskloof, George's Valley, Tzaneen /Mooketsi, and Tzaneen – Lydenburg roads. Also of great concern are the high numbers of accidents on the roads within the Greater Giyani Municipal area which are caused by stray animals on the roads. Within this area, the highest numbers of accidents for 2006 were recorded on the Giyani / Mooketsi and Giyani /Dzumeri roads.
- ✓ Mining accidents – Ba Phalaborwa mines and Gravelotte.
- ✓ Environmental pollution – Giyani, Modjadiskloof and Kgapane
- ✓ Power failure – all main power lines and substations.
- ✓ Fire hydrants: a pilot study of the fire hydrants in a section of a residential area in Phalaborwa, which borders on an industrial area, showed that just two hydrants were fully functional. This begs the question that if this is the case in Phalaborwa, what is the situation like in the rest of the town and indeed, in the rest of the district. Without sufficient water, fire services are powerless to fight a fire effectively.
- ✓ Extreme weather such as windstorms.
- ✓ Tzaneen Municipality – Lenyenye, Mokgolobotho, Nkambako, Nwamitwa.
- ✓ Greater Giyani – Mavalani, Xikukwani, N'wamankena.
- ✓ Ba Phalaborwa – Mashishimale, Belfast, Matikoxikaya.
- ✓ Greater Letaba – Rotterdam, Mamaila, Belleview, Mthabaneng.

HAZARD, VULNERABILITY AND RISK ASSESSMENT, DISASTER MANAGEMENT PLAN.

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

DISASTER MANAGEMENT OBJECTIVES

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

- Responding to reduce personal injury and the loss of life.
- Preventing damage to property and the environment (disaster risk reduction) and
- Assisting society to recover and continue with normal activities (resilience).

In order to successfully implement disaster risk reduction measures and to begin to effectively realize comprehensive and integrated disaster management as a fundamental policy process in Mopani District Municipality the following are immediate objectives of the MDM:

Disaster Management Objectives

- *To utilize and maintain existing and the further development of infrastructure that will effectively satisfy disaster management needs.*
- *To constantly and orderly identify risks and emergencies of potential disaster situations relating to the Mopani District Municipality and to evaluate the possible consequences*
- *To develop and implement coordinated response and recovery plans to restore normality as rapidly and cost effectively as possible. (Disaster risk reduction plans)*
- *To develop and implement a training process that involves the acquisition of skills, the understanding of concepts, rules and attitudes to increase preparedness so as to deal effectively with an emergency or potential disaster situation.*
- *To establish a culture of and creating an understanding of the need for regular evaluation and audit of the disaster management plan.*
- *To develop and implement a risk mitigation plan to effectively deal with potential losses*
- *To develop and maintain a district information management system that enhances pre-disaster risk reduction and post disaster recovery and rehabilitation measures.*
- *To ensure sufficient funding for the implementation of disaster risk reduction measures as well as effective response, recovery and rehabilitation.*

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

Disaster Management centre objectives

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

Pre - Disaster Risk Management.

Institutional capacity building.

- Appointment of DMAC.
- Establishment of DMC.
- Develop a disaster management policy.
- Ensure stakeholder participation.
- Arrangements for regional cooperation.

Disaster Risk assessment.

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

Disaster Risk reduction.

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

Post – disaster Response, Recovery and Rehabilitation.**Response.**

- Early warnings.
- Integrated response.
- Impact assessment, classification and declaration.

Recovery.

- Coordination of recovery efforts.
- Emergency coordination.
- Media liaison.
- Regulation of relief measures.

Rehabilitation.

- Implementation of long term mitigation measures.
- Ensure stakeholder involvement.
- Rehabilitation impact analysis.

Data collection and verification.

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

Education, training, public awareness and research.

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

DISASTER MANAGEMENT STRATEGIES

In preparing the strategies it was of the utmost importance to:

- Review past practices to determine which activities worked and those that did not work and in both the cases results produced.
- Look at activities employed by other organizations in the same field of practice.

People contribute to, exacerbate and modify hazards. This is brought about by cultural practices, socio-economic factors (predisposition) as well as political influences.

Hazards cannot cause loss, but the extent of vulnerability of communities and eco-systems is in direct relation to the extent of loss. This then implies that most hazards cannot be prevented but circumstances can be managed in order to decrease vulnerability and risk of loss.

The question then arises: "What are the factors that lead to greater vulnerability?" These factors are:

- Rapid growth and inadequate planning.
- Overpopulation of certain (especially urban) areas.
- Over-utilization of natural resources (environmental degradation).
- Poor building methods.
- Concentration of resources and economic activity.
- Dependency on infrastructure and services.
- Lack of awareness, education and skills.

The listed factors contributing to vulnerability will increase risk. Risk then is the probability that significant losses will be suffered by those affected.

From the above it is clear that vulnerability can be defined as the susceptibility to losses due to exposure to a hazard and risk as the convolution of exposure, hazard and vulnerability.

Taking the inkling of the Disaster Management Act into consideration there are four strategies that must be followed:

Pre-disaster Risk reduction / Offensive approach

- Prevention strategy
- Mitigation strategy
- Preparedness strategy

Post disaster / Defensive

- Rehabilitation.

Disaster Management Strategies.

- Establish disaster management committees at district and municipal levels.
- Establish a Disaster Management Centre for Mopani District and local municipalities.
- Establish a communication network in the Mopani District down to ward level.
- Establish a GIS and information management system for Mopani District Municipality to secure efficient base line access.
- Execute hazard vulnerability and risk analysis and as well as continues planning for potential disasters as an ongoing basis.
- Institute appropriate training and awareness for disaster committees, ward representatives and volunteers as an ongoing process
- Develop appropriate disaster management plans ling to identified hazards, vulnerabilities and risks in the District.
- Institute a replacement and maintenance programme for Disaster Management facilities equipment and resources.
- Establish and maintain a Disaster Relieve Fund for Mopani District Municipality on an ongoing basis.

6.2.12 REVIEWED FIVE YEAR FINANCIAL PLAN, 2013-2018

FIVE-YEAR FINANCIAL PLAN

INTRODUCTION

The five year financial plan of the district serves as a mid-term financial framework for managing revenue management and expenditure planning. It includes capital and recurrent expenditure and is crucial for ensuring a close planning-budget link.

FINANCIAL MANAGEMENT ARRANGEMENTS

POLICIES AND PROCEDURES

Policy and procedures manuals were implemented to maintain and adhere to internal control measures and financial sustainability. The following were implemented:

- Accounting and budget policies;
- Bank reconciliation;
- Asset management policy;
- Creditors system;
- Receipt, depositing and control over cash funds;
- Cash management and investment policy;
- Sundry creditors;
- Policy on the writing off of irrecoverable debts;
- Credit control policy;
- Indigent policy;
- Budgeting procedures and control;
- Travel and subsistence policy;
- Overtime policy
- Supply Chain Management policy;
- Tariff policy
- Virement policy

FINANCIAL STRATEGY

Revenue rising

The income for the municipality is mainly on the fire services charges and the grants. The plan is to raise some income from the water services function as assigned to the local municipalities in terms of retail and Lepelle Northern Water Board regarding the bulk supply.

Capital expenditure

Capital Expenditure - Standard	2013/2014	2014/2015	2015/2016	2016/2017	2017/2018
<i>Governance and administration</i>	4'642'000	1'907'020	13'069'871	13'723'365	14'409'533
<i>Community and public safety</i>	15'280'000	1'250'000	6'560'000	6'888'000	7'232'400
<i>Economic and environmental services</i>	500'000	350'000	-	-	-
<i>Trading services</i>	80'689'000	86'915'000	83'167'000	87'325'000	91'692'000
<i>Other</i>	442'582'000	423'000'000	456'303'000	479'118'000	503'074'000
Total Capital Expenditure - Standard	543'693'000	513'422'020	559'099'871	587'054'365	616'407'993

Asset Management Strategy

The objective of Asset management is to implement accrual accounting in terms of prevailing accounting standards and apply asset management practice in a consistent manner and in accordance with the legal requirements and recognised good practice.

The Asset register adopted by the municipality must meet not only financial compliance requirements, but also set a foundation of improved infrastructure assets management practice.

REVENUE AND EXPENDITURE FORECAST

The financial position of Council stabilised over the past seven years with a positive bank balance. The strategy for the past seven years was to increase revenue collection when RSC Levies were still applicable and thereby building a strong reserve. The budget was then planned to equal the amount the municipality was receiving as income which then assisted in the allocation of more funds for service delivery. The medium term expenditure framework addresses the estimated income over the next few years on the different services currently rendered.

FUTURE FINANCIAL IMPLICATIONS OF THE BUDGET

Expenditure By Type	2013/2014	2014/2015	2015/2016	2016/2017	2017/2018
Employee related costs	306'137'180	326'036'458	347'228'256	364'589'669	382'819'152
Remuneration of councillors	9'085'243	9'675'784	10'159'573	10'667'552	11'200'929
Debt impairment	19'530'801	19'957'641	21'234'929	22'296'675	23'411'509
Depreciation & asset impairment	137'510'403	144'385'923	151'605'216	159'185'477	167'144'751
Finance charges	650'000	682'500	716'652	752'485	790'109
Bulk purchases	69'080'645	73'501'806	78'205'922	82'116'218	86'222'029
Other materials	112'229'706	141'510'464	156'378'301	164'197'216	172'407'077
Contracted services	13'465'551	11'775'346	12'644'768	13'277'006	13'940'857
Other expenditure	106'479'523	98'482'770	90'390'462	94'909'985	99'655'484
Capex	543'693'400	513'422'020	559'099'871	587'054'365	616'407'993
TOTAL	1'317'212'452	1'339'941'440	1'365'565'643	1'433'843'925	1'505'536'121

Revenue By Source	2013/2014	2014/2015	2015/2016	2016/2017	2017/2018
Service charges - water revenue	122'733'535	100'919'512	107'375'351	112'744'119	118'381'324
Service charges - sanitation revenue	21'784'818	21'832'263	27'945'041	29'342'293	30'809'408
Service charges - other	35'000	37'100	39'326	41'292	43'357
Interest earned – external investments	1'050'000	1'600'000	1'650'000	1'732'500	1'819'125
Interest earned-outstanding debtors	19'311'403	20'547'343	21'862'373	22'955'492	24'103'266
Transfers recognized - operational	539'549'000	612'444'000	680'573'000	714'601'650	750'331'733
Other revenue	4'130'000	4'104'900	4'679'749	4'913'736	5'159'423
Transfer-capital grant	471'099'000	516'752'000	651'393'000	683'962'650	718'160'783
TOTAL	1'179'703'906	1'323'510'008	1'490'775'045	1'565'313'797	1'643'579'487

OPERATING FINANCIAL STRATEGY

The Municipal Systems Act, 2000, makes provision for municipalities to review and decide on mechanisms to provide municipal services. Municipalities have the following options, which they can decide upon:

- Public-Private Partnerships;
- Public-Public Partnerships with other public institutions including other municipalities and;
- Partnerships with CBO's and NGO's.

However when entering into a public-private partnership municipalities should consider the following criteria:

- Strategic development weight;
- Political control;
- Cost-efficiency
- Jobs;
- Community influence and;
- Income generation

The partnership can be based according to the following options:

- ✓ BOT: Build-operate-transfer which means that the asset or business activity is transferred back to the municipality after an agreed to timeframe;
- ✓ BOOT: Build-own-operate-transfer which means that the contractor owns the asset or business activity for a particular period of time and then transfers it back to the municipality;
- ✓ BOTT: Build-operate-train-transfer means that the contractor is responsible for ensuring that the staff of the municipality is trained to operate the asset or the function, and then transfer the function or asset back to the municipality.

CONCLUSION:

The municipality is currently in the process to establish the Water Entity and the Fresh Produce Market wherein these options will be thoroughly examined for the municipality to make an informed decision in line with the criteria outlined.

Background

The Constitution of the Republic of South Africa, Act 108 of 1996 provides that municipalities must strive, within its financial and administrative capacity, to achieve the objects set out in section 152. However, the establishment of an effective administration cannot be over-emphasised for the achievement of the Integrated Development Plan of the municipality.

Challenges Faced by the district

The district municipality was established in 2000 with little or no resources in certain areas. This has been a major challenge since its establishment however there are other constraints which are listed below.

a) Capacity to review and update municipal policies

▷ Review of policies: While most policies have been developed, the greatest challenge is to review them so as to catch up with the changes in legislative and other guidelines.

b) Lack of adequately skilled personnel

▷ The main function of the district is support and coordination and this requires a high level of competency if it is to be realised but under the current situation, the district still has to build that required skill on most of its personnel.

c) Retention of skilled personnel

▷ Our district is located in one of the rural areas of the province and as result, once staff has acquired some skills, they get attracted to other institutions within the affluent areas. This is affecting the rate in which the municipality can retain better qualified people.

d) Office accommodation

▷ The municipality does not own any building and is currently accommodated at the government building owned by the Department of Public Works. The building is not adequate enough to accommodate the staff compliment as per the structure. In this regard the municipality is unable to plan properly for an effective and efficient institution.

Powers and Functions

The powers and functions of the District Municipality in terms of the Provincial Notice No. 309 of 2000, Government Gazette 615 1st October 2000, are as follows:

- Integrated development planning for the district municipality as a whole, including a framework for integrated development plans for local municipalities within the area of the district municipality, taking into account the integrated development plans of those local municipalities,
- Bulk water supply that affect a proportion of municipalities in the district,
- Bulk electricity supply that affects a significant proportion of municipalities in the district,
- Bulk sewerage purification works and main sewerage disposal that affects a significant proportion of municipalities in the district,
- Solid waste disposal sites serving the area of the district municipality as a whole,
- Municipal roads which form an integral part of road transport system for the area of the municipality as a whole,
- Regulation of passenger transport,

- Municipal airports serving the area of the district municipality as a whole,
- Municipal health services serving the area of the district municipality,
- Fire fighting services serving the area of the district municipality as a whole,
- The establishment, conduct and control of fresh produce markets and abattoirs serving the area of the district municipality,
- The establishment, conduct and control of cemeteries and crematoria serving the area of the district municipality as a whole,
- Promotion of local tourism for the area of the district municipality as a whole,
- Municipal public works relating to any of the above functions or any other functions assigned to the district municipality and,
- The receipt, allocation and, if applicable, the distribution of grants made to the district municipality.

INSTITUTIONAL CAPACITY

Structures of Council

The Mopani District Council comprises of the political and administrative components responsible for decision-making and implementation respectively. The Executive Mayor and the Speaker head the political component of the municipality. The Mopani District Council consists of 44 Councillors, of which, 8 are members of the Mayoral Committee. The Municipality has all the powers assigned to it in terms of the Constitution as well as relevant national and provincial legislation. The municipality has the authority to take any possible actions to effectively exercise powers assigned to it. The overall executive and legislative authority vests in Council. The Council must, therefore, take all the major decisions of the Municipality.

The Mopani District Council has established Portfolio Committees to discuss and recommend policies to Council. Portfolio Committees, as the engine room of Council, serve as an interface between the political structures of Council with the administrative structures of Council. It is in these committees where policy issues are debated thoroughly prior to their submission to the Mayoral Committee that, in turn, forwards them to Council for adoption. Through Portfolio Committees, Councillors are able to give political direction to the administrative programmes of Council. Table S3 highlights the Portfolio Committees that have been established to contribute to effective decision-making in processes of governance and ensure effective implementation of service delivery projects and monitoring thereof:

Name of Committee	Support Department	Cluster
Finance	Finance Directorate	Governance and Admin
Governance & Admin.	Corporate Services	Governance and Admin
Social Services	Community Services	Social and Infrastructure
Strategy, Planning & IDP	Planning & Development	Economic Development
Roads and Transport	Technical Directorate	Social and Infrastructure
Water and Sanitation	Technical Services	Social and Infrastructure
Energy	Technical Directorate	Social and Infrastructure

FULL-TIME COUNCILLORS

The District Council has designated some Councillors to serve Council on a full-time basis. The deployment of Fulltime Councillors is intended to ensure that Council is "hands-on and politically focused" in influencing and impacting on activities of the administration. This is based on the understanding that the electorate elected public representatives to govern on their behalf and with them. But at the same

time, Councilors would require the technical advice from the appointed officials who are responsible for co-initiating (together with Councilors in the Portfolio Committees) and implementing Council resolutions. Hence there has been identified a need for Councilors to lead from the front.

MANAGEMENT OF THE MUNICIPALITY

The management of the municipality is led by the Municipal Manager and is made up of all the Directors and their Assistants. The main focus of the management team is to implement Council resolutions and report on the performance of the municipality to Council and other government structures as required by legislation.

STAFF DATA

In terms of the approved organisational structure, the table below will illustrate the statistics in terms of positions approved, filled and vacant posts.

TABLE S4: PERSONNEL COMPLIMENT

Approved Positions	283
Filled Positions	133
Vacant Positions	142
Unfunded positions	0

RECRUITMENT

The Municipality is targeting to fill all vacant position by the December 2008.

EMPLOYMENT EQUITY PLAN (Developed in 30 July 2009)

The municipality has developed its employment equity policy and plan, however both the plan and the policy needs to be reviewed. In terms of the targets as set in the plan, the municipality has only managed to improve in terms of some targets while the others are still far behind. The table below will outline the representation within the municipality per category.

Table S5: Staff representation per category

Occupation Categories	Male			Female				White Male	Foreign Nationals		TOTAL
	A	C	I	A	C	I	W	W	M	F	
Legislators, Senior Officials & Managers	15			5				1			21
Technicians & Associate Professionals	14			9							23
Clerks	17			30	1		2	5			55
Service & sales workers											
Skilled agricultural & fishery workers											
Craft and related trades workers	12			6							18
Plant & machine operators and assemblers											
Elementary occupations	2			12							14
TOTAL PERMANENT											
Non-permanent employees											
GRAND TOTAL	60			64	1		2	6			133

As can be noticed from the foregoing figures, compliance have been on other Occupational Categories whilst targeted recruitment is being made on the appointment of females on Management level as well as disabled in general.

ADMINISTRATIVE OFFICE BUILDING/ STRUCTURE

Since establishment in October 2000 the municipality has been utilizing the government building in Giyani which is owned by the Department of Public Works. During the early years of its establishment, the building was able to accommodate all the staff members and Council. However due to the increasing responsibilities as per the Integrated Development Plan of the municipality, the structure has been reviewed and as such the projected staff compliment will not be accommodated in the current building.

On the other hand the municipality is busy introducing some new technologies in order to improve on its capacity to achieve good governance. These includes issues such as electronic record management system, security system and IT systems in general. In order to become more effective and efficient this municipality need to construct its own administrative building.

Table S6: LIST OF PROJECTS

Name	Target	Source of funding
Training: Council	CLLRS	Equitable share
Management Lekgotla	Managers	Equitable share
IDP/Budget/PMS Strategic planning session	Management	Equitable share
Performance Assessment Reports	Managers	Equitable share
District Managers Forum	Managers	Equitable share
Project Consolidate Funding	Project Consolidate municipality	Equitable share
Upgrading of SCM Database	Service Providers	Equitable share
Five Year Financial Plan	Finance	Equitable share
Upgrading of Financial Systems	Budget & Treasury	Equitable share
Review of Financial Policies and Procedures	Employees	Equitable share
Asset Management Implementation Plan	Staff	Equitable share
Master Systems Plan	MDM & Locals	MSP Grant
Conversion of GAMAP/GRAP Implementation Plan	MDM	Provincial Treasury
Free Basic Water	ALL LMs	MIG
Master Systems Plan	MDM	Equitable share
IDP Review	Government	MSIG
Branding	Investors	MDM/ Equitable share
O.R. Tambo games	Youth	MDM
Indigenous games	Abled and disabled, youth, men, and women	MDM
Wellness Day	Aged people	MDM
Junior Dipapadi Festival	Pre-school learners between ages 3 and 6 yrs.	MDM
Promotion of multilingualism	All the citizens of Mopani	MDM
World environment day	Women & youth	MDM
School of Environment	School youth	MDM
Development of Air quality Plan	All residents of MDM	MDM

Environmental management framework	MDM	MDM
Fire Services: Public Awareness Campaigns	All citizens of MDM	MDM
World Aids Day	All people	Equitable Share
Candlelight memorial	All people	MDM
World food day celebration	Women, Children Disabled	MDM
Food hygiene workshops	Street traders (women & youth)	MDM
District Food control	Women, youth and disabled persons	MDM
Food sampling	All Mopani residents	MDM
Water sampling and analyses	All Mopani residents	MDM
Initiation schools monitoring	Youth	MDM
Water week celebration	Women & children and the disabled	MDM
Cleaning up campaigns	Women & youth	MDM
Support of NGOs	NGO's dealing with HIV and AIDS	MDM
District Aids Council	All citizens of MDM	MDM
Moral regeneration movement	Community, Youth, People with disability and Aged	MDM
Awareness campaigns –Health promotion -Cancer month & world diabetic day - Wellness Day	Chronic clients ,the aged and people with disability	MDM
Health and Hygiene Awareness	All	MDM
Victim Empowerment centre support	Victims, NGO's and community	MDM
Housing	MDM	MDM
Support of drop in centres	MDM	MDM
Early Childhood Development	Early childhood development Associations	MDM
Radio, Communication, Info. Management System	MDM Households	Equitable Share
Awareness Campaigns	MDM Households	Equitable Share
Development of Disaster Management Plans	MDM Households	Equitable Share
Risk Analysis	MDM Households	Equitable Share
Disaster Relief support	MDM Households	Equitable Share
Conference system	Support services	Equitable Share
Electronic filing system	Support services	Equitable Share
Security Services	Support services	Equitable Share
Information Management and GIS	MDM (institution)	Equitable Share
LGW- SETA		LGW- SETA Grant
Retention & Succession Strategy	Community and Municipalities	
Institutional Plan	Community	
Employment Equity Plan	Designated group	MDM/ Equitable share
Long Service Recognition	Staff	MDM/ Equitable share
Employee Assistance Programme	Employees	MDM/ Equitable share
Performance Management System	Staff/ District Municipality	MDM/ Equitable share
Task Job Evaluation	Staff	Equitable share

Training: Staff	Staff	Equitable share
District Mayor's Forum	Local Mayors	MDM/ Equitable share
Local House of Traditional Leaders	Traditional Leaders	MDM/ Equitable share
Anti-Corruption Forum	Business, Labour & Civil Society	MDM/ Equitable share
Mayor's Charity Cup	Football Clubs, Charity Org., Tourists	MDM/ Equitable share
Excellence Awards	Stakeholders & Public Servants	MDM/ Equitable share
District Disability Forum	Disabled People's Organisations	MDM/ Equitable share
Disability Campaigns and Awareness	Rural Households	MDM/ Equitable share
Elders Day	Elderly People	MDM/ Equitable share
Elders Forum	Elderly People	MDM/ Equitable share
Gender Forum	Gender-Based Organizations	MDM/ Equitable share
Men's Forum	Men and Boys	MDM/ Equitable share
Women's Month	Women	MDM/ Equitable share
16 Days of Activism	Women & Children	MDM/ Equitable share
SAWID	Women	MDM/ Equitable share
Children's Rights Parliament	Children	MDM/ Equitable share
Youth Civic Education/Campaigns	Youth	MDM/ Equitable share
Youth Council	Youth Organisations	MDM/ Equitable share
Youth Month	Youth	Equitable share
District Children's Rights Day	Children	Equitable share
Public Participation	Communities	MDM/ Equitable share
Support to LMs-Ward	Communities	MDM/ Equitable share

INTERGOVERNMENTAL RELATIONS

- Speakers Forum
- Traditional Leadership
- District Managers Forum
- District IGF
- Internal Audit

PERFORMANCE MANAGEMENT SYSTEM

Business Plan

Intervention Plan

Given the challenges facing the municipality in terms of building its capacity for the sole purpose of meeting the Constitutional mandate, it is very important to embark on the programmes and projects identified above. This finding has assisted the municipality in developing the MTEF budget which is reviewed annually. The principle underlying the allocation is that for the municipality to deliver quality services to the community, there is a need to strengthen the capacity of the institution by having policies and the human resources to ensure implementation.

CONCLUSION: The institutional plan takes into consideration the issues around the HIV & AIDS infection within the district and how it will affect the capacity of the municipality in achieving its developmental goal. It must be noted that given all the resources planned, it is hoped that the municipality must be able to improve its capacity and the understanding of its community.

▪ 6.2.14. CHILDREN 'S RIGHTS PLAN OF ACTION
(AS PER THE NATIONAL CHILDREN'S RIGHTS PERFORMANCE TARGETS 2007/8)

MDM has developed the Plan of Action for Children's rights. The plan is aimed at ensuring that children's rights are protected and taken seriously in all matters of governance. The plan bears the following KPAs linked to the Activity plan.

KPA 1: INSTITUTIONAL CHILDREN'S RIGHTS TRANSFORMATION. MAINSTREAMING OF A CHILD CENTRED GOVERNANCE APPROACH.
KPA 2: CAPACITY BUILDING FOR CHILDREN 'S RIGHTS FACILITATION, COORDINATION AND OVER SIGHTS.
KPA 3: MONITORING AND EVALUATION
KPA 4: SERVICE DELIVERY DELIVERY ON THE CONSTITUTIONAL MANDATE.
KPA 5: CIVIL SOCIETY CHILDREN 'S RIGHTS STRUCTURE

NB: The plan is implemented and managed within the Directorate, Community Services (Mopani District Municipality for further reference.

6.2.15 DISABILITY FRAMEWORK

(developed in 2009, now under review)

Central to developmental local government is the commitment to work with disadvantaged groups of people to find sustainable solutions to their social, economic and material challenges, and improve the quality of their lives. Government commitment is largely derived from the Integrated development plan and the Performance management system, as encapsulated in the Local government Municipal Systems Act 32/ 2000. The drive underpinning that, is the Constitutional mandate (Chapter 2) as well as the UN Convention on the Rights of Persons with Disabilities and the draft National Disability Policy. Despite legislative imperatives, barriers such as widespread ignorance, fear and stereotypes have resulted in people with disabilities being unfairly discriminated against society and in employment. The implementation of policies has had a marginal impact on the lives of the majority of people in South Africa.

Mopani District Municipality has, as on 12 December 2009, adopted the Disability Framework for local government 2009 – 2014, that was developed by the Department of Cooperative Government and Traditional Affairs (CoGTA), in partnership with SALGA, and launched on 17th March 2009. The Framework was developed with the sole aim of supporting and enabling local government to implement the National Disability Strategy and other policies as an integral part of the local government mandate.

Principles governing the Framework are as follows:

- Respect for the human dignity of people with disabilities
- General access to service delivery, information and the physical environment
- Equality of opportunities for both men and women with disabilities
- Full and effective participation by and inclusion of people with disabilities society
- Respect for the evolving capacity of children with disabilities and respect for their rights to preserve their identity.
- The need to contribute to changes in negative attitudes and stereotypic beliefs about disability in the local government, communities and workplace.

The Framework is currently (year 2012) under review to adapt to changing circumstances. The overall objective of the Framework is to ensure that disability issues are mainstreamed into policies, plans, programmes and activities of Local Government, thus significantly helping to enhance the quality of life, full participation, and empowerment of men, women, youth, the elderly and children with disabilities in all spheres of life.

Study by CoGTA on disability mainstreaming 2007, reveals that most policy documents of municipalities give very little or no attention to disability concerns, and in rare instances where disability is mentioned, it is expressed in generic terms and as part of broad

categorisation of designated groups or the poor. Mopani has undertaken an assessment in 2008 where it was found that disabled Councilors make 2,5% of the Municipal Councils and only 22 wards out of 118 have disability people in their Ward committees. During 2008/9 the Employment ratio was 1,3% against the national minimum of 2% as recommended by White Paper on Transformation of the Public Service 1995.

Content of the Framework

- ❖ Principles, Objectives, Outcomes and the rationale for developing the Framework
- ❖ Legislative instruments that inform the Framework
- ❖ Outline of the key performance areas for Local Government, for the purpose of mainstreaming disability in local government, both internally and externally.
- ❖ Guidance on what should be done, when and by whom.
- ❖ Monitoring and Evaluation

Air Quality Management Plan (March 2016)

Executive Summary

The Air Quality Management Plan (AQMP) for the Mopani District Municipality (MDM) has been developed to comply with the National Environmental Management: Air Quality Act, 39 of 2004 (AQA). A baseline assessment was undertaken in the development of the AQMP in order to assess and evaluate the current air quality status of Mopani District.

The development of the district's AQMP is set out in different phases with the first phase comprising an evaluation of the status quo of air quality in the MDM. This includes a description of the study area, identification of sources of air pollution and major pollutants of concern within the district. The capacity of the district pertaining to air quality management is also discussed in this section. Phase two discusses the gaps and problems identified during the status quo assessment. The gaps and problems identified include air quality monitoring, emission inventory, air quality management, the licencing function and insufficient stakeholder consultation. The final phase is the compilation of an AQMP for the MDM.

A baseline assessment based on available information was conducted to identify sources of ambient air pollution within the district. The information was collected from a number of different sources. These include meteorological data from South African Weather Services (SAWS), list of emission sources from the MDM and local municipalities, information of Atmospheric Emission Licences (AEL) and applications from Limpopo Economic Development Environment and Tourism (LEDET). The Project Steering Committee (PSC) was established to oversee the project and provide guidance. Cooperative governance and public participation also formed an essential component of the AQMP development process.

The baseline assessment undertaken confirmed that the MDM was rated as one of the district municipalities having poor or potentially poor air quality (State of the Air Report, DEA, 2005) due to the excessive SO₂ emissions in the Ba-Phalaborwa area. Mopani District Municipality has only recently commissioned (May 2014) a continuous ambient air quality monitoring station in Greater Tzaneen Municipality (GTM). Therefore, the data from this monitoring station is not sufficient to determine long term emission trends. There is limited information regarding the other three local municipalities due to lack of monitoring of ambient air pollution.

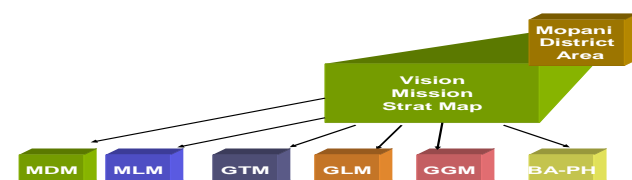
7. PERFORMANCE MANAGEMENT SYSTEM

Due to the provisions of S88 of the Systems Act which provides as follows:

"(1) A district municipality and the local municipalities within the area of that district municipality must co-operate with one another by assisting and supporting each other. " The Mopani District Municipality has embarked upon a revolutionary process of integrating the IDP's and Performance Management Systems of municipalities within the Mopani District.

For that reason as well as for integration purposes, the Strategic Intent (Vision, Mission and Strategic Objectives) and Strategy Maps of the municipalities within the Mopani District in relation to that of the Mopani District Municipality correlate with each other and are complementary. As has been mentioned in the different phases of this IDP document above, the integration of the IDP and Performance Management Systems of all the municipalities within the Mopani District took place throughout all the phases of the IDP.

The principle of **Integrated Strategic Planning** is depicted in diagram below:



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Performance Management must be seen as one of the instruments whereby the municipal strategy, business plans, IDP projects, budgeting and employee accountabilities are aligned and integrated. The development and implementation of an Organisational Performance Management System (OPMS) should be seen as a process that will need time to be developed and adapted to suit the needs of Mopani District Municipality. The development of the Organisational Performance Management System will need to progress through the following phases, as prescribed by the Performance Management Regulations:

- Planning
- Development
- Implementation
- Reporting
- Monitoring
- Review

During the Planning phase a comprehensive analysis was conducted in terms of the current status at Mopani District Municipality. This phase provided the basis for understanding and identifying the need for the development of an Organisational Performance Management System.

As part of the Development phase various workshops were scheduled with all relevant stakeholders whereby the Strategy (Vision, Mission and Strategy Map) was developed. The strategy is the foundation that will guide and lead the development of the Performance Management System. During the Development phase Strategic Objectives and Key performance Indicators were developed to support and ultimately enable the municipality to implement the Strategy. During this process Key Performance owners were identified who will take responsibility in driving the process through the implementation of the operational strategies. A crucial element of this phase is to

ensure that the budget is aligned and integrated in terms of the operational strategies through allocating and provisioning of funds for the projects and initiatives identified.

7.1 ORGANISATIONAL PERFORMANCE MANAGEMENT

The biggest challenge for any district municipality is to coordinate information in an intelligent manner. Resources are duplicated, and aims and objectives are not clearly communicated. For any district to be successful, an appropriate management system needs to be effected. To address this challenge, the Mopani District Municipality and its five local municipalities have all adopted a common Performance Management System based on the Balanced Scorecard methodology. Central to the system is its ability to fully integrate and align the IDP, performance management (both organisational and employee) and budget (SDBIP).

This so-called “**Tripod**” **Integrated Management System for District Governance** ©, incorporating the **11-Step Methodology for Municipal Excellence**©⁵ not only facilitates compliance with all pieces of legislation governing performance management in South African municipalities, but also good corporate governance.

7.2 GOOD CORPORATE GOVERNANCE

“Good corporate governance can be equated to having clear corporate values which are stated and enacted, and ensure that the company is governed in a way that is efficient, responsible, accountable, transparent and with probity. It furthermore, recognises the legitimacy of interest of defined key stakeholders, and engaging in long-term relationships.” (The King Report on Corporate Governance for South Africa, 2002).

In the municipal environment, corporate governance is all about how municipalities set their priorities (as per the IDP), conduct their business (through the performance management system and the SDBIP process), and relate to the community they serve (as per the IDP and performance management system).

The Tripod Integrated Management System©⁶ ensures co-ordinated planning and development in the district. Data is collected, monitored, evaluated, assessed, audited and reported on, for informed decision-making and better service delivery - in other words, for better corporate governance.

1.3 THE 11-STEP APPROACH TO MUNICIPAL EXCELLENCE

Within the Tripod Integrated Management System for District Governance©, Mopani has followed the 11-Step Approach to Municipal Excellence©, a methodology developed by its partners in performance management, the Institute for Performance Management (IPM). The methodology offers a clear roadmap for municipalities seeking to comply with municipal acts and regulations.

The 11 Step approach as per the methodology is briefly dealt with below:

Step 1: Public Participation

Legislation is clear on the need to deepen democracy, through involving the public in the setting of strategic objectives and Key Performance Indicators, among others. Through various public forums, including portfolio committees and some ward committees at local level, Mopani is paving the way for community involvement in Performance Management. On this subject, a pilot is being implemented whereby ward scorecards have been developed in consultation with identified ward committees in some of the local municipalities.

Step 2: Integrated Development Planning

The Strategy of the municipality, aligned to the five Key Performance Areas for Local Government are contained in a Strategy Map which indicates how value will be created for stakeholders, communities and citizens and it provides a visual representation of the Strategy.

Accountability and measurements are developed for each Strategic Objective which are aligned to the KPA's. There is full alignment of the projects listed in the Projects phase of the IDP and the budget as well as the SDBIP. These projects are also aligned with the Strategic Objectives contained on the Strategy Map by means of the Scorecard.

Step 3: SDBIP

The Service Delivery and Budget Implementation Plan (SDBIP), as prescribed by the Municipal Finance Management Act is the integral tool for monitoring the implementation of the Strategic and operational strategies, Budget and Performance Management System.

Clear service delivery indicators are aligned to the Strategy, resulting in a real connection between the IDP and SDBIP.

Step 4: Lower SDBIP

The real breakthrough this year will be the introduction of Performance Based Budgeting and business processes. It is in this step where specific emphasis will be placed on input, process and output indicators that provide intelligence on outcome, impact and results.

Step 5: Monitoring, Assessment, Evaluation and Review

The Performance Management System will enable the Mopani District Municipality to **Report, Monitor and Review** the implementation of the Strategy through the monitoring of the progress with the strategic and operational strategies and once an automated Performance Management System has been developed and implemented, benchmarking amongst other municipalities within the Mopani District will take place.

Step 6: Performance Auditing

A District-wide Performance Audit Committee was appointed in the middle of 2007 and also serves the local municipalities. In order to ensure accuracy of reporting and transparency, the Institutional and Departmental performance reports are also audited and verified by Internal Auditing.

Step 7: Municipal Reporting

Because of the lack of an automated system, the work to date was done manually through an Excel spread sheet system – in itself, a remarkable feat considering the scope of the system. This unfortunately hampers the turn-around time of performance reports.

Different reports can be generated from the same data repository, i.e. monthly management reports, quarterly SDBIP reports, mid-term and performance reports as part of the annual report. The system has managed to report according to the different KPA's and to add scores in terms of the reporting to the Department of Corporative Governance and Traditional Affairs (CoGTA). The municipality is able to align its indicators and targets to that which are required by CoGTA to be reported on.

The District Municipality, who is currently funding the development of the Performance Management Systems of its own municipality as well as the local municipalities in the District, has made an assessment of all mid-market performance management products in South Africa and is lobbying for approval at Provincial level to acquire an electronic system, which will result in a quantum leap forward in reporting at the municipalities.

Step 8: District Integration and Co-ordination

For the progress of the all the municipalities within the district, coordination and real integrated and forward planning amongst all the municipalities are necessary. District wide strategic planning sessions occur annually.

Step 9: Leadership and Change Management

Performance management is inseparable from change management. To this end, it is important that Leadership is involved in the development and implementation of the IDP and also in the monitoring and evaluation of such development and implementation. Ownership by the Leadership for all the processes of the municipality is vital and this can only be achieved through the constant facilitation of change management in the organisation. Taking ownership has been witnessed during a district wide strategic planning session, where the state of the municipalities in the district was discussed and plans were made together on how to take the whole district area forward.

Step 10: Employee Performance Management System

The Employee Performance Management Policy has been adopted by Council during 2007 and is being implemented. The essence of this policy is the full alignment of the Organisational and Employee Performance Management System. Performance Agreements and Plans are developed for and concluded annually by S57 Managers and these Agreements are totally aligned to the Organisational Strategy and Organisational Performance Management System, with half yearly organisational as well as employee performance assessments and evaluations.

Step 11: Capacity Building throughout the Development of the System

In the Mopani District Municipality a core group of people have been extensively exposed to Performance Management and every year that core group is being expanded upon. Capacity building thus far on Performance Management has been extended to the Mayoral Committee, Portfolio Committee and Extended Management (Directors and Assistant Directors).

7.4 BALANCED SCORECARD AND THE 11-STEP APPROACH TO MUNICIPAL EXCELLENCE

The 11-Step Approach to Municipal Excellence[©] uses the Balanced Scorecard Methodology, trusted by more than 65% of private and public organisations worldwide to improve performance. (Fortune 500).

The Balanced Scorecard is an approach to strategic management that was developed in the early 1990's by Drs. Robert Kaplan and David Norton. It has been used to describe the activities of Mopani District Municipality through a number of measures for each of four perspectives (Community Satisfaction, Financial Results, Internal Processes and Learning and Growth).

It is a management system (not only a measurement system) that enables organisations to clarify their vision and strategy and translate them into action. It provides feedback around both the internal business processes and external outcomes in order to continuously improve strategic performance and results. When fully deployed, the Balanced Scorecard transforms strategic planning from an academic exercise into the nerve centre of an enterprise.

Mopani District Municipality is a pioneer in aligning and integrating the Balanced Scorecard methodology and the Key Performance Areas as identified by the Department of Local Government (DPLG), within the 11-Step Approach.

Balanced Scorecard has also been used to ensure that Mopani complies with legislation governing performance management, in particular, Chapter 6 of the Local Government Municipal Systems Act 32 (2000), which states: that a municipality must establish a performance management system that is -

- i. within its resources
- ii. best suited to its circumstances
- iii. in line with the priorities, objectives, indicators and targets contained in its IDP.

However, more than ensuring that the performance management system at Mopani is in line with the priorities, objectives, indicators and targets contained in its IDP, as is prescribed by S38 (3) of the Act, it is the performance management system itself, that has ensured that the IDP accurately reflects the priorities, objectives and indicators necessary to fulfil its objective of service delivery to the community it serves.

7.5 MONITORING, ASSESSMENT, EVALUATION AND REVIEW

Monitoring can be defined as the regular observation and recording of activities taking place in a project or programme. It is a process of routinely gathering of information on all aspects of the objectives, programmes or projects; it also involves giving feedback about the progress of the project to the donors, implementers and beneficiaries. At Mopani District Municipality, monitoring is currently being done whereby the Administration on a regular basis, gather relevant data on progress made with their KPI's and projects and report such progress to Council. The role of Council is to scrutinize these reports, verify whether what was reported on actually took place, especially progress with capital projects, and give feedback to Administration and the Community on their findings. Furthermore, it is an auditing function to also monitor and verify what was reported on.

Assessment can be seen as a process of measuring or *quantifying* the level of attainment of set targets. Scores are allocated to see

how well the themes, objectives, KPI's and projects have been achieved. The Regulations of 2006 prescribe that assessment should take place each quarter, of which two of these assessments can be informal assessments, but formally assessments should take place half yearly. During these assessments, the performance of the Municipality as a whole based on the Strategic and Institutional Scorecard is assessed as well as formal assessments of the performance of individuals (S57 and contractually appointed managers). Quarterly performance assessment reports, based on the SDBIP are developed and submitted to Council as well as half yearly and annual reports on the outcome of Strategic, Institutional and individual performance.

Evaluation is the determination of value, or the measurement of value added, in other words if the desired outcomes of the different processes have been achieved – asking the question: all the work done and money spent, was there an impact on the community? Annually Council should evaluate, against the identified desired outcomes, whether the activities undertaken by the municipality and the money spent, had a sufficient impact on the community.

Review means to look at something again critically, to re-examine something to make sure that it is adequate, accurate, or correct it with an aim of improving the results. Annually, through the IDP and Performance Management processes, based on the situation of the municipality each year, the Strategy is reviewed as well as the plans to address gaps, with specific focus on taking the municipality forward. This then culminates into the review of the Scorecard, to improve on the measurements and to ensure that action is taken in response to actual performance to make outcomes better than they would otherwise be.

CONCLUSION

Adherence to supporting legislation and regulations is not an easy task; problems associated with definitions, lack of skills, lack of funds, automation, and the need for expert advice, has left many South African municipalities lagging behind or not implementing true performance management at all.

Mopani's unswerving commitment to compliance with legislation governing municipal management has propelled the municipality to the adoption of a district-wide performance management system, whereby the Performance Management Systems of all the municipalities in the Mopani District area, including that of the District Municipality itself are standardised and coordinated. The main purpose for that is that the municipalities in the district can really strategise and plan together in an integrated manner in taking the whole area forward in being: ***The Food Basket of Southern Africa and the Tourism Destination of Choice.***

The Performance Management System will be reviewed and adapted as needed to ensure continuous improvements and changes are made according to changing circumstances and actual implementation of projects or initiatives. The strategy and IDP needs to be translated in measurable Key Performance Indicators that need to ensure achievement and to optimise service delivery. This will require the municipality to identify targets for each KPI's which will be used to manage and monitor the implementation of strategies as identified. The development of the organisational performance management system therefore had an imminent impact on the IDP Review process. The performance management system provides the framework to ensure the IDP gets measured and implemented. The methodology and processes followed within Mopani District Municipality provides for the alignment of the performance management system with the identification, implementation, measurement, monitoring and reporting on measurable outcomes not only on employee but also on organisational level. In the development of the scorecard, all analysis and strategies were taken into consideration.

The Strategic Key Performance Indicators of Mopani District Municipality form part of the Council's Scorecard which will assist in the reporting of the performance of the municipality as a whole and the Municipal Manager is being made accountable for the achievement of the identified Targets. The linkage with the CoGTA KPA's are indicated. The operational Key Performance Indicators will form part of the SDBIP at the higher level and lower level SDBIP as prescribed by National Treasury.

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