

MOPANI DISTRICT MUNICIPALITY

DRAFT INTEGRATED DEVELOPMENT PLAN

2011 – 2016 (2013/14 version 3)



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

ADMINISTRATION AND PUBLIC OF MOPANI DISTRICT MUNICIPALITY



Cllr L.J. Matlou
**Executive Mayor
Council**

Government is about policies and service delivery.
I take pride in serving the people I lead.



Cllr. N.V. Mathonsi
Speaker, chairperson of

Development is about the people by the people and for
the people.

Members of Mayoral Committee



Cllr Maloko M.L.
**Economic Development,
Services
Housing & Spatial Planning**



Cllr Lewele M.
Budget & Treasury



Cllr Ramaremela T.P.
Corporate & Shared



Cllr Moshobane S.H.
Social Services



Cllr Ngobeni A.
Sport, Arts & Culture



Cllr Manganyi H.G.
Water Services



Cllr Nkuna C
Agriculture
Roads



Cllr Machete L. N
Infrastructure



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Public Transport &

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GLOSSARY

ABET – Adult Basic Education and Training

AIDS – Acquired Immune Deficiency Syndrome

BPM – Ba-Phalaborwa Municipality

CAPEX – Capital Expenditure

CBD – Central Business District

CBOs – Community Based Organisations

COGTA – Cooperative Governance and Traditional Affairs

CoGHSTA – Cooperative Governance, Human Settlements and Traditional Affairs

CPFs – Community Policing Forums

CRDP – Comprehensive Rural Development Programme

DEA – Department of Environmental Affairs

DMA – District Management Area

DPW – Department of Public Works

DWA – Department of Water Affairs

ECD – Early Childhood Development

EPWP – Extended Public Works Programme

ESKOM – Electricity Supply Commission

GEAR – Growth, Employment and Redistribution

GGM – Greater Giyani Municipality

GGP – Gross Geographic Product

GLM – Greater Letaba Municipality

GTM – Greater Tzaneen Municipality

GVA – Growth Value Added

HIV – Human Immune Deficiency Virus

IDP – Integrated Development Plan

IDT – Independent Development Trust

IGR – Inter-Governmental Relations

ISRDP – Integrated Sustainable Rural Development Programme

KNP – Kruger National Park

KPAs – Key Performance Areas

KPIs – Key Performance Indicators

LED – Local Economic Development

LEDET – Limpopo Economic Development, Environment & Tourism

LEGDP – Limpopo Employment Growth and Development Plan

LGTAS – Local Government Turn Around Strategy

LSEN – Learners with Specialised Education Needs

LUMS – Land Use Management Scheme

OPEX – Operational Expenditure

MDM – Mopani District Municipality

MFMA – Municipal Finance Management Act

MLM – Maruleng Local Municipality

MPCCs – Multi-purpose Community Centres

MSA – Municipal Systems Act

MTAS – Municipal Turn-around Strategy

MTSF – Medium Term Strategic Framework

NGOs – Non- Governmental Organisations

NPOs – Non Profit Organisations

OLS – Operational Licensing Strategy

PEGDP – Provincial Employment Growth and Development Plan

PGDS – Provincial Growth and Development Strategy

PMS – Performance Management Systems

PPPs – Private Public Partnerships

RAL – Road Agency Limpopo

RD&LR – Rural Development and Land Reform

SADC – Southern African Developing Communities

SANDF – South African National Defense Force

SASSA – South African Social Services Agency

SCM – Supply Chain Management

SDBIP – Service Delivery Budget Implementation Plan

SDF – Spatial Development Framework

SDI – Spatial Development Initiative

SMMEs – Small Medium and Micro Enterprises

SODA – State of the District Address

SONA – State of the Nation Address

STATSSA – Statistics South Africa

UN – United Nations

UNESCO – United Nations Education, Scientific and Cultural Organisation

WSDP – Water Services Development Plan

EXECUTIVE MAYOR'S FOREWORD



This document reflects the third cycle of the IDP, aligned to the 2001, 2006 and 2011 IDPs of Mopani District Municipality. In the 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.

We still cannot stay at the comfort of these achievements. The voices of the destitutes are still echoing. 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 laying a step for the new Council to start and deliver services to the people. This loaded objective shall remain the drive for the third 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 driven 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 first version of the IDP for the third Council – is the result of many months of consultation within 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, 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. The municipality has set 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 give us 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 2006 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.

We hereby present this Plan as a developmental plan for all government with clear strategical 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 aspirations of our communities and it is in no way intended to be static, rather dynamic. It requires an accelerated degree of intergovernmental action and alignment to ensure that all developmental players in the district align their plans to government-wide priorities.

On behalf of 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 L. J Matlou
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 process and the Performance Management System should appear to 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.

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.

Due to the challenge of baseline information in most 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 and urgent attention, for all role players to allocate resources accordingly. These processes, coupled with data from Statistics South Africa provide baseline for our planning projections.

During the Strategies Phase, the annual Strategic planning sessions were 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 Objectives. The Strategic Themes 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 indicate clearly what the municipality intends to achieve in a period spanning from year 2011 and over. 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. 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 Intend 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.

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 budget adjustment.

The **VISION** of the Mopani District Municipality is:

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



The **MISSION** of Mopani District Municipality is:

- ◆ ***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.***

Mopani District Municipality's strategy map bears the following Key performance areas and the envisaged outcomes.

Table 1: SUMMARY OF KPAs AND STRATEGIC OBJECTIVES

Local Government KPA	Strategic Objectives
Municipal Transformation and Organisational Development	 Develop entrepreneurial and intellectual capability
Basic Service Delivery	 Improve Community well-being  Develop and maintain infrastructure  Provide clean and safe water  Effective coordination of public transport systems
LED	 Grow the economy
Municipal Financial Viability and Management	 Become financially viable
Good Governance and Public Participation	 Manage through information  Democratic and accountable organization
*Spatial Rationale	 Plan for the future

The value system of Mopani District municipality includes the following:

- ◆ innovation
- ◆ Excellence
- ◆ Commitment
- ◆ Care
- ◆ Ubuntu

***Foot note:** *Spatial Rationale is not yet in the policies of Local Government KPAs. However COGTA recommends that it be included to add to six KPAs for Local Government.*

1. PREPARATORY PHASE

PREPARATORY PHASE: In this section, we provide a brief overview of (1) legislative context within which the 2011/12 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.

1.1 LEGISLATIVE BACKGROUND

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

1.2. FRAMING THE 2011/12 – 2016 IDP

The 2011/12 -2016 IDP development was prepared within the legal and policy requirements, opportunities provided and challenges posed by the local, provincial and national contexts.

1.2.1 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 will inform better the IDP for the coming years.

1.2.2 The Provincial Planning Context

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

The SONA of 2013 surfaced 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.

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, viz. Provincial Employment, Growth and Development Plan (LEGDP), with additional priority, i.e creation of decent jobs.

The province has thenceforth been influenced primarily by the Limpopo Employment, Growth and Development Plan (LEGDP) which still sees the competitive advantage of the province in mining, agriculture, tourism and manufacturing. Clustering is viewed as key to success in these sectors. The new clusters are: 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 a so-called "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.

1.2.3 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 2012/13 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.

1.3. 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 2011/12 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 and 2013 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 2011/12 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.

1.4 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.

1.5 PROCESS OVERVIEW: STEPS AND EVENTS

The IDP Review Framework and the Process Plan were approved by the 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 the current Review process. Municipalities have managed to go through IDP/Budget/PMS Strategic sessions separately 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 session of 6-8 November 2012 simply confirmed the Vision, Mission, Objectives & Strategies.

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

Table 2: 2012/13 IDP Review actual Activities		
Phase	Activities and Purpose	Date
Preparatory	IDP Steering committee	
	IDP Technical committee	
	IDP Rep. Forum	
	Council Approval of IDP Framework, Process Plan and Code of Conduct on 31 May 2012	31 May 2012
Analysis phase	IDP Analysis Engagement session	19-20 September 2012
	IDP Steering Committee	3 & 21 August 2012 8 October 2012
	IDP Technical committee	5 & 12 September 2012
	IDP Rep. Forum	18 October 2012 23 October 2012
Strategies phase	IDP Strategies Engagement session	21-22 November 2012
	IDP Steering committee: Strategic planning session	6-8 November 2012
	IDP Technical committee	16 November 2012
Projects phase	IDP Technical Committee: Projects	1 February 2013
	IDP Steering Committee	3 December 2012 & 11 February 2013
	IDP Projects Engagement session	5 February 2013
Approval phase	IDP Representative forum: Draft IDP/ Budget 2013/14 – 2017	
	Mayoral committee : Draft IDP/ Budget 2013/14 - 2017	19 March 2013
	Council sitting: Tabling of Draft IDP/Budget	27 March 2013
	Publication of the draft IDP/ Budget calling for public inputs	9-30 April 2013
	MDM Public Participation road-shows on IDP/ Budget 2013/14 - 2017: - Maruleng Municipality : - Ba-Phalaborwa Municipality : - Greater Tzaneen Municipality : - Greater Giyani Municipality : - Greater Letaba Municipality :	6 -10 May 2013
	IDP Steering committee meeting: Discuss Public participation outcome report.	
	IDP Representative Forum: Consideration of the Final draft IDP/ Budget	
Final adoption of the Reviewed IDP	Council approves the 2013/14-2017 IDP & Budget	

a. 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.
- 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.

b. COMMUNITY DEVELOPMENT WORKERS (CDW)

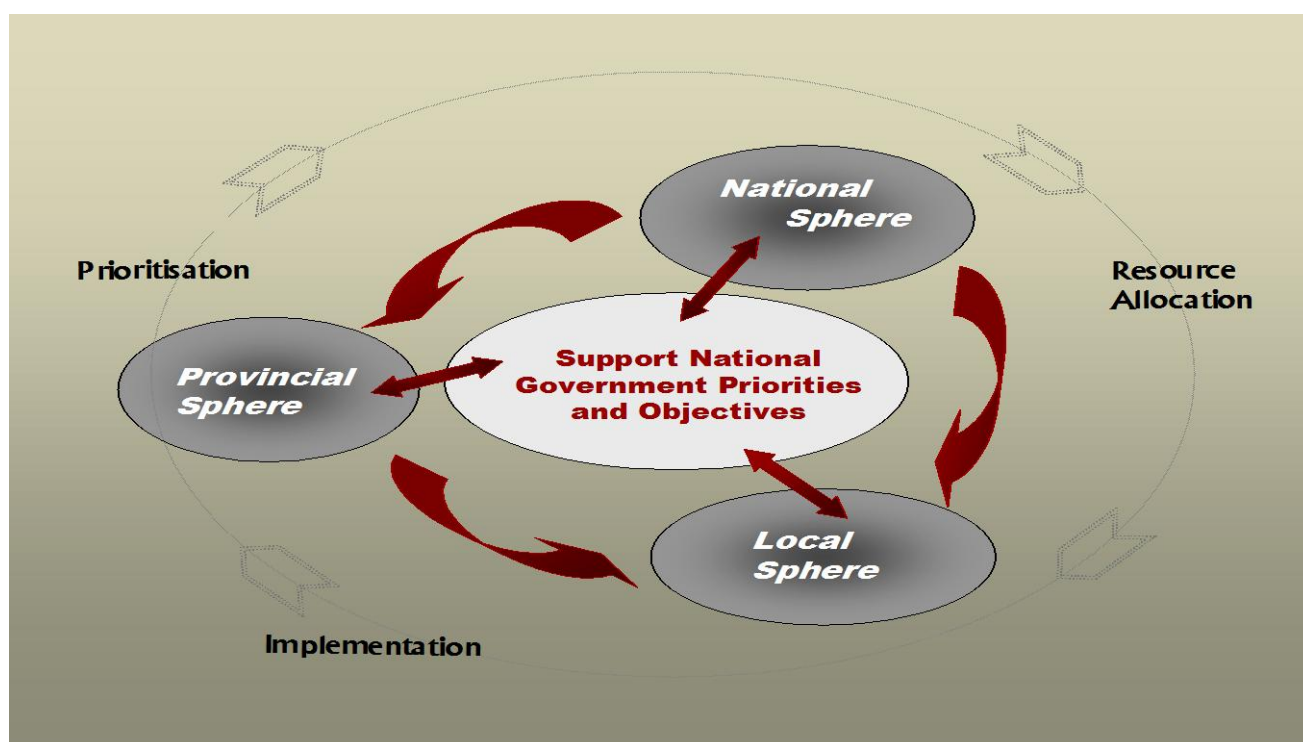
These units or officials are meant to assist communities to participate in issues of governance within their localities. Most often this is far less achieved. There is need to look closely into their structural arrangement and issues to add value to the intended responsibility. The current challenge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

Table 3: CDWs in Mopani District Municipality	
MUNICIPALITY	NUMBER
Greater Tzaneen	27
Greater Giyani	24
Greater Letaba	23
Maruleng	9
Ba-Phalaborwa	13
TOTAL	96

Source: Limpopo Premier's Office

c. 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 convenor 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.

The following are “political” and non-political inter-governmental structures that facilitate inter-governmental relations within the province, between the district, province and local municipalities:

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 Municipal Managers Municipal Senior Managers (Directors)	Co-ordinate policy issues affecting government 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,

2. MOPANI DISTRICT MUNICIPALITY: SITUATIONAL ANALYSIS

ANALYSIS PHASE: In this section, we provide an overview of (1) the important demographic indicators of the Mopani District Municipality, the overall perspective of the area, its trends and tendencies (2) highlighting issues of concerns in terms of the key performance areas for the developmental local government and (3) identify the strengths and opportunities in alignment with the District municipality's vision.

2.1. 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.

2.2 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.

The map below depicts Mopani District and the local municipalities as re-determined in year 2008 by Municipal Demarcation Board.

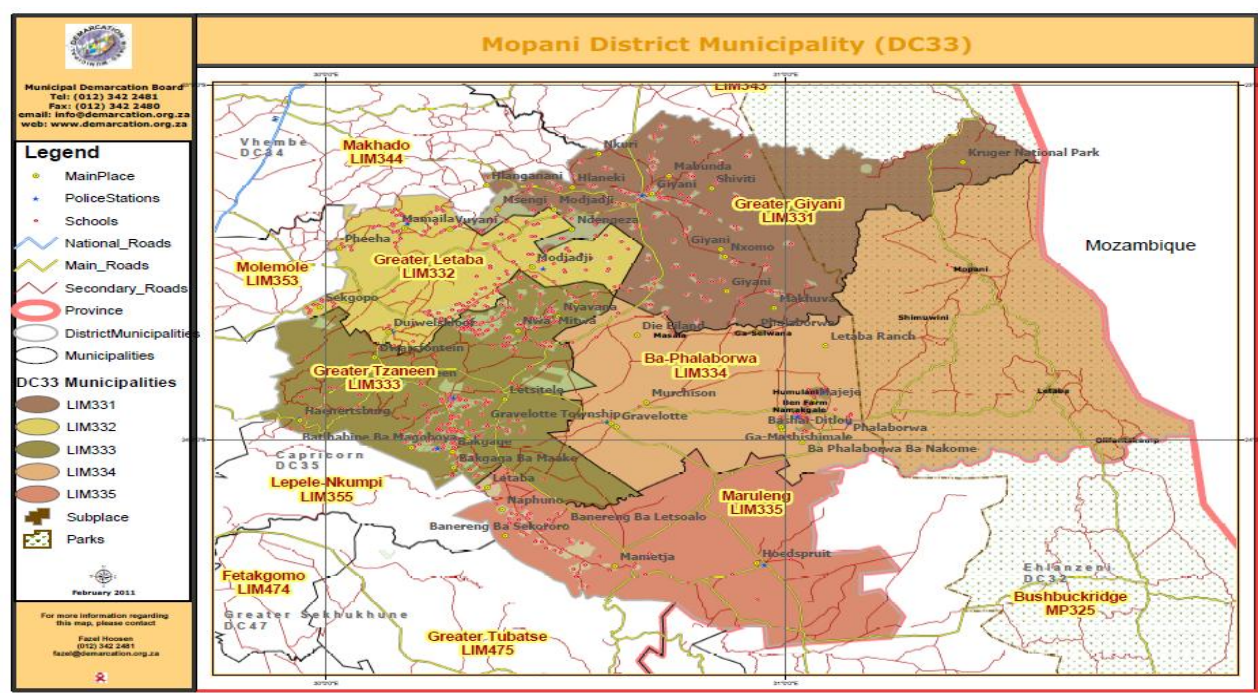


Table 5 below shows the extent of Mopani and its components in terms of Wards, Villages and Urban areas. It will be noted that the area occupied by Kruger National park, is devoted largely to nature conservation. Both Maruleng and Ba-Phalaborwa are least in terms of number of wards and villages and they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

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	30	93	1
Greater Letaba (LIM332)	1 890,9 km ²	95192	52	57	26	29	80	3
Greater Tzaneen (LIM333)	3 242,6 km ²	171887	68	68	34	34	125	5
Ba-Phalaborwa (LIM334)	7 461,6 km ²	59188	32	36	16	18	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	125	354	16

Source: Municipal Demarcation Board, 2011, Census 2011.

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

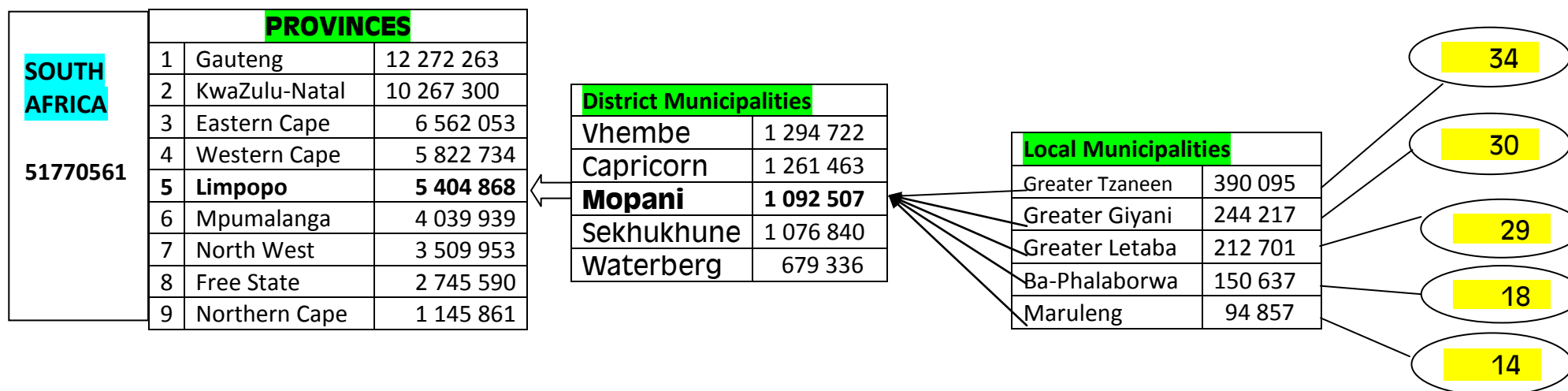
District Management Area (Kruger National Park, north of Lepelle river) has been withdrawn in 2008. Portion of Kruger National park (formerly District Management area) adjoining with Vhembe falls into Mutale and Thulamela LMs of Vhembe District. Portions of Kruger National Park adjoining with GGM & BPM 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).

2.3 DEMOGRAPHICS

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

SOUTH AFRICAN POPULATION NUMBER(S)

No. of



2.3.1 Population Characteristics

The reconciled total population of the Mopani District Municipality has increased from 1 068 569 (Statssa CS 2007) to 1 092 507 (Statssa 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.

Comparing Census 2001 and Census 2011 data

Table 6: Estimated Population STATSSA Census 2001 & 2011														
Municipality	Area/ Extent	Population			Households			Pop. Density per hectare		H/H Size		Rural population	Urban population	Farming population
		2001	2011	Growth	2001	2011	Growth	2007	2011	2001	2011			
Greater Giyani	4 171,6 km²	239289	244 218	+2,06%	53292	63548	+19,2%	14	16	5	4	89,5%	10,5%	0
Greater Letaba	1 890,9 km²	220103	212 701	-3,4%	53747	58261	+8,4%		25	5	4	94,3%	5,7%	0
Greater Tzaneen	3 242,6 km²	375586	390 098	+3,9%	97425	108926	+11,8%		24	4	4	82%	10,4%	7,6%
Ba-Phalaborwa	7 461,6 km²	131088	150 635	+14,9%	33572	41115	+22,5%		25	4	4	36,2%	51,0%	12,8%
Maruleng	3 244,3 km²	94382	94 855	+0,5%	23050	24470	+6,2%		16	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%		23	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.

Population Growth Trends from 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

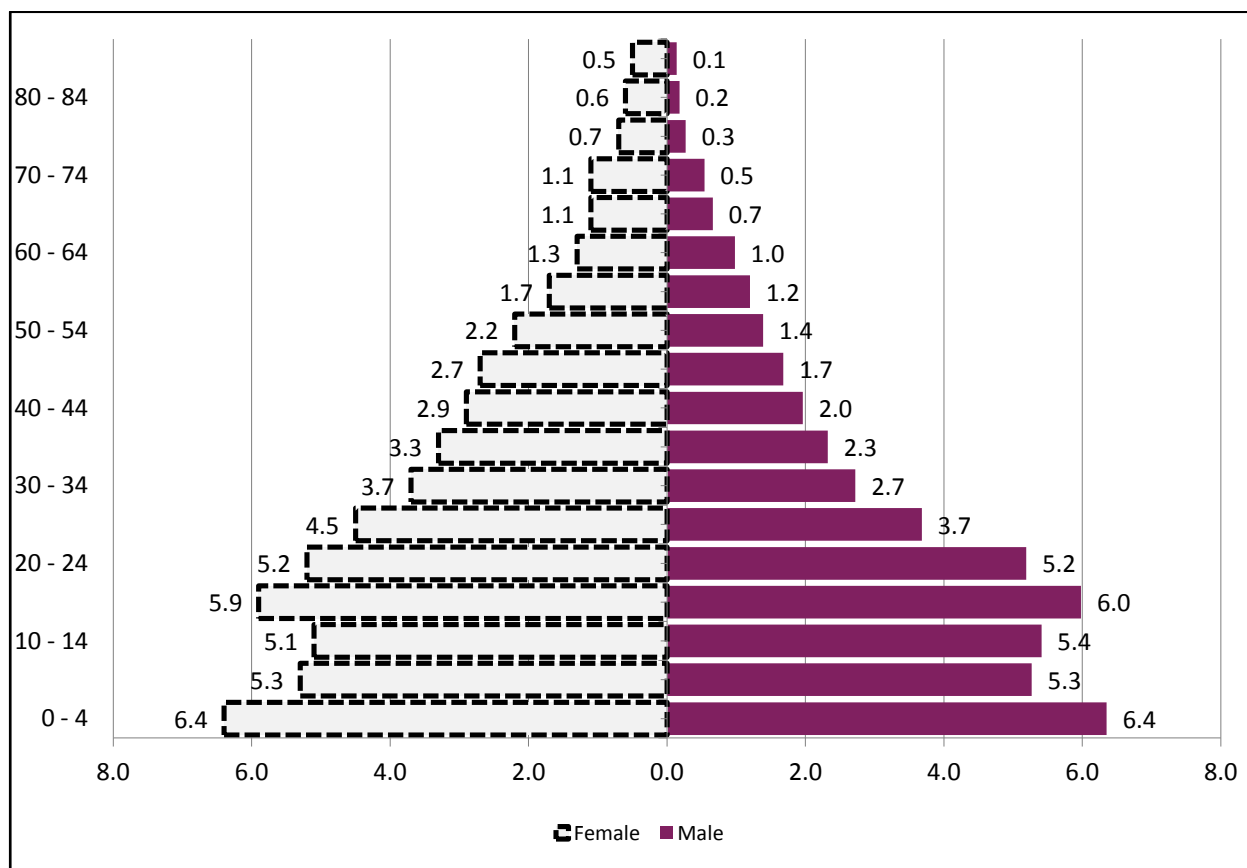
LOCAL MUNICIPALITIES	CENSUS 2001	CENSUS 2011	POPULATION CHANGE 2001 to 2011	COMMENT
Greater Giyani	239289	244 218	3 489	GAINED
Greater Letaba	220103	212 701	-6 173	Decreased
Greater Tzaneen	375586	390 098	14 509	GAINED
Ba-Phalaborwa	131088	150 635	19 100	GAINED
Maruleng	94382	94 855	475	GAINED
Mopani	1061107	1092507	31 400	GAINED

2.3.2 POPULATION NUMBERS BY GENDER

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.

2.3.3 Age and Gender Structure

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



2.3.5 Table 7: Age structure and Gender composition (Number of people)

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
	136094	108125	117397	95305	208539	181558	77619	73018	51281	43576	501582	590930	1092506

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.

2.3.6 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.

2.3.4 Foreign nationals

Mopani experiences influx of foreign internationals 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.

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

2.3.5.1 Disability by Gender by Municipality

Table 9

Type of disability	GGM		GLM		GTM		BPM		MLM		MDM			
	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Persons	Totals
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			

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 Nkowanowa) 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.

Table 10: Participation of disabled persons in various structures				
Political structures	Municipal structures	Sector Departments	CBOs	Non-participating
5,5%	7,4%	3,9%	5,2%	78%

Source: Empirical data from municipalities through CDWs, 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.

2.3.5.2 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.

2.3.5.3 Labour Status by Gender by Municipality

Table 11: Labour status (Community Survey, 2007 STATSSA)

	GGM		GLM		GTM		BPM		MLM		Mopani
	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Persons
Employed	16206	17360	19438	14598	31722	26142	19462	11110	7970	5660	169668
Unemployed	10919	16178	8815	14125	17820	24965	6749	8055	4521	5166	117313
Not economically active	31701	44720	32025	49663	41836	60910	15129	18668	12866	19218	326736
Not applicable	2247	1833	967	1136	3374	2527	1679	1202	760	603	16328

2.3.5.4 EMPLOYMENT

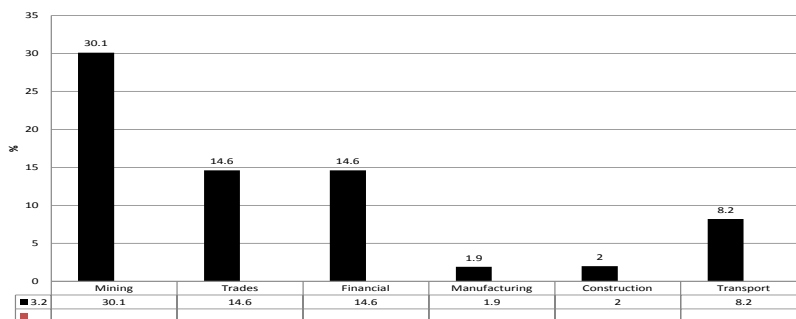
People in the Mopani district are employed in the following sectors: Farming, Industry, Mining, Trade, Government, Transport, Tourism, Manufacturing, Construction and Energy. The Government Sector is the largest employer in the district e.g. 39% of the employed in Greater Giyani work for government. 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, approximately 60% are women.

2.3.5.5 UNEMPLOYMENT RATES

Municipality	Employed				Unemployed					Discourag ed job seekers	Not economic ally 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

Ref.: Census 2011, Statssa

10. Labour market



- 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

2.3.5.6 INCOME CATEGORIES

Table: 12: 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 living standards 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.

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

Census 2011, Statssa

2.3.6 INDIGENT HOUSEHOLDS RECORD PER MUNICIPALITY (Earning ≤ R800/ month)

Indigent Households						
Local Municipality	Total Households		Indigent Households		(percentage)	
	2001	2011	2001	2011	2001	2011
Greater Tzaneen	89 832	108926	28 552	35215	31,8%	32%
Greater Giyani	57 538	63548	21 007	26994	36,5%	42%
Greater Letaba	59 539	58261	27 324	22595	46,25	39%
Maruleng	24 589	24470	8 249	9194	33,5%	38%
Ba-Phalaborwa	33 791	41115	11 744	11776	34,8%	29%
Total/ Mopani DM	265 289	296320	96 876	105 774	36,5%	36%

Census 2011, Statssa

2.3.7 Language Diversity in Mopani District Municipality (as per STATSSA, 2001 Census)

Table 13: Language diversity in Mopani

Census 2001

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

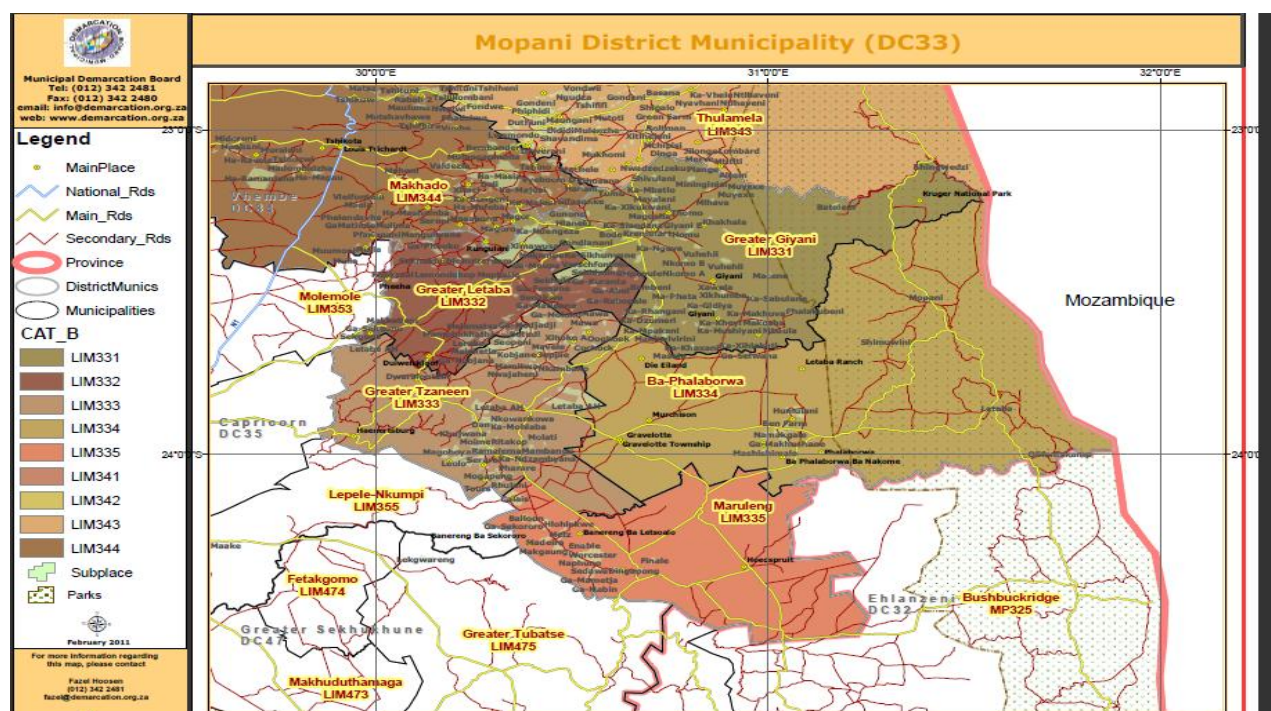
480 621	497 912	22 317	31 096	14 319	5 505	5 336	2 483	2 690	1 278	2 634	1 377
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2.4 SPATIAL ANALYSIS

2.4.1 Background

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

Map 1: Local Municipalities and Mopani District Municipality



2.4.2 DESCRIPTION OF THE MUNICIPAL AREAS AND ECONOMIC GROWTH POINTS

Table 14: Economic Growth Nodes of MOPANI DISTRICT MUNICIPALITY

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

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

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

2.4.2.1 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, Lenyenye, Letsitele, Haarnetzborg. 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.

2.4.2.2 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).

2.4.2.3 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 Shangani gate.

2.4.2.4 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 & Shiwini (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 Seloane/ 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.

2.4.2.5 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 proximity 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.

2.4.3 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, Modjadiskloof, Phalaborwa and Lydenburg.

The settlements identified as **District growth points** in the area include Namakgale, Gravelotte, Ndhambi/Mageva, GaKgapanne, 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 GaKgapanne) 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 (1st order settlements)	% population residing in growth points areas
Greater Giyani	247 665	2	28%
Greater Letaba	247 745	2	60%
Maruleng	95 769	1	2%
Greater Tzaneen	349 081	3	65%
Ba-Phalaborwa	127 307	3	90%

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.

2.4.4 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:

Table 16: Areas that are illegally occupied			
MUN'PALITY	AREA/ LOCATION	OWNER	COMMENT
GGM	Hluphekani (next to Giyani township)	Hosi Homu (Trust land)	Formally camping site for Mozambique refugees and they are still residing there.
	Giyani meat Abbattoire area	Hosi Ngobe (Trust land)	Residents are working in the abbattoire & in Giyani town.
	B9, between Giyani & Makosha village	Municipality	About 500 residents settled the area
MLM	Hoedspruit: Abandoned Transnet properties/ area.	Transnet	More than 20 people pitched shacks and some occupying abandoned Transnet structures.
	Hoedspruit: Buffel street next to market	Municipality	Shacks pitched and occupied by foreigners & some South Africans.
GLM	Makgoba @ Modjadiskloof Town Mešašeng @ Ga-Kgapane	Municipality	About 275 families (h/h) have occupied Makgoba whereas Mešašeng is occupied by 70 families. 56 families are residing in shacks.

	Township Masenkeng @Tshamahansi/ Los-my-cherry		
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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.

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

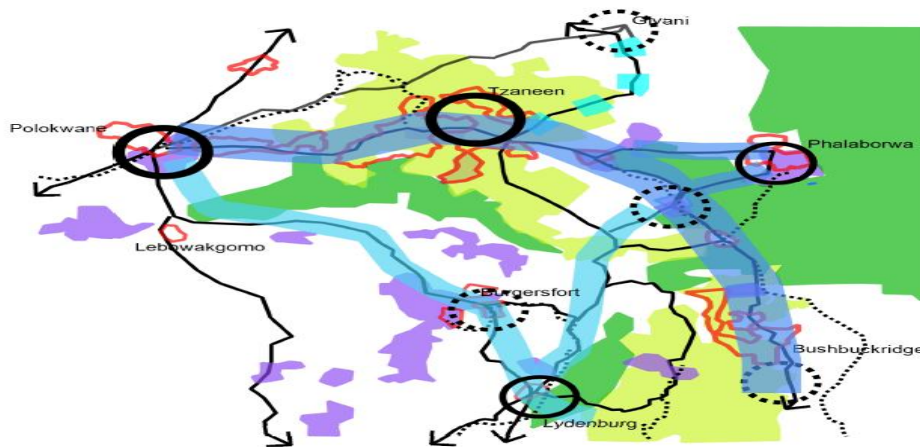
Table 17: MUNICIPALITY	TOTAL MUNICIPAL AREA	CLAIMS IN PROCESS	VALID CLAIMS IN PROGRESS		No. OF CLAIMS YET TO BE VALIDATED	% OF MUN. AREA CLAIMED (valid)
			Number	Extent (ha)		
Greater Giyani	4 171,6 km ²	44	1	1410,1434	43	2,3%
Greater Letaba	1 890,9 km ²	72	16	80639,9160	56	24,9%
Greater Tzaneen	3 242,6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

2.4.6 Development corridors and economic centres:



National Access of Mopani District Municipality:

- **ROADS:** R36 to Modjadiskloof to Tzaneen to Lydenburg, R40 to Gravelotte to Hoedspruit to Nelspruit, R71 to Haenetzburg to Tzaneen to Phalaborwa to Girondo 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.

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.

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.

KEY SPATIAL OPPORTUNITIES

- ❖ Abutting with Mozambique afford MDM citizens proximity to access the beaches in Xaixai, Baleni, etc and also make MDM a gate-way through Giriondo Border post on tourism 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.

2.5 ECONOMIC ANALYSIS (Implement the Community Works Program and Cooperatives Supported)

2.5.1 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.

2.5.2 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.

2.5.3 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, Lebowa kgomo 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.

2.5.4 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 Gariyondo 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.

2.5.5 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, September 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).

2.5.6 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 18

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).

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 GVA

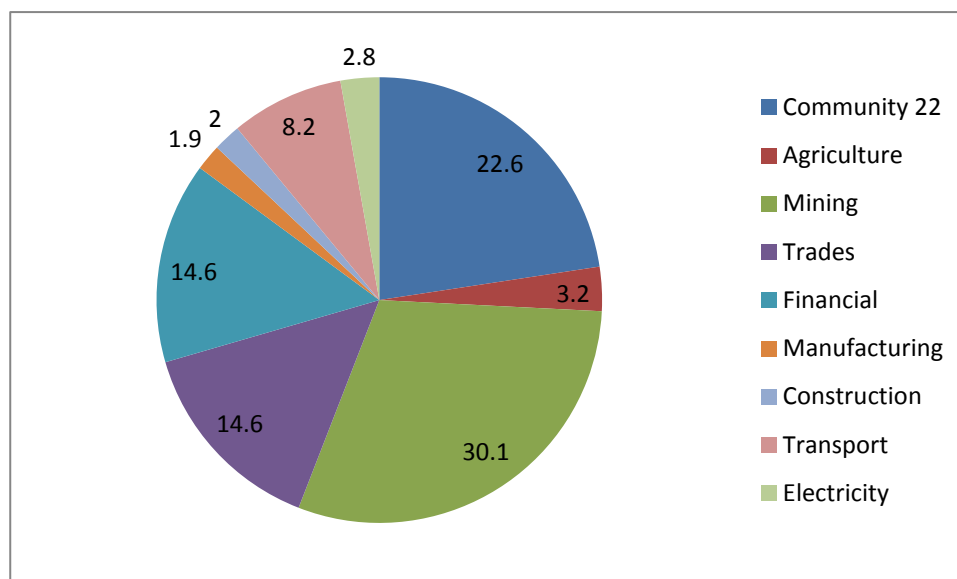


Figure 2: Economic contribution by sector, Mopani (Source: Global Insight Sept 2011)

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.

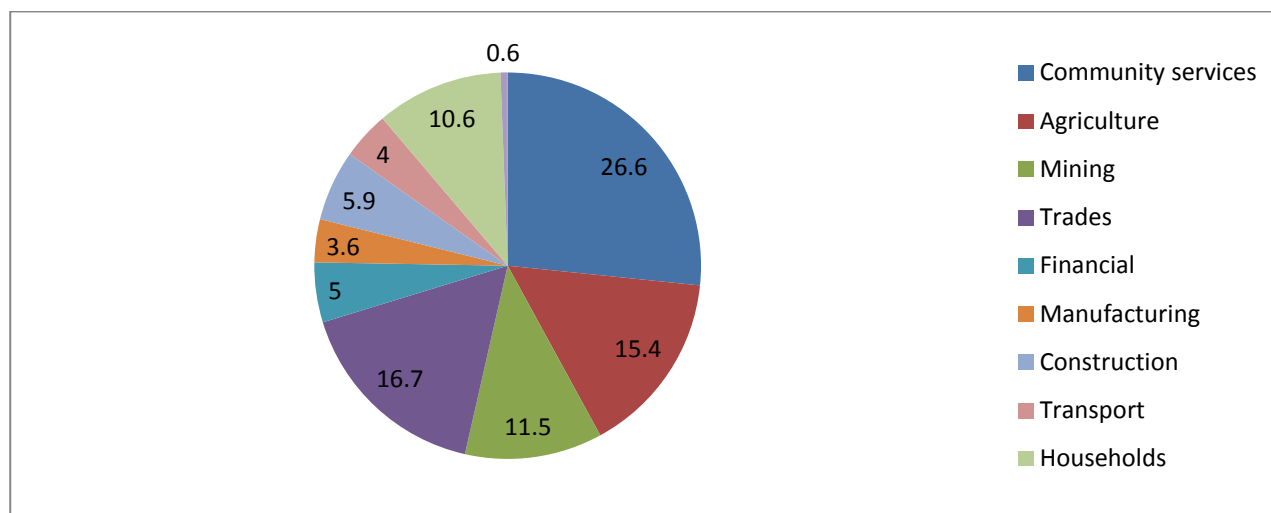
2.5.7 Major exports

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 export.

Mopani District sectoral contributions 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.

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 2010/11**, are as indicated herein, i.e: **MDM: 84, GTM: 1589; BPM: 673; GGM: 128; MLM: 124 and GLM: 54.**

2.5.8. 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:

2.5.8.1 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.

2.5.8.2 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 extremely small. Modjadjiskloof is reasonably the only viable economic growth point, with Ga-Kgapane, Mokwakwaila and Senwamokgope 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.

2.5.8.3 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.

2.5.8.4 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 loose 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.

2.5.8.5 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.

2.5.9. Opportunities in the District Economy

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

2.5.9.1 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 |

2.5.9.2 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 | |

2.5.9.3 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 |

2.5.9.4 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 | | |

2.5.9.5 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 |

2.5.10 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.

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

2.6.1. 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.

Table 19: Basic needs backlogs in the district					
Service	Households	Access	% Access	Backlog	% Backlogs
Sanitation	296320	71 885	27,1%	193 404	72,9%
Water		124 313	46,9%	140 976	53,1%
Electricity		208 619	78,6%	56 670	21,4%
Housing		224 820	84,7%	40 469	15,3%
Waste Management		Urban+rural communities	14%	Rural & farm communities	86%
Roads	3385,47km	1313,64 km (paved)	38,8%	2071,83 km (gravel)	61,2%

STATSSA, 2007 Community Survey & Road Management System (RAL), Municipal information.
NB: Roads backlog is informed by the prioritized gravel roads to be paved per time.

2.6.2 INDIGENT HOUSEHOLDS REGISTERED

Table 20: Indigent Households				
Census 2011, Statssa				
Local Municipality	Total Households	Indigent register in place	Ind. Households	(percentage)
Greater Tzaneen	108926	Yes	35215	32%
Greater Giyani	63548	Yes	26994	42%
Greater Letaba	58261	Yes	22595	39%
Maruleng	24470	Yes	9194	38%
Ba-Phalaborwa	41115	Yes	11776	29%
Total/ Mopani DM	296320	Yes	105 774	36%

(a) Access/ Backlog on Free basic Services (Indigent H/H)												
	GTM		GGM		GLM		MLM		BPM		MDM	
Total Indigent h/h	28552		21007		27324		8249		11744		96876	
Access/ Backlog	Access	Backlog	Access	Backlog	Access	Backlog	Access	Backlog	Access	Backlog	Access	Backlog
Water	11 673	16879	3 711	17296	18 526	8798	1 687	6562	9 735	2009	45332	51544
Electricity	10 961	17591	3 711	17296	1 319	26005	8 249	-	9 735	2009	34025	62901
Sanitation	1 288	27264	3 711	17296	1 827	25497	5 120	3129	9 735	2009	21781	75195
Waste Management	-	ALL	-	ALL	-	ALL	-	ALL	-	ALL	-	ALL

Out of the total indigent households (96 876) of Mopani District Municipality, the following are the aggregate backlogs in free basic services: Water:53,2%, Electricity: 64,9% & Sanitation: 77,6%. Waste Act of 2008 requires that waste be part of the free basic services. Measuring tools are still under development for this service.

2.6.3.1 WATER

Mopani district is a WSA, and all its Local Municipalities have WSP Agreements in place. The surface water in urban areas and rural areas served through boreholes. The following are the water catchment areas benefiting MDM: 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. There is a huge potential for usage of borehole water as an augmentation to the surface water resources.

There are over 20 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.

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. High water usage is generally observed in most of the areas, amounting to more than 150 litres per person per day in both towns and villages.

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 building 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:

PIPED WATER (H/H)

	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 inside yard	17378	19398	14815	20320	30496	31989	11419	18721	10124	9006	84666	99434	+17,4%
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.

Backlog on access to piped water (h/h)

No access to piped (tap) water (h/h)	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
	7067	9545	6795	5423	20427	26373	1534	1226	3297	4368	39124	46935	+20,0%

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

WATER SOURCES (H/H)

	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	

2.6.3.2 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 with 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 2015.

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.

Breakdown of levels of services per municipality is depicted in the following Table 22:

Census 2011

	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		6354 8		5826 1		1089 26		4111 5		2447 0	2616 94	2963 20	+13,2 %

Backlog on Sanitation (H/H)

No access to 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
	29334	12452	16082	6281	24365	12211	12547	4698	8182	1426	90520	37067	-59,0%

WATER AND SANTATION SERVICES BELOW RDP Standards			
Municipality	Total H/H	Water (H/H)	Sanitation (H/H)
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

2.6.3.3 ENERGY AND ELECTRICITY

Energy distribution has important economic development implications with a potential to make a considerable development impact. This impact relates to improved living conditions, increased productivity and greater sustainability of the environment. This is an important consideration in view of the fact that rural households obtain most of their energy requirements from firewood.

In Mopani, Local municipalities that are providing electricity are BPM & GTM. The GGM, MLM and GLM are still provided for by 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.

A range of alternative sources of energy for different usage is depicted in Table 23 below:

	Greater Giyani	Greater Letaba	Greater Tzaneen	Ba-Phalaborwa	Maruleng	Grand 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

Table 23: Alternative energy sources in use

(i) Energy usage for heating by Municipalities (No. of H/H)						
	GGM	GLM	GTM	BPM	MLM	MDM
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
Total H/H	63548	58261	108926	41115	24470	296320
Census, 2011, STATSSA.						
(ii) Energy usage for cooking by Municipalities (No. of H/H) (Community Survey 2007, STATSSA)						
Types	GGM	GLM	GTM	BPM	MLM	MDM
Electricity	11266	14621	32821	20315	7219	86242
Gas	45	187	201	319	8	760
Paraffin	430	2591	3062	2684	539	9306
Wood	45669	41713	53507	10413	16823	168125
Coal	66	428	179	60	0	733
Animal dung	0	0	0	0	0	0
Solar	0	0	62	0	0	62
Other	61	0	0	0	0	61
Total H/H						265289
(iii) Energy usage for Lighting by Municipality (No. of H/H) (Community Survey 2007, STATSSA)						
Type	GGM	GLM	GTM	BPM	MLM	Mopani
Electricity	46562	47813	73404	31012	20697	219488
Gas	0	122	181	0	0	303
Paraffin	3164	1121	1534	182	836	6837

Candles	7445	10299	13922	2541	2997	37204
Solar	62	0	63	0	0	125
Other	305	184	728	58	60	1335
Total						265292

2.6.3.4 ROADS AND PUBLIC TRANSPORT

(i) 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 also assists by setting budget aside for roads development and maintenance.

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. Bad roads conditions is one source of car accidents. How many of the tourists will feel good to travel on such roads? Few.

Mopani District has established an up to standard Disaster Management centre and if like it is, development of roads is 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 24: 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 Kgapanne	Along road R36 north of Modjadjiskloof to Kgapanne
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	Kgapanne to Mokwakwaila	From Kgapanne heading north through villages to Mokwakwaila
15	Phalaborwa to Namakgale	From Phalaborwa along R71 to Namakgale

(ii) 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.

(iii) Provincial and District Roads.

Service Levels

Table 25: 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)

(iv) Specific Roads service levels

Table 26

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 – Nkowankowa	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	Modjadji – 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 – Kgapane- 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	Kgapane -	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	Taululme – 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 – Phalaborwa	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 – Constatia(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 – Nwadzekudzeku –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	Ageva 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).

PRIORITY ROADS FOR UPGRADING FROM GRAVEL TO TAR

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 Mandlhlakazi to Deerpark to Tzaneen	18
D3180, D3837	Sikiming to Bembula to Nkomo(Modjadji - 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 Mushiyani to Makhuva	51
D3770, D3771, D2009, D3878, D3898	Rita/Ticklyline to Burgersdorp 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
Total distance that need upgrading gravel to paved/ tar		229

2.6.3.5 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, save Hoedspruit passenger train to Nelspruit to Gauteng. Our Taxi industry does not provide for metered taxis which are usually found in big cities/ towns.

2.6.3.6 Taxi Facilities descriptions

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, Mamitwa, 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, Kgapanne, 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 Deerpark 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 destined 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 destined to Phalaborwa. It is said that the use of the road is temporary 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 destination 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, Nkowankowa 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 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, Sapekoe 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: Modjadiskloof, 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*

Skhimmini is an informal minibus taxi rank. It is an on-street rank at Skhimmini 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 Modjadiskloof via Mooketsi. The rank is usually busy during the morning peak period. The busiest route is Modjadiskloof 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, Modjadiskloof 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, Modjadiskloof 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 Modjadiskloof 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: Modjadiskloof, Johannesburg, Gandlanani, Nkuri, Malamulele, Rotterdam, Ngove, Skhimini, Bungeni, Babagnu, Dzumeri, Gawula, Mapayeni, Mdavula, Shawela, Mtiti, 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.

2.6.3.7 Major Public Transport Facilities in the Mopani District

Table 27(a): Major Public Transport facilities		
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

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

Table 27(b): 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.

2.6.3.8 Taxi Associations

Taxi Associations in Mopani are as follows:

Table 27(c) Taxi Associations in Mopani					
	Maruleng	Ba-Phalaborwa	Greater Letaba	Greater Tzaneen	Greater Giyani
1	The Oaks Taxi Assoc.	Phalaborwa Taxi Assoc.	Rotterdam Taxi Assoc.	Bakgakga Taxi Assoc.	Giyani Town Taxi Assoc.
2		Lulekani Taxi Association	Mooketsi Taxi Association	Nkowankowa Taxi Assoc.	Nsami Taxi Association
3			Letaba Taxi Association	Bolobedu Taxi Assoc.	Homu Taxi Association
4			Molototsi Taxi Assoc.	Pusela Taxi Association	Giyani Taxi Association
5				N'wamitwa Taxi Assoc.	Twananani 20 & 21
6				Tzaneen – Acornhoek Taxi Assoc	Hlaneki – Maswanganyi Taxi Assoc.
7					Simajiku Taxi Assoc.
8					Tiyimeleni Taxi Assoc.

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.

2.6.3.9 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

2.6.3.10 Bus Termini

The major bus termini in District limited to Tzaneen, Modjadiskloof, 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.

2.6.3.11 Rail Transport

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/ Soekmekaar 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.

2.6.4 AIR TRANSPORT

2.6.4.1 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.

2.6.5 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.

2.6.6 Public Transport By-Laws

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

2.6.7 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.

2.6.8 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 28: Postal Offices in Mopani District (53)			
	Municipality	Postal office	Location
1	Ba-Phalaborwa	Gravelotte Lulekani Maseke Namakgale Phalaborwa North Phalaborwa Phalala	Gravelotte 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	Letaba Deer Pak Haenertzburg Julesburg Letaba Lenyenye Letaba Letsitele Magoebaskloof Letaba Moleketla Mosorini Letaba

		Nwamitwa Ofcolaco Shiluvane Tarentaalrand Tzaneen South Tzaneng Mall Tzaneen Xihoko	Nwamitwa Trichardsdal Shiluvane 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.

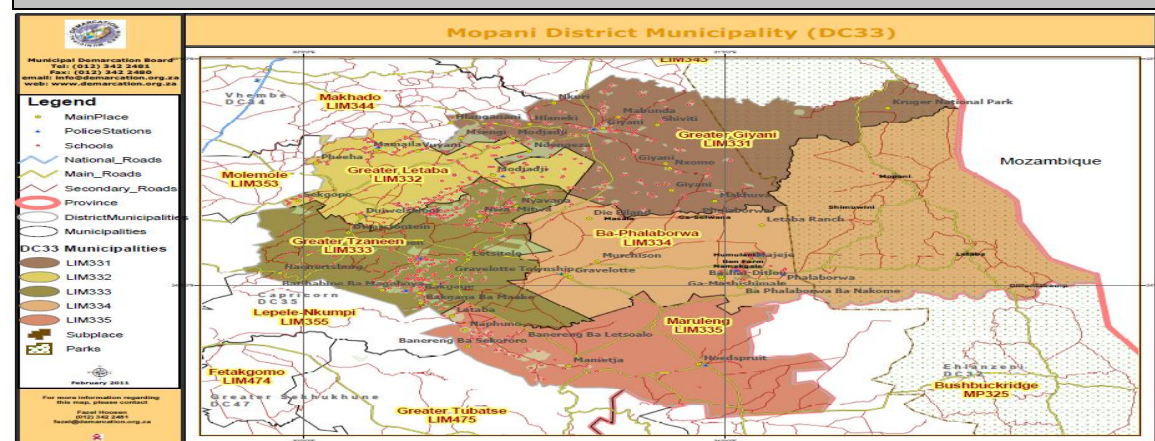
While government aims to roll out post offices in rural areas, the dispersed settlement patterns will have a negative impact in meeting the required threshold (5km) for the provision of proper post and telecommunication infrastructure services. The available facilities are mostly in larger settlements 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 and it is now complete and functional. The challenge is still huge in many other rural villages.

2.7 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



2.7.1 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 and Letaba river catchment areas, Report, 2009).

2.7.2 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 to the change.

2.7.3 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 minerals activities taking place around BPM local Municipality.

2.7.4 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.

There are several wetlands identified in the District, which if properly managed, could be of economic importance to the local communities.

Table 29: Wetland areas	
LOCAL MUNICIPALITY	WETLANDS AREAS
Greater Tzaneen Municipality	Mokgolobotho , Dan, Julesburg, N'wamitwa villages
Ba-Phalaborwa Municipality	Majeje, Mashishimale, Makhushane villages
Maruleng Municipality	Makgaung
Greater Letaba Municipality	Ga-Kgapane & Belleview
Greater Giyani Municipality	Siyandani, Homu, Shawela (community process salt from the resource)

2.7.5 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.

2.7.6 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.

2.7.7 Priority Environmental challenges Identified in Mopani District Municipality

2.7.7.1 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.

2.7.7.2 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 30(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	0	–	–
MLM	33	0	–	–
MOPANI	354	71		

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 is 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 30(b): Access to Refuse Removal (h/h)

	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		

Census 2011

2.7.7.3 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. Need to develop the facility.

(iii) 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.

2.7.7.4 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 DWA 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.

2.7.7.5 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, Haernetzburg 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 DWA 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.

2.7.7.6 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.

2.7.7.7 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.

2.7.7.8 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, Serololoro, Matswe, Mamaila) and GGM (Khani, Ndhengeza, Shimange, Muyexe, Mavalane, Mninginisi). BPM, MLM and GTM municipalities are experiencing soil erosion at minimal scale.

2.7.7.9 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.

2.7.7.10 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.

2.7.8 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.

2.7.9 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 31

	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.

2.8 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.

2.8.1 Housing (Municipal Information 2008)

Table 32: Housing needs in Mopani Municipality			
Municipality	Total Households	No. of H/H with housing at or above minimum standard	No. of H/H in need of housing
GTM	89 832	75 687	14 145
GGM	57 538	44 587	12 951
GLM	59 539	54 416	5 123
MLM	24 589	21 341	3 248
BPM	33 791	28 789	5 002
MDM	265 289	224 820 (84,7%)	40 469 (15,3%)

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.

2.8.2 EDUCATION

2.8.2.1 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 idecreased 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. Further breakdown on levels of education is depicted in Table 33.

Table 33: Level of Education by Municipalities (No. Persons)						
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.

2.8.2.2 NUMBER OF EXISTING AND CATEGORIES OF SCHOOLS

Table 34 (a)	Number of existing <u>schools</u> (2009/10, 2010/11 & 2012)																	
	GGM			GLM			GTM			MLM			BPM			MDM		
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

Backlog on classrooms: 2010 & 2012

Table 34 (b)	<u>Classrooms</u> needed (Backlogs: 2010, 2011 & 2012)																	
	GGM			GLM			GTM			MLM			BPM			MDM		
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	1 719

2.8.2.3 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:

Table 35: Number of schools that need urgent attention on infrastructure (2010 & 2011)

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

2.8.2.4 Adult Based Education

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

Table 36: ABET Centres in Mopani							
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.

2.8.2.5 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:

Table 37: Early Childhood sites in Mopani						
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 of ECD therein.

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 for 2010/11, further assistance will be in the form of two crèche buildings per every municipality.

2.8.2.6 Disabled Communities (SEE Table 9 page 27)

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.

2.8.2.7 Learner/ Teacher ratios

Table 38: Teacher /Learner ratio STATSSA 2001								
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.

2.8.3 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.

2.8.4 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!"

2.8.5 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.

Table 39: HEALTH FACILITIES IN MOPANI FOR POPULATION NO. 1 068 569, STATSSA, 2007					
No. facilities available & Hospitals capacities					
	2006/7	2007/8	2008/9	2009/10	2010/11
Hospitals:	11	10	10	9	10
Hospital capacities (no. of beds):	1530	1417	1480	1473	1473
Health Centres	7	9	9	9	8
Clinics	87	87	89	89	91
Gateway clinics (located in hospitals)	-	-	-	-	4
Mobile clinic teams	26	26	26	26	27
Community Home-based care:	23	45	45	58	58
Funded:	43	35	23	23	23
(NPOs) Not Funded (+-):					

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.

2.8.5.1 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.

Table 40: Health Amenities/ Facilities and Services Backlogs, by Local Municipalities..... 2011							
	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	103	10	31	22	9	24	-
% Facilities providing 24-hour service	90%	80%	85%	96%	100%	90%	-
No. of applications for new Clinics	12	1	2	2	2	5	-
No. H/ centres needed	3	-	1	1	1	-	-
Clinics with water	90	10	28	20	9	23	-
Without Water	6	-	4	1	0	1	-
Clinics with sanitation	96	10	32	21	9	24	-
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)	+81	5+0	11+-5	9+-7	9+-1	24+-10	-
No. of Community Home-based care-givers	1160	120	350	150	200	340	-

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-Malaŋji. Only Sekororo one is fully functional, the rest are still

in establishment process

Table 41: Clinic/ Health centre: People Ratio							
	GGM	GLM	GTM	BPM	MLM	DMA	Mopani
Total population	247,665	247,745	349,081	127,307	95,769	1,002	1,068,569
No of people served by one clinic/ health centre	9 526	17 697	10 268	12, 731	6 841	-	10 686

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.

2.8.5.2 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	
Mugodeni Grace Health Centre	Senopela Clinic	Letaba Hospital	Phelang Community centre	
Dzumeri Health Centre	Mamaila Clinic	Nkowankowa Health centre	Selwane Clinic	
Makhuba Clinic	Sekgopo Clinic	Lenyenye Clinic		
Kremetart Clinic	Maphalle Clinic	Karlota Clinic		
Basani Clinic	Shotong Clinic	Mariveni Clinic		
	Matswi Clinic	Dan Clinic		

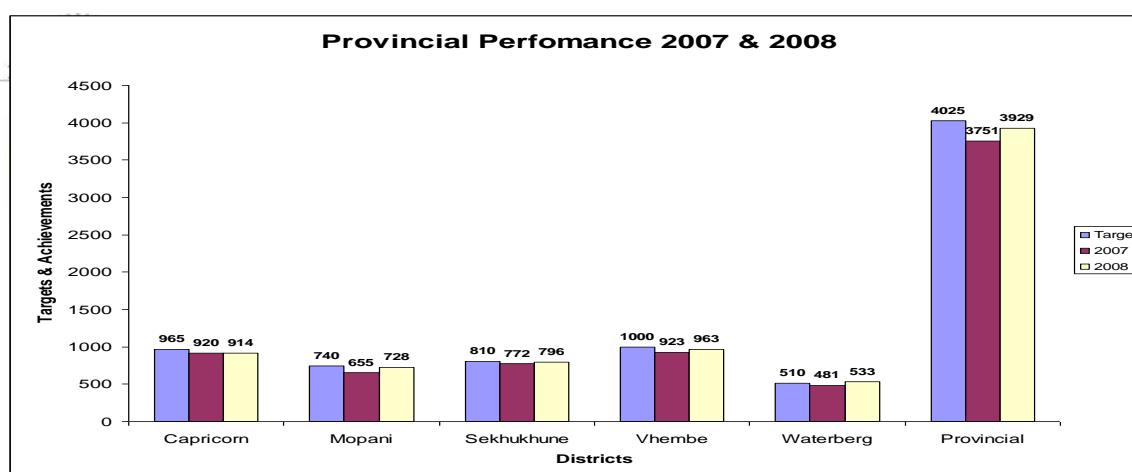
NB: Evuxakeni hospital is situated in Giyani Township and it is the only hospital providing psychiatric services in the Mopani District.

2.8.5.3 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 42: Mopani District Municipality HIV & AIDS Prevalence over 10 years										
Year	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011
Trend	23%	23%	22,5%	29,8%	24,7%	23,8%	25,2%	25,2%	26,2%	24,8%
Prevalence in year 2008/9 – 2010/11 per Municipality										
MOPANI DM	Ba-Phalaborwa		Greater Letaba		Greater Giyani		Greater zaneen		Maruleng	
26,2%	27,3%		17,5%		21,3%		28,5%		26,8%	

2.8.5.4 STATISTICAL COMPARISON WITH OTHER DISTRICTS IN THE PROVINCE



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Table 43: List of HIV & AIDS Intervention Programmes and Targets

PROGRAMME	TARGET	SUPPORT NEEDS
Home based care	Sick or Terminal patients	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, 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
Voluntary Counseling & Testing (VCT)	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 44: 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 45: 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	
Gauteng	31,6	29,6	33,1	32,4	30,8	30,3	36	14,8	14,7	
Mpumalanga	28,6	32,6	30,8	34,8	32,1	32,0	33	13,5	13,5	
Free State	28,8	30,1	29,5	30,3	31,1	33,5	34	14,2	14,2	
Eastern Cape	23,6	27,1	28	29,5	29,0	26,0	29	11,1	11,5	
North West	26,2	29,9	26,7	31,8	29,0	29,0	30	13,1	13,1	
Limpopo	15,6	17,5	19,3	21,5	20,6	20,4	20,7	7,5	7,7	
Northern Cape	15,1	16,7	17,6	18,5	15,6	16,1	21	7,7	7,9	
Western Cape	12,4	13,1	15,4	15,7	15,2	12,6	16	6,0	6,1	

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.

2.8.6 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:

Table 46: Police stations & civilians and Magisterial offices in the district (Source: SAPS Mopani Area Office, 2006)				
		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

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 (Modjadiskloof 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
Lehlareng	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	April 2006 to March 2007	April 2007 to March 2008	April 2008 to March 2009	April 2009 to March 2010	April 2010 to March 2011	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	April 2006 to March 2007	April 2007 to March 2008	April 2008 to March 2009	April 2009 to March 2010	April 2010 to March 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	279	170	97	147	190	Increase

vehicle						
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	April 2006 to March 2007	April 2007 to March 2008	April 2008 to March 2009	April 2009 to March 2010	April 2010 to March 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	April 2006 to March 2007	April 2007 to March 2008	April 2008 to March 2009	April 2009 to March 2010	April 2010 to March 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 of alcohol or drugs	3	8	17	14	20	increase
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
Crimen 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

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)

Table 47: 2010/11 MDM CRIME RATINGS AND FREQUENCIES PER LOCAL MUNICIPALITY							
Crime Category	April 2010 to March 2011						
	GTM	BPM	GGM	MLM	GLM	MDM	Ratings
All theft not mentioned elsewhere	1390	597	386	159	179	2373	1
Burglary at residential premises	1058	445	438	62	67	2070	2
Assault with the intent to inflict grievous bodily harm	1081	331	449	91	97	2049	3
Common assault	585	191	248	53	25	1102	4

Malicious damage to property	461	205	147	43	24	880	5
Burglary at non-residential premises	491	120	157	48	33	849	6
Total Sexual Crimes	469	148	156	18	24	815	7
Shoplifting	433	151	159	14	16	773	8
Commercial crime	380	93	161	22	29	685	9
Theft out of or from motor vehicle	349	190	59	15	6	619	10
Driving under the influence of alcohol or drugs	296	101	114	20	29	560	11
Common robbery	259	105	66	10	46	484	12
Drug-related crime	318	24	33	14	45	434	13
Robbery with aggravating circumstances	279	37	70	19	15	420	14
Crimen injuria	109	71	80	9	3	272	15
Stock-theft	83	27	58	4	2	174	16
Culpable homicide	73	29	32	10	19	163	17
Arson	60	14	49	5	3	131	18
Murder	74	12	20	7	8	121	19
Attempted murder	64	24	25	4	2	119	20
Robbery at non-residential premises	71	15	19	8	1	114	21
Robbery at residential premises	83	11	11	5	0	110	22
Theft of motor vehicle and motorcycle	39	20	14	9	0	82	23
Illegal possession of firearms & ammunition	48	8	10	4	1	71	24
Neglect and ill-treatment of children	12	9	10	0	0	31	25
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.

2.8.7 Social Amenities

2.8.7.1 Sports and recreation

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:

2.8.7.2 SPORT CENTRES

Table 48: Sport Centres in the Mopani District		
Name	Location	Status
T.P. Khuvutlu Sport Centre	GGM: Giyani Township, Section A	The centre has 2 tennis courts, a converted basketball court, 4 netball courts, 2 volleyball courts and a clubhouse with toilets. The facility was renovated in 2008 and then vandalised due to lack of security system.
Gawula Sport Centre	GGM: Gawula Village	The facility has a soccer field, a grand stand with a carrying capacity of 500 people as well as toilet facilities. As a hub, it is recommended that the facility be upgraded and equipped for different sporting codes (netball, volleyball, athletics, cricket and indigenous games. Water and electricity should be provided.
Shawela Sport Centre	GGM: Shawela Village	The status of the centre and the recommendations are the same as above. The facility needs refurbishment.
Khani Sport Centre	GGM: Khani Village	The centre has one rocky soccer field, ablution block, change rooms and is well maintained. It is recommended that the centre be refurbished and equipped for different sporting codes (netball, volleyball, athletics, cricket and indigenous games).
Ndengeza Sport Centre	GGM: Mavuzi Village	The status of the centre is such that it needs refurbishment.
Julesburg Sport Centre	GTM: Julesburg Village	The centre as the hub, needs additional pitches and equipment for different sporting codes (netball, volleyball, athletics, cricket and indigenous games). 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

2.8.7.3 STADIA

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

Table 49: Stadia in the Mopani District		(Source: Submission by the MDM Directorate Community Services, 2011)	
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 (Budgeted for 2012/13)
Lenyenye Stadium	GTM: Lenyenye Township	5 000	Need refurbishment (Budgeted for 2012/13)
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 (Budgeted for 2012/13)
Willows Stadium	MLM: Madeira village	2000	Needs additional pitches and equipment(Budgeted for 2012/13). Needs also upgrading of Sport center

All these facilities are in need of major refurbishment ranging from the need to build new grand-stands, turf 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.

2.8.7.4 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.

2.8.7.5 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.

2.8.7.6 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 50 depicts existing Libraries allocated per local municipality, both permanent and mobile Libraries:

Table 50: 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
				Molatelo 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	Nkowankowa
	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			

2.8.7.7 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.

2.9 FINANCIAL VIABILITY (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.

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.

TABLE 51 (a): INCOME ON OWN REVENUE

INCOME		ACTUAL					Anticipate d(as on 31 May 2013)	Increment
YEARS	2006/7	2007/8	2008/9	2009/10	2010/11	2011/12	2012/13	(2006 - 2011)
Interest on current account	R 384'631	R 1'279'319	R 2'161'681	R 109'437	R 1'975'595	R 993 842	1 550 000	
Fire Services charges	R 7 530	R 9 500	R 11 672	R 11 163	R 16'904	R 9 216	5 150 000	
Mayor's charity cup	NIL	R 524'891	R 118'355	R 389'089	R 1'167'309	R2 339 555	3 000 000	
Sale of Tender Documents	R 159'750	R 206'150	R 99'600	R 812'000	R 273'070	R 662 639	800 000	
Commission on debit orders	NIL	NIL	R 29'074	R 16'246	R 33'083	R 20 906	-	
Insurance Claims	R 4'084	R 106'875	NIL	R 93'265	R 1'025	R 100'000	-	
Interest on investments	R12'799'718	R22'546'581	R11'312'594	R2'622'661	R 7'690'369	R 51 520	52 000	
Interest on Call	R 106'716	R 106'511	R 82'307	R1'307'067	R 106'124	R0	-	

account								
Donations	R 42'961	R 46'500	R 300'000	NIL	Nil	R0	-	
Registration of service providers onto Database	R 141'860	R 138'950	R 144'700	NIL	NIL	Nil	-	
Ba-Phalaborwa collections	NIL	NIL	R 8'100'000	NIL	NIL	NIL	-	
Rental of Conference Facilities	NIL	NIL	NIL	NIL	R 1'710	NIL	-	
Empty Cartridges	NIL	NIL	NIL	NIL	R 614	NIL	-	
Asset Disposal	NIL	NIL	NIL	NIL	R 396'074	R0	-	
Local Municipalities (basic serves)	NIL	NIL	NIL	NIL	NIL	R 2 631 579	101151318	
Others							23 000 000	
TOTALS (Own funds progression)	13 647 250	24 965 277	22 359 983	5 360 928	11 661 877	29 543 000	134703318	

Table 51 (b): ACTUAL INCOME vs EXPENDITURE ON GRANTS (Rands) 2006/7 – 2010/11												
Year	2006/7		2007/8		2008/9		2009/10		2010/11		2011/12	2012/13
GRANT	Income	Expenditure	Income	Expenditure	Income	Expenditure	Income	Expenditure	Income	Expenditure	Expenditure	Target income
Equit. share	152 650 919	152 650 919	190 465 447	190 465 447	234 253 609	234 253 609	292 113 070	292 113 070	363 482 880	363 482 880	(419 718 000)	463 410 000
FMG	500 000	500 000	500 000	500 000	250 000	250 000	750 000	735 000	1 000 000	1 000 000	(1 250 000)	1 250 000
MSIG	735 000	1 000 000	735 000	1 000 000	735 000	735 000	735 000	1 691 199	750 000	750 000	(790 000)	1 000 000
MIG	112 341 925	88 874 264	142 047 886	140 287 207	132 213 000	141 399 157	254 041 000	254 041 000	156 416 048	156 416 048	(263 229 000)	319 302 000
DLGH(N andoni project)	-	-	-	-	-	-	-	-	90 000 000	90 000 000	(131 000 000)	-
Rain fall device (OtP)	-	-	-	-	-	-	-	-	556 000	556 000	-	-
TIL(LED summit)	-	-	-	-	-	-	-	-	25 000	25 000	-	-
Common Wealth	-	-	-	-	-	-	-	-	23 804	23 804	-	-
DPW (EPWP)	-	-	-	-	-	-	-	-	4 473 350	4 473 350	(11 620 000)	3 808 000
LGWS ETA	949 315	949 315	410 338	410 338	298 113	298 113	335 035	335 035	302 101	302 101	(750 000)	
DWA	71 940 000	3 526 424	92 259 468	85 935 229	71 940 000	71 940 000	69 354 000	69 354 000	77 909 377	77 909 377	(449 678 000)	44 133 000
Totals	339 127 159	247 500 922	426 418 139	418 598 221	439 689 722	448 875 879	617 328 105	618 269 304	694 938 560	694 938 560	1 278 035 000	834 679 000
Full use	73%		98%		102%		100%		100%			

All grants were fully spent except for MIG and DWA during 2006/7. Thenceforth the situation improved as could be seen from 2007/8 to 2010/11.

TABLE 51 (c): Proportional Distribution and pattern of Budget/Expenditure on the key items for 2006/7 to 2012/13 respectively:

	2006/7		2007/8		2008/9		2009/10		2010/11		2011/12		2012/13 Budget	
Salaries	27'411'538	10%	31'309'143	6,9%	R 49'745'430	8%	R 63'286'415	11%	203 550 612	18%	(126 818 466)	10%	258 373 000	24%
General Expenses	87'829'582	33%	65'472'093	14,4%	R 211'130'256	36%	R135'139'621	23%	486 380 206	42%	(122 825 758)	9%	365 394 000	33%
Repairs & maintenance	2'548'907	1%	124'359'994	27,4%	R 138'559'673	23%	R191'433'433	33%	94 848 079	8%	(84 005 800)	6%	44 380 000	4%
Capital Expenditure	148'118'021	56%	87'570'302	19,3%			R 14'472'376	2%	17 477 051	2%				
Infrastructure	NIL		146'283'747	32,2%	R195'559'922	33%	R179'740'224	31%	346 008 750	30%	(974 247 809)	75%	428 3100 000	39%
TOTAL	265'868'449	100%	454'315'868	100%	R594'995'281	100%	R584'072'069	100%	1 148 264 698	100%	(1308077833)	100%	1 096 457 475	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%.

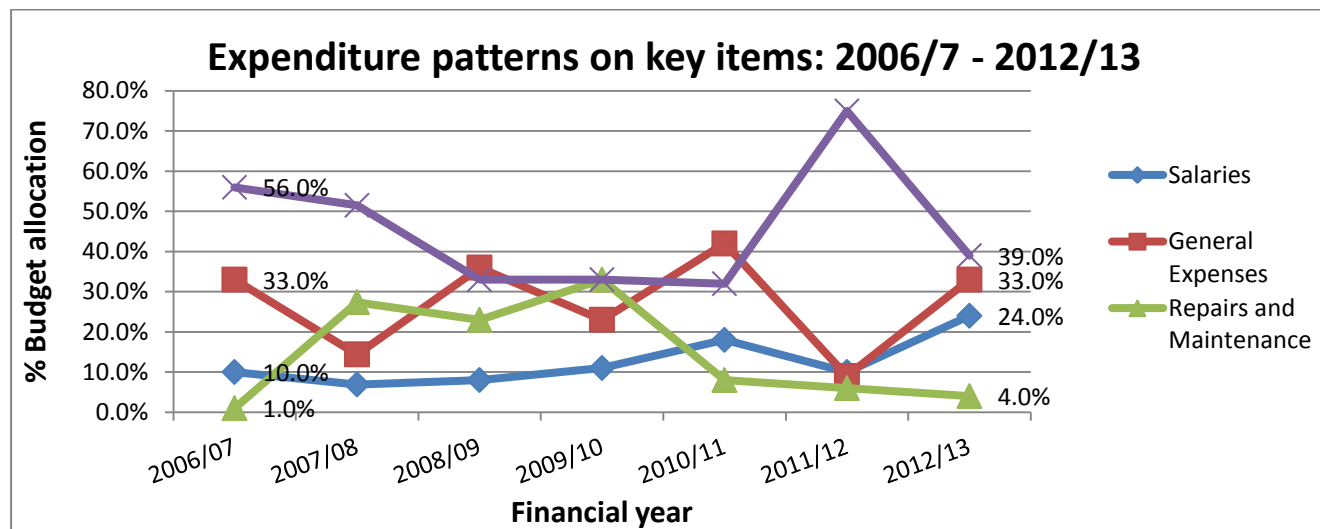


TABLE 51 (d): TOTAL INCOME AND EXPENDITURE TRENDS PER YEAR: 2006/7 - 2010/11

Year	Grants	Own Revenue	Total income	Total expenditure	Variance	
2006/7	R 339 127 159	R13 647 250	R 352 774 409	R 247 500 922	R105 273 487	-30%
2007/8	R 426 418 139	R24 965 277	R 451 383 416	R 418 598 221	R 32 785 196	-7%
2008/9	R 439 689 722	R22 359 983	R 462 049 705	R 448 875 879	R 13 173 826	-3%
2009/10	R 617 328 105	R 5 360 928	R 622 689 033	R 618 269 304	R 4 419 729	-1%
2010/11	R 694 938 560	R11 661 877	R 706 600 437	R 694 938 560	R 11 661 877	-2%
2011/12	R1278 035 000	R29 543 000	(R1 307 578 000)	(R1 307 603 000)	R 25 000	n/a
2012/13(Budget)	R834 679 000	R134 703 318	(R 969 382 318)	R1 097 457 475	n/a	n/a
Deficit			R127 075 157			

The variance indicates the amount of money 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.

RESULTS ON AUDITED FINANCIAL STATEMENTS BY THE AUDITOR GENERAL

Municipality	2006/7	2007/8	2008/9	2009/2010	2010/2011	2011/12	COMMENT
MDM	Disclaimer	Disclaimer	Unqualified	Unqualified	Qualified	Disclaimer	Deteriorated greatly
GLM	Disclaimer	Qualified	Unqualified	Unqualified	Adverse	Qualified	improved
MLM	Disclaimer	Disclaimer	Qualified	Unqualified	Unqualified	Qualified	Deteriorated
GTM	Disclaimer	Disclaimer	Qualified	Qualified	Qualified	Disclaimer	Deteriorated improved
GGM	Disclaimer	Disclaimer	Qualified	Qualified	Disclaimer	Disclaimer	No improvement
BPM	Disclaimer	Disclaimer	Disclaimer	Disclaimer	Disclaimer	Disclaimer	No improvement

2.10. TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT (Improve Administrative Capacity)

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

2.10.1 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.

2.10.2 TRANSFORMATION

INFRASTRUCTURE: In pursuit of correcting the legacy of the past, the District municipality is investing the highest proportion of its budget (+32%) on basic services which are mainly targeted on rural communities, i.e portable water, sanitation, paved roads and electricity. Mopani has started to make in-roads to rural communities with Refuse removal services by LMs, BPM, GTM & GLM. 71 villages are already served. **See Table 30 above.** To make economic impact to areas where previously disadvantaged communities have concentrated, growth points have been identified in those areas. Ndhambi is a typical rural area identified a District growth point in Greater Giyani Municipality while Mokwakwaila, also deep rural, is the growth point for Greater Letaba Municipality. Again, to further turn the previous situation around, Greater Giyani municipality is identified nationally for a pilot project in Comprehensive Rural Development program, launched on the 17th August 2009.

The mega-water project, Nandoni to Nsami dams bulk pipeline is envisaged to make high livelihood impact in the currently known drought stricken Greater Giyani municipality. A plaza shopping centre is established at Tikiline (GTM) and another being underway at Metz (MLM). These are bringing economic activities and decent jobs closer to people's place of residence, thus transforming the legacy of the past. A number of roads have been established and paved to increase rural access which allows economic activities to take place in those areas.

HUMAN CAPITAL: For communities to catch up with the new development in terms of development and maintenance, programmes are in place to ensure societal upliftment in various categories. Mopani District Municipality has the following programmes in operation:

- ❖ Gender, Youth, Disabled, Elderly and Children programmes focusing at the socio-economic development aspects.
- ❖ Men's dialogue: A platform for men to share on issues of gender violence, HIV & AIDS, up-bringing of men to manwood, etc.
- ❖ Women's month: A platform for broad gender issues in families, business and workplaces.
- ❖ Youth Civic education and Campaigns: Focus is aimed at building the "nation of tomorrow" in various socio-economic aspects.
- ❖ Gender consultative forum: Focus is aimed at all gender controversial issues that are perpetrated by societal stereotypic behaviours.
- ❖ Disability awareness: Focus is on mainstreaming disabled people into all streams of development.
- ❖ Health and Hygiene road shows/ workshops: Focus is on health conscious life style in all aspects.
- ❖ Customer satisfaction survey: Ensuring that communities attain their rights and are served correctly to their satisfaction.

2.10.3 ORGANISATIONAL DEVELOPMENT

MDM has the Workplace skills plan, reviewed annually to set annual training programmes to ensure employees and councilors adapt to emerging challenges and needs. Training programme that was implemented in 2009/10 to councilors and officials covered areas of technical, managerial and leadership. Further development have been through exposure of officials and Councilors to good development practices abroad, e.g Visit to India on 3 – 8 Dec. 2010, by Exec Mayor, MM and Planning Director for partnership in agro-economic program. As developmental local government Mopani has developed HR and Financial policies, covering discipline, remuneration, Training & skills development, transfer, etc. Key strategies developed are Retention strategy and Communication strategy.

Mopani District has experienced a stable institutional turn-around. All section 57 managers and the municipal manager have since the start of the previous council, 2006/7, continued without termination. Only one director Corporate services joined along the time and she also stood to-date. There is very strong chance that the institutional memory is retained, for impacting into the new council, 2011/12 - 2015/16.

2.10.3.1 Governance Structures of Council

The Mopani District Council comprises of the political and administrative components responsible for decision-making and implementation. The Executive Mayor, the Speaker and the Chief Whip head the political component of the municipality. Mopani District Council has since 2006/7 been made of 44 Councilors, of which, 8 are members of the Mayoral Committee. As for now (2011) the Council has increased to 51 members. The ANC has been in majority since the establishment of the District (year 2000) and it has stood as the ruling party to-date. It is worth noting that although there are other minority opposition parties in the Council, Mopani has since maintained and enjoyed political stability. There are 23 Traditional Authorities in Mopani District and each of the Local municipalities has at least one representative of Traditional leaders in the District Council. As seen below the representatives are 8 in number, constituting 16% of the entire District Council.

No.	Traditional Leader	Traditional Authority/ Location	Local Municipality
1	Kgoši Pheeha M.O	Sekgosese (ga-Pheeha)	Greater Letaba Municipality
2	Kgoši Sekororo S.S.S	Sekororo	Maruleng Local Municipality
3	Kgoši Mogoboya M.L	Ga-Mogoboya	Greater Tzaneen Municipality
4	Hosi Ntsanwisi M	Majeje	Ba-Phalaborwa Municipality
5	Kgoši-gadi Shai M.C	Namakgale	Ba-Phalaborwa Municipality
6	Hosi Mhlava M.S	Mhlava	Greater Giyani Municipality

7	Hosi Siwela M.D	Ndengeza	Greater Giyani Municipality
8	Hosi Ngove P.C	Ngove	Greater Giyani Municipality

The overall executive and legislative authority vests with the Council which takes all major decisions of the Municipality. The Council has the necessary capacity to exercise all powers assigned to it in terms of the Constitution as well as relevant national and provincial legislation and can take any action within this framework.



Executive Mayor

Government is about policies and service delivery people.



Speaker, chairperson of Council

Government is about people and by the

Picture 1: **On behalf of the people and Council:** The Executive Mayor who leads the MDM IDP & Speaker, who chairs the MDM Council.

The Mopani District Council has further established Portfolio Committees in terms of Municipal Structures Act 117 of 1998. These committees recommend policy issues to Council via Mayoral committee. They serve as interface engine rooms between the political and 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, consider and forward them to Council for adoption. Through Portfolio Committees, Councilors are able to give political direction to the administrative component on the programmes of Council. Table 52 below, shows the Portfolio Committees that have been established since August 2011/12 by the new Council, to contribute to decision-making in processes of governance and ensure effective implementation of service delivery programmes/ projects and monitoring thereof.

Table 52: Portfolio Committees, Cluster committees & supporting Directorates in Mopani District Municipality (2006/7– 2010/11)			
Name of Portfolio committee	Clusters	Government Priorities	Directorate
Infrastructure Development	Infrastructure	Rural development, Creation of decent jobs	<ul style="list-style-type: none"> Engineering
Water Services	Infrastructure	Rural development	<ul style="list-style-type: none"> Water Services
Public Transport and Roads	Infrastructure	Rural development, Creation of decent jobs	<ul style="list-style-type: none"> Community Services Engineering Services
Economic Development, Housing and Spatial Planning	Economic	Rural development, Creation of decent jobs	<ul style="list-style-type: none"> Planning and Development Community Services
Agriculture and Environmental Management	Economic	Creation of decent jobs	<ul style="list-style-type: none"> Community Services Planning and Development
Corporate and Shared Services	Governance and Administration	Education	<ul style="list-style-type: none"> Corporate Services Budget and Treasury
Finances	Governance and Admin.		<ul style="list-style-type: none"> Budget and Treasury
Health and Social Development	Social Development	Education, Health, Crime Prevention & Safety	<ul style="list-style-type: none"> Community Services
Sport, Recreation, Arts and Culture	Social Development	Education, Health	<ul style="list-style-type: none"> Community Services

The above Clusters have been established in line with the 5 priorities of government; viz. Creation of decent work, Education, Health, Crime prevention 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 newly established and it is still combined with the Social cluster and Technical committee to ensure optimal effectiveness.

2.10.3.2 Full-Time Councillors

The District Council has designated all nine chairpersons of Portfolio committees, the Speaker and the Chief Whip to serve Council on full-time basis. The deployment to full-time service of Council 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 electorates are elected public representatives to govern on behalf of and together with the public. But for effective governance, Councillors would timeously require technical advice from the appointed officials who are responsible for co-initiating programmes (together with Councillors in the Portfolio Committees) and implementing Council resolutions. Hence, it has become essential that these Councillors should provide effective leadership.

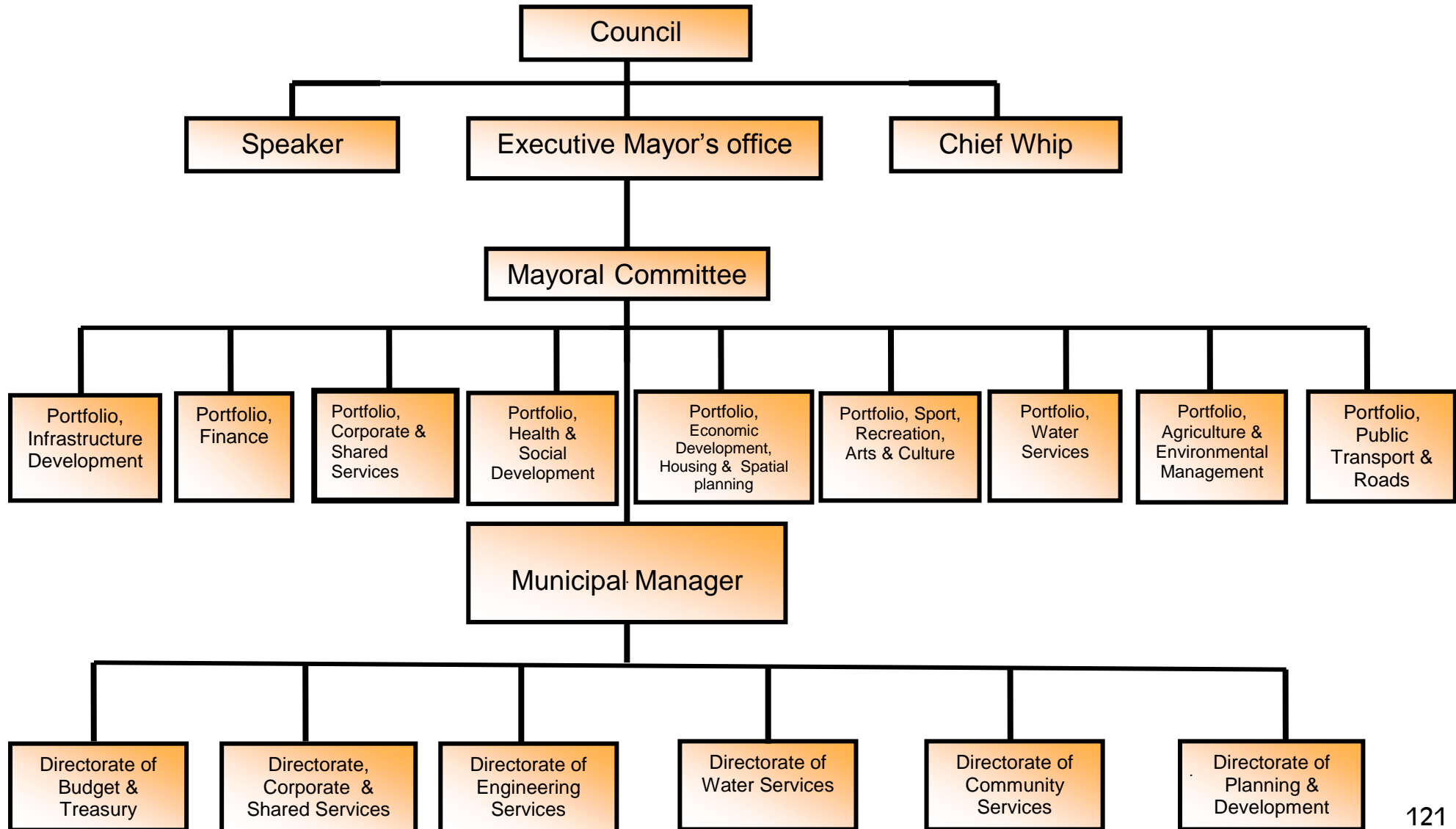
2.10.3.3 Delegation system

MDM has approved and (partially) implemented its Delegations System – “Delegation of Authority and Accountability By-Law” – that seeks to decentralize and democratize decision-making within the institution, and improve the pace at which services are delivered to the community. This is intended to maximize administrative and operational efficiency and provide for adequate checks and balances. In line with the delegations system, some decision-making powers have been cascaded from Council to the Executive Mayor, Mayoral Committee, its Portfolio Committees and the full-time Councillors. Other powers have been delegated to the Municipal Manager and Directors. Some of the powers are yet to be cascaded to middle management in the institution, pending PMS being dealt with first. The proper application of the delegation system will fast-track the pace of service delivery and improve time management within the institution.

2.10.3.4 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*

2.10.4 Vacancy rate (as in November 2011)

DIRECTORATE	NO. OF POSTS PER ORGANOGRAM	NO OF POSTS FILLED	NO OF VACANT POSTS	COMMENTS
Executive Mayor's Office	19	12	6	1 of vacant posts freezed
Municipal Manager's Office	57	36	21	
Budget and Treasury	37	12	25	6 internships
Spatial Planning and Economic Development	12	10	2	
Corporate Service	50	35	15	
Engineering Services	13	9	4	
Water Services	1299	707	593	708 DWA transfers to be placed
Community services	170	58	112	7 vacant posts freezed
Office of the Speaker	4	3	1	
Office of the Chief Whip	3	1	2	
TOTAL	1675	888	787	

INSTITUTIONAL/ ORGANISATIONAL STRUCTURE CHALLENGES/ RECOMMENDATIONS

- The Function of Air Quality has been the responsibility of the District Municipalities since April 2010. One official is appointed in Mopani and the unit is at the foundation stage while challenges outweigh the available capacity for effective functioning.
- The MDM has not yet embraced the Airport function 'though it is the District Power & function. Research on the feasibility of MDM carrying out this function is still underway. So, there is no unit created to carry out this function yet.
- 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, far away from Head office, Giyani.
- MDM has attained 2,1% as against the required 4% of the staff complement being disabled persons. There is still only 11 disabled out of 865 employees. What is apparent is either disabled do not apply or those who apply do not meet required qualifications.
- There are 708 staff members transferred from DWA to MDM and they are yet to be placed, by not later than year 2012. The challenge is that operational cost to MDM will rise and that will be at the place of 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 an urban environment rather than rural area (Giyani) where Mopani District Head office is located.
- Office of the IDP will need strengthening in order to execute the responsibility with the necessary authority within the MM's office. It is currently steered by unplaced official.
- Administrative offices of the Speaker and Chief Whip are currently not clearly linked to the Accounting officer for absolute control on all activities of the IDP. There is a need to ensure this linkage for absolute hands-on of the Accounting officer in all administrative activities of the District.

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 2012/13 - 2017.

2.10.5 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 established the in-house Internal Audit unit in December 2008. The unit is thus far staffed with six officials out of 8 posts. 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 units 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:

2.10.5.1 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.

2.10.5.2 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.

2.10.5.3 Risk Management Committee:

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.

Internal audit unit has assisted 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 has been done by taking the registered risks, categorizing them into low, medium and high risks for management to develop actions for mitigation. Currently there is no personnel dedicated for Risks. Internal audit unit assisted by interns, is coupling the function. Processes are on to staff the unit.

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.

2.10.6 Disaster Management Services

2.10.6.1 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.

2.10.6.2 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

2.10.6.3 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.

2.10.6.4 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.

2.10.6.5 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, Mametja, 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.

2.10.6.6 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.

RDP housing quality

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.

2.10.6.7 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.

In order to establish which areas the organisation need to improve on, an Improvement Survey was conducted at the beginning of the Review process, and based on the results of the responses, the institutional analysis shows that the following issues need to be addressed:

- Baseline information and Business Intelligence – it is no good if the systems are not in place but that the values and data are in place for monitoring and reporting purposes and to develop trends and scenarios for the data;
- 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 projects submission for budgetary purposes.

A Strategic Planning session was then held on 13 – 14 January 2011 by the Mopani District Municipality institution and was attended by members of Senior Management . During this session the critical development path called Strategy map was established. Objectives and Strategies were also developed to lay foundation for the District-wide Strategic thrusts for the entire District.

A District Area Strategic Planning session was held from 7-8 February 2011. This landmark event was attended by senior Managers from Mopani District Municipality, Local municipalities and sector Departments. 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;
- 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;
- Key strategic projects need to ensure real economy growth in Mopani. For the purposes of Good Governance and Administration, what has been done before must be analysed, to ensure that human capital support leads to achievement.

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.

Further refinement of strategies was done during the Strategies review on 16-18 Nov. 2012 where new government dimensions were encapsulated. Both the output and alignment with national and provincial strategies are discussed in the Strategies phase.

2.10.7 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:

Table 53: Outcome of District Area Stakeholder Analysis			
Stakeholder	Support		Influence
	<i>High – 3</i>	<i>Medium – 2</i>	<i>Low – 1</i>
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.

Table 54: Stakeholder Analysis relating to Mopani District Municipality			
Stakeholder	Support		Influence
	<i>High – 10</i>	<i>Medium – 5</i>	<i>Low – 1</i>
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
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.

2.11 Good Governance & Public participation (Deepen democracy through a refined committee model)

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

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

- Audit committee to track performance. 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 staffed and plans are underway to staff it.
- Financial control systems: SCM, Audit committee, Oversight committee and Financial policies are in place.
- HR policies are in place though most of them are overtaken by time and therefore under review process.
- Program of meetings of House of Traditional leaders with Executive Mayor discussing issues of mutual interest.
- IDP Representative forum to afford community involvement in issues of governance through IDP process.
- 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.).

Local Govt KPAs	MDM Structures that involve members of communities in matters of governance
Transformation and Organisational Development	Municipal Public Accounts Committee, Audit committee, Disability forum, Gender forum, Youth Council, House of Traditional leaders with Exec. Mayor; anti-corruption forum, Communication forum, Children' Advisory council, Men's forum, Council for the aged.
Basic services	Water & Sanitation forum, Transport forum, Energy forum, Health Council, AIDS Council, Education forum, Sport & recreation council, Art & Culture council, Environmental Management advisory forum, Heritage forum, Moral Regeneration Movement,
Local Economic Development	LED Forum, Business forum,
Financial Viability	Budget Steering committee (officials and Councilors)
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. There is also hotline for the Executive Mayor to assist at any given time when members of communities or anyone need his assistance.
- **Izimbizo**
- **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.

2.11.1 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. This area needs absolute improvement 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.

2.12. STRATEGIC RISKS

The following are Risks that have serious development impact to Mopani District, their impact and current control measures:

	Link to objective	Risk description	Background to the risk	Impact	Likelihood	Current controls
1	Improve community well being	High unemployment rate	Climate change - lack of water; Major businesses closing down - reduction of production costs	Critical	Common	Implementation of Disaster management framework; Water services development plan; LED Strategy
2		High HIV & AIDS prevalence rate	High prevalence of HIV and AIDS and TB infections	Critical	Common	District HIV and AIDS plan and District HIV and AIDS council.
3*		Lack of interaction with the house of Traditional Leaders	There is no MOU between the MDM and the Local House of Traditional Leaders.	Major	Common	Interaction with the coordinator for traditional leaders in the office of the premier in the district
4	Grow of economy	Reduction in economic activities within the various business sectors in the district	Reduction in production by key economic sectors due to limited capacity of the current infrastructure	Critical	Moderate	Development and Implementation of infrastructure plans
5		Unavailability of land for development	Slow pace in resolving land claims	Critical	Common	- Engagement with the land commissioner. - Negotiate with Traditional Leaders and land-owners.
6	Become financial viable	High dependancy on grants	- Limited revenue base - Lack of water metering systems. - Illegal connections. - Outdated indigent registers	Critical	Common	- Revenue enhancement strategy. - Updating indigent registers. - Credit control policy.
7		Non-compliance to SCM regulations	Lack of capacity in the SCM unit. Lack of segregation of duties	Critical	Common	- Training on SCM procedure Manuals and policies. - Filling in of vacancies - Implement SCM policy
8	Plan for the future	Unsustainable use of land	Usage of land other than what is planned in terms of the SDF; Illegal occupation of land; Poor usage of GIS;	Critical	Likely	GIS, SDF and LUMS
9	Manage through information	Loss of data/ information	Inadequate backup systems, system failure, poor anti-virus solutions	Critical	Moderate	Magnetic tapes stored on-site location
10	Develop and maintain infrastructure	Unsustainable provision of basic services	Lack of maintenance plan which leads to poor quality of service.	Critical	Common	Water services development plans; integrated transport plans; SLA with local municipalities for maintenance of infrastructure; maintenance by the district
11	Provide clean and safe water	Waterborne disease	Contamination of water, high mortality rate	Critical	Moderate	Compliance to National Water quality standards.

12	Coordination of public transport system	Conflict within the public transport	Disagreement amongst stakeholders on routes and tariffs and poor controls of all operating licences	Critical	Common	District and local transport forums and law enforcement.
13	Democratic and accountable organisation	Fraud and Corruption	Loss of assets through theft; Deviation from policies	Critical	Common	Anti-corruption forum and fraud management strategy and other relevant policies. Cases lodged at national and provincial hotlines are investigated.
14	Development of entrepreneurial and intellectual capability	Low level of knowledge base	Wastage of resources; Lack of entrepreneurial and emotional capability	Critical	Common	Performance evaluation and monitoring system

NB: Risk no 3 above is operational but of high significance in land development

2.13 ANTI- CORRUPTION/ FRAUD PREVENTION STRATEGY.....reviewed 31 May 2012

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.

2.14 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 though still in the verification stage. 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. There are continuing engagements with the International Relations unit at the Premier office to assist in the facilitation of these relations.

Currently a partnership on a joint venture on agriculture project has been secured between MDM and India (Thiruvananthapuram District Panchayat). 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 are; Soil Testing, E-farming, Agro diagnostic & information centre, Banana Plantation, Piggery unit, Micro-irrigation techniques and Cattle farming methods. The programme/ project is funded by the Commonwealth Local Government Forum (CLGF) within their Good Practice Scheme Programme. Through this initiative, lessons will be drawn on international engagement partnerships that add value to the Mopani District Municipality.

2.15 MOPANI DISTRICT MUNICIPAL PERFORMANCE FOR 2010/11 FINANCIAL YEAR

Mopani District Municipality has been involved with the implementation of the Balanced Scorecard for the last three years. Its first report was developed based on results for March 2007. The monitoring and reporting function within the Mopani District Municipality has improved quite significantly since March 2007.

2.15.1 Performance Analysis

National and IDP Strategic Performance

1. Overall Performance

Overall performance for the Mopani District Municipality is calculated by taking an average of the IDP Strategic scorecard and the Organisational scorecard (SDBIP and the LSDBIP combined). The overall performance level achieved for Mopani District Municipality at the end of the year was an on-target score of 3.27 (109%) and the best result achieved throughout the year. The summary of quarterly performance by scorecard during 2010/11 revealed the following in the scale (1 – 5) where 5 is best:

2.15.2 Performance per programmes

TABLE 56:

Mopani District Municipality	Sep 10			Dec 10			Mar 11			Jun 11		
	KPI	PRJ	AVG	KPI	PRJ	AVG	KPI	PRJ	AVG	KPI	PRJ	AVG
Overall Performance	3.04	2.92	3.03	2.81	2.17	2.74	2.94	2.85	2.90	3.29	2.81	3.27
National	3.77		3.77	1.98		1.98	2.21		2.21	2.20		2.20
Strategic	3.30		3.30	2.58		2.58	2.63		2.63	3.32		3.32

SDBIP	2.91	2.68	2.87	2.83	2.15	2.73	2.86	2.95	2.87	2.81	3.04	2.84
Organisational Performance (SDBIP and LSDBIP, excluding Strategic KPIs)	2.78	2.92	2.75	3.03	2.17	2.90	3.24	2.85	3.17	3.25	2.81	3.21

Table: Overall Municipal Performance

2. Overall IDP Strategic Scorecard Performance

The Strategic Scorecard as per the IDP 2010/2011 contains KPIs that are of strategic importance. The overall performance level achieved at

- the end of the financial year was a score of **3.32 (111%)**, reflecting an increase over
- the third quarter score of **2.63 (88%)**,
- the mid-year result of **2.58 (86%)**, and comparable performance with
- the first quarter result of **3.30 (110%)**.

The summary of achievement of the targets for the Key Performance Indicators (KPIs) per Objective and the related Programmes is shown below.

IDP Strategic Scorecard	Sep 10			Dec 10			Mar 11			Jun 11		
	KPI	PRJ	AVG	KPI	PRJ	AVG	KPI	PRJ	AVG	KPI	PRJ	AVG
Overall			3.30			2.58			2.63			3.32
Municipal Transformation and Organisational Development	2.18		2.18	1.69		1.69	1.73		1.73	2.20		2.20
Develop entrepreneurial and intellectual capability	2.18		2.18	1.69		1.69	1.73		1.73	2.20		2.20
Capacity building and Training (HRD)	3.00		3.00	2.04		2.04	2.15		2.15	3.13		3.13
Human Resource Management	1.36		1.36	1.33		1.33	1.30		1.30	1.26		1.26
Service Delivery	1.32		1.32	3.12		3.12	2.90		2.90	3.39		3.39
Improve Community well-being	0W		0W	3.01		3.01	3.00		3.00	3.47		3.47
Disaster Management	N/A		N/A	3.00		3.00	3.00		3.00	3.00		3.00
Community Health	0W		0W	3.01		3.01	3.00		3.00	2.95		2.95
Waste Management	N/A		N/A	N/A		N/A	N/A		N/A	4.46		4.46
Resource manage infrastructure and services for access and mobility	1.32		1.32	3.22		3.22	2.79		2.79	3.30		3.30
Electricity Infrastructure and Services	N/A		N/A	N/A		N/A	N/A		N/A	2.89		2.89
Project Management	1.32		1.32	3.22		3.22	2.79		2.79	2.75		2.75
Sanitation Infrastructure and Services	N/A		N/A	N/A		N/A	N/A		N/A	4.56		4.56
Water Infrastructure and Services	N/A		N/A	N/A		N/A	N/A		N/A	3.00		3.00
Good Governance and Public Participation	5.00		5.00	3.09		3.09	3.18		3.18	4.39		4.39
Effective and efficient organization	5.00		5.00	3.09		3.09	3.18		3.18	4.39		4.39
Governance and Administration	5.00		5.00	3.09		3.09	3.18		3.18	4.39		4.39
Spatial Rationale	N/A		N/A	N/A		N/A	N/A		N/A	5.00		5.00
Plan for the future	N/A		N/A	N/A		N/A	N/A		N/A	5.00		5.00
Integrated Planning	N/A		N/A	N/A		N/A	N/A		N/A	5.00		5.00
Local Economic Development	5.00		5.00	3.16		3.16	3.92		3.92	3.11		3.11
Grow the economy	5.00		5.00	3.16		3.16	3.92		3.92	3.11		3.11

IDP Strategic Scorecard	Sep 10			Dec 10			Mar 11			Jun 11		
	KPI	PRJ	AVG	KPI	PRJ	AVG	KPI	PRJ	AVG	KPI	PRJ	AVG
Sustainable Job Creation	5.00		5.00	3.16		3.16	3.92		3.92	3.11		3.11
Municipal Financial Viability and Management	3.00		3.00	1.83		1.83	1.41		1.41	1.83		1.83
Become financially viable	3.00		3.00	1.83		1.83	1.41		1.41	1.83		1.83
Budget and Expenditure Management	1.00		1.00	3.00		3.00	1.57		1.57	3.00		3.00
Financial Reporting	3.00		3.00	1.50		1.50	1.67		1.67	1.50		1.50
Revenue Management	5.00		5.00	1.00		1.00	1.00		1.00	1.00		1.00

IDP Strategic Scorecard Performance

Performance Trend in the past two financial years: 2009/10 – 2010/11

	September	December	March	June	Average
2009/10	1,98	2,48	3,04	3,08	2,64
2010/11	3,30	2,58	2,63	3,32	2,75

The measurements show performance improvement from 2009/10 @ average 2,64 to 2010/11 @ average 2,75.

Performance trend per KPA in the past two years: 2009/10 & 2010/11

KPA	2009/10	2 010/11	Performance in 2010/11
1. Municipal Transformation & Organisational Development	3,33	1,95	Poor performance
2. Basic Service Delivery	2,81	2,68	Performed below target
3. Local Economic Development	2,29	3,80	Achieved target
4. Municipal Financial Viability & Management	2,02	2,02	Performed below target
5. Good Governance and Public Participation	2,78	3,30	Achieved target
AVERAGE	2,64	2,75	Performed below target

2.16 SWOT Analysis as per 2010/11

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 57: 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 58: 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.

2.17 PRIORITISATION OF KEY DEVELOPMENTAL ISSUES IN MDM

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.

2.17.1 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.

2.17.2 DEVELOPMENT PRIORITIES FOR 2011 – 2016		
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.

3. IDP STRATEGIES PHASE

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 151 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.

3.0 Developmental Priorities

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

Main constraints that Mopani District Municipality faces		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

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.

3.1 Strategic Intent

3.1.1 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

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/pdsa/planning/mtsf_july09.pdf

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 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 2009-2014⁴ 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.

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&gid=118&Itemid=27

2009⁵.

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;
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

⁵ Department Cooperative Governance and Traditional Affairs' Local Government Turnaround Strategy, November 2009. Available at:

http://www.dplg.gov.za/index.php?option=com_docman&task=doc_download&gid=476

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.

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.

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”

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 ...”

Table 1: The values of Mopani District Municipality

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.

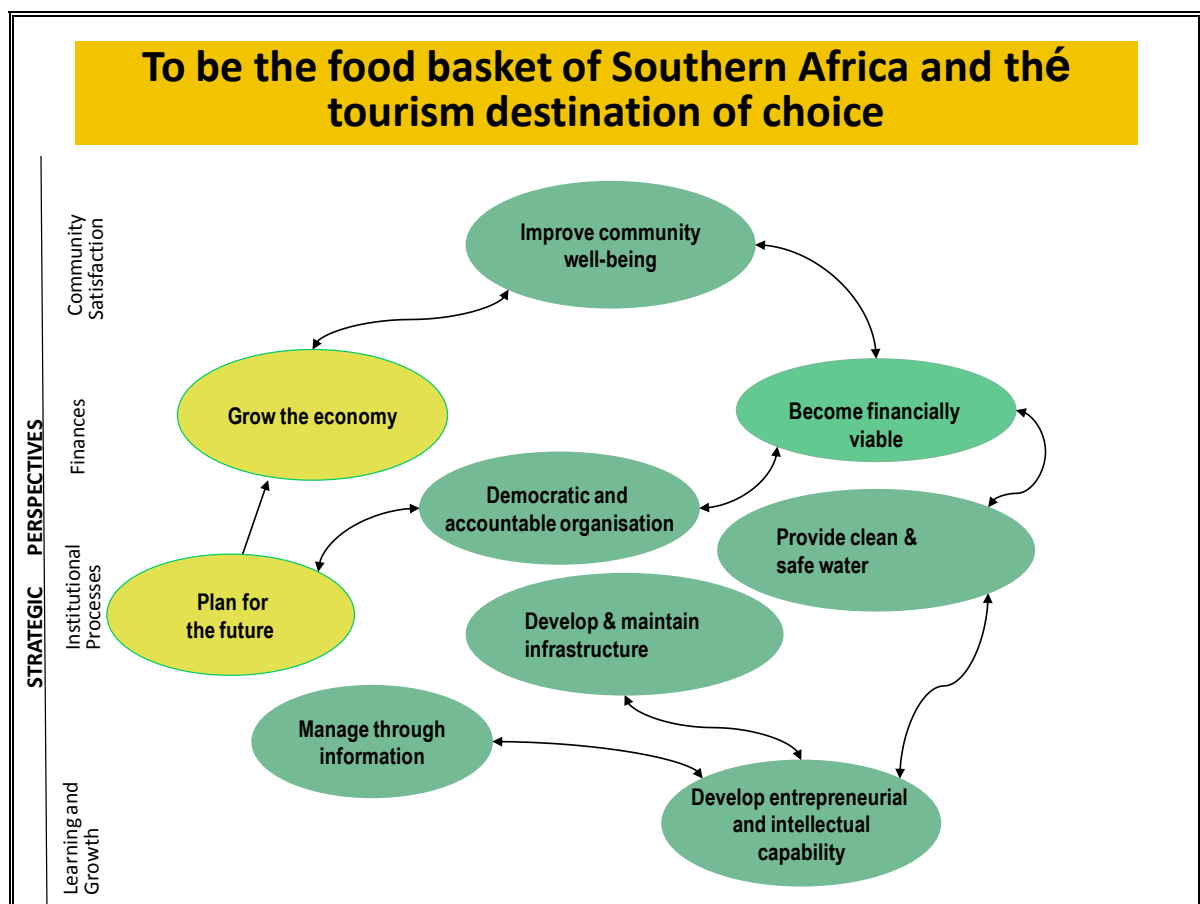


Figure 1: Mopani District Municipality Strategy Map

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.

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 the 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 information – 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 the 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:

- Improve community well-being – 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.

3.7 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:

STRATEGIC ALIGNMENT:

MTSF	COGTA	LGTAS	LEGDP	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	Improve community well-being	
Build cohesive, caring and sustainable communities			Cohesive and sustainable communities			
Massive programme to build economic and social infrastructure			Improved health care			
			Fighting crime and corruption			
Speeding up growth and transforming the economy to create decent work and sustainable livelihoods				Ensuring more inclusive economic growth, decent work and sustainable livelihoods	Implement the community work programme and cooperatives supported	Grow the economy
				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	Become financially viable	
				Implement a differentiated approach to municipal financing, planning and support		
				Improved access to basic services	Develop and maintain infrastructure	
					Provide clean and safe water	
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	Plan for the future	
			Creation of a better Africa and a better world			

MTSF	COGTA	LGTAS	LEGDP	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	Manage through information
		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	Develop entrepreneurial and intellectual capability
Strengthen skills and human resource base					
Sustainable Resource Management and use					

Table 2: 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.

Key Performance Areas	Strategic Objectives
Municipal Transformation and Organisational Development	<ul style="list-style-type: none"> • Develop entrepreneurial and intellectual capability
Basic Service Delivery	<ul style="list-style-type: none"> • Improve community well-being • Develop and maintain infrastructure • Provide clean and safe water • Effective coordination of public transport systems
Local Economic Development	<ul style="list-style-type: none"> • Grow the economy
Municipal Financial Viability and Management	<ul style="list-style-type: none"> • Become financially viable
Good Governance and Public Participation	<ul style="list-style-type: none"> • Manage through information • Democratic and accountable organization
Spatial Rationale	<ul style="list-style-type: none"> • Plan for the future

Table 3: Strategic Objectives and KPA's

The following outcomes to be achieved through the abovementioned strategic objectives as aligned to national and provincial priorities have been determined and are outlined below:

Strategic Objectives	Outcomes
Improve community well-being	Quality life
Grow the economy	Sustainable district economy
Become financially viable	Prosperous institution
Plan for the future	Sustainable livelihoods for future generations
Manage through information	Informed decision making
Develop and maintain infrastructure	Adequate and appropriate infrastructure for access to basic services
Provide clean and safe water	Sustainable livelihoods
Coordination of public transport systems	Good working relations in public transport system for competitive economy
Democratic and accountable organisation	Effective and Efficient Institution
Development of entrepreneurial and intellectual capability	Improved performance

Table 4: Outcomes

3.8 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.

ALIGNMENT: KEY PERFORMANCE AREAS, OBJECTIVES, STRATEGIES AND PROGRAMMES

kPAs	OBJECTIVES	OUTCOMES	kPI (INDICATORS)	STRATEGIES	PROGRAMMES	STRATEGIC PROJECTS
Municipal Transformation and Organisational Development	To have 34% increase in the overall organizational performance by 2016. (Develop entrepreneurial & intellectual capability)	Improved performance	% average organisational performance rating	Develop entrepreneurial and intellectual capability	<ul style="list-style-type: none"> ➤ 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	<ul style="list-style-type: none"> ➤ 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 appropriate infrastructure by 2015. (Develop and maintain infrastructure)	Adequate & appropriate infrastructure for access to basic services	% household with access to basic services (water, sanitation, electricity and waste removal)	Decrease infrastructure backlog to 0%	<ul style="list-style-type: none"> ➤ Infrastructure development ➤ Roads & Transport ➤ Water and sanitation 	<ul style="list-style-type: none"> - Review of Water Services Development Plan (WSDP) - Energy Master Plan - Integrated Waste Management plan
				Develop and maintenance infrastructure		
				Ensure that all communities have access to basic and		

				sustainable infrastructure services	➤ O & M	
	To have 100% house-holds accessing clean and safe water by 2014. (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 . (Effective 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 1% growth 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 financially viable municipality. (Become financially viable)	Prosperous institution	% outstanding debtors more than 90 days	Reduction of liabilities	➤ 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		
				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	➤ 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	➤ Intergovernmental Relations ➤ Governance & Administration ➤ Monitoring & evaluation	Compliance register
				Ensure compliance to all legislative requirements including policies and by-laws.		
				Ensure corrupt-free institution		
				Ensure clean audits		
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	➤ Spatial Planning	- Incentive schemes for Traditional leaders
				Ensure that all land development and planning are done in accordance with the approved SDF.	➤ IDP	- Awareness campaigns on Spatial Development Framework
				Ensure biasedness to rural development		
				Facilitate the IDP process		

Table 5: Strategic scorecard of Mopani District Municipality

3.9 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:

PROGRAMME STRATEGIES:

Strategic Objective	Programme	Sub-Programme	Programme Objective	Programme Strategies
Improve Community well-being	Poverty monitoring	Indigents	To reduce the indigent households to 25% by 2015	Conduct continuous research on district poverty levels. Development of strategies to reduce the number of households that are indigent.
	Customer Relations Management	Community Satisfaction	To improve on the satisfaction level of community members	Establish a fully functional and resourced call centre and hotline whereby enquiries, complaints and reporting of allegations of corruption and fraud can be reported. This call centre to be equipped with a complaint management system. Development and implementation of plans and a policy regarding the management of the call centre and the management thereof. Annually produce, distribute and analyse a community satisfaction survey with a report to determine the satisfaction of the community and addressing shortcomings
		Marketing and branding	To promote the District in South Africa and Internationally to ensure economic growth	Branding of the Vision and making known the contributions to achieve vision. Develop marketing strategy. Implementation of standardisation of publications. Keeping website updated. Provide local municipalities with strategy to localise for own marketing purposes.
	Health	Coordination of Health and Social Development Services	To ensure a healthy community	Ensure that the District Health Plan is reviewed by involving all key stakeholders. Support and monitor the implementation of the Integrated District Health and Social Development Plans and the HIV and AIDS Strategy. Council to adopt the reviewed HIV and AIDS Strategy; Ensure that strategies are aligned district – wide. Continuously attend local municipality's meetings where necessary. Continuously monitor schools for health purposes. Encourage and support Local AIDS Councils.

Strategic Objective	Programme	Sub-Programme	Programme Objective	Programme Strategies
	Education	Coordination of Education	To promote better education	Ensure that all summit resolutions held in Feb 2011 are implemented. Allocate responsibilities to specific people to implement task. Develop an implementation plan for summit resolutions. Support and monitor education activities
Improve Community well-being	Disaster Management	Disaster institutional capacity and information management & communication	To prevent loss of life, infrastructure, environmental degradation and economic disruption due to disasters.	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		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		The implementing 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.
	Environmental Health	Environmental Health Services	To provide a safe, healthy and sustainable environment	Ensure compliance to environmental Health Laws. Ensure continuous monitoring of water borne diseases, food safety, etc. Ensure the provision of environmental health services.
	Environmental Mangement	Coordination of Environmental and Waste Management	To ensure all households have access to waste removal	Ensure compliance to environmental laws. Support and monitor environmental and waste management programmes.
	Fire Services	Fire Services response and rescue	To prevent loss of lives and infrastructure through fire	Develop strategies to minimise fire incidents. Ensure appropriate resources and capacity building for the programme.

Strategic Objective	Programme	Sub-Programme	Programme Objective	Programme Strategies
	Safety and security	Coordination of Safety and security	To ensure safe and secure communities	Support and monitor safety and security and justice activities in the district. Support the implementation of CSFs by the LMs
Improve Community well-being	Social Development	Disability, youth and gender Development	To ensure quality of life of vulnerable groups through national, provincial and municipal initiatives	Establish status quo on beneficiation of people with disability, youth and women from municipal programmes and projects. Ensure mainstreaming of people with disabilities, youth and women in municipal programmes and projects
	Sport, Arts and Culture	Coordination of Sport, Arts and Culture	To ensure a mental and physical healthy community	Support the promotion of SAC activities in the district.
	Housing	Coordination of Housing	To ensure that all households have access to proper and safe tenure	Support LMs on social housing issues.
Grow the economy	Local Economic Development	Growth Point Development	To account for permanent and temporary jobs per categories	Implementing broad based black economic empowerment (roll-out of the strategic framework).
		Partnerships	To establish and develop sustainable partnerships to ensure economic growth in the District	Conduct an analysis of partners vs Organogram. Develop strategic partnership with the Department of Agriculture. Ensure co-operation from Local Municipalities. Identify beneficiaries and ensure proper business plans are submitted to be evaluated according to the criteria to partake in the scheme. Broaden the Agricultural Department partnership to include the pilot sub-tropical scheme. Feasibility study for the soil testing laboratory. Explore potential in establishment of public private partnerships, especially regarding the establishment and management of a district abattoir

Strategic Objective	Programme	Sub-Programme	Programme Objective	Programme Strategies
Become financially viable	Budget Management	Expenditure management	To manage the financial affairs of the municipality to ensure financial viability	Draft budget within benchmark set by National Treasury within guidelines from MFMA. Fully in line with GAMAP legislation, National Treasury benchmark and MFMA. Ensure budget is totally aligned with IDP. Contain personnel costs within the targets. Timeous compilation and submission of financial statement. Ensure expenditure within municipal budget. Implement and maintain of control system to ensure accurate information of the municipal budget
Become financially viable	Budget Management	Revenue Management	To increase revenue to become financially sustainable	Implementation of revenue enhancement strategy, assess the impact of the strategy. Ensure revenue enhancement strategy includes measures to decrease municipal debt, review revenue enhancement strategy if necessary. Ensure cost recovery and credit control. Implement measures to reduce municipal debt
	Supply Chain Management	Procurement	To streamline supply chain processes	Draft supply chain processes and ensure that it is equitable and transparent and in line with legislation. Ensure compliance with all legislation. Maintain service level with all departments. Structuring of committees in line with MFMA. Streamline and optimise procedure processes, especially regarding demand management. Deliver optimal supply chain management services to all departments in the institution in line with departmental needs. Review supply chain management policy to include aspects such as BEE rating. All tender adverts should include BEE rating as an additional requirement. Analyse statistics and ensure targets are achieved. Conduct a survey on individuals empowered through the BEE rating to determine impact. Source participation from SA Statistics. Review strategic approach in terms of the impact achieved
	Fleet Management	Municipal Fleet	To ensure that the municipal fleet is managed cost effectively	Restructuring of the fleet management unit. Fully resource the fleet management unit. Review, implementation and monitoring of control measures. Annual review of cost effectiveness of municipal fleet
	Asset Management	Asset register	To manage, maintain and upgrade municipal assets	Updating of asset register in terms of legislation. Conversion to be GRAP compliant. Ensure that the Asset Management unit is resourced. Keeping asset register updated. Regularly verify office equipment and furniture against the asset register

Strategic Objective	Programme	Sub-Programme	Programme Objective	Programme Strategies
Democratic and accountable organisation	IGR	Cooperative Governance	To establish and develop sustainable partnerships to ensure economic growth in the District	Coordination of different government structures within the District
	Governance and Administration	Anti – corruption	To ensure a corrupt free institution	Intensification of the implementation of anti-corruption strategy. Disseminate the strategy to all employees and Councillors. Utilisation of the hotline to address reported cases of alleged corruption. Once the hotline is in place, review the strategy
		Audit	To ensure clean audits through good corporate governance	Review Enterprise Risk Assessment annually. Ensure that identified risks according to the Risk Assessment are minimised and addressed. Development of three years and annual internal audit plan. Ensure compliance and consistent adherence to policies (continuous monitoring and reporting). To strengthen and support oversight
		Governance	To develop, implement & enforce policies and by-laws	Internalise organisational policies and implement management and Council resolutions timeously. Update existing policies and develop new policies.
		Powers and functions	Implementation of powers and functions as prescribed by the Constitution	Explore the District powers and functions allocated by the Constitution which can be rendered economically, especially the establishment of a District library. Follow the legal procedures in the transfer of those economically viable functions. Manage the rendering of those functions in an economical, efficient and effective manner
	Monitoring and Evaluation	Organisational monitoring, evaluation and reporting	To ensure an organisation that is accountable and responsible	Development and implementation of a procedure manual for monitoring, evaluation and reporting. Building capacity at the level below S57 to take place to ensure continuity of knowledge that has been built. A person should be identified to be capacitated by the PMS service provider.
Manage through information	Information management	Record keeping	To ensure proper record keeping	Registry division to be capacitated and resourced to ensure optimal functionality. Enhance supervision on record data keeping and collection
		Research and development	To ensure proper data management	Development of database of all unemployed graduates. Collaboration with institution of higher learning on research should be established. Interaction with research institutions to be monitored. Data Cleansing of service statistics and backlogs. Validate and consolidate available data through GIS. Develop systems to collect information.

Strategic Objective	Programme	Sub-Programme	Programme Objective	Programme Strategies
				Continuous update of information. Establishment of Research Unit, appointment of researcher.
Plan for the future	Integrated Planning	IDP Review	To have integrated development planning processes done in a coordinated manner	Facilitate the District IDP process. Support local municipalities in the development of their IDPs. Assessment of District and local municipalities' IDPs. Capacity building of IDP drivers and role players. Improve integration, alignment and co-ordination for both National, Provincial and local government plans within a territorial space. Define the development needs and priorities of the local municipalities. Improve service delivery programmes for sustainable and affordable services to communities. To fast-track decision-making in the planning process, such that all programmes, projects and initiatives make a positive impact on the communities as per their identified needs and priorities. Continuous IDP monitoring and annual review.
	Spatial Planning	Develop and review spatial development frameworks (SDF)	To prioritise District growth point in allocating financial resources	Intensify development in growth points. Ensure and monitor that at least one capital project is implemented within each district growth point. Liaison with local municipalities to prioritise local growth points in the allocation of capital funding.
		Develop and enforce LUMS	Development control	Assessment of compliance to LUMS
Plan for the future	Spatial Planning	CRDP	To ensure sustainable human settlements through	Developing rural areas to ensure that people stay in rural areas and thereby reduce urbanization ⁶ . Identification of development potentials of various rural areas. To advise on areas with the highest potential for economic growth with needed infrastructure, social services, economic base such as manufacturing, tourism, mining, farming, retail or commercial activities, etc. To provide guidance on where exactly certain activities should or should not take place based on the spatial research

⁶ Urbanisation means mass movement of people from rural areas to urban areas. Most squatting or informal settlements in urban areas are due to urbanization process. Therefore developing rural areas will stem the urbanization tide and thereby bring stability in both rural and urban areas and this is what we call sustainable human settlements.

Strategic Objective	Programme	Sub-Programme	Programme Objective	Programme Strategies
Develop and maintain infrastructure	Free Basic Services	Free basic water and sanitation	To ensure that all indigent households have access to free basic services	Review District Indigent register in consultation with local municipalities. Assist local municipalities with campaigns on indigent registers so that communities are informed of the existence of the indigent registers. Enhance partnerships to speed up eradication of backlogs. Eradicate basic services backlogs equal to or earlier than national targets
	Infrastructure development	Electricity infrastructure	To ensure that all households have access to electricity	Proper project planning and evaluation. Establish status quo of provision of electricity to all households. Conduct household analysis to check if the backlog is fully addressed. Develop strategies on how electricity will be provided to all households by 2014.
		Bulk water infrastructure	To ensure that all households have access to basic water	Establish status quo of backlogs in the provision of basic water. Develop and implement strategies on how basic water backlogs will be eradicated by 2014
		Sanitation infrastructure	To ensure that all households have access to basic level of sanitation	Establish status quo of provision of water to all households. Develop and implement strategies on how basic sanitation backlogs will be eradicated by 2012
		Roads infrastructure	To ensure that all households have access to roads and transportation	Establish backlog on accessibility to roads. Develop and implement Integrated Transport Plan with strategies to eradicate road backlog. Implement strategies to eradicate road backlog by 2020
Develop and maintain infrastructure	Operation and maintenance of municipal infrastructure	Infrastructure Asset Management	To manage, maintain and upgrade municipal assets	Good record keeping by all satellite managers. Ensure that all spares are available in stores. Motivation of maintenance team. Filling of vacant positions for operators and artisans. Development of the maintenance plan. Develop Infrastructure Asset Management Plan. Functionality assessment for all infrastructures. Expenditure on infrastructure maintenance is in line with national norms and standards by 2011. Maintenance and upgrading of municipal assets according to Infrastructure Asset Management Plan.
		Shared maintenance of municipal assets	Effective and efficient management of shared infrastructure maintenance	Establish a Shared Infrastructural Municipal Depot / workshop. Buy, equipment that can be used by the workers - develop a shared material and equipment depot for possible entrepreneurial overtake in the Medium Term. Re-organise and capacitate existing workers to be utilised for operational maintenance. In the long term - sustain the maintenance programme

Strategic Objective	Programme	Sub-Programme	Programme Objective	Programme Strategies
	Project Management	Project Management	To ensure optimum utilisation of funding	Early appointment of service providers. Project registration to achieve commitment. Proper project monitoring and evaluation. Proper budget alignment with the allocation. Proper cash flow management. Proper project management and monitoring. Create early warning system (project planning). Appointment of more personnel. Monitoring of projects plans to ensure that MIG is spent accordingly. Fast tracking of demand management
Provide safe & clean water	Water and sanitation services	Clean and safe water provision	Meeting the blue drop requirements in the provision of clean and safe water	Assessment of the capabilities of local municipalities as water service providers. Conduct costing analysis of water service provision to ensure economical cost recovery. Monitor the provision of clean and safe water by water service providers. Regular monitoring of service standards and the quality of the water provided.
Provide safe & clean water	Water and sanitation services	Safe sanitation provision	Meeting the green drop requirements by increasing the green drop ratings to 100% in the provision of safe & hygienic sanitation services.	Assessment of the capabilities of local municipalities as sanitation service providers. Conduct costing of water service provision to ensure economical cost recovery. Monitor the provision of environmentally sound practices in the provision of sanitation services by sanitation service providers. Regular testing of effluent water quality
Coordination of public transport systems	Public Transport Management	Public transportation coordination	To ensure that all households have access to safe and reliable public transportation	Scheduling of technical cluster and transport forum meetings in line with the corporate diary will be developed and circulated to all stakeholders. Keeping all meeting records. Liaison with public transport stakeholders to improve on the reliability of public transport and access to taxi ranks and busstops. Facilitation of conflict situations in the public transport sector
Develop entrepreneurial and intellectual capability	Human Resource Development	Skills Development	To ensure a skilled and capacitated workforce	Conduct skills audit. Twinning or employee exchange programme to be directed at employees that are struggling on certain issues. These identified employees to be referred to other institution for practical learning. Develop training programmes to address competencies in organisation. Develop and implement coaching and mentoring programme. Develop and submit workplace skills plan. Ensure people are training according to competency assessment and skills audit. Monitor and evaluate the impact of training. Sponsor comprehensive development programme based upon identified criteria. Ensure that skilled personnel are retained and awarded.

Strategic Objective	Programme	Sub-Programme	Programme Objective	Programme Strategies
		Employee monitoring and reporting	To ensure a focused and disciplined workforce	Promote accountability and responsibility. Implementation of disciplinary procedures. Develop Change and Diversity Management Programme. Completion and implementation of Personal Development Plans for S57 and contractual managers. Cascading of employee performance management to all levels. Ensure monitoring and coaching and creation of awareness of organisation culture. Implement motivational strategies within the organisation. Monitor whether focused and disciplined workforce has been establish
Develop entrepreneurial and intellectual capability	Human Resource Development	Staff procurement	Appropriate appointment of staff	Attract and appoint skilled and competent staff in appropriate positions. Conduct an analysis of vacancies vis-a-vis the organogram. Development and implementation of succession planning strategy. Embark upon a coaching and mentoring programme

3.10 SPATIAL OBJECTIVES AND STRATEGIES

SPATIAL OBJECTIVES AND STRATEGIES FOR THE MOPANI DISTRICT MUNICIPAL AREA

	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 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

MDM LOCAL GOVERNMENT TURN-AROUND STRATEGY AS DEVELOPED ON 28 APRIL 2010

BACKGROUND: MAJOR CHALLENGES FACING MOPANI DISTRICT MUNICIPALITY

BASIC SERVICES	<ul style="list-style-type: none"> • Insufficient bulk water source to address the backlog • Inadequate funding for infrastructure development and maintenance • Ageing infrastructure • Planning
PLANNING & ECONOMIC DEVELOPMENT	<ul style="list-style-type: none"> • Dispute between Local Municipalities and Traditional Leaders over land issues. • Weak institutional capacity in dealing with Planning and LED in LMs.
FINANCIAL VIABILITY	<ul style="list-style-type: none"> • Low Revenue Base and Poor collection. • SCM units are not fully established and functional. • In Insufficient Repairs and Maintenance provision • Asset Registers not fully GRAP compliant • Lack of own revenue source
INSTITUTIONAL TRANSFORMATION AND GOOD GOVERNANCE	<ul style="list-style-type: none"> • <i>Public Participation:</i> Inadequate Public Participation process and procedures that impede good governance. • Poor mainstreaming of special focus groups in municipal programmes. • <i>Administration:</i> Inadequate institutional capacity.

INTERVENTION STRATEGY

No	Turn around Focal Area	Current situation	Changed situation	District Action	Unblocking/ Intervention	Human Resource	Budget Projected
1	Basic Services						
1.1	Water:						
	Access to portable water within 200m from h/h by 2014	Total h/h without water is --27% (103019 h/h)	Adequate water supply to all remaining households by 2014	<p>To engage DWA to provide sufficient funds to address bulk water supply by end of May 2010.</p> <p>To engage DWA & CoGTA to address funding arrangement for water service by 30th June 2010.</p> <p>To expedite prioritization of bulk infrastructure e.g Maruleng & Giyani LMs.</p> <p>Transfer of Powers over operations of</p>	Develop infrastructure Asset plan (for reticulation).	5 officials	

		Ageing infrastructure	Refurbishment of infrastructure Improved water quality	water schemes. Finalise WDP arrangements with Locals by June 2010. Appointment of water quality technician.	To establish fully functional Water Directorate To implement the blue drop program to all households.	CoGTA & DWA	
No	Turn around Focal Area	Current situation	Changed situation	District Action	Unblocking/ Intervention	Human Resource	Budget Projected
1.2	Sanitation All h/h with access to at least ventilated pit latrines (VIP) on site by 2014	Total of 160 604 households are without access to sanitation facilities. Ageing infrastructure	Adequate sanitation to all households. Refurbishment of infrastructure	Ensure at least 10 000 get access to VIP latrines. Improve monitoring of ground water. Monitor granting of exemption in areas with water table. Engage CoGTA & DWA on funding arrangement for sanitation service by June '10	Access to VIP latrines be made to 10 000 h/h annually.		
1.3	Electricity All households connected to national grid by 2014.	A total of 71 310 h/h are not connected	Adequate electricity supply to all households. Enabling energy allocation powers	To engage DME & ESKOM in resolving institutional arrangements in provision of electricity (which will be implemented by the Locals). 7619 households to be electrified within the District Municipalities.	Remaining households to be electrified.	3 officials	
1.4	ROADS Quality and accessible roads that respond to the socio-economic aspect of the District.	2038km backlog	All roads in the District paved.	Engage Dept of Transport for road classification. Indicative of 12,5km to be tarred (to be confirmed).	Develop road master plan.	3 officials	
1.5	WASTE MANAGEMENT	207 626	All landfill sites	To support local municipalities financially to develop land fill sites.			

	All households to have access to at least once a week refuse removal services by 2014.	households a backlog	licensed	<p>To develop waste cost management plan.</p> <p>To provide Human Capital Support to build capacity for rendering waste management services.</p> <p>To engage LEDET for funding iro waste management by 30/6/2010.</p> <p>To engage LEDET for fast-tracking the licencing process for landfill sites.</p> <p>Locals to explore PPP's in executing the function.</p>			
1.6	ENVIRONMENTAL HEALTH SERVICES	Function not fully transferred to the district	Environmental health services fully developed	<p>To finalise the devolution process for sufficient control of the function.</p> <p>Review Services Level Agreement</p>			
1.7	HOUSING All housing development aligned with land-use plans for economic & social facilities & with provision of permanent basic services	Baseline information is still held by locals.	To be determined by the baseline	<p>District to engage the COGHSTA on the issue of complete but unoccupied houses</p> <p>Secure involvement in the housing matters to enable development of an integrated housing program.</p>			
No	Turn around Focal Area	Current situation	Changed situation	District Action	Unblocking/ Intervention	Human Resource	Budget Projected
2.	ECONOMIC DEVELOPMENT						
2.1	Vibrant district economic	Lack of understanding and different approaches to LED by municipalities	Comprehensive, informed & integrated LED approach	<p>District to engage CoGTA and coordinate Indaba to facilitate common understanding of LED within district by December 2010.</p> <p>-Positioning of district in line with national and provincial guidelines (market)</p>	CoGTA to engage stakeholders and provide update guidelines and capacitate municipalities on LED.		

				Implementation and monitoring of framework			
2.2	Integrated Land Development.	<p>Unresolved land claims</p> <p>Land tenure challenges</p> <p>High prices for acquisition of land</p> <p>Communal and private owned land which is targeted for development.</p> <p>Dispute between LMs & Traditional leadership over land issues.</p>	Land available for development	<p>DLGH to facilitate Land Tenure Upgrading</p> <p>District coordinate land audit.</p> <p>District to facilitate acquisition of land strategically located for development</p>	<p>Acquisition of land for development</p> <p>District to facilitate responsible use of acquired land</p>	3 officials	
2.3	Effective LED and Planning Machinery	Inadequate staffing at district and LMs for LED and Planning.	Functional and well resourced LED and Planning units	<p>Filling of vacant posts</p> <p>Capacitating of LED and Planning machinery (skills audit, staffing, training etc).</p>	<p>CoGTA to engage stakeholders and provide updated guidelines and capacitate municipalities on LED).</p> <p>–Land claims commission to fast-track outstanding land claims.</p> <p>- COGHSTA and DBSA to assist with skills audit and development</p> <p>- DRDLR to review their current post settlement support.</p>		
No	Turn around Focal Area	Current situation	Changed situation	District Action	Unblocking/ Intervention	Human Resource	Budget Projected
3	FINANCIAL VIABILITY						
3.1	Increase revenue base and improved	Revenue Enhancement	Increase revenue collection from 50%	-Reviewal of Revenue enhancement strategies			

	collection	Strategies in place but not reviewed	to 85%	- Updating of indigent registers -Implementation of Revenue Enhancement strategies and credit control policies			
3.2	Establishe a fully compliant SCM units	Two officials in SCM units	A fully functional SCM unit	-Review of structure in Budget and Treasury unit. -Appointment of SCM officials. -Training of SCM officials. - Continuous training of SCM officials.			
3.3	GRAP compliant asset register	Non-compliant Asset register	Fully GRAP compliant asset register	-Appointment of service provider to do conversion. -Training of officials - Maintenance of asset registers	- COGHSTA to assist with the reviewal of Revenue Enhancement Strategies -Provincial Treasury to assist with training on SCM and asset management		
3.4	Unqualified audit opinions	-2 Unqualified -3 Qualified 1-Disclaimer	-Unqualified audit opinions with no matters of emphasis	-Implementation of audit action plans to address issues raised by AG -Maintain the clean audit opinions.	-COGHSTA and PT to assist with the clearing of issues raised by AG.		
4.	INSTITUTIONAL TRANSFORMATION AND GOOD GOVERNANCE						
4.1	1. Informed & Empowered stakeholders	1. Documents not translated	-Council Documents translated in local languages -Public Participation Strategy	-Develop Public Participation Strategy by 30 September 2010. -Consultation process on Strategy -Adoption of Strategy -Establish Partnerships with Language Board SAC. -Implementation of Public Participation Strategy.	Implementation of policies	5 officials	
4.2	Maximum beneficiation and integration of special groups	2 of 8 policies developed	6 new Policies	Develop outstanding policies for mainstreaming special focus groups. Capacitate decision makers and implementers of municipal programmes.			
4.3	Efficient and Effective administration	High vacancy rates. Cascading of PMS below Section 57 managers.	Revised organograms PMS cascaded to level 5	Assist local municipalities with revision of their Organograms. Assist local municipalities to cascade PMS to level 5.			
ABBREVIATIONS: CoGTA: Corporate Governance and Traditional Affairs; AG: Auditor General; COGHSTA: Cooperative Governance, Human Settlements and Traditional Affairs; SCM: Supply Chain Management; DBSA: Development Bank of South Africa; DRDLR: Department							

of Rural Development and Land Reform; **DWA**: Department of Water Affairs, **DME**: Department of Minerals and Energy, **SAC**: Sport, Arts & Culture; **LEDET**: Limpopo Economic Development, Environment and Tourism, **PPP**: Public Private Partnership, **LED**: Local Economic Development, **PT**: Provincial Treasury.

4. PROJECTS PHASE

4.1 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.

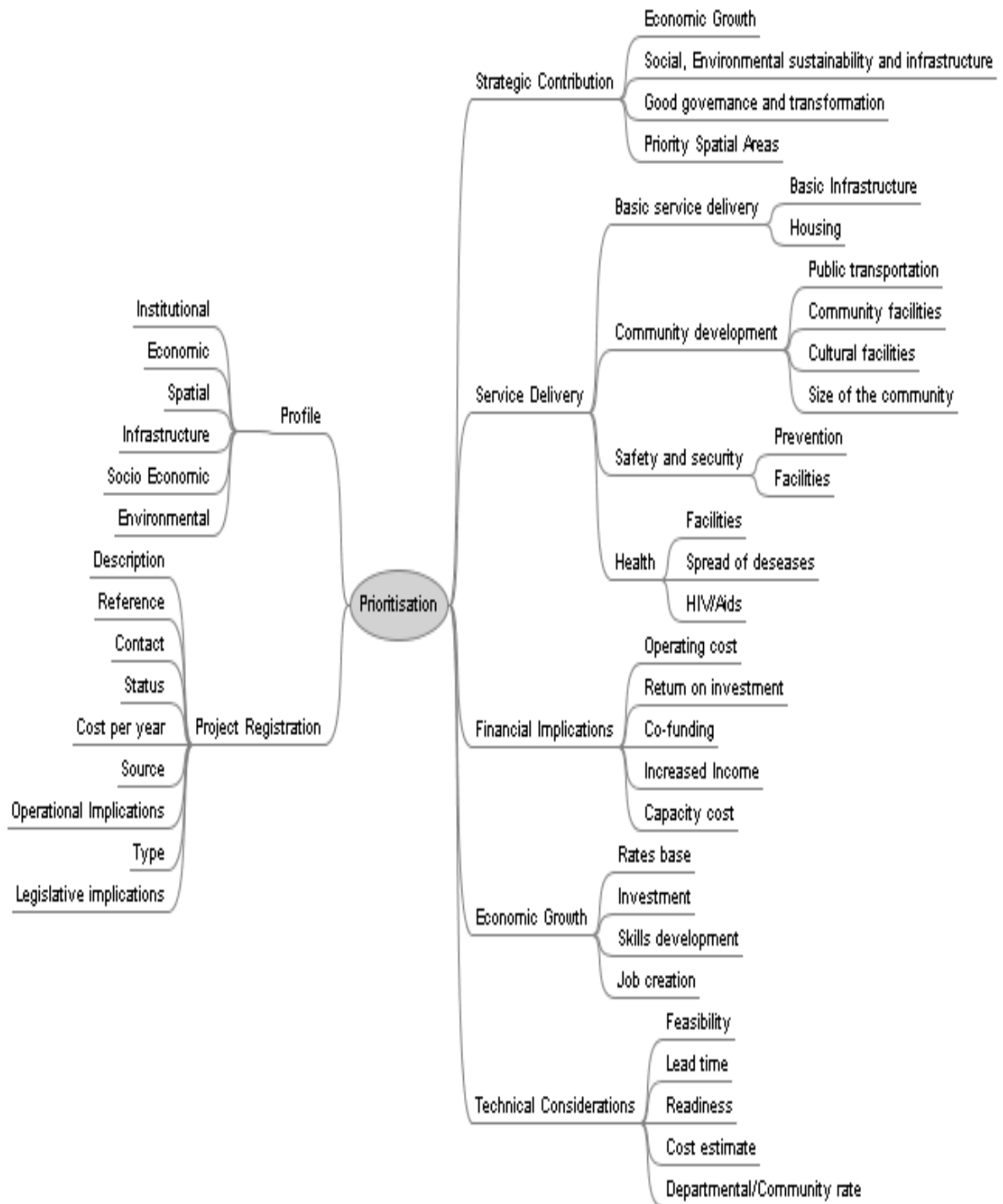
It is thus clear that decisions regarding budgets and finances are being taken at different levels of the organization and taking different issues and dynamics into account. Departmental budget decisions, for example, are operational oriented and doesn't always see the importance of strategic inputs. 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.

4.2 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 4: Project Prioritisation Model



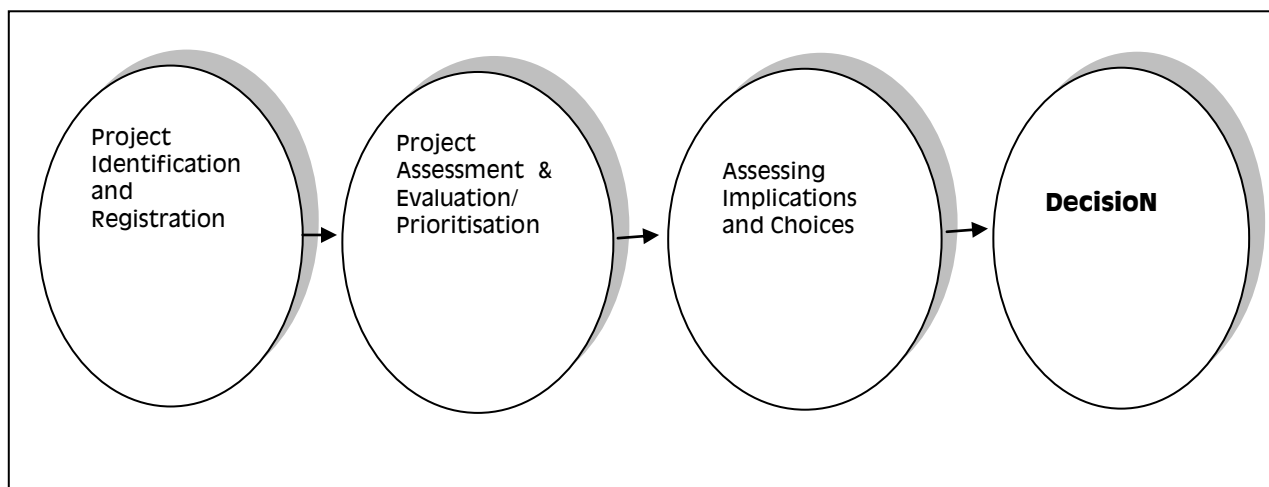


Diagram 3: Mopani Projects Prioritisation Methodology

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

4.3 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

4.4 MDM IDP PROGRAMMES/ PROJECTS (non infrastructure) 2012/13 – 2017

Project No:	Project Name	Project Description	LM	Location	Target group	FORWARD ESTIMATES COSTING				
						2013/14	2014/15	2015/16	2016/17	2017/18
COUNCIL (001)										
1.	Training	Training on governance	MDM	MDM	Members of Council	-	-	-	-	-
2.	Bursaries	Financial assistance to learners	MDM	MDM	Communities	2 205 000	2 315 250			
OFFICE OF THE SPEAKER										
1.	Public participation	Community involvement in governance	MDM	MDM	Members of the public	-	-	-		
2.	Public participation strategy	System public involvement	MDM	MDM	Municipalities	-	-	-		
3.	Support to local municipalities	Capacitation of CBOs	MDM	MDM	municipalities	200 000	250 000	300 000		
4.	Izimbizo	Leadership to people	MDM	MDM		1 500 000	1 600 000	1 700 000		
5.	District ward committee forum	Support to wards:	MDM	MDM	Local wards	200 000	250 000	300 000		
6.	District ward committee conference	Conference	MDM	MDM	Local wards	300 000	350 000	400 000		
7.	Audit committee	Monitoring audit queries	MDM	MDM	Municipalities	-	-	-		
OFFICE OF THE EXECUTIVE MAYOR										
1										
1.	Establish a functional hotline	Direct line to high office	MDM	MDM	Members of public	-	-	-	-	-
2.	Establish complaints	Managing	MDM	MDM	Members of	-	-	-	-	-

	management system	complaints			public					
3.	Marketing strategy	Strategy	MDM	MDM	Investors	-	-	-	-	-
4.	Beneficiation analysis	Beneficiation	MDM	MDM	Women, Youth Disability analysis	-	-	-	-	-
5.	Donations	Mayor's discretion	MDM	MDM	Organisations	787 500	826 875			
6.	District Mayor's Forum	IGF	MDM	MDM		315 000	330 750			
7.	Local House of Traditional Leaders	Meeting with the Executive Mayor	MDM	MDM	Local House of Traditional Leaders & Exec. Mayor	262 500	275 625			
8.	Anti Corruption Forum	Operation Clean up	MDM	MDM	Business, Labour & Civic organisation	63 000	66 150			
9.	Executive Mayor's Charity cup	Sporting games	MDM	MDM	Charity organisations	3 150 000	3 307 500	3 000 000	3 200 000	
10.	Excellence awards	Awards	MDM	MDM	Government servants & public	315 000	330 750			
DISABILITY DESK (116)										
1.	District disability forum	Disabled people's organisation	MDM	LMS	Disabled community	147 000	154 350			
2.	Disability campaigns & awareness	Rural households	MDM	LMS	All people	52 500	55 125			
3.	Disability Indaba	Summit	MDM	LMS	Disabled community	199 500	209 475			
4.	Disability framework review	Review of framework	MDM	MDM	Disabled community	-	-	-	-	-
Proj	Project Name	Project	Munic	Locatio	Target	MTEF Forward Estimates				

ect No:		Description		n		2013/14	2014/15	2015/16	2016/17	2017/18
GENDER DESK (118)										
1.	Elders day	Elderly special day	MDM	LMS	The aged	132 300	138 915			
2.	Elders forum	Elders forum	MDM	LMS	The Aged	21 000	22 050			
3.	Elders dialogue	Elderly workshops	MDM	LMS	The aged	126 000	132 300			
4.	Men's forum	Men & boys	MDM	LMS	Men & Boys	55 650	58 433			
5.	Women's month	Celebration	MDM	LMS	Women	126 000	132 300			
6.	16 Days of Activism	Days of activism	MDM	LMS	Women & Children	220 500	231 525			
7.	SAWID	Women @ work	MDM	LMS	Women organisation	78 750	82 688			
8.	Gender framework review	Review of framework	MDM	MDM		-	-	-	-	-
9.	Gender mainstreaming in municipal programmes	Mainstreaming of gender	MDM	MDM		-	-	-	-	-
YOUTH DESK (119)										
1.	Children's rights parliament	Children's parliament	MDM	LMS	Youth	198 450	208 373			
2.	District children's rights day	Children's rights day	MDM	LMS	Youth	105 000	110 250			
3.	Youth Council	Youth Council	MDM	LMS	Youth	157 500	165 375			
4.	Youth Month	Youth Month	MDM	LMS	Youth	110 250	115 763			
5.	Youth civic education & campaigns	Civic education	MDM	LMS	Youth	-	-	-	-	-
6.	Youth framework review	Review of framework	MDM	LMS	Youth	-	-	-	-	-
7.	Youth mainstreaming in municipal programmes	Mainstreaming of youth programmes	MDM	LMS	Youth	-	-	-	-	-

Proj ect No:	Project Name	Project Description	Munic	Locatio n	Target	MTEF Forward Estimates				
						2013/14	2014/15	2015/16	2016/17	2017/18
COMMUNICATION & MARKETING (045)										
1.	Quarterly MDM news letter & publication	Events publications	MDM	LMS	Communiti es	210 000	220 500			
2.	Media release		MDM	LMS	Institution	31 500	33 075			
3.	Communicators' forum	Information dissemination	MDM	LMS	Communiti es	31 500	33 075			
4.	Website update	Loading issues in MDM website	MDM	MDM		-	-	-	-	-
5.	Communication strategy review	Review of strategy	MDM	MDM	Institution	315 000	330 750			
6.	Communication conference	Conference	MDM	MDM	Stakeholde rs	157 500	165 375	-	-	-
7.	Advertising & marketing	Adverts & promotions	MDM	MDM	Institution	1 050 000	1 102 500			
8.	Sponsorship: MLFM	Support to Mungana Lonene FM				-	-	-		
MUNICIPAL MANAGER 005										
1.	Management lekgotla	Once a year meeting	MDM	MDM	Directors	44 100	46 305			
2.	IDP/Budget/ PMS Strategic planning session	IDP Strategic review	MDM	MDM	Directors	105 000	110 250			
3.	District Managers' forum	Technical intergovernmental meeting	MDM	MDM	LMS, DM, Sector Depts.,Managers, SOEs	42 000	44 100			
4.	Management meetings	Monthly meetings	MDM	MDM	Directors	-	-	-	-	-
5.	Co outsourcing	Authorising SCM & IA processes	MDM	MDM	Directors	-	-	-	-	-

6.	Performance assessment	Performance as per SDBIP	MDM	MDM	Directors	-	-	-	-	-
Project No:	Project Name	Project Description	LM	Location	Target group	MTEF Forward Estimates				
						2013/14	2014/15	2015/16	2016/17	2017/18
INTEGRATED DEVELOPMENT PLANNING (040)										
1.	IDP Review	IDP Review process	MDM	MDM	Communities & Officials	315 000	330 750			
2.	IDP Indaba	Summit	MDM	MDM	Business, Govt depts., Traditional leaders,Councillors, Communities	400 000				
3.	IDP Training	Training	MDM	MDM	Councillors & Officials	200 000	200 000			
INTERNAL AUDIT UNIT (006)										
1.	Internal Audit charter review	Internal Audit operational guidelines	MDM	MDM	Internal Auditors		-	-	-	-
3.	3 Year Audit strategic plan & annual internal audit plan	Internal audit action plan for the year	MDM	MDM	Institution	-	-	-		-
4.	District Internal Auditor's Forum	Forum for knowledge sharing & capacity building	MDM	MDM	Internal Auditors District wide	10 000	10 000	10 000		
5.	Shared Audit Committee administration (allowance)	All logistical arrangements for Audit Committee meetings	MDM	MDM	Audit committee	1 400 000	1 470 000	1 543 500		
RISK										

1	Risk Management Policies review	Reviewing the current policies	MDM	MDM	District	-	-	-	-	-
2	Management of Risks	Purchase of software for managing risks	MDM	MDM	District	-	-	-	-	-
3	Risk assessment	Identification of risks	MDM	MDM	Institution		-	-	-	-
Project No:	Project Name	Project Description	LM	Location	Target group	MTEF Forward Estimates				
						2013/14	2014/15	2015/16	2016/17	2017/18
CORPORATE SERVICES										
1.	Skills enhancement, incentives for personal development	Skills development for staff	MDM	MDM	Officials & Councillors	200 000	250 000			
2.	Skills audit for disabled	Develop skills audit for disabled people	MDM	MDM	Officials & Councillors	200 000				
3.	Organizational Development	Development of HR plan for District wide area with support from all LMs	MDM	MDM	Officials & Councillors	4 000 000				
4.	OHS assessment	Appoint service provider to conduct OHS assessment	MDM	MDM	Officials & Councillors	900 000				
5.	Performance Management System (individuals)	Cascading of PMS to all lower staff members	MDM	MDM	Officials & Councillors	2 000 000	2 200 000			
6.	Task job evaluation	Evaluating jobs for staff	MDM	MDM	Officials & Councillors	46 200	48 100			
7.	Electronic filing	Filing municipal	MDM	MDM	Officials &	300 000	350 000			

	system	documents			Councillors					
8.	Employee Assistant Programme	Counselling by private Doctors	MDM	MDM	Officials & Councillors	500 000	550 000			
9.	Training programme	Training of staff	MDM	MDM	Officials & Councillors	2 700 000	2 920 000			
10.	Documents binding	For every packaging	MDM	MDM	Officials & Councillors	60 000	70 000			
11.	Occupational Health &Safety programme	Equipments	MDM	MDM	Officials & Councillors	200 000	250 000			
12.	Security Services	DMC, Fire stations, main & other buildings	MDM	MDM	Officials & Councillors	5 000 000	5 500 000			
13.	Servicing of fire extinguishers	Fire extinguishers maintenance	MDM	MDM	Officials & Councillors	50 000	60 000			
14.	Health Safety Signs	Markings	MDM	MDM	Officials & Councillors	100 000	150 000			
15.	First Aid Programme	First Aid Kits	MDM	MDM	Officials & Councillors	300 000	350 000			
Project No:	Project Name	Project Description	LM	Location	Target group	MTEF Forward Estimates				
						2013/14	2014/15	2015/16	2016/17	2017/18
INFORMATION TECHNOLOGY										
1	IT Governance Framework & Policies, Procedures	Subset discipline of Corporate Governance focused on IT systems & their performance & risk management.	MDM	MDM	Staff	500 000	-	-	-	-
2	Strategic Information System Plan Review	A plan for aligning IT activities with overall municipality's business plan, IDP.	MDM	MDM & All LM's	MDM & LM's IT Practitioners	1500 000	1500 000	-	-	-
3	Disaster Recovery Plan	A plan for recovering IT systems in case of disaster striking the municipality	MDM	MDM	Staff	500 000	300 000	330 000	-	-

4	District-wide IT Forum	A forum of all IT managers in the district	MDM	MDM	MDM & LM's IT Practitioners	120 000	131 000	142 000	-	-
5	District-wide IT Shared Services Centre	Terms of reference for establishing a centre where LM's and DM can share IT resources where possible and economical.	MDM	MDM	IT Practitioners of MDM & LM's	300 000	1 000 000	2 000 000	-	-
6	Disaster Management Centre IT Support SLA	Outsourced Desktop and server computers maintenance contract at the Mopani DMC	MDM	MDM	MDM Staff	-	-	-	-	-
7	Main Office LAN & Desktop Support SLA	Outsourced Desktop and server computers maintenance contract at the Mopani District Municipality Main Offices in Giyani, GGM, GLM, & MLM.	MDM & GGM, GLM, MLM	MDM Main Office, GGM, GLM, MLNM	All users of MDM, GGM, GLM, MLM					
8	Website Hosting & Maintenance SLA	Hosting and Maintenance fees for MDM & LM websites	MDM, GGM, GLM, MLM	SITA	MDM, GGM, GLM, MLM Staff, General Public					
9	IT Skills Development	Skills Development for all IT personnel in LM's & DM	MDM & LM's	MDM & All LM's	MDM & LM's IT Practitioners	200 000	220 000	242 000	-	-
10	Office connectivity	Connectivity of Satellite Offices & Fire Stations to the Main Office (Office Inter-connectivity)	MDM	MDM	MDM Users	500 000	50 000	605 000	-	-
11	Server Room Refurbishment	Refurbishment of the Server Room is Giyani (Main Offices of MDM) Server Room commissioning, flooring, cooling	MDM	MDM Main Office	MDM	500 000	-	605 000		
12	District-wide Virtual	Virtual Private	MDM	All offices	Users of MDM					

	Private Network Wide Area Network	Network, usually within public telecoms, to enable a Wide Area Network for intra -connectivity of satellite/branch offices of a municipality and inter -connectivity of municipalities for sharing of IT Resources, such as servers, applications, data backup repository, DRP sites, etc.	& All LM's	of MDM & LM's	& LM's					
13	Web-based IT Helpdesk	Computerized system for logging of IT service requests from users (staff, councilors, and contractors) within the institution.	MDM	MDM Main Office	MDM Users	60 000	-	-	-	-
14	Network Cabling	Installation of computer network cables in all satellite offices and Fire Stations of MDM. Upgrading of computer network from Cat5e to Cat6.	MDM	All Satellite Offices, Fire Stations, Main Office	MDM Users	-				
BUDGET AND TREASURY										
1.	Revenue enhancement	Implementing the strategy		MDM	Institution		2 000 000			

	implementation strategy									
2.	Asset management plan	Maintenance, upgrade & disposal		MDM	Institution		-	-	-	
3.	Review of Financial policies	Policy documents	MDM	MDM	Institution		-	-	-	-
4.	Rural billing & collection	Billing of rural communities on basic services	MDM	MDM	Institution		-	-	-	-
Project No:	Project Name	Project Description	Municipality	Location	Target group	MTEF Forward Estimates				
						2013/14	2014/15	2015/16	2016/17	2017/18
5.	Standardization of water tariffs	Water tariffs standardisation	MDM	MDM	Institution		-	-	-	-
6.	Support to LMs in updating indigent registers	Financial support	MDM	MDM	Institution		-	-	-	-
7.	Free basic services funding to LMs	All measured basic services	MDM	MDM	Institution		-	-	-	-
8.	Upgrading of financial services	Financial systems	MDM	MDM	Institution		-	-	-	-
9.	Operation clean audit	Finance	MDM	MDM	Institution	500 000	-	-		-
LOCAL ECONOMIC DEVELOPMENT										
1.	International Tourism exhibitions	Marketing, attraction of tourists & investment	MDM	MDM	International tourist & investors	120 000	140 000	150 000		
2.	Moshupatsela program: - Fencing - Dev of fire breaks - Refurbishment of houses	Economic development of farm land in various economic business units	GTM	Tzaneen, Broerders troomdrift 534 LT farm	SMMES, Cooperative & farmers	6 000 000	350 000			-
3.	CLGF (Common Wealth Local	Partnership with India on Agric	All munic	MDM	Agric specific	150 000 & 250 000	-	-	100 000	50 000

	Government Forum programme) - Soil testing	projects	ipalities		projects					
4.	SMME Support	SMME Support	MDM	Tzaneen	Role players in the economy	1 000 000	300 000	100 000		
5.	Tourism Development programme	Brochures, birding route maps, CDs & DVDs, marketing of tourism hotspots in airports, hotels & other publications	MDM	MDM	Tourists	1 200 000	1 500 000	1 000 000		
6.	SMME development	SMME awareness SMME database	MDM	MDM	SMMES, Cooperatives	30 000	50 000	30 000		
Project No:	Project Name	Project Description	Municipality	Location	Target group	MTEF Forward Estimates				
						2013/14	2014/15	2015/16	2016/17	2017/18
7.	SMME special programmes	Hlomela poultry farm for women	MDM	MDM	Women		100 000	50 000		-
		Areshomeshaneng Agric co-operative	MDM	MDM	Cooperatives		50 000	30 000		-
		Molwana business enterprise (Butcher)	MDM	MDM	Role players		200 000	20 000		-
		Majeje (Benfarm women sewing co-operative)	BPM	Benfarm	Women	100 000	20 000			-
		Benfarm youth chicken farm	BPM	Benfarm	Youth	-	20 000			-
		Julesburg's working	GTM	Julesburg	Youth	200 000	20 000			-

		together youth cooperative								
		Sedawa women cooperative empowerment	MLM	Sedawa	Women	100 000	30 000			
GEOGRAPHIC INFORMATION SYSTEM										
1.	Development of Corporate GIS	Develop an Integrated (GIS) spatial information strategy. Design & develop spatial information database.	MDM	LMS	Staff	500 000	525 000	-	-	-
2.	GIS Web application	Design & develop GIS spatial web browser application. Design & develop a district project management system.	MDM	LMS	Staff	400 000	420 000	-	-	-
Project No:	Project Name	Project Description	Municipic	Location	Target group	MTEF Forward Estimates				
						2013/14	2014/15	2015/16	2016/17	2017/18
SPATIAL PLANNING										
1.	Township establishment	100 sites: Town planning & surveying	GTM	Pyapyamela (Modjadji T/A)	RSA citizens	300 000				
		500 sites: Town planning & surveying	GTM	Mogoboya (Ba-Thabina T/A)	RSA citizens	1 000 000				
		900 sites: Town planning & surveying	GTM	Pulaneng (Mohlaba T/A)	RSA citizens	2 000 000				
		150 sites: Town	GTM	Gabaza	RSA	400 000				

		planning & surveying		(Mohlaba T/A)	citizens					
		200 sites: Town planning & surveying	GTM	Bonn (Mohlaba T/A)	RSA citizens	500 000				
		300 sites: Town planning & surveying	GTM	Mbambame ncisi (Mohlaba T/A)	RSA citizens	700 000				
		200 sites: Town planning & surveying	GTM	Mafarana/Rg ubye (Mohlaba T/A)	RSA citizens	500 000				
		200 sites: Town planning & surveying	GTM	Mafarana /Shibodze (Mohlaba T/A)	RSA citizens	500 000				
		300n sites: Town planning & surveying	GLM	Modjadjisklo of	RSA citizens	700 000				
		150 sites: Town planning & surveying	GLM	Mamaila Thoto (Headman Mamaila)	RSA citizens	300 000				
		150 sites: Town planning & Surveying	GLM	Modubung (Headman Malatji)	RSA citizens	400 000				
		450 sites: Town planning & Surveying	GLM	Sekhutini (Headman Mohale M)	RSA citizens	900 000				
		200 sites: Town planning & Surveying	GLM	Phakong (Headman Morwatshehl a)	RSA citizens	500 000				
		200 sites: Town planning & Surveying	GLM	Paardekraal (Kgosi Phooko MD)	RSA citizens	500 000				

		100 sites: Town planning & Surveying	GLM	Madumelen g (Headman Madumelen g)	RSA citizens	300 000				
		300 sites: Town planning & Surveying	GLM	Ga-Kgapane Township	RSA citizens	700 000				
		300 sites: Town planning & Surveying	GLM	Ga-Sedibeng (Headman Sedibeng MM)	RSA citizens	-				
		450 sites: Town planning & Surveying	GLM	Haartebeesfontein	RSA citizens	900 000				
		200 sites: Town planning & Surveying	GLM	Shotong (Headman Lebea SN)	RSA citizens	500 000				
		250 sites: Town planning & Surveying	GLM	Mabulana (Headman Mabulana W)	RSA citizens	500 000				
		200 sites: Town planning & Surveying	GLM	Lenokwe (Headman Maluleke E)	RSA citizens	500 000				
		250 sites: Town planning & Surveying	GLM	Khosothupa (Headman Khosothupa)	RSA citizens	500 000				
		600 sites: Town planning & Surveying	GLM	Ratjeke (Headman Ratjeke)	RSA citizens	1 200 000				
		600 sites : Town planning & Surveying	BPM	Area before the Namakgale cemetery	RSA citizens	1 200 000				
		400 sites: Town planning & Surveying	BPM	Selwane (Matshilapat e)	RSA citizens	800 000				
		400 sites: Town	BPM	Kurhula	RSA	800 000				

		planning & Surveying			citizens					
		150 sites: Town planning & Surveying	GGM	Khaxani (Dzumeri T/A)	RSA citizens	400 000				
		500 sites: Town planning & Surveying	GGM	Mavalani	RSA citizens	1 000 000				
		150 sites: Town planning & Surveying	GGM	Hlaneki A	RSA citizens	400 000				
		300 sites: Town planning & Surveying	GGM	Basani	RSA citizens	700 000				
		300 sites: Town planning & Surveying	GGM	Mayephu	RSA citizens	700 000				
2.	SDF Review and Implementation	Review of SDF	MDM	MDM	RSA citizens	1 000 000	2 000 000	2 000 000		
WATER AND SANITATION (055)										
1.	Water commissioning (pilot study)	Research	GGM	GGM	Communities	-	-	-	-	-
2.	Water provisioning plan	Plan	MDM	MDM	Institution	-	-	-	-	-
3.	Water master plan	Plan	MDM	MDM	Institution	-	-	-	-	-
4.	Sanitation and water conservation & demand management plan	Plan	MDM	MDM	Institution	-	-	-	-	-
5.	Turn around strategy: BPM, GGM & GLM	Water cost recovery project	MDM	BPM, GGM, GLM	LMS	-	-	-	-	-
6.	Indigent support	Indigent support	MDM	BPM		26 637	27 969	-	-	-
7.	Free basic water	Water	MDM	LMS	Indigents	292 402	307 023			
8.	Bulk purchases of water	Purchase of water	MDM	GGM, GTM, MLM,	Communities	2 271 400 1 895 370 1 100 405	2 384 970 1 990 138 1 155 425			

				GLM		5 464 750	6 197 027			
9.	Bulk water purchases	Purchasing from LNW	MDM	MDM Villages	Communiti es	48 290 000	50 704 500			
Proj ect No:	Project Name	Project Description	Muni c	Location	Target group	MTEF Forward Estimates				
						2013/14	2014/15	2015/16	2016/17	2017/18
WATER AND SANITATION (CAPITAL PROJECTS)										
1.	Upgradng of Senwamokgope Sewage Plant	Sewage upgrading	GLM	Senwamokg ope	Communiti es		-	-	0	
2.	Giyani System N(Mapuve)	Water reticulation	GGM	Mapuve	Communiti es	13 000 000				
3.	Water Reticulation GGM	Water reticulation	GGM	GGM	Communiti es	15 000 000				
4.	Sekgosese Ground Water Development Scheme	Ground water development	GLM	Sekgosese	Communiti es	11 603 176				
5.	Upgrading of Water Reticulation GLM	Water reticulation	GLM	GLM	Communiti es	3 659 114				
6.	Thapane RWS (Water Ret in villages GTM)	Water reticulation	GTM	Thapane	Communiti es	15 000 000				
7.	Hoedsspruit Bulk Water Supply	Bulk water supply	MLM	Hoedspruit	Communiti es	25 000 000				
8.	Kampersus Bulk Water Supply	Bulk water supply	MLM	Kampersrus	Communiti es	3 500 000				
9.	Upgrading of Water Reticulation MLM	Water reticulation	MLM	MLM	Communiti es	25 000 000				
10.	Kampersrus Sewage Plant	Sewage upgrading	MLM	Kampersrus	Communiti es	30 000 000				
11.	Upgrading Giyani Water Works	Upgrading of water works	GGM	Giyani	Communiti es	40 000 000				
12.	Selwane Water Scheme	Water scheme upgrading	BPM	Selwane	Communiti es	14 100 000				
13.	Sefofotse to Ditshosine to Ramatlatsi Bulk Water Supply	Bulk water supply	GLM	Sefofotse	Communiti es	25 000 000				
14.	Upgrading of Thabina Water Treatment Plant	Upgrading of water treatment	GTM	Thabina	Communiti es	5 000 000				

		plant								
15.	Thabina Water Reticulation	Water reticulation	GTM	Thabina	Communities	4 000 000				
16.	Upgrading of Thapane Water Treatment Plant	Upgrading of water treatment	MDM	Thapane	Communities	10 000 000				
Project No :	Project Name	Project Description	Municipality	Location	Target group	MTEF Forward Estimates				
						2013/14	2014/15	2015/16	2016/17	2017/18
17.	Upgrading of Tours Water Scheme Phase 2	Upgrading of water scheme	GTM	Tours	Communities	30 000 000				
18.	Mopani Rural Sanitation Phase 5	Rural sanitation	MDM	MDM	Communities	60 000 000				
19.	PMU Management	Management	MDM	MDM	Institution	6 720 000				
ROADS										
1.	Metz – Bismark road	Upgrading from gravel to tar	MLM	Metz/ Bismark	Communities	7 100 000				
2.	Xikukwane-Xivulani road	Upgrading from gravel to tar	GGM	Xikukwane	Communities	10 000 000	10 000 000			
3.	Modjadji to Mavele road	Upgrading from gravel to tar	GLM	Modjadji/ Mavele	Communities	20 000 000				
4.	Maseke to Mashishimale road	Upgrading from gravel to tar	BPM	Maseke/ Mashishimale	Communities	10 000 000				
5.	Sekgopo road	Upgrading from gravel to tar	GLM	Sekgopo	Communities	40 000 000	35 140 476			
6	Maribe Thema bridge	To construct a bridge	GTM	Maribe Thema area	Communities	R15 000 000	R10 000 000			
7	Review of Integrated Transport Plan	Complete review of the transport sector plan of the IDP	MDM	District area	Governance	R 1 300 000	-			

8	Transport forum workshops	Launching the forum and capacity building of members	MDM	MDM	Communities	R 200 000	R100 000	R100 000	R100 000	R100 000
9.	Public Transport Campaigns	Educational campaigns at taxi ranking facilities to promote road safety, discourage drug use prevent HIV Aids.	All local municipalities under MDM	MDM	Taxi operators & commuters	R 200 000	-			
10.	Transport Indaba	To bring all stakeholders together in addressing transport matters so as to ensure economic & social development	MDM	MDM	All stakeholders in transport	R 100 000	R100 000	R100 000	R100 000	R100 000
11.	Road Master Plan	To ensure forward planning in addressing road infrastructure backlogs	MDM	District-wide	Communities	R 2 000 000				
12.	Mopani Road Maintenance (potholes and regravelling)	Patching of potholes in tarred roads & regravelling of	GGM GLM GTM BPM	District-wide	Communities	R 1 000 000 R 1 000 000				

		gravel roads that need re-habilitation.	MLM			R 1 000 000 R 1 000 000 R 1 000 000				
13.	Purchasing of 5 graders	Purchasing of 5 more graders for roads maintenance.	CGM GLM GTM BPM MLM	MDM	Communities	R 15000 000				
14.	Grader maintenance and repairs	Purchase of parts for repairing /maintain graders.	MDM	MDM	Communities	R 1 000 000				
ELECTRIFICATION										
1.	Metz Electrification	Electrification of households	MLM	Metz	Communities	5 000 000				
2.	Bochabelo Electrification	Electrification of households	CGM	Bochabelo	Communities	1 700 000				
3.	Apollo lights	Apollo lights in crime prone areas	MDM		Communities	6 000 000	4 000 000			
OFFICE BUILDINGS										
1.	Mopani office building	Building of offices	MDM	Tzaneen	Communities	56 000 000				
2.	Modjadji Royal house & extension of fencing	Extension of fencing	GLM	Modjadji	Communities	2 000 000				
STADIA										
1.	Lerejeng sports centre	Upgrading of sports centre	MDM	Lerejeng	Communities	5b 940 000				

2.	Kgapane stadium	Upgrading of stadium	GLM	Ga-Kgapane	Communities	6 000 000	10 000 000			
3.	Lenyenye stadium	Upgrading of stadium	GTM	Lenyenye	Communities	6 000 000	10 000			
COMMUNITY SERVICES										
SPORT ARTS AND CULTURE (070)										
1.	Support to federations	Social	All LMs	All LM's	Youth	200 000	300 000	320 000	350 000	350 000
2.	District Women & Girls Sport	Women & girls sport competitions	GTM	GTM	Women	90 000	100 000	110 000	120 000	120 000
3.	School Sport Activities	Sport activities	All LMs	ALL LM'S	Youth	50 000	60 000	70 000	80 000	90 000
4.	O.R.Tambo Games	Social	GGM	GGM	Youth	200 000	290 000	310 000	320 000	320 000
5.	Indigenous Games	Social	BPM	BPM	Youth	250 000	270 000	300 000	320 000	320 000
6.	Golden Games	Social	MLM	MLM	aged	100 000	110 000	120 000	130 000	130 000
7.	Arts and Culture – Ku luma Vukanyi	Social	BPM	Muti wa Vatsonga	Communities	170 000	190 000	110 000	120 000	120 000
8.	District Sport and Recreation Council	Social	ALL LMs	ALL LM's	Youth	50 000	60 000	70 000	80 000	80 000
9.	District Arts and Culture and Moral Regeneration Movement	Social	All LMs	ALL LM's	Members only	50 0000	60 000	70 000	80 000	80 000
ENVIRONMENTAL AND WASTE MANAGEMENT (060)										
1.	Environmental Awareness campaigns	Conduct environmental awareness campaigns in the district	MDM	All LMs	Women , youth & Disabled	260 000	270 000	280 000	290 000	290 000
2.	Arbor Week	Commemorate the national Arbor week	MDM	GLM	Women		-	-	-	-
3.	World Environment Day	Commemorating the world environment day	MDM	GGM	Women		-	-	-	-
4.	Air Quality Awareness Campaign	Conducting air quality awareness campaign	MDM	All LMs	Women		-	-	-	-
5.	Cleanup Campaign	Conducting cleanup campaigns in the district	MDM	All LMs	Women		-	-	-	-
Project No:	Project Name	Project Description	Munic	Location	Target group	MTEF Forward Estimates				
						2013/14	2014/15	2015/16	2016/17	2017/18

6.	State of School Environment Report	Award 9 winning schools for the cleanest environment and active participation of environmental projects	MDM	All LMs	Women	250,000	250,000	250,000	260 000	260 000
7.	Wetlands Awareness	Social	MDM	BPM		-	-	-		-
8.	Support to K2C Biosphere Reserve	Implementation of K2c Biosphere reserve management plan	MDM	BPM,GTM, MLM		110,000	110 000	120 000	130 000	140 000
9.	Funding of Waste Recycling Projects.	Supporting the small Recycling projects financially to create a healthy environment and job creation	MDM	GGM,GLMG TM,MLM	Women, Youth & Disabled	150 000	150 000	160 000	170 000	180 000
10.	Rural Waste Collection	Job creation project through EPWP funding	MDM	All LMS	Women, Youth & Disabled	500 000 EPWP funding	500 000 EPWP	600 000 EPWP	700 000 EPWP	800 000 EPWP
11.	Environmental Management Advisory forum	Coordination of Environmental Management Programs	MDM	MDM	Women, Youth & Disabled	-	-	-		-
12.	Air quality management plan	Facilitates the drafting of the air quality management plan	MDM	All LMs	Women, Youth & Disabled	700 000		-		-
13.	Air quality monitoring equipment	Facilitates the procurement of air quality monitoring equipment	MDM	All LMs	Women, Youth & Disabled	1 500 000		-		-
14.	Environmental management framework	Development of EMF	MDM	MDM	Women, Youth & Disabled	1 500 000		-		-
Project No:	Project Name	Project Description	Munic	Location	Target group	MTEF Forward Estimates				
						2013/14	2014/15	2015/16	2016/17	2017/18
15.	Environmental	Development of	MDM	MDM	Women, Youth	1 000 000		-		-

	Management plan	Environmental Management Plan			& Disabled					
16.	Review of IWMP	Conducting the review of integrated waste management plan	MDM	All LMs	Women, Youth & Disabled	500 000		-		-
17.	Greenest municipality competition	Facilitates competition for the cleanest municipality	MDM	All LMs	Women	100 000	100 000	100 000	100 000	100 000
18.	Greening Limpopo	Purchase of fruit & indigenous trees and facilitates the planting of trees & monitoring of programme	MDM	All LMs	Women	700 000	700 000	500 000	300 000	200 000
HEALTH SERVICES (085)										
1.	District AIDS Council	Social	MDM	All LMs	Women	200 000	210 000	220 000	230 000	240 000
2.	HIV/AIDS & TB Summit	Social	MDM	MDM	Women	300 000	-	-	350 000	-
3.	Employees wellness day	Conduct health awareness campaign/workshop to employees	MDM	MDM	Women	70 000	70 000	80 000	80 000	80 000
4.	World AIDS Day	Procure for the celebration of World AIDS Day	MDM	MLM	Women	200 000	240 000	250 000	250 000	260 000
5.	Health & Hygiene awareness/workshops	Facilitates education awareness to both formal and informal food handlers and general members of the public	MDM	All LMs	Women	70 000	70 000	75 000	75 000	80 000
Project No:	Project Name	Project Description	Munic	Location	Target group	MTEF Forward Estimates				
						2013/14	2014/15	2015/16	2016/17	2017/18
6.	District Health Council activities	Conduct DHC activities	MDM	MDM & LMs	Women	50 000	50 000	50 000	60 000	60 000

7.	Candlelight memorial	Conduct candlelight memorial services for those affected and infected with HIV/AIDS		GTM	Women	240 000	240 000	250 000	250 000	250 000
8.	Cleanest health facilities' competition	Facilitate competition for the leanest and hygienic health facility in the district	MDM	All LMs	Women, Youth & Disabled	300 000	300 000	350 000	350 000	350 000
9.	World Food day/indigenous knowledge system	Celebration of the World food day and indigenous knowledge system promotion	MDM	GTM & BPM	Women, Youth & Disabled	200 000	200 000	210 000	210 000	220 000
EDUCATION (070)										
1.	Best grd 12 performing school competition	Awards prizes for the schools that performed best in the matric results	MDM	All LMs	Women	300 000	300 000	350 000	350 000	350 000
2.	Supply of playing & educational equipments to 10 MDM Crèches	Procure for the supply of educational equipments	MDM	All LMs	Women	-	500 000	-	500 000	-
3.	Construction of 10 new ECD centres	Procure for the construction of ECD centres	MDM	2 per local municipality	Women	8 000 000	-	-		
4.	Official handing over of completed ECDs projects	Launching of crèches	MDM	All LMs	Women, Youth & Disabled		110 000		-	
Proj ect No:	Project Name	Project Description	Munic	Location	Target group	MTEF Forward Estimates				
						2013/14	2014/15	2015/16	2016/17	2017/18
SAFETY, SECURITY AND TRAFFIC (070)										
1.	District community	The forum coordinates	MDM	All LMs	Women	100 000	150 000	160 000	170 000	190 000

	safety forum	& monitors the community safety								
2.	Arrive alive campaigns	Promoting road safety	MDM	All LMs	Women	150 000	160 000	175 000	180 000	190 000
3.	Transport forum	The forum coordinates & monitors public transport	MDM	All LMs	Women	50 000	50 000	60 000	60 000	80 000
4.	Development of the public transport law enforcement	Development of the District public safety framework and the traffic law enforcement	MDM	All LMs	Women	5 000 000	5 000 000	6 000 000	7 000 000	7 000 000
5.	Launching of transport month	Commemorating the transport month	MDM	All LMs	Women	50 000	50 000	60 000	70 000	80 000
HOUSING (070)										
1.	Consumer education awareness/workshops	Consumer 5 education road shows	MDM	All LMs	Women	80 000	60 000	60 000	60 000	60 000
2.	Support the development of housing policies	Social	MDM	MDM	Women	-	-	-	-	-
FIRE SERVICES (075)										
1.	Fire & rescue services (vehicles, high angle boat) (replacement of fire vehicles)	Provide for vehicle, high angle, swift water & confined space rescue	MDM	All LMs	Staff & citizens	12,250 000	12,250 000	5,200 000	5 300 000	5 400 000
2.	Fire awareness campaigns (school awareness fire safety week)	Awareness campaign within MDM	MDM	All stations	Staff & citizens	250 000	250 000	250 000	250 000	250 000
3.	Provision of furniture	Provide furniture to satellite offices.	MDM	All stations	Staff & citizens	400 000	150 000	150 000	150 000	150 000
4.	Fire protection association	Provide wild fire units for operations	MDM	All stations	Staff & citizens	800 000	900 000	910 000	920 000	930 000
5.	Control room activation system	Control room activation system	MDM	All Stations	Staff & citizens	200 000	220 000	240 000	260 000	280 000
Project No:	Project Name	Project Description	Munic	Location	Target group	MTEF Forward Estimates				
						2013/14	2014/15	2015/16	2016/17	2017/18
DISASTER MANAGEMENT (080)										
1.	Awareness campaigns	Awareness campaigns edutainment material	MDM	DMC	Communities	250 000	250 000	250 000		

2.	Develop a fire plan for the district	Develop a detailed fire plan for the district	MDM	DMC	Communities	500 000	100 000	-		
3.	Rental communication & information management system for the centre	Emergency communication centre & information management for the district	MDM	DMC	Communities	3 000 000	3 200 000	3 400 000		
4.	Review call centre communication procedures/plan	Emergency communication centre procedures and plan for the district	MDM	DMC	Communities	100 000	-	-		
5.	Early warning system	Weather stations & monitoring devices. Automatic rainfall stations.	MDM	DMC	Communities	500 000	200 000	100 000		
6.	Disaster relief support	Relief during emergencies and disasters	MDM	DMC	Communities	3 500 000	4 000 000	4 500 000		
7.	Vehicle tracking systems	Vehicle tracking system for centre linked to the GEMC3 system	MDM	DMC	Communities	450 000	50 000	50 000		
8.	Review of the Disaster management plan vulnerable risk hazard analysis	Review of the current plan and vulnerability hazard analysis	MDM	DMC	Communities	500 000				
9.	Research on the impact of climate change on the Mopani District	The impact of climate change on District environment, agriculture & economy	MDM	DMC	Communities	1 200 000				
10.	Areal fire fighting support	High risk fire areas in the district	MDM	DMC	Communities	500 000				
11.	Upgrade of command vehicle	Enhance the capability of the command vehicle		DMC	Communities	250 000	50 000			
12.	Purchase of vehicles 1x5ton truck and 1x4x4 bakkie	To improve disaster management centre		DMC	Communities	750 000				
13.	Upgrading of security systems in the DMC	Improve security system like CCTV		DMC	Communities	500 000				

		cameras etc.								
14.	Improve landscaping & garden services at the centre	Improve gardens around the centre		DMC	Communities	2 000 000				

GREATER TZANEEN PROJECTS

CAPITAL PROJECTS

KEY PERFORMANCE AREA: SPATIAL RATIONALE

PRIORITY ISSUE: SPATIAL DEVELOPMENT

STRATEGIC OBJECTIVE: ENHANCED INTEGRATED DEVELOPMENT PLANNING

STRATEGY/ INTERVENTION: BY REVIEWING THE SDF AND IDP

Project No:	Project Name	Project Description and Location	Project Duration		Total Budget	Expenditure to Date from previous years	MTEF Forward Estimates			Source of funding
			Date: Start	Date:Finish			2013/2014	2014/2015	2015/2016	
LAND PURCHASE										
PED - 1	Land acquisition for residential purpose at Politsi	Land acquisition for residential purpose at Politsi	01/07/2013	31/06/2016	R 11 000 000	R 0, 00	R 1 000 000	R 3 000 000	R 7 000 000	Own
PED - 2	Acquisition of two farms in Tzaneen for residential purpose	Acquisition for two farms in Tzaneen for residential purpose	01/07/2015	31/06/2016	R 4 000 000	R 0, 00			R 4 000 000	Own
PED - 3	Acquisition of land in Nkowankowa for establishment of a cemetery	Acquisition of land in Nkowankowa for establishment of a cemetery	01/07/2014	31/06/2016	R 2 000 000	R 0, 00		R 1 000 000	R 1 000 000	Own
PED- 4	Transfer of state land to GTM for Regional Cemetery	Transfer of state land to GTM for Regional Cemetery	01/07/2014	31/06/2016	R 1 500 000	R 0, 00		R 500 000	R 1 000 000	Own
PED- 5	Establishment of Lenyenye Cemetery	Establishment of Lenyenye Cemetery	01/07/2013	31/06/2014	R 1 750 000	R 0, 00	R 1 250 000			Own
TOTAL					R 20 750 000		R 1 250 000	R 1 500 000	R 6 000 000	
TOWNSHIP ESTABLISHMENT										
PED - 6	Township Establishment for Talana Hostel	Township Establishment for Talana Hostel	01/07/2015	31/06/2016	R 1 000 000	R 0, 00		R 500 000	R 500 000	Own
TOTAL					R 1 000 000			R 500 000	R 500 000	

KEY PERFORMANCE AREA: BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT

PRIORITY ISSUE: DELIVERY OF BASIC SERVICES

STRATEGIC OBJECTIVE: IMPROVED ACCESS TO AFFORDABLE AND SUSTAINABLE BASIC SERVICES

STRATEGY/ INTERVENTION: BY PROVIDING AFFORDABLE AND SUSTAINABLE BASIC SERVICES

Project No:	Project Name	Project Description and Location	Project Duration		Total Budget	Expenditure to Date from previous years	MTEF Forward Estimates			Source of funding
			Date:Start	Date:Finish			2013/14	2014/15	2015/16	
SANITATION										
ES- 7	Rural Household Infrastructure Grant (Sanitation)	Rural Household Infrastructure Grant (Sanitation)	01/07/2013	31/06/2014	R 4 000 000		R 4 000 000	R 4 500 000	R 4 500 000	NT
ROADS AND STORMWATER										
TAR ROADS										
ES- 8	Upgrading of Sasekani to Nkowankowa D road from gravel to tar	Upgrading of Sasekani to Nkowankowa D road from gravel to tar	01/07/2012	31/06/2013	R 6 500 843		R 1 199 475			MIG Own
							R 5 301 368			
ES- 9	Upgrading of Senakwe to Morapalala road from gravel to tar	Upgrading of Senakwe to Morapalala road from gravel to tar	01/07/2013	31/06/2014	R 20 767 635		R 9 282 635			MIG Own
							R 11 485 000			
ES- 10	Upgrading of Mafarana, Ntsako, Bonn to Sedan road from gravel to tar	Upgrading of Mafarana, Ntsako, Bonn to Sedan road from gravel to tar	01/07/2013	31/06/2014	R 16 137 152		R 10 136 130			MIG Own
							R 6 001 022			
ES- 11	Upgrading of Thapane to Moruji road from gravel to tar	Upgrading of Thapane to Moruji road from gravel to tar	01/07/2013	31/06/2014	R 37 991 687		R27 791 380			MIG Own
							R 10 200 307			
ES- 12	Upgrading of Moruji to Matswi/ Kheshokolwe road from gravel to tar	Upgrading of Moruji to Matswi/ Kheshokolwe road from gravel to tar	01/07/2014	31/06/2016	R 59 999 998			R 26 315 789	R 26 315 789	MIG Own
								R 3 684 210	R 3 684 210	
ES- 13	Upgrading of Rita, Khopo, Lefara, Zanghoma to Berlin road from gravel to tar	Upgrading of Rita, Khopo, Lefara, Zanghoma to Berlin road from gravel to tar	01/07/2014	31/06/2016	R 59 999 998			R 26 315 789	R 26 315 789	MIG Own
								R 3 684 210	R 3 684 210	
ES- 14	Upgrading of Tickyline, Myakayaka, Burgersdorp, Gavazan to Mafarana road	Upgrading of Tickyline, Myakayaka, Burgersdorp, Gavazan to Mafarana road	01/07/2014	31/06/2016	R 51 347 238			R 17 960 752	R 23 738 462	MIG Own
								R 4 344 676	R 5 303 348	

Project No:	Project Name	Project Description and Location	Project Duration		Total Budget	Expenditure to Date from previous years	MTEF Forward Estimates			Source of funding
			Date:Start	Date:Finish			2013/14	2014/15	2015/16	
	from gravel to tar	from gravel to tar								
ES- 15	Road to new Lenyenye cemetery	Road to new Lenyenye cemetery	01/07/2014	31/06/2015	R 1 000 000			R 1 000 000		Own
ES- 16	Construction of an access road at Agatha cemetery	Construction of an access road at Agatha cemetery	01/07/2014	31/06/2015	R 600, 000	R 0, 000		R 600 000		Own
NDPG- 17	Construction of a ring road in Nkowankowa Section C	Construction of a ring road in Nkowankowa Section C	01/12/2012	31/09/2013	R 13 000 000		R 13 000 000			NDPG
TOTAL					R266 744 551		R 94 397 317	R 83 305 426	R 89 041 808	MIG & Own
HIGH AND LOW LEVEL BRIDGE										
ES- 18	Construction of Ramotshinyadi Bridge	Construction of Ramotshinyadi Bridge	01/07/2013	31/06/2014	R 12 006 030	R 0, 000	R 9 115 500			MIG
							R 2 890 530			Own
ES- 19	Construction of a Low level bridge at Agatha cemetery	Construction of a Low level bridge at Agatha cemetery	01/07/2014	31/06/2016	R 1 500 000			R 500 000	R 1 000 000	Own
ES- 20	Rikhotso low level bridge Phase 1	Rikhotso low level bridge Phase 1	01/07/2014	31/06/2016	R 1 800 000			R 1 000 000	R 800 000	Own
ES- 21	Mokonyane low level bridge Phase 1	Mokonyane low level bridge Phase 1	01/07/2014	31/06/2016	R 1 800 000			R 1 000 000	R 800 000	Own
ES- 22	Khwekhwe low level bridge Phase 1	low level bridge Phase 1	01/07/2015	31/06/2016	R 1 500 000				R 1 500 000	Own
ES- 23	Mawa B12 low level bridge Phase 1	Mawa B12 low level bridge Phase 1	01/07/2015	31/06/2016	R 1 500 000				R 1 500 000	Own
TOTAL					R 18 606 030		R 12 006 030	R 2 500 000	R 5 600 000	MIG & Own
ROAD SPEED HUMPS										
ES- 24	Construction of speed humps and	Construction of speed humps and	01/07/2015	31/06/2016	R 1 500 000			R 1 000 000	R 500 000	Own

Project No:	Project Name	Project Description and Location	Project Duration		Total Budget	Expenditure to Date from previous years	MTEF Forward Estimates			Source of funding
			Date:Start	Date:Finish			2013/14	2014/15	2015/16	
	rehabilitation	rehabilitation								
TOTAL					R 1 500 000			R 1 00 000	R 500 000	Own
ROADS REFURBISHMENT										
ES- 26	Refurbishment (Renewal) of Agatha street in Tzaneen	Refurbishment of Agatha street in Tzaneen	01/07/2013	31/06/2014	R 1 500 000		R 1 500 000			Own
ES- 27	Refurbishment (Renewal) Sapekoe drive Phase 1 in Tzaneen	Refurbishment Sapekoe drive Phase 1 in Tzaneen	01/07/2013	31/06/2014	R 2 500 000		R 2 500 000			Own
ES- 28	Refurbishment (Renewal) of Khayalami street in Nkowankowa Phase 1	Refurbishment of Khayalami street in Nkowankowa Phase 1	01/07/2013	31/06/2014	R 2 500 000		R 2 500 000			Own
ES- 29	Refurbishment (Renewal) of Bankuna street in Nkowankowa Phase 2	Refurbishment of Bankuna street in Nkowankowa Phase 2	01/07/2013	31/06/2014	R 3 000 000		R 3 000 000			Own
CS- 30	Repairs and maintenance (Renewal) at the Tzaneen landfill site entrance road	Repairs and maintenance at the Tzaneen landfill site entrance road	01/07/2014	31/06/2015	R 500 000	R 0, 000		R 500 000		Own
CS- 31	Repairs and maintenance(Renewal) at the Heanertsburg DoC entrance road	Repairs and maintenance at the Heanertsburg DoC entrance road	01/07/2014	31/06/2015	R 500 000	R 0, 000		R 500 000		Own
CS- 32	Repairs and maintenance(Renewal) at the Nkowankowa DoC entrance road	Repairs and maintenance at the Nkowankowa DoC entrance road	01/07/2014	31/06/2015	R 500 000	R 0, 000		R 500 000		Own
CS- 33	Repairs and	Repairs and	01/07/2015	31/06/2016	R 600 000	R 0, 000			R 600 000	Own

Project No:	Project Name	Project Description and Location	Project Duration		Total Budget	Expenditure to Date from previous years	MTEF Forward Estimates			Source of funding
			Date:Start	Date:Finish			2013/14	2014/15	2015/16	
	maintenance(Renewal) at the Letsitele DoC entrance road	maintenance at the Letsitele DoC entrance road								
CS- 34	Repairs and maintenance (Renewal) at the Lenyenye DoC entrance road	Repairs and maintenance at the Lenyenye DoC entrance road	01/07/2015	31/06/2016	R 600 000	R 0, 000			R 600 000	Own
CS- 35	240m² concrete-floor at Landfill recycling-depot (heavy-duty concrete paving) at Tzaneen Landfill site	240m² concrete-floor at Landfill recycling-depot (heavy-duty concrete paving) at Tzaneen Landfill site	01/07/2013	31/06/2014	R 200 000	R 0-00			R 200 000	Own
CS- 36	Paving at Nkowankowa DLTC	Paving at Nkowankowa DLTC	01/07/2013	31/06/2014	R 30 000	R 0, 000			R 30 000	Own
TOTAL					R 12 430 000		R 9 500 000	R 1 500 000	R 1 430 000	Own
MAINTENANCE EQUIPMENTS										
ES - 37	Purchase survey equipments	Purchase survey equipments	01/07/2013	31/06/2014	R 150 000		R 150 000			Own
ES- 38	Purchase generators	Purchase generators	01/07/2013	31/06/2014	R 60 000		R 60 000			Own
ES- 39	Purchase welding machines	Purchase welding machines	01/07/2013	31/06/2014	R 25 000		R 25 000			Own
ES- 40	Purchase diesel bowser	Purchase diesel bowser	01/07/2013	31/06/2014	R 65 000		R 65 000			Own
CS- 41	Purchase two chain saws	Purchase two chain saws	01/07/2013	31/06/2014	R 20 000		R 20 000			Own
EE- 42	Replacements of small tools	Replacements of small tools	01/07/2013	31/06/2014	R 50 000		R 50 000			Own
					R 370 000		R 370 000			Own
ELECTRICITY										
HOUSEHOLDS ELECTRIFICATION										
ESKO M-43	Electrification of 368 households at	Electrification of 368 households at	01/07/2013	31/06/2014	R 4 966 000	R 0, 000	R 4 966 000			ESKOM

Project No:	Project Name	Project Description and Location	Project Duration		Total Budget	Expenditure to Date from previous years	MTEF Forward Estimates			Source of funding
			Date:Start	Date:Finish			2013/14	2014/15	2015/16	
	Maweni/Mackery extension	Maweni/Mackery extension								
ESKO M-44	Electrification of 340 households at Maribethema	Electrification of 340 households at Maribethema	01/07/2013	31/06/2014	R 3 792 530	R 0, 000	R 3 792 530			ESKOM
ESKO M-45	Electrification of 156 households at Relela extension	Electrification of 156 households at Relela extension	01/07/2013	31/06/2014	R 2 761 206	R 0, 000	R 2 761 206			ESKOM
ESKO M-46	Electrification of 92 at Sethong (14), Matarapane (11), Seopeng (10), Semarela (22) and Setheen (35)	Electrification of 92 at Sethong (14), Matarapane (11), Seopeng (10), Semarela (22) and Setheen (35)	01/07/2013	31/06/2014	R 1 242 000	R 0, 000	R 1 242 000			ESKOM
ESKO M- 47	Electrification of 100 households at Mogapeng	Electrification of 100 households at Mogapeng	01/07/2013	31/06/2014	R 1 350 000	R 0, 000	R 1 350 000			ESKOM
ESKO M-48	Electrification of 425 households at Mariveni	Electrification of 425 households at Mariveni	01/07/2013	31/06/2014	R 5 751 000	R 0, 000	R 5 751 000			ESKOM
ESKO M-49	Electrification of 312 households at Zanghoma extension	Electrification of 312 households at Zanghoma extension	01/07/2013	31/06/2014	R 4 212 000	R 0, 000	R 4 212 000			ESKOM
INEP - 50	Electrification of households at Thapane	Electrification of households at Thapane	01/07/2013	31/06/2014	R 4 565 000	R 0, 000	R 4 565 000			INEP
INEP- 51	Electrification of households at Khujwana (Phase 1 and 2)	Electrification of households at Khujwana (Phase 1 and 2)	01/07/2013	31/06/2014	R 13 919 000	R 0, 000	R 13 919 000			INEP
INEP- 52	Electrification of households at Mokgwathi Block 10 & 11 extension	Electrification of households at Mokgwathi Block 10 & 11 extension	01/07/2013	31/06/2014	R 3 432 000	R 0, 000	R 1 516 000	R2 345000		INEP
INEP- 53	Electrification of households at Thako/Kgwekgwe/	Electrification of households at Thako/Kgwekgwe/	01/07/2014	31/06/2015	R 4 615 000	R 0, 000		R 4 615 000		INEP

Project No:	Project Name	Project Description and Location	Project Duration		Total Budget	Expenditure to Date from previous years	MTEF Forward Estimates			Source of funding
			Date:Start	Date:Finish			2013/14	2014/15	2015/16	
	Moleketla extension	Moleketla extension								
INEP-54	Electrification of households at Nabane/Marumof ase extension	Electrification of households at Nabane/Marumof ase extension	01/07/2014	31/06/2015	R 2 002 000	R 0, 000		R 2 002 000		INEP
INEP-55	Electrification of households at Nwamungololo/Ru nnymede/Pjapjam ela/Masenakwe ext	Electrification of households at Nwamungololo/Ru nnymede/Pjapjam ela/Masenakwe ext	01/07/2014	31/06/2015	R 5 382 000	R 0, 000		R 5 382 000		INEP
INEP-56	Electrification of households at Mohlakong/Moruji ext (Phase 1 and 2)	Electrification of households at Mohlakong/Moruji ext (Phase 1 and 2)	01/07/2014	31/06/2015	R 2 301 000	R 0, 000		R 1 085 000	R1 216 000	INEP
INEP-57	Electrification of households at Bonn/Lekutswi ext	Electrification of households at Bonn/Lekutswi ext	01/07/2015	31/06/2016	R 936 000	R 0, 000			R 936 000	INEP
INEP-58	Electrification of households at Pharare ext (New Phepene/Madawa	Electrification of households at Pharare ext (New Phepene/Madawa	01/07/2015	31/06/2016	R 3 185 000	R 0, 000			R 3 185 000	INEP
INEP-59	Electrification of households at Mopye/Sebabane ext	Electrification of households at Mopye/Sebabane ext	01/07/2015	31/06/2016	R 2 314 000	R 0, 000			R 2 314 000	INEP
INEP-60	Electrification of households at Babanana ext	Electrification of households at Babanana ext	01/07/2015	31/06/2016	R 156 000	R 0, 000			R 156 000	INEP
INEP-61	Electrification of households at Botludi/Mothomen g	Electrification of households at Botludi/Mothomen g	01/07/2015	31/06/2016	R 2 262 000	R 0, 000			R 2 262 000	INEP
INEP-62	Electrification of households at Rwanda/Mandlak azi ext	Electrification of households at Rwanda/Mandlak azi ext	01/07/2015	31/06/2016	R 2 431 000	R 0, 000			R 2 431 000	INEP

Project No:	Project Name	Project Description and Location	Project Duration		Total Budget	Expenditure to Date from previous years	MTEF Forward Estimates			Source of funding
			Date:Start	Date:Finish			2013/14	2014/15	2015/16	
INEP-63	Electrification of households at Motupa/Kubjana	Electrification of households at Motupa/Kubjana	01/07/2015	31/06/2016	R 4 329 000	R 0, 000			R 4 329 000	INEP
INEP-64	Electrification of households at Khopo (Civic)	Electrification of households at Khopo (Civic)	01/07/2015	31/06/2016	R 3 005 000	R 0, 000			R 3 005 000	INEP
INEP-65	Electrification of households at Musiphana (East & West) ext	Electrification of households at Musiphana (East & West) ext	01/07/2015	31/06/2016	R 1 079 000	R 0, 000			R 1 079 000	INEP
INEP-66	Electrification of households at Wally	Electrification of households at Wally	01/07/2015	31/06/2016	R 4 087 000	R 0, 000			R 4 087 000	INEP
TOTAL					R 66 723 736		R 44 074 736	R 11 999 000	R 19 697 000	
STREET LIGHTS										
EE- 67	Install twelve (12) new street lights	Install twelve (12) new street lights	01/07/2013	31/06/2016	R 350 000	R 0, 000		R 150 000	R 200 000	Own
APOLLO LIGHTS										
EE- 68	Apollo lights at Dan village	Apollo lights at Dan village	01/07/2013	31/06/2014	R 500 000		R 500 000			Own
EE- 69	Apollo lights at Motupa village	Apollo lights at Motupa village	01/07/2013	31/06/2014	R 500 000		R 500 000			Own
EE- 70	Apollo lights at Nyagelani (Radoo) village	Apollo lights at Nyagelani (Radoo) village	01/07/2013	31/06/2014	R 500 000		R 500 000			Own
EE- 71	Apollo lights at Tickyline village	Apollo lights at Tickyline village	01/07/2013	31/06/2014	R 500 000		R 500 000			Own
EE- 72	Apollo lights at Moruji	Apollo lights at Moruji	01/07/2013	31/06/2014	R 500 000		R 500 000			Own
EE- 73	Apollo lights at Lephepane and Khopo	Apollo lights at Lephepane and Khopo	01/07/2014	31/06/2015	R 520 000			R 520 000		Own
EE- 74	Apollo light at Makhubidung	Apollo light at Makhubidung	01/07/2014	31/06/2015	R 520 000			R 520 000		Own
EE- 75	Apollo light at Burgersdorp	Apollo light at Burgersdorp	01/07/2014	31/06/2015	R 520 000			R 520 000		Own
EE- 76	Apollo lights at Masoma and Hweetse	Apollo lights at Masoma and Hweetse	01/07/2014	31/06/2015	R 520 000			R 520 000		Own

Project No:	Project Name	Project Description and Location	Project Duration		Total Budget	Expenditure to Date from previous years	MTEF Forward Estimates			Source of funding
			Date:Start	Date:Finish			2013/14	2014/15	2015/16	
EE- 77	Apollo lights at Moloko and Pelana village	Apollo lights at Moloko and Pelana village	01/07/2015	31/06/2016	R 540 000				R 540 000	Own
EE- 78	Apollo lights at Runnymede and Mavele villages	Apollo lights at Runnymede and Mavele villages	01/07/2015	31/06/2016	R 540 000				R 540 000	Own
EE- 79	Apollo lights at Petanenge and Zanghoma	Apollo lights at Petanenge and Zanghoma	01/07/2015	31/06/201	R 540 000				R 540 000	Own
EE- 80	Apollo lights at Mariveni	Apollo lights at Mariveni	01/07/2015	31/06/2016	R 540 000				R 540 000	Own
EE- 81	Apollo lights at Moime and Shikwambana	Apollo lights at Moime and Shikwambana	01/07/2015	31/06/2016	R 540 000				R 540 000	Own
EE- 82	Apollo lights at Lusaka	Apollo lights at Lusaka	01/07/2015	31/06/2016	R 540 000				R 540 000	Own
EE- 83	Apollo lights at Sethong	Apollo lights at Sethong	01/07/2015	31/06/2016	R 540 000				R 540 000	Own
EE- 84	Apollo lights at Moleketla	Apollo lights at Moleketla	01/07/2015	31/06/2016	R 540 000				R 540 000	Own
EE- 85	Apollo lights at Mawa Block 8 and 9	Apollo lights at Mawa Block 8 and 9	01/07/2015	31/06/2016	R 540 000				R 540 000	Own
EE-86	Apollo lights at Xihoko	Apollo lights at Xihoko	01/07/2015	31/06/2016	R 540 000				R 540 000	Own
EE- 87	Apollo lights at Mandlakazi	Apollo lights at Mandlakazi	01/07/2015	31/06/2016	R 540 000				R 540 000	Own
EE- 88	Apollo lights at Nkowankowa	Apollo lights at Nkowankowa	01/07/2015	31/06/2016	R 540 000				R 540 000	Own
EE- 89	Apollo lights at Rita	Apollo lights at Rita	01/07/2015	31/06/2016	R 540 000				R 540 000	Own
TOTAL					R 11 600 000		R 2 500 000	R 2 080 000	R 7 020 000	
ROAD TRAFFIC LIGHTS										
EE- 90	Traffic lights at Letaba Cross	Traffic lights at Letaba Cross	01/07/2014	31/06/2015	R 400 000			R 300 000		Own
EE- 91	Traffic lights at R71 turn off Deerpark	Traffic lights at R71 turn off Deerpark	01/07/2014	31/06/2015	R 400 000			R 300 000		Own
EE- 92	Traffic light at R36	Traffic light at R36	01/07/2015	31/06/2016	R 400 000				R 400 000	Own

Project No:	Project Name	Project Description and Location	Project Duration		Total Budget	Expenditure to Date from previous years	MTEF Forward Estimates			Source of funding
			Date:Start	Date:Finish			2013/14	2014/15	2015/16	
	Rita turn off to Ramalema	Rita turn off to Ramalema								
EE- 93	Traffic lights at R36 turn off Lenyenye	Traffic lights at R36 turn off Lenyenye	01/07/2015	31/06/2016	R 400 000				R 400 000	Own
ELECTRICAL EQUIPMENTS										
PED- 94	Purchase of electrical equipments	Purchase of electrical equipments	01/07/2013	31/06/2014	R 25 000		R 25 000			Own
TOTAL					R 1 600 000			R 800 000	R 800 000	Own
BUILDING AND MAINTENANCE										
NEW TOILETS BLOCKS										
ES- 95	Construction of new toilet block at Nkowankowa	Construction of new toilet block at Nkowankowa	01/07/2014	31/06/2015	R 50 000	R 0, 00		R 50 000		Own
ES- 96	Construction of new toilet block at Tzaneen Testing Stations	Construction of new toilet block at Tzaneen Testing Stations	01/07/2014	31/06/2015	R 50 000			R 50 000		Own
ES- 97	Construction of new Ablution block at parks workshop in Tzaneen	Construction of new Ablution block at parks workshop in Tzaneen	01/07/2014	31/06/2015	R 100 000	R 0, 00		R 100 000		Own
NDPG- 98	Upgrade of CBD Taxi rank and new GTM offices in Section C	Upgrade of CBD Taxi rank and new GTM offices in Section C	01/11/2012	31/03/2014	R 12 000 000		R 12 000 000			NDPG
NEW CARPORT										
CS- 99	Construction of new carport at Museum	Construction of new carport at Museum	01/07/2014	31/06/2015	R 100 000	R 0, 00	R 100 000			Own
PARKINGS										
CS- 100	Provision of parking at Waste Management offices	Provision of parking at Waste Management offices	01/07/2013	31/06/2014	R 10 000		R 10 000			
LICENSING AND TESTING										

Project No:	Project Name	Project Description and Location	Project Duration		Total Budget	Expenditure to Date from previous years	MTEF Forward Estimates			Source of funding
			Date:Start	Date:Finish			2013/14	2014/15	2015/16	
CS-101	Installation of a weigh bridge at Tzaneen DLTC	Installation of a weigh bridge at Tzaneen DLTC	01/07/2015	31/06/2016	R 340 000	R 0, 00			R 340 000	Own
FLEET MANAGEMENT										
CORP-102	Purchase of vehicle for the Speaker	Purchase of vehicle for the Speaker	01/07/2013	31/06/2014	R 480 000		R 480 000			Own

PRIORITY ISSUE: MAINTENANCE AND UPGRADING OF INFRASTRUCTURE

STRATEGIC OBJECTIVE: OPTIMIZE AND SUSTAIN INFRASTRUCTURE INVESTMENT AND SERVICES

STRATEGY/ INTERVENTION: BY MAINTAINING AND UPGRADING INFRASTRUCTURE

Project No:	Project Name	Project Description and Location	Project Duration		Total Budget	Expenditure to Date from previous years	MTEF Forward Estimates			Source of funding
			Date: Start	Date:Finish			2013/14	2014/15	2015/16	
BUILDING AND MAINTENANCE										
FENCING										
ES-103	Tzaneen air field fencing	Tzaneen air field fencing	01/07/2015	31/06/2016	R 800 000				R 800 000	Own
ES-104	Construction of fencing at Lenyenye Satellite Office	Construction of fencing at Lenyenye Satellite Office	01/07/2015	31/06/2016	R 50 000				R 50 000	Own
ES-105	Palisade fencing at Civic centre in Tzaneen	Palisade fencing at Civic centre in Tzaneen	01/07/2015	31/06/2016	R 300 000				R 300 000	Own
TOTAL					R 1 250 000				R 1 250 000	
EXTENSION OF PUBLIC TOILETS										
CS-106	Public Toilet block extensions	40m² x extension of toilet-block at Tzaneen Sanlam Taxi rank	01/07/2014	31/06/2015	R 150 000			R 150 000		Own

Project No:	Project Name	Project Description and Location	Project Duration		Total Budget	Expenditure to Date from previous years	MTEF Forward Estimates			Source of funding
			Date: Start	Date:Finish			2013/14	2014/15	2015/16	
CS-107	Public Toilet block extension	20m² x extension of toilet-block at Letsitele Sanlam Taxi rank	01/07/2014	31/06/2015	R 100 000			R 100 000		Own
CS-108	Public Toilet block extension	40m² x extension of toilet-block at Tzaneen Jhb Taxi Rank	01/07/2014	31/06/2015	R 150 000			R 150 000		Own
TOTAL					R 400 000			R 400 000		
ADDITIONS AND REFURBISHMENT OF OFFICES										
ES-109	Refurbishment to Nkowankowa offices	Refurbishment to Nkowankowa offices	01/07/2015	31/06/2016	R 200 000	R 0, 00			R 200 000	Own
ES-110	Refurbishment to Lenyenye offices	Refurbishment to Lenyenye offices	01/07/2015	31/06/2016	R 200 000	R 0, 00			R 200 000	Own
ES-111	Refurbishment to Heanerstburg offices	Refurbishment to Heanerstburg offices	01/07/2015	31/06/2016	R 200 000	R 0, 00			R 200 000	Own
ES-112	Refurbishment to Letsitele offices	Refurbishment to Letsitele offices	01/07/2015	31/06/2016	R 200 000	R 0, 00			R 200 000	Own
ES-113	Replacement of roof in the civic centre in Tzaneen	Replacement of roof in the civic centre in Tzaneen	01/07/2014	31/06/2015	R 500 000	R 0, 00		R 500 000		Own
CS-114	Expansion of storeroom at Tzaneen Testing Station and shelves	Expansion of storeroom at Tzaneen Testing Station and shelves	01/07/2015	31/06/2016	R 135 000	R 0, 00			R 135 000	Own
CS-115	Expansion of storage facility at Nkowankowa Testing Station and shelves	Expansion of storage facility at Nkowankowa Testing Station and shelves	01/07/2013	31/06/2014	R 40 000	R 0, 00	R 40 000			Own
CS-116	Convert H.C.R.W. storeroom into office/conference room in Tzaneen	Convert H.C.R.W. storeroom into office/conference room in Tzaneen	01/07/2013	31/06/2014	R 100 000	R 0, 00	R 100 000			Own

Project No:	Project Name	Project Description and Location	Project Duration		Total Budget	Expenditure to Date from previous years	MTEF Forward Estimates			Source of funding
			Date: Start	Date:Finish			2013/14	2014/15	2015/16	
CS-117	Upgrading and extension of trade license office	Upgrading and extension of trade license office	01/07/2013	31/06/2014	R 40 000		R 40 000			Own
PED-118	Partitioning of Tourism Centre	Partitioning of Tourism Centre	01/07/2013	31/06/2014	R 250 000		R 250 000			Own
TOTAL					R 1 865 000		R 430 000	R 500 000	R 935 000	
SAFETY AND SECURITY (SATELITE OFFICES)										
CS-119	Installation of a security system at Nkowankowa offices	Installation of a security system at Nkowankowa offices	01/07/2015	31/06/2016	R 100 000	R 0, 00			R 100 000	Own
CS-120	Installation of a security system at Lenyenye offices	Installation of a security system at Lenyenye offices	01/07/2015	31/06/2016	R 100 000	R 0, 00			R 100 000	Own
CS-121	Installation of a security system at Heanertsburg offices	Installation of a security system at Heanertsburg offices	01/07/2015	31/06/2016	R 100 000	R 0, 00			R 100 000	Own
CS-122	Installation of a security system at Letsitele offices	Installation of a security system at Letsitele offices	01/07/2015	31/06/2016	R 100 000	R 0, 00			R 100 000	Own
TOTAL					R 400 000				R 400 000	Own
ELECTRICITY UPGRADING AND MAINTENANCE										
EE-123	Service Contribution	Service Contribution	01/07/2013	31/06/2016	R 45 000 000		R 15 000 000	R 15 000 000	R 15 000 000	
EE-124	Energy efficiency and demand	Energy efficiency and demand	01/07/2013	31/06/2016	R 15 000 000		R 5 000 000	R 5 000 000	R 5 000 000	
EE-125	Rebuilding of Lines- Atherstone sub - redbank and Enslin (12km)	Rebuilding of Lines- Atherstone sub - redbank and Enslin (12km)	01/07/2013	31/06/2014	R 2 160 000	R 0, 00	R 2 160 000			Own
EE-126	Electricity capacity building - Avis old SAR to Power station	Electricity capacity building - Avis old SAR to Power station	01/07/2013	31/06/2014	R 8 000 000	R 0, 00	R 8 000 000			Own
EE-127	SAB Re-routing of HT Cable NERSA	SAB Re-routing of HT Cable NERSA	01/07/2013	31/06/2014	R 800 000	R 0, 00	R 800 000			Own

Project No:	Project Name	Project Description and Location	Project Duration		Total Budget	Expenditure to Date from previous years	MTEF Forward Estimates			Source of funding
			Date: Start	Date: Finish			2013/14	2014/15	2015/16	
	Audit	Audit								
EE-128	Renewal R and M on airconditioners	Renewal R and M on airconditioners	01/07/2013	31/06/2014	R 40 000	R 0, 00	R 40 000			Own
EE-129	Renewal R and M on redistribution network	Renewal R and M on redistribution network	01/07/2013	31/06/2014	R 3 000 000	R 0, 00	R 3 000 000			Own
EE-130	Renewal R and M on pre paid meters	Renewal R and M on pre paid meters	01/07/2013	31/06/2014	R 1 066 460	R 0, 00	R 500 000	R 566 460		Own
EE-131	Installation of New Automatic reclosers	Installation of New Automatic reclosers	01/07/2013	31/06/2016	R 1 800 000	R 0, 00	R 300 000		R 1 500 000	Own
EE-132	New Double garage to house protection equipment trailer	New Double garage to house protection equipment trailer	01/07/2013	31/06/2014	R 150 000	R 0, 00	R 150 000			Own
EE-133	Rebuilding of Lines- Eureka - De neck (9 km)	Rebuilding of Lines- Eureka - De neck (9 km)	01/07/2014	31/06/2015	R 1 000 000	R 0, 00		R 1 000 000		Own
EE-134	Rebuilding of Lines- Mapietskop - Mtzelaar (7km)	Rebuilding of Lines- Mapietskop - Mtzelaar (7km)	01/07/2013	31/06/2014	R 1 000 000	R 0, 00		R 1 000 000		Own
EE-135	Rebuilding of Lines- Politsi valley - Dap Naude (15 km)	Rebuilding of Lines- Politsi valley - Dap Naude (15 km)	01/07/2014	31/06/2015	R 2 000 000	R 0, 00		R 2 000 000		Own
EE-136	Rainbow Chicken - Construction of new 33 kV switchyard and overhead line	Rainbow Chicken - Construction of new 33 kV switchyard and overhead line	01/07/2014	31/06/2016	R 11 270 000	R 0, 00		R 2 870 000	R 8 400 000	Own
EE-137	Electricity capacity building - Build and equip prison Sub	Electricity capacity building - Build and equip prison Sub	01/07/2014	31/06/2015	R 2 500 000	R 0, 00		R 2 500 000		Own
EE-138	Electricity capacity building - Avispark	Electricity capacity building - Avispark	01/07/2014	31/06/2015	R 3 000 000	R 0, 00		R 2 000 000		Own

Project No:	Project Name	Project Description and Location	Project Duration		Total Budget	Expenditure to Date from previous years	MTEF Forward Estimates			Source of funding
			Date: Start	Date: Finish			2013/14	2014/15	2015/16	
	- SS 1	- SS 1								
EE-139	Electricity capacity building - Cable network renewal	Electricity capacity building - Cable network renewal	01/07/2014	31/06/2016	R 6 000 000	R 0, 00	R 2 000 000	R 2 000 000	R 2 000 000	Own
EE-140	Install new protection relays	Install new protection relays	01/07/2014	31/06/2016	R 1 350 000	R 0, 00		R 650 000	R 700 000	Own
EE-141	Miniature substations (NERSA Audit)	Installed Minisubs as per NERSA audit	01/07/2014	31/06/2016	R 2 200 000	R 0, 00		R 1 000 000	R 1 000 000	Own
EE-142	Rebuilding of Lines- Greenfog - Heanerzburg (12km)	Rebuilding of Lines- Greenfog - Heanerzburg (12km)	01/07/2015	31/06/2016	R 2 000 000	R 0, 00			R 2 000 000	Own
EE-143	Rebuilding of Lines- Gravelote - De Neck (15km)	Rebuilding of Lines- Gravelote - De Neck (15km)	01/07/2015	31/06/2016	R 2 000 000	R 0, 00			R 2 000 000	Own
EE-144	Rebuilding of Lines- Lalapanzi - Waterbok (7km)	Rebuilding of Lines- Lalapanzi - Waterbok (7km)	01/07/2015	31/06/2016	R 1 500 000	R 0, 00			R 1 500 000	Own
EE-145	Rebuilding of Lines- Letsitele valley substation - Bosbou and all T offs (22km)	Rebuilding of Lines- Letsitele valley substation - Bosbou and all T offs (22km)	01/07/2015	31/06/2016	R 2 000 000	R 0, 00			R 2 000 000	Own
EE-146	Installation of New 2 x 20 MVA Transformers	Installation of New 2 x 20 MVA Transformers	01/07/2015	31/06/2016	R 5 000 000	R 0, 00			R 5 000 000	Own
EE-147	Installation of New 1 x 60 MVA Transformers	Installation of New 1 x 60 MVA Transformers	01/07/2013	31/06/2016	R 500 000	R 0, 00			R 500 000	Own
EE-148	Installation of New 2 x 2 MVA Transformers	Installation of New 2 x 2 MVA Transformers	01/07/2013	31/06/2015	R 4 000 000	R 0, 00			R 4 000 000	Own

Project No:	Project Name	Project Description and Location	Project Duration		Total Budget	Expenditure to Date from previous years	MTEF Forward Estimates			Source of funding
			Date: Start	Date: Finish			2013/14	2014/15	2015/16	
EE-149	Construction of new 66 kV line from Tzaneen to Tarentaal	Construction of new 66 kV line from Tzaneen to Tarentaal	01/07/2015	31/06/2016	R 3 736 389	R 0, 00			R 3 736 389	Own
EE-150	Provision of Capital Tools (Urban)	Provision of Capital Tools (Urban)	01/07/2015	31/06/2016	R 550 000	R 0, 00			R 550 000	Own
EE-151	Provision of Capital Tools (Outlying)	Provision of Capital Tools (Outlying)	01/07/2015	31/06/2016	R 550 000	R 0, 00			R 550 000	Own
EE-152	Installation of Fire wall protection	Installation of Fire wall protection	01/07/2015	31/06/2016	R 1 550 000	R 0, 00			R 1 550 000	Own
EE-153	Upgrading of Waterbok substation	Upgrading of Waterbok substation	01/07/2015	31/06/2016	R 1 100 000	R 0, 00			R 1 100 000	Own
EE-154	Relocating of Pusela Substation	Relocating of Pusela Substation	01/07/2015	31/06/2016	R 1 100 000	R 0, 00			R 1 100 000	Own
EE-155	Retrofitting old pannels with new safe technologies	Retrofitting old pannels with new safe technologies	01/07/2015	31/06/2016	R 2 600 000	R 0, 00			R 2 600 000	Own
EE-156	Replace analogue radios with cell technology	Replace analogue radios with cell technology	01/07/2013	31/06/2016	R 100 000	R 0, 00			R 100 000	Own
TOTAL					R 75 050 000		R 16 650 000	R 17 600 000	R 40 736 389	
SPORT AND RECREATION FACILITIES UPGRADING AND MAINTENANCE										
ES-157	Renovation of swimming pool in Tzaneen	Renovation of swimming pool in Tzaneen	01/07/2013	31/06/2015	R 3 692 000	R 0, 00	R 3 692 000			MIG and Own
ES-158	Renovation of Parks -Maritz Street and Extension 13, Lenyenye, Letsitele and Haenertsburg	Renovation of Parks -Maritz Street and Extension 13, Lenyenye, Letsitele and Haenertsburg	01/07/2013	31/06/2014	R 1 000 000	R 0, 00	R 1 000 000			MIG and Own
ES-159	Upgrading of Julesburg sport facility	Upgrading of Julesburg sport facility	01/07/2014	31/06/2015	R 10 072 000	R 0, 00		R 5 072 630		MIG and Own

Project No:	Project Name	Project Description and Location	Project Duration		Total Budget	Expenditure to Date from previous years	MTEF Forward Estimates			Source of funding
			Date: Start	Date: Finish			2013/14	2014/15	2015/16	
ES-160	Upgrading of Burgersdorp sport facility	Upgrading of Burgersdorp sport facility	01/07/2014	31/06/2015	R 3 000 000	R 0, 00		R 3 000 000		MIG and Own
ES-161	Upgrading of Lenyenye Stadium Stadium	Upgrading of Lenyenye Stadium Stadium	01/07/2013	31/06/2014	R 5 000 000	R 0, 00	R 5 000 000			MIG and Own
ES-162	Upgrading of Nkowankowa Stadium	Upgrading of Nkowankowa Stadium	01/07/2013	31/06/2014	R 2 000 000	R 0, 00	R 2 000 000			MIG and Own
NDPG-163	Upgrade and maintain three (3) community parks in townships	Maintenance of parks and gardens	01/07/2013	31/06/2014	R 1 200 000		R 1 200 000			NDPG
TOTAL					R 29 764 00		R 16 692 000	R 13 072 000		

PRIORITY ISSUE: SUSTAINABLE ENVIRONMENTAL MANAGEMENT AND SOCIAL DEVELOPMENT

STRATEGIC OBJECTIVE: ENHANCE SUSTAINABLE ENVIRONMENTAL MANAGEMENT AND SOCIAL DEVELOPMENT

STRATEGY/ INTERVENTION: BY ENSURING SUSTAINABLE ENVIRONMENTAL MANAGEMENT AND SOCIAL DEVELOPMENT

Project No:	Project Name	Project Description and Location	Project Duration		Total Budget	Expenditure to Date from previous years	MTEF Forward Estimates			Source of funding
			Date: Start	Date: Finish			2013/14	2014/15	2015/16	
NEW SPORT AND RECREATION FACILITIES										
ES-164	Construction of a new community hall at Relela Cluster	Construction of a new community hall at Relela Cluster	01/07/2013	31/06/2014	R 6 000 000		R 1 000 000	R 5 000 000		MIG and Own
ES-165	Construction of a new Museum in Tzaneen	Construction of a new Museum in Tzaneen	01/07/2015	31/06/2016	R 6 000 000				R 6 000 000	MIG and Own
ES-166	Construction of a new sport facility for Runnymede Cluster	Construction of a new sport facility for Runnymede Cluster	01/07/2015	31/06/2016	R 5 642 600				R 5 642 600	MIG and Own

Project No:	Project Name	Project Description and Location	Project Duration		Total Budget	Expenditure to Date from previous years	MTEF Forward Estimates			Source of funding
			Date: Start	Date: Finish			2013/14	2014/15	2015/16	
ES-167	Construction of swimming pool in all clusters cluster	Construction of swimming pool in all clusters cluster	01/07/2015	31/06/2016	R 500 000	R 0, 00			R 500 000	MIG and Own
ES-168	Construction of new parks in all clusters	Construction of new parks in all clusters	01/07/2015	31/06/2016	R 2 000 000				R 2 000 000	MIG and Own
NDPG-169	Construction of an indoor and outdoor sport facilities in Nkowankowa Section C	Construction of an indoor and outdoor sport facilities in Nkowankowa Section C	01/05/2013	01/02/2014			R 13 000 000			NDPG
TOTAL					R 17 542 000		R 1 000 000	R 7 000 000	R 9 542 000	
NEW HAWKERS ESPLANADES										
CS-170	Hawkers esplanades in rural areas	Hawkers esplanades in rural areas	01/07/2013	31/06/2014	R 100 000	R 0, 00	R 100 000			MIG and Own
CS-171	Hawkers esplanades in Tzaneen	Hawkers esplanades in Tzaneen	01/07/2013	31/06/2014	R 140 000	R 0, 00	R 140 000			Own
WASTE MANAGEMENT										
CS-172	Kerbside Removals:- Purchasing Bulk-bins	Kerbside Removals:- Purchasing Bulk-bins within GTM	01/07/2014	31/06/2015	R 50 000	R 0, 00		R 50 000		Own
CS-173	Purchase 1 x Tub-Grinder	Purchase of 1 x Tub-Grinder for the Landfill site in Tzaneen	01/07/2014	31/06/2015	R 1 000 000	R 0, 00		R 1 000 000		Own
CS-174	Purchase 1 x High Pressure Cleaner	Purchase 1 x High Pressure Cleaner for the Landfill site in Tzaneen	01/07/2014	31/06/2015	R 10 000	R 0, 00		R 10 000		Own
CS-175	Purchase of 2 x Chain-saws	Purchase of 2 x Chain-saws for the Landfill site in Tzaneen	01/07/2014	31/06/2015	R 10 000	R 0, 00		R 10 000		Own
CS-	Purchase of 1 x	Purchase of 1 x	01/07/2014	31/06/2015	R 200 000	R 0, 00		R 200 000		Own

Project No:	Project Name	Project Description and Location	Project Duration		Total Budget	Expenditure to Date from previous years	MTEF Forward Estimates			Source of funding
			Date: Start	Date: Finish			2013/14	2014/15	2015/16	
176	Log-splitter	Log-splitter for the Landfill site in Tzaneen								
CS-177	Bulk-recycling bins	Bulk-recycling bins at SASOL filling stations in Urban-Towns	01/07/2014	31/06/2015	R 180 000	R 0, 000		R 180 000		Own
CS-178	1 x Bulk container	1 x Bulk-container yard Tzaneen at Sanlam Taxi-rank	01/07/2014	31/06/2015	R 75 000	R 0-00		R 75 000		Own
TOTAL					R 1 856 000		R 1 365 000	R 370 000	R 121 000	
ENVIRONMENTAL HEALTH MANAGEMENT										
NDPG-179	Rehabilitation and maintain of Ritavi River park	Rehabilitation and maintain of Ritavi River park	01/02/2013	31/03/2014	R 1 100 000		R 1 100 000			NDPG

KEY PERFORMANCE AREA: LOCAL ECONOMIC DEVELOPMENT

PRIORITY ISSUE: INCREASED ECONOMIC ACTIVITY

STRATEGIC OBJECTIVE: CREATE A STABLE AND AN ENABLING ENVIRONMENT BY ATTRACTING SUITABLE INVESTORS

STRATEGY/ INTERVENTION: BY PROVIDING A CONDUSIVE ENVIRONMENT FOR INCREASED ECONOMIC ACTIVITY

Project No:	Project Name	Project Description and Location	Project Duration		Total Budget	Expenditure to Date from previous years	MTEF Forward Estimates			Source of funding
			Date: Start	Date:Finish			2013/14	2014/15	2015/16	
LED SUPPORT										
PED-180	Support for Small Scale Farming Partnership	Revitalization of Agricultural Schemes within the GTM	01/07/2015	31/06/2016	R 500 000	R 0, 00			500 000	Own

KEY PERFORMANCE AREA: GOOD GOVERNANCE AND PUBLIC PARTICIPATION

PRIORITY ISSUE: GOOD GOVERNANCE

STRATEGIC OBJECTIVE: EFFECTIVE AND EFFICIENT ADMINISTRATION

STRATEGY/ INTERVENTION: BY ENSURING EFFECTIVE ADMINISTRATION

Project No:	Project Name	Project Description and Location	Project Duration		Total Budget	Expenditure to Date from previous years	MTEF Forward Estimates			Source of funding
			Date:Start	Date:Finish			2013/14	2014/15	2015/16	
INTERNAL AUDIT										
MM-181	Purchase of the Audit Management Software	Purchase of the Audit Management Software	01/07/2014	31/06/2015	R 200 000			R 200 000		Own

KEY PERFORMANCE AREA: MUNICIPAL TRANSFORMATION AND ORGANIZATIONAL DEVELOPMENT

PRIORITY ISSUE: EFFECTIVE ORGANIZATIONAL PERFORMANCE

STRATEGIC OBJECTIVE: DEVELOPING A HIGH PERFORMANCE CULTURE FOR A CHANGED, DIVERSE, EFFICIENT AND EFFECTIVE LOCAL GOVERNMENT

STRATEGY/ INTERVENTION: BY INSTALLING AN ELECTRONIC PERFORMANCE MONITORING SYSTEM

Project No:	Project Name	Project Description and Location	Project Duration		Total Budget	Expenditure to Date from previous years	MTEF Forward Estimates			Source of funding
			Date:Start	Date:Finish			2013/14	2014/15	2015/16	
PMS										
MM-182	Electronic Performance Monitoring System	Purchasing of Electronic Performance Monitoring System	01/07/2013	31/06/2016	R 200 000	R 0, 00		R 150 000	R 50 000	Own

PRIORITY ISSUE: EFFECTIVE ADMINISTRATION

STRATEGIC OBJECTIVE: EFFECTIVE AND EFFICIENT ADMINISTRATION

STRATEGY/ INTERVENTION: BY ENSURING AN EFFECTIVE IT SYSTEM

Project No:	Project Name	Project Description and Location	Project Duration		Total Budget	Expenditure to Date from previous years	MTEF Forward Estimates			Source of funding
			Date: Start	Date:Finish			2013/14	2014/15	2015/16	
INFORMATION TECHNOLOGY										
CORP-183	Fire proofing	Purchase of Fire proofing	01/07/2013	31/06/2014	R 500 000			R 500 000		Own
CFO-184	Computers and IT Equipments for the CFO's department	Computers and IT Equipments	01/07/2013	31/06/2014	R 200 000		R 200 000			Own
CORP - 185	Purchase of Laptops for Fulltime Councillors	Purchase of Laptops for Fulltime Councillors	01/07/2013	31/06/2014	R 84 000		R 84 000			
TOTAL					R 500 000			R 500 000		
FURNITURE AND EQUIPMENTS										
MM-186	Purchase office furniture and Equipments for the MM's department	Purchase office furniture and Equipments for the MM's department	01/07/2013	31/06/2014	R 490 000		R 409 000	R 500 000	R 500 000	Own
CFO-187	Purchase office furniture and Equipments for the CFO's office	Purchase office furniture and Equipments for the CFO's office	01/07/2013	31/06/2014	R 300 000		R 300 000	R 500 000	R 500 000	Own
PED-188	Purchase office furniture and Equipments for the PED department	Purchase office furniture and Equipments for the PED department	01/07/2013	31/06/2014	R 40 000		R 40 000	R 500 000	R 500 000	Own
CORP-190	Purchase office furniture, equipments and books for the Corporate	Purchase office furniture, equipments and books for the Corporate	01/07/2013	31/06/2014	R 230 000		R 230 500	R 500 000	R 500 000	Own

Project No:	Project Name	Project Description and Location	Project Duration		Total Budget	Expenditure to Date from previous years	MTEF Forward Estimates			Source of funding
			Date: Start	Date: Finish			2013/14	2014/15	2015/16	
	Services department	Services department								
CS-191	Purchase office furniture and Library equipments for the Community	Purchase office furniture and Library equipments for the Community	01/07/2013	31/06/2014	R 50 000		R 50 000	R 500 000	R 500 000	Own
ES-192	Purchase office furniture and equipments for the Engineering Services department	Purchase office furniture and equipments for the Engineering Services department	01/07/2013	31/06/2014	R 200 000			R 500 000	R 500 000	Own
EE-193	Purchase office furniture and equipments for the Electrical Engineering Department	Purchase office furniture and equipments for the Electrical Engineering Department	01/07/2013	31/06/2014	R 200 000		R 200 000	R 500 000	R 500 000	Own
CS-194	Purchase furniture for Nkowankowa and Lenyenye Community Halls, Julesburg and Burgersdorp Sport Facilities	Purchase furniture for Nkowankowa and Lenyenye Community Halls, Julesburg and Burgersdorp Sport Facilities	01/05/2013	01/02/2014	R 100 000		R 100 000			Own
CORP-195	Purchase and Installation of Air conditioners for the Corporate Services department	Purchase and Installation of Air conditioners for the Corporate Services department	01/07/2013	31/06/2014	R 66 000		R 66 000			Own

5. MOPANI DISTRICT MUNICIPALITY BUDGET (2013/14 – 2015/16)...

5.2 BUDGET SUMMARY 2013/14 – 2015/2016

SUMMARY

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	2013/2014	2014/2015	2015/2016
General Council	243 9 085	-	77 409	-	-	-	-	6 437 000	-	-	15 599 652	16 187 629	13 298 399
Municipal Manager	639 4 878	754 715	947 869	-	-	-	-	4 540 100	-	-	11 121 323	7 561 889	7 729 296
Internal Audit	202 3 448	938 932	17 383	-	12 000	-	-	2 431 080	-	-	6 847 597	9 925 525	7 617 548
Budget & Treasury	887 15 368	4 385 001	312 823	-	110 000	-	-	8 838 250	3 000 000	-	32 014 961	28 534 017	41 908 218
Planning & Development	074 3 342	711 104	61 787	-	8 400	-	-	758 550	-	-	4 881 915	5 270 808	4 784 649
LED	698 1 917	592 288	1 114	-	-	-	-	2 703 250	500 000	-	5 714 350	9 737 717	9 032 103
IDP	844 1 453	441 487	2 370	-	-	-	-	175 000	-	-	2 072 701	2 331 401	2 423 946
Communications & Marketing	717 2 979	683 273	1 114	-	-	-	-	2 167 220	-	-	5 831 324	5 652 835	5 495 579
Engineering Services	746 1 813	231 100	129 358 404	-	1 000 000	-	-	18 803 500	74 000 000	-	225 206 750	144 013 836	150 249 378
Water Services	869 91 584	28 953 547	29 393	-	60 126 201	-	-	2 844 000	-	80 689 000	264 227 010	301 305 987	311 885 136
Health, Environment & waste	687 16 622	5 509 683	1 114	-	-	-	-	3 613 000	-	-	25 746 484	25 495 794	26 740 583
Electrical Services	958 1 138	343 484	1 114	-	-	-	-	44 500	-	-	1 528 056	1 626 695	1 708 030

Roads &Transport	596	1 981	748 375	554 860	-	520 000	4	-	520 000	-	-	1 613 500	-	-	418 331	13	16 565 197	457	20 993
Community Services	437	7 216	905 543	1	202 119	1	-	-	12 000	-	-	1 355 900	2 000 000	-	691 999	13	12 344 929	175	12 879
Fire Services	291	24 499	049 211	8	175 008	-	-	-	150 000	2	-	1 392 000	11 830 000	-	095 510	48	38 837 013	864	45 943
Disaster Management	434	10 857	585 063	3	11 768	-	-	-	470 800	-	-	9 665 500	1 450 000	-	040 565	26	26 880 481	639	33 629
Corporate Services	655	1 769	382 135	-	255 722	-	-	-	63 000	-	-	188 500	-	-	659 012	2	2 824 239	451	2 965
Human Resource	766	4 215	370 849	1	5 053	-	-	-	-	-	-	8 235 500	-	-	827 168	13	13 847 326	192	13 371
Administration	219	6 236	550 904	2	57 753	-	-	-	145 000	-	-	7 669 000	-	-	658 876	16	17 971 127	683	18 806
Legal Services	386	1 317	142 203	-	1 061	-	-	-	-	-	-	4 140 000	-	-	600 650	5	7 702 576	705	8 087
IT	751	868	245 482	-	1 157	-	-	-	111 246	5 500 000	-	4 571 000	1 642 400	-	940 036	12	9 374 231	943	9 974
Office of Executive Mayor	564	3 915	619 574	-	281 398	-	-	-	18 000	-	-	3 897 400	-	-	731 936	8	9 384 766	978	8 674
Office of the Speaker	438	1 662	386 393	-	5 744	-	-	-	-	-	-	2 177 500	-	-	232 075	4	4 719 411	882	5 082
Office of the Chief Whip	114	1 010	226 956	-	1 061	-	-	-	-	-	-	13 400	-	-	251 531	1	1 332 664	652	1 399
Disability Desk	270	305	105 771	-	1 061	-	-	-	-	-	-	424 000	-	-	836 102	-	891 423	351	520
Gender Desk	270	305	105 767	-	1 061	-	-	-	-	-	-	778 200	-	-	190 298	1	1 255 978	657	480
Youth Desk	270	305	105 767	-	1 061	-	-	-	-	-	-	593 200	-	-	005 298	1	1 061 728	067	485
PMU	546	4 080	137 005	1	1 114	-	-	-	-	-	-	1 043 000	-	368 582 000	843 665	374	429 574	486	463 206

												748	
Ba Phalaborwa-Water	026	7 019	1	9	4		60 000 000	517 853	-	-	82	87 794 279	93 413
Ba Phalaborwa-Sewer	341	1 693		2	2		-	516 195	-	-	6	7 189 374	7 649
Greater Giyani-Water	442	1 889			1		-	626 000	-	-	4	4 555 838	4 847
Greater Giyani-Sewer	817	1 666					-	5 383	-	-	1	2 069 993	2 202
Greater Letaba-Water	674	2 001		1			5 839 085	969 809	-	-	10	10 567 975	11 244
Greater Letaba-Sewerage	393	920					-	291 941	-	-	1	(2 895 547)	(3 080
Greater Tzaneen-Water	691	3 925	3	5	26		2 041 560	314 123	-	-	41	1 118 215	1 189
Greater Tzaneen-Sewerage	241)	(2 569		1	8	7 965 551	-	821 599	-	-	16	11 367 905	12 095
Maruleng-Water & Sewerage	973	2 440					1 200 000	1 303 570	-	-	5	6 230 649	6 629
TOTAL	687	243 169	72	137	19	112	13 465 551	69 080 645	106 479 523	94	449 271 000	1 317 212 452	1 365 565

REVENUE

VOTES	DESCRIPTION	2013/2014.	2014/2015.	2015/2016.
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020	008	3300	Interest on Call Account	-	-	-
020	008	3310	Interest on Current Account	(1 050 000)	(1 600 000)	(1 650 000)
020	008	3315	Interest on Investments	-	-	-
Interest Earned - External Investments				(1 050 000)	(1 600 000)	(1 650 000)
020	016	3000	Equitable Shares	(504 909 000)	(558 369 000)	(620 072 000)
020	016	3151	Reginal Bulk Water -Nandoni(Drought Relief)	(35 000 000)	(42 000 000)	-
020	016	3152	EPWP	(1 000 000)	-	-
020	016	3153	Reginal Bulk Water -Mametja Sekororo	(45 689 000)	(44 915 000)	(83 167 000)
020	016		DWA WSOG (in Kind)	(11 511 000)	(12 023 000)	(13 417 000)
020	016	3156	Municipal Water Infrastructure Grant	(13 102 150)	(43 017 000)	(102 523 000)
020	016	3201	Financial Management Grant	(1 250 000)	(1 250 000)	(1 250 000)
020	016	3374	DWA WSOG (Refurbishment)	(20 000 000)	(39 868 000)	(44 867 000)
020	016	3375	DWA (Operation & Maintenance)	-	-	-
020	016	3445	Municipal Systems Improvement Grant	(890 000)	(934 000)	(976 000)
020	016	3475	Municipal Infrastructure Grant	(375 582 000)	(429 825 000)	(463 658 000)
020	016	3505	LGW SETA	-	-	-
020	016	3506	Rural Transport Grant	(1 726 000)	(1 995 000)	(2 045 000)
Operating Grants and Subsidies				(1 010 659 150)	(1 174 196 000)	(1 331 975 000)
020	017	3355	Tender Documents	(1 000 000)	(1 060 000)	(1 123 600)
020	017	3512	Insurance Claims	(30 000)	(31 800)	(33 708)
020	017	3542	Fire Services Charges	(35 000)	(37 100)	(39 326)
020	017	3556	Mayors Charity cup	(3 000 000)	(3 180 000)	(3 370 800)
020	017	3150	Commission on Debit Orders-PayDay	(100 000)	(106 000)	(112 360)
Other Revenue				(4 165 000)	(4 414 900)	(4 679 794)
TOTAL INCOME				(1 015 874 150)	(1 180 210 900)	(1 338 304 794)

SUMMARY REVENUE

DEPARTMENT	Grants	Interest on Investment	Services Charges	Other revenue	2013/2014.	2014/2015.	2015/2016.
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Mopani District Municipality	(1 010 659 150)	(1 050 000)		(4 165 000)	(1 015 874 150)	(1 180 210 900)	(1 338 304 794)
Ba Phalaborwa-Water	-	-	(65 845 279)	-	(65 845 279)	(61 883 208)	(65 843 734)
Ba Phalaborwa-Sewer	-	-	(9 410 619)	-	(9 410 619)	(10 012 899)	(10 653 724)
Greater Giyani-Water	-	-	(13 468 110)	-	(13 468 110)	(14 330 069)	(15 247 193)
Greater Giyani-Sewer	-	-	(2 722 156)	-	(2 722 156)	(2 896 374)	(3 081 742)
Greater Letaba-Water	-	-	(6 213 676)	-	(6 213 676)	(6 611 351)	(7 034 478)
Greater Letaba-Sewerage	-	-	(4 599 801)	-	(4 599 801)	(4 894 188)	(5 207 416)
Greater Tzaneen-Water	-	-	(49 065 747)	-	(49 065 747)	(30 713 155)	(32 678 797)
Greater Tzaneen-Sewerage	-	-	(9 217 537)	-	(9 217 537)	(8 460 676)	(9 002 159)
Maruleng-Water & Sewerage	-	-	(3 286 831)	-	(3 286 831)	(3 497 188)	(3 721 008)
TOTAL INCOME					(1 179 703 906)	(1 323 510 008)	(1 490 775 045)
TOTAL EXPENDITURE					1 317 212 452	1 280 210 652	1 365 565 643
DEFICIT/(SURPLUS)					137 508 546	(43 299 357)	(125 209 402)

NB: All infrastructure projects (assets) belonging to LMs are recorded in General Expenditure in Budget document.

PROPOSE WATER AND SANITATION PROJECTS TO MDM

Ward	Water (MDM)	Sanitation (MDM)
1	Sehlakong Reservoir (Near Headkraal)	
2	Makaba Water Supply	
	Feasibility study at Mamphakathi Dam	
3	Reconstruction Sewer Reticulation Network at Meloding	
3 & 4	Las Vegas Water Supply	
	Reconstruction of Kgapanne Reticulation Network	

4		Reconstruction Sewer Reticulation Network at Extension 8
5	Modumelana, Rabothata and Maraka Boreholes Energizing	
2, 6, 7 & 11	Modjadji Plant to Kgapane New Rising Main	
6	Upper Mokwasele / Ramphenyane water supply	
7	Mollong Water Reticulation	
8	Rapitsi Rising Main to Reservoir	
9	Feasibility study at Morotswe River	
9 & 10	Sekgopo Water Reticulation	
11	Matswe Main Storage Reservoir	
12	Itieleng Storage Reservoir	
13	Reconstruction of Senwamokgope Reticulation Network	
	Senwamokgope Groundwater Development	
	Feasibility Study at Lebeleboe River	
14	Lemondokop Extension Water Reticulation	
15	Raphahlelo Extension Water Reticulation	
16	Tshamiseka B, Zone 4 and Kwayaririmi Water Reticulation	
17	Mamaila (Block B, Mmonatsohle and Citizen) Water Supply	
18	Sephukubje Groudwater Development	
19	Jamela Extention Water Supply	
	Feasibility Study at Motlatswi Dam	
20	Maphalle Extension Water Supply	
21	Ramaroka Extension Water Reticulation	
22	Makgagapatse Extension Water Reticulation	
23	Maupa Water Reticulation	

	Sedibeng Storage Reservoir	
24	Mamokgadi Water Supply	
25	Jokong Groundwater Development	
	Mpepule Groundwater Development	
26	Motlhele Storage Reservoir	
	Ramodumo to Kuranta Extension of Bulk Water Supply Line	
27	Mohokong Storage Reservoir	
28	Noblehoek Booster Pumpstation	
	Rotterdam Groundwater Development	
29	Modjadjiskloof Reconstruction of Reticulation Network	Modjadjiskloof Sewer House Connections
	Revitalization of Modjadjiskloof Dam	Mokgoba to Modjadjiskloof Sewer Outfall
	Revitalization of Modjadjiskloof Water Purification Plant	Closing and Rehabilitation of Modjadjiskloof Oxidation Ponds Site
24, 25, 26 & 27	Extension of Bulk Water Supply from Nwamitwa Dam	
3, 4 & 29	Construction of Politsi / Kgapane Backup Pipeline	

PROPOSED PROJECTS TO BE CONSIDERED FOR 2013/2014 FINANCIAL YEAR

Ward	Electricity	Roads & Stormwater	Community Facilities	Planning	Projects in the IDP/Budget Document		2013/14 Budget
					Budget	Year	
1		Modjadjji Head Kraal			4 900 000.00	2013/14	4 900 000.00
2	Makaba Highmass lights						600 000.00
3	Mapaana Highmass lights						600 000.00
3 & 4		Kgapane Paving Phase IV			500 000.00	2013/14	1 325 100.00
					8 965 000.00	2014/15	

				Rezoning and Demarcation of Kgapane Parks			1 000 000.00
4		Manningburg Erosion Protection and Stream Diversion					1 000 000.00
5		Medingen Paving			5 500 000.00	2013/14	5 500 000.00
	Maraka Highmass Lights						600 000.00
2, 6 & 7		Modjadji Valley Paving Phase III			400 000.00	2013/14	889 000.00
					5 950 000.00	2014/15	
8		Rapitsi Paving Phase II			1 800 000.00	2013/14	1 800 000.00
		Mandela Park Paving			3 600 000.00	2013/14	3 600 000.00
		Burkina Faso / Mamphakathi South Paving					490 000.00
9							
10		Sekgopo Paving Phase II			2 700 000.00	2013/14	2 700 000.00
		Sekgopo Sport Complex			4 324 000.00	2013/14	8 000 000.00
				Stalls at Sekgopo Taxi Rank			500 000.00
11		Matswi Paving			4 600 000.00	2013/14	4 600 000.00
	Boshakge Highmass Lights						600 000.00
	Hlabeleng/Mponeng Highmass Lights						600 000.00
12		Thakgalang Paving			5 400 000.00	2013/14	5 400 000.00
13		Senwamokgope Paving Phase IV			500 000.00	2013/14	812 000.00
					5 400 000.00	2014/15	
			Sekgosese Market Stalls		2 000 000.00	2014/15	280 000.00
			Senwamokgo pe Library		250 000.00	2013/14	231 000.00
					1 400 000.00	2014/15	
14							
15		Phooko Head			3 500 000.00	2014/15	490 000.00
		Raphahlelo Head Kraal Paving			7 000 000.00	2014/15	980 000.00
16	Sephukubje Highmass Lights						300 000.00
	Rotterdam Highmass Light						300 000.00
17		Mamaila Kolobetona Paving			3 200 000.00	2013/14	3 200 000.00
18	Sephukubje Highmass Lights						300 000.00
19		Jamela Paving			3 600 000.00	2013/14	3 600 000.00
			Lebaka Sport Complex		8 000 000.00	2013/14	8 000 000.00
20			Maphalle		500 000.00	2013/14	500 000.00

			Market Stalls				
	Ditshosing / Shawela Highmass Lights						600 000.00
21		Mothobeki Paving			7 000 000.00	2014/15	980 000.00
22		Mamaila Phaphadi Paving II			7 000 000.00	2014/15	980 000.00
23		Sedibeng Paving			6 000 000.00	2013/14	6 000 000.00
		Sefofotse Paving			3 600 000.00	2013/14	3 600 000.00
24	Mamokgadi Highmass Lights						
25		Shaamiriri Sport Complex			8 000 000.00	2013/14	7 500 000.00
	Shamfana Highmass Lights						600 000.00
26		Kuranta Paving Phase II			400 000.00	2013/14	560 000.00
					3 600 000.00	2014/15	
		Ratjeke Paving			400 000.00	2013/14	560 000.00
					3 600 000.00	2014/15	
		Maekgwe Paving					560 000.00
	Motlhele Highmass Lights						600 000.00
27		Mokwakwaila Paving			3 200 000.00	2014/15	448 000.00
			Mokwakwaila Library		2 000 000.00	2014/15	280 000.00
		Tlhotlhokwe Highmass Lights					600 000.00
28			Rotterdam Community Hall				2 100 000.00
	Rotterdam Highmass Light						300 000.00
		Rotterdam (Duvula) Paving			3 200 000.00	2013/14	3 200 000.00
		Rotterdam (Mahonsi) Paving			2 000 000.00	2013/14	2 000 000.00
29			Paving at Tourism Information Centre				250 000.00
		Mokgoba Paving Phase II			400 000.00	2013/14	889 000.00
					5 950 000.00	2014/15	
	NER Compliance				2 000 000.00	2014/15	0.00
	Modjadjiskloof Prepaid Meters				1 000 000.00	2013/14	1 000 000.00

	Mooketsi Market Stalls						1 500 000.00
2, 6, 7, 11, 21, 25 & 26			Bus Shelters		1 000 000.00	2014/15	140 000.00
							98 944 100.00

6. INTEGRATION

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 64: 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	
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	-
12.	Water Services Development Plan	28 February 2003	
13.	Integrated Waste Management Plan	28 April 2006	-
14.	Institutional Plan	3 October 2008	-
15.	5 Year Financial Plan	12 December 2008	(under review)
16.	Employment Equity plan	11 July 2003	-
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	(Under review)
21.	Communication Strategy	12 December 2009	-
22.	Anti-corruption/ Fraud prevention strategy		31 May 2012

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 2011/12 financial year:

- Infrastructure plan
- Environmental Management Framework
- The District State of Environmental Report
- Air Quality plan

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 2008)

The spatial fabric of South African society is characterized by displaced urbanization and a settlement pattern that is distorted, fragmented, unequal, incoherent and inefficient. The legacy of the past spatial policies has left the spatial landscape in South Africa's towns, cities and rural settlements fragmented, expensive and difficult to manage, and environmentally unsustainable.

Such policies also had an effect in the Mopani Municipal area, which is clearly seen in the settlement pattern, i.e. fragmented spatial pattern, resulting in the inefficient duplication of infrastructure networks. Bulk services have to be constructed over long distances to supply outlying settlements with relatively small population numbers. Spatial reconstruction is required to address these critical spatial issues and imbalances. It is a known fact that the current spatial pattern is generally inefficient and expensive. The point of departure is to address the weaknesses of the spatial structure through planning and development of its future growth.

In response to the fragmented spatial nature of settlements in the district, the municipality commissioned a consultative process to develop a Spatial Development Framework for the district. A Spatial Development Framework is a key component to the successful compilation and implementation of the integrated development plan.

The purpose of the SDF is to guide decision-making and action towards the establishment of integrated and habitable settlement. This involves assessing the position of Mopani District Municipality from the national and provincial perspectives and to serve as a guide to local municipalities to ensure that their spatial development links with the overall development perspective of the district. A secondary purpose is to establish a strategic framework for an appropriate land use management system. This spatial development framework seek to establish a more coherent settlement pattern and improve accessibility to municipal and social services to all communities within the district including rural areas.

As a point of departure for formulating a vision for the spatial development in the Mopani District Municipality, it is necessary to reflect on the overall vision for spatial development in the Limpopo Province. The vision of the Provincial Spatial Rationale is to introduce and establish a spatial development framework for the province. It is anticipated that this guide the district and local Municipalities to normalize the existing spatial pattern which was distorted by, mainly, past political processes and forces.

The proposed settlement hierarchy for the province as outlined in the Spatial Rationale can be described as follows:

- First order Settlement (Growth Points) (GP)

Growth points are further divided into three categories, viz:

- o Provincial Growth Point (PGP)

- o District Growth Point (DGP)
- o Municipal Growth Point (MGP)
- Second Order Settlements (Population Concentration Points) (PCP)
- Third Order Settlements (Local Service Points) (LSP)
- Fourth Order Settlements (Village Service Areas) (VSA)
- Fifth Order Settlements (Remaining Small Settlements) (SS)

Settlement clusters, therefore, indicate priority development areas/nodes in which primarily first order (three types of growth points) and second order settlements (population concentration points) are identified. Growth points are, therefore, the highest order in the settlement hierarchy, with Population Concentration Points being the second order in the proposed settlement hierarchy.

The application of this hierarchy to the district can be summarized as follows:

- The 13 settlement clusters within the district consists of 3 types of growth points and population concentrations, which are also referred to as first and second order settlements in terms of the proposed provincial settlement hierarchy. The first order settlements (growth points) include the following:
 - Provincial growth point namely Phalaborwa, Giyani, Tzaneen and Modjadiskloof.
 - District growth points namely Namakgale, Gravelotte, Ndhambi, Kgagapane, Nkowankowa & Lenyenye
 - Municipal growth points namely Lulekani, Xawela, Senwamokgaope, Haenertsburg, Letsitele and Metz.

Most of the growth points are situated in the Greater Tzaneen Local Municipality (5 growth points) and is followed by Ba-Phalaborwa Local Municipality (4 growth points). Approximately 25% of the total population is residing in settlements, which form part of the 3 types of growth points mentioned above.

The district has a total of 8 population concentration points, which accommodates approximately 30% of the total population of the district. Jointly, the 25 growth points and population concentration points (situated in 13 settlement clusters) contains approximately 55% of the total population of the Mopani District. The settlement hierarchy reflects the following tendencies with respect to individual local municipal areas,:

- Approximately 63% of the total population of Ba-Phalaborwa Local Municipality are situated within first order settlements (growth points)
- Ba-Phalaborwa Local Municipality has 81% of its total population residing in growth points and population concentration points
- Greater Tzaneen Local Municipality has 59% of its total population residing in growth points and population concentration points
- Greater Letaba Local Municipality has 59% of its total population residing in growth points and population concentration points
- Greater Giyani Local municipality has 29% of its total population residing in growth points and population concentration points
- Another 9% of the total population in the District Municipality are situated in 22 settlements which are classified as local service points
- Only approximately 30% of the total population in the district municipal area (of which the majority are in the Greater Giyani Local Municipality area) is located in 4th and 5th order

settlements (being village service areas and small settlements)

The Mopani District Municipality is situated within a number of strategic corridors in the Province which have a potential to offer opportunities for development in the district. The main corridors affecting the district municipality include:

Ba-Phalaborwa spatial development initiative (SDI)

Traversing through the Southern side of the Municipality, this corridor is particularly well endowed with mining deposits with a number of mining operations already underway. The corridor also offers opportunities in eco-tourism and game farming due to its proximity to the Kruger National Park. The corridor is anchored on the South-East of the district by Phalaborwa and on the South-West by Tzaneen.

Tzaneen – Letaba agricultural hub

This is the hub of the extensive activities within the District Municipality where most of the citrus fruit, sub-tropical fruit and vegetables in the district are produced. This immediately offers opportunities for beneficiation (or processing of secondary products) from fruit produce. Eco-tourism is also significant in this sub- region.

Giyani sub-region

The sub-region is also potentially rich in good agricultural soils and mining deposits. While the agricultural sector is still largely based on subsistence farming practices, the mining deposits are beginning to be exploited with huge potential spin-offs such as job opportunities and infrastructure development. The Eastern part of Greater Giyani offers tourism opportunities in game farming given its proximity to the Kruger National Park.

“The Mopani District will pursue a spatial development pattern which optimizes the benefits offered by the natural environment in terms of agricultural, tourism and mining activities. This spatial development pattern will be structured around a network of key development nodes and corridors corresponding with the provincial spatial rationale and national spatial development perspectives.

Taking into cognizance of the overall vision for the Limpopo Province, as well as the strategic analysis of key issues in the Mopani District Municipality, the following municipal vision for spatial development has been formulated:

“The Mopani District will pursue a spatial development pattern which optimizes the benefits offered by the natural environment in terms of agricultural, tourism and mining activities. This spatial development pattern will be structured around a network of key development nodes and corridors corresponding with the provincial spatial rationale and national spatial development perspective. This spatial development framework seek to establish a more coherent settlement pattern and improve accessibility to municipal and social services to all communities within the district including rural areas.”

Implementation of the spatial development framework will take due cognizance of the environmental features of the area to ensure the longer term sustainability of development within the district"

This vision of an optimal spatial pattern embodies the establishing of a functional hierarchy of settlements (both towns and villages) as an integral part of a macro spatial plan for the province. It must contribute to social stability, economic growth and development in an equitable and sustainable way to address the problem of rural-urban inequality, but must also support a normal urbanization process.

The SDF also has spatial development objectives and strategies that suggest the optimum way of ensuring nodal development and urban integration, bulk infrastructure development, equitable access to social services, land use and transport integration system, agriculture and environmental sustainability, and housing and sustainable neighbourhoods.

Land Use Management System

The municipality has not yet developed a Land-Use Management System (LUMS) to manage the utilisation of land in the district. The future LUMS for the district municipality will consider the following general guidelines:

- the LUMS should be consistent with, and support the objectives of, the district SDF, the district IDP, the provincial SDF, provincial and national environmental and planning legislation and plans;
- the LUMS should ideally determine land uses and conditions for every piece of land within the municipal area;
- the conditions should be rigid enough to effectively control and manage land use and development, but flexible enough to accommodate various levels of development with varying impact on the land use pattern of the municipality, and
- the LUMS should incorporate municipal policies in respect of land use, development zones, areas designated for specific types and intensities of development.

Implementation of the spatial development framework will take due cognizance of the environmental features of the area to ensure the longer-term sustainability of development within the district". In the Projects Phase, the spatial development programmes and projects are highlighted. The spatial picture of the district highlighted, gives us a glimpse of our municipal area, on where to focus resources to address basic needs backlogs and also on areas where we should focus our capital investment. This will contribute in developing the local economy.

6.2.2. LOCAL ECONOMIC DEVELOPMENT (LED) STRATEGY

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

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, Modjadiskloof, 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 serves 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 busses. Generally the available modes of transport are not up to standard, nor safe, reliable, affordable or accessible. The public transport needs of the disabled are also not catered for as proposed in the ITP. There is an oversupply of taxis on tarred roads and an undersupply of taxis on rural 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.

6.2.11. DISASTER MANAGEMENT PLAN

(approved 30 September 2009)

DISASTER MANAGEMENT PLAN

INTRODUCTION

This plan has been developed in order to provide key officials, role players and departments in the Mopani District Municipality as a general guideline for the expected initial response to an emergency and an overview of their responsibilities during an emergency or disaster.

For this plan to be effective, it is important that all concerned parties be made aware of its provisions and that every official, role player, and 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 rapidly 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, Modjadjiskloof and Kgapanne
- ✓ 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.

DISASTER MANAGEMENT PROJECTS

1. Establish a Disaster Management Centre.
2. Establish a communication network.
3. Establish a GIS and information management system for efficient data base access.
4. Execute hazard, vulnerability and risk analysis for the District.
5. Develop disaster and contingency plans for potential disasters in the District.
6. Institute appropriate training and awareness for disaster committees.
7. Institute a maintenance program to ensure optimum functioning of Disaster Management.
8. Establish and maintain a Disaster relief fund.

6.2.12. FIVE-YEAR FINANCIAL PLAN

("approved 12 Dec. 2008")

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 raising

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	2012/2013	2013/2014	2014/2015	2015/2016	2016/2017	2017/2018
<i>Governance and administration</i>	5,060,000	820,000	2,428,000	2,549,400	2,676,870	2,810,714
<i>Community and public safety</i>	16,450,000	1,100,000	9,575,000	10,053,750	10,556,438	11,084,259

<i>Economic and environmental services</i>	1,750,000	-	-	-	-	-
<i>Trading services</i>	227,900,000	9,670,340	245,271,565	257,535,143	270,411,900	283,932,495
<i>Other</i>	43,700,000	4,000,000	-	-	-	
Total Capital Expenditure – Standard	94,860,000	235,590,340	257,274,565	270,138,293	283,645,208	

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

<u>Expenditure By Type</u>	2012/2013	2013/2014	2014/2015	2015/2016	2016/2017	2017/2018
Employee related costs	233,806,453	259,591,771	275,864,290	289,657,505	304,140,380	319,347,399
Remuneration of councillors	8,156,339	8,564,156	8,992,364	9,441,982	9,914,081	10,409,785
Debt impairment	24,725,044	30,331,719	24,185,017	25,394,268	26,663,981	27,997,180
Depreciation & asset impairment	128,702,046	135,293,999	145,004,755	152,254,993	159,867,742	167,861,130
Finance charges	-	367,500	385,875	405,169	425,427	446,699
Bulk purchases	66,772,731	59,459,105	62,432,060	65,553,663	68,831,346	72,272,913

Other materials	40,851,655	31,020,000	31,469,000	33,042,450	34,694,573	36,429,301
Contracted services	3,700,000	4,035,000	4,398,750	4,618,688	4,849,622	5,092,103
Other expenditure	294,883,476	225,120,474	313,848,538	329,540,965	346,018,013	363,318,914
Capex	294,860,000	235,590,340	257,274,565	270,138,293	283,645,208	297,827,468
TOTAL	1,096,457,744	989,374,064	1,123,855,214	1,180,047,975	1,239,050,373	1,301,002,892

Revenue by Source	2012/2013	2013/2014	2014/2015	2015/2016	2016/2017	2017/2018
Service charges - water revenue	86,159,164	91,191,970	97,112,518	101,968,144	107,066,551	112,419,879
Service charges - sanitation revenue	14,992,154	16,067,037	17,352,400	18,220,020	19,131,021	20,087,572
Service charges - other	5,150,000	5,459,000	5,786,540	6,075,867	6,379,660	6,698,643
Interest earned - external investments	1,602,000	-	-	-	-	-
Transfers recognised – operational	513,601,000	533,938,000	624,306,000	655,521,300	688,297,365	722,712,233
Other revenue	26,800,000	4,028,000	4,269,680	4,483,164	4,707,322	4,942,688
National Government	321,078	338,690	375,043	393,795,150	413,484,908	434,159,153
TOTAL	969,382,318	989,374,007	123,870,138	1,180,063,645	1,239,066,827	1,301,020,169

Revenue	969,382,318	898,374,007	1,123,870,138	1,180,063,645	1,239,066,827	1,301,020,169
Operational Budget	801,597,744	753,783,724	866,580,649	909,909,681	955,405,166	1,003,175,424
Capital Budget	294,860,000	235,590,340	257,274,565	270,138,293	283,645,208	297,827,468
Total	1,096,457,744	989,374,064	1,123,855,214	1,180,047,974	1,239,050,374	1,301,002,892
Surplus (Deficit)	-	-	-	-	-	-
	127,075,426	91,000,057	14,924	15,671	16,453	17,277
Plus: Depreciation	128,702,046	135,293,999	145,004,755	152,254,993	159,867,742	167,861,130

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, Councilors 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:

Table S3: List of Portfolio Committees in Mopani District Municipality			
Name of Committee	Chairperson & Members	Support Department	Cluster
Finance	Chairperson: Cllr MN Makhurupetji	Finance Directorate	Governance and Admin
Governance & Admin.	Chairperson: Alderman TP Ramarembela	Corporate Services	Governance and Admin
Social Services	Chairperson: Cllr NV Mathonsi	Community Services	Social and Infrastructure
Strategy, Planning & IDP	Chairperson: Alderman MM Mukhabele	Planning & Development	Economic Development
Roads and Transport	Chairperson: Cllr S Tindane	Technical Directorate	Social and Infrastructure
Water and Sanitation	Chairperson: Cllr MO Moagi	Technical Services	Social and Infrastructure
Energy	Chairperson: Cllr TE Ndlovu	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 Councilors 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

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.

5.2.14. 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).

5.2.15 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.

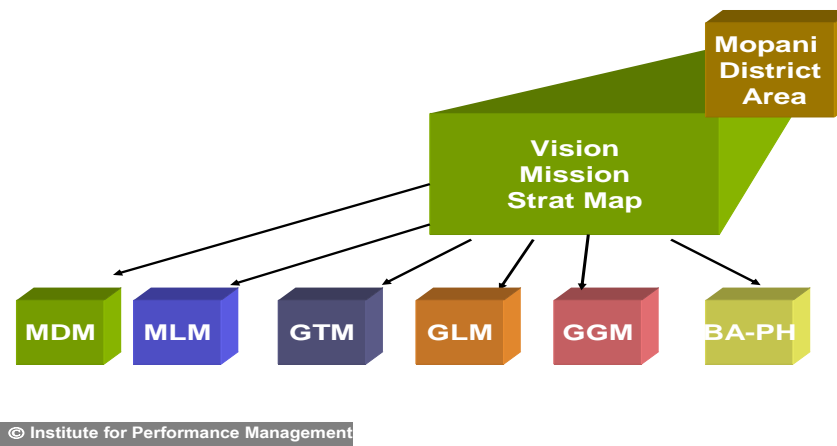
7. PERFORMANCE MANAGEMENT SYSTEM

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:



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**®⁷ 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[®] 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.

7.3 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 Corporate 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.

8. 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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