



Mopani District Municipality

DRAFT REVIEWED INTEGRATED DEVELOPMENT PLAN

2016 – 2021 (2019/20 version 4)

March 2019

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



Cllr Rakgoale C.N
Executive Mayor

Our pride is in serving our people



Cllr Sedibeng D.W
Speaker

Our pride is in the wellbeing of our society

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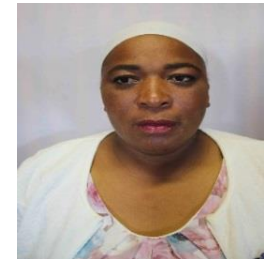
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CONTENTS

Vision, Mission and Values	7	3.2.2 ENVIRONMENT ANALYSIS	73
Strategic Objectives	8	3.2.2.1 Climate change	73
Executive Mayor's Foreword	9	3.2.2.2 Geomorphology	74
MDM Strategic Intent	11	3.2.2.3 Natural Water bodies (rivers, lakes, wetlands etc.)	74
Chapter 1: The Planning framework	13	3.2.2.4 Environmental Conservation Areas	74
1.1 Legislative Background and Policy imperatives	13	3.2.2.5 Agriculture and Forestry	75
1.2 Powers and functions	13	3.2.2.6 Priority Environmental challenges	75
1.3 IDP PREPARATORY PHASE	14	3.2.2.7 Integrated Environmental management (IEM)	80
1.3.1 Legislation background to the IDP	14	SWOT: Social analysis	81
1.3.2 Framing the 2016/17-2021 IDP	15	3.3 KPA: ECONOMIC ANALYSIS	82
1.3.2.1 National Planning Context	15	3.3.1 Background	82
1.3.2.2 The Provincial Planning Context	16	3.3.2 Broad Economic Overview of South Africa	82
1.3.2.3 The Local Planning Context	18	3.3.3 Locating the District Economy within the Provincial Econ. -	83
Alignment of NDP, LDP and Mopani IDP	19	3.3.4 Comparative & Competitive Advantages of MDM	83
1.4 Basis for IDP Review Process	20	3.3.5 Economic Sector Analysis	84
1.4.1 The 2017/18 National and Provincial Pronouncements	21	3.3.6 Key Economic Sectors	84
1.4.2 MEC'S IDP Assessment report	21	3.3.7 Major Exports	85
1.5 Strategic Performance overview	21	3.3.8 Sectors contributions to employment	86
1.5.1 Issues identified from previous performance	21	3.3.9 Constraints in the District Economy	86
1.5.2 Audit Findings from Financial Statements to 2016/17	22	3.3.10 Economic opportunities	88
1.5.3 Output of the 2016/17 Annual Report	22	3.3.11 Impact of Economic Recession	89
1.5.4 IDP Performance	23	Tourism attractions	90
1.6 IDP Process overview: Steps and events	24	3.4 KPA: BASIC SERVICES /INFRASTRUCTURE ANALYSIS	102
1.7 Institutional Arrangements to drive the IDP Process	25	(a) Background	
1.7.1 Structures driving the IDP	26	(b) Indigent households	
Chapter 2: Municipal Profile	28	(c) Access/Backlog on Free Basic Services	
2.1 Geographic Location & Key features	28	3.4.1 Water	
Municipal Demarcation Board redetermination of MDM & Wards	29	3.4.1.1 Water Sources	
2.2 Demographics	30	3.4.1.2 Piped water	
2.2.2 Population and households growth trends	31	3.4.1.3 Backlog on piped water	
2.2.2.3 Age and Gender structure	32	3.4.2 Sanitation	
2.2.3 Population movement (in-migration and out-migration)	33	3.4.2.1 Sanitations backlog	
2.2.4 Foreign nationals	34	3.4.2.2 Bucket toilets	
2.2.5 People with disability	34	3.4.2.3 Basic services below RDP standards	
2.2.7 Employment and Unemployment	36	3.4.2.4 Sanitation situation at schools	
2.2.8 Income categories	36	3.4.3 ENERGY & ELECTRICITY	
2.2.9 Households dependency ration	37	(i) Energy usage for Heating	
2.2.10 Language diversity	37	(ii) Energy usage for cooking	
2.2.11 Indigent households	37	(iii) Energy usage for lighting	
2.2.12 Poverty Analysis	39	3.4.4 Waste Management	
Chapter 3: SITUATIONAL ANALYSIS	41	3.4.4.1 Refuse Removal	
3.1 KPA: SPATIAL ANALYSIS	41	Refuse removal in rural settlements	
3.1.1 Background	41	3.4.4.2 Waste Disposal Situation in LMs	
3.1.2 Description of Municipal Areas & Economic Growth points	41	(i) Ba-Phalaborwa	
3.1.2 Settlement patterns in the District	44	(ii) Greater Letaba	
Settlement hierarchy	44	(iii) Greater Giyani	
3.1.4 Illegal occupation of land	45	(iv) Greater Tzaneen	
3.1.5 Land Claims & their Socio-economic implications	46	(v) Maruleng	
3.1.6 Development corridors and economic centres	47	3.4.5 ROADS & PUBLIC TRANSPORT	
3.1.7 National Transport access of Mopani	47	3.4.5.1 Roads infrastructure	
3.1.8 Legislative imperatives	47	List of Major roads	
3.1.9 Key Spatial Challenges & Opportunities	47	3.4.5.2 National Roads in Mopani District	
3.2 SOCIAL, ENVIRONMENT AND ECONOMIC ANALYSES	48	3.4.5.3 Provincial & District Roads (Distance tarred & gravel)	
3.2.1 Social Analysis	48	3.4.5.4 Specific Roads service levels	
3.2.1.1 Housing	49	Major challenges on roads	
3.2.1.2 Health & Social Development	50	3.4.5.5 Priority roads for development/ upgrading	
Health facilities that are accredited to provide ARV drugs	51	3.4.6 PUBLIC TRANSPORT	
3.2.1.3 Safety & Security	54	3.4.6.1 Taxi Facilities descriptions	
3.2.1.4 Education	62	3.4.6.2 Major Public Transport Facilities in MDM	
3.2.1.5 Sports, Arts and Culture	67	3.4.6.3 Taxi Associations	
Library facilities	70	3.4.6.4 Mopani District Taxi Council roles	
Thusong centers	70	3.4.6.5 Bus Termini	
3.2.1.6 Postal services	71	3.4.6.6 Rail Transport Facilities	
3.2.1.7 Tele-Communications	72	3.4.6.7 Air Transport	
		3.4.6.8 Powers and Functions on Public Transport	

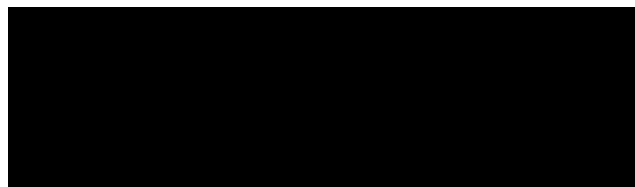
3.4.6.9 Public Transport By-Laws	
3.4.6.10 Traffic Management	
3.5 KPA: FINANCIAL VIABILITY	136
3.5.1 Policies and Procedures	
Administrative units of Finance	
Summary of Financial performance	
Income on own revenue	
Trends on Actual income & expenditure on grants	
Trends proportional distribution of budget	
Income & Expenditure & Variances	
3.6 KPA: GOOD GOVERNANCE & PUBLIC PARTICIPATION	142
3.6.1 Background	
Municipal Structures involving members of Communities.....	
Council seats	
3.6.2 Support to Ward Committees.....	
3.6.3 Public Participation	
3.6.4 MDM Stakeholders Analysis	
3.6.5 Community Development Workers	
Public ratings of services required	
Public participation attendants	
3.6.6 Intergovernmental Relations	
3.6.7 Institutional Strategic Risks	
3.6.8 Anti-corruption/ Fraud	
3.6.9 Internal Audit services	
Risk Management services	
3.6.10 International Relations	
3.7 KPA:TRANSFORMATION & ORGANISATION DEVELOPMENT	158
3.7.1 BACKGROUND	
3.7.2 EQUITY	
3.7.2.1 Structures of Council	
3.7.2.2 Organogram	
3.7.2.3 Employment Equity	
3.7.2.4 Equity in administration	
Councils seats 2016/17 - 2021	
3.7.3 Vacancy rate	
3.7.4 Institutional structure challenges	
3.8 CROSS-CUTTING	
3.8.1 Disaster Management services	
3.8.2 Major Disaster Risks	
3.9 Mopani District Municipal Performance	
3.9.1 SWOT Analysis	
Generic SWOT	
Priority developmental focus areas	
3.10 Prioritisation of Key Developmental Issues.....	
CHAPTER 4: IDP STRATEGIES PHASE	175
4.3 Strategic Intent.....	
4.3.5 Strategy Map.....	
Strategies to developmental issues	
Spatial Rationale strategies	
Long range horizon of spatial objectives	
LED (177); Basic services (181); Financial Viability (188);	
Transformation (195); Good Governance (200); Social services (208)	
Social services needs for support by sector departments	
4.4 Strategic Alignment:	

4.4.1 Alignment of National, Provincial and Local Government strategic priorities	
4.4.2 Outcome Indicators to Goals	
Performance indicators to KPAs, Goals, Objectives and Outcomes	

CHAPTER 5: PROJECT PHASE.....249

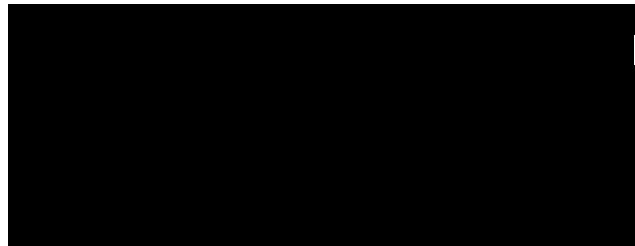
5.1 Projects Prioritisation	
5.2 Project Prioritisation Criteria	
5.3 Project Identification & Registration	
5.4 MDM Programmes/Projects	
Good governance... ..	
Transformation... ..	
Basic services	
Local Economy.... ..	
Spatial Rationale	
Community services (Basic services)	
Financial Viability	

5.4(1) BUDGET/ FUNDING RESOURCES FOR MDM PROGRAMMES



PROJECTS/PROGRAMMES OF SECTOR DEPARTMENTS & PARASTATALS

Department of Agriculture.....	290
Dept of Social Development.....	292
Dept of Transport	292
Education	292
Environmental Affairs	293
SAPS	295



CHAPTER 6: INTEGRATION PHASE297

6.1 Table 73 : List of Key Sector Plans	
6.2 Sector plans Annexures	
7. Performance Management System	
7.1 Organisational Performance Management	
7.2 Good Corporate Governance	
7.3 The 11-step approach to municipal excellence	
7.4 Balanced scorecard and the 11-Step approach to Municipal Excellence	
8. Monitoring, Assessment, evaluation and Review	

9. CONCLUSION333

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

DoE – Department of Education

DoH – Department of Health

DPWRI – Department of Public Works, Roads & Infrastructure

DWA – Department of Water Affairs

ECD – Early Childhood Development

EPWP – Extended Public Works Programme

ESKOM – Electricity Supply Commission

GEAR – Growth, Employment and Redistribution

GEMC³ :Global Environmental Management command control centre

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

LDP – Limpopo Development Plan

LSEN – Learners with Specialised Education Needs

LGTA – Local Government Turn Around Strategy

LSEN – Learners with Specialised Education Needs

LUMS – Land Use Management Scheme

OPEX – Operational Expenditure

MDM – Mopani District Municipality

MEC – Member of Executive Council

MFMA – Municipal Finance Management Act

MLM – Maruleng Local Municipality

MPCCs – Multi-purpose Community Centres

MSA – Municipal Systems Act

Mscoc –Municipal Standard Chart of Account

MTAS – Municipal Turn-around Strategy

MTSF – Medium Term Strategic Framework

NGOs – Non- Governmental Organisations

NPOs – Non Profit Organisations

OFCOLACO: Officials of Colonial Land Company

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

SWOT – Strengths, Weaknesses, Opportunities, Threats

UN – United Nations

UNESCO – United Nations Education, Scientific and Cultural Organisation

WSIG – Water Services Infrastructure Grant

WSDP – Water Services Development Plan

TABLES

Table 1: Summary of KPAs and Strategic Objectives-----	8	Table 46: Households to piped water -----	100
Table 2: 2011/12 IDP Review Activities-----	24	Table 46(a): Backlog on access to piped water -----	101
Drivers of IDP -----	26	Table 47: Breakdown of levels of sanitation services -----	102
Table 3: CDWs in Mopani District Municipality-----	142	Table 48: Backlogs on sanitation -----	102
Table 4: Key Inter-Governmental Structures-----	27	Table 49: Bucket toilet system -----	102
Table 5: Wards per local municipality in Mopani-----	29	Table 50: Provision of water and sanitation below RDP stds-----	103
Table 6: Estimated Population -----	30	Table 51: Schools sanitation situation/ status quo -----	103
Table 7: Age structure and Gender composition ¹ -----	32	Table 52: Alternative Energy sources in use -----	107
Table 8: Number .of disabled persons per municipality by Gender ----	34	Table 53(a) Refuse removal services in rural settlements -----	109
Table 9: Participation of disabled persons in various Structures ----	35	Table 53(b): Access to Refuse Removal -----	109
Table 10: Labour status -----	36	Table 54: List of major roads within the district -----	112
Table: 11 (a): Monthly income for Persons-----	36	Table 55: Roads Distances tarred and those gravelled -----	112
Table 11 (b): Annual Income for households -----	37	Table 56: Roads and service levels -----	113
Table 12: Language diversity in Mopani -----	37	Table 57: Priority roads for upgrading -----	119
Table 13: Indigent households -----	37	Table 58: Major Public Transport facilities -----	128
Table 13(a): Poverty-stricken wards -----	40	Table 59: Spread of public transport facilities -----	128
Table 14: Economic Growth Nodes of MDM -----	41	Table 60: Taxi Associations in Mopani -----	129
Table 15: Population concentration in 1 st Order settlements (growth points) -----	44	Table 61(a): Financial Performance -----	133
Table 16: Areas that are illegally occupied -----	45	Table 61(b) Income on Own revenue -----	134
Table 17: Extent of Land under Claim in MDM -----	46	Table 61(c): Trends on Actual Expenditures, 2015/16 – 2016/17-----	135
Table 18: Housing needs in MDM -----	49	Table 61(d): Trends on Proportional distribution and patterns -----	135
Table 19: Land tenure status -----	49	Table 61(e): Trends on variances between Income vs Expenditure-----	136
Table 20: Health Facilities -----	50	Table 62: Municipal Structures involving communities in governance-----	137
Table 21: Health Amenities/ Facilities, Services & backlogs -----	50	Table 63(a): Stakeholders Analysis across all LMs -----	140
Table 22: Clinic/ Health centre: People Ratio -----	51	Table 63(b): Stakeholders Analysis for the District -----	140
Table 23: MDM HIV & AIDS Prevalence over 7 years -----	52	Table 64: CDWs in Mopani -----	141
Table 24: HIV & Aids Intervention Programmes and Targets-----	53	Table 65: Equity in structures of Council -----	153
Table 25: Service Level Needs in View of 2010 -----	53	Table 66: Employment Equity in top management -----	155
TABLE 26: Statistics on HIV/AIDS Prevalence in South Africa-----	53	Table 67: Equity in Administration -----	156
Table 27: No. of police and civilians per police station in MDM--	55	Table 68: Vacancy Rate -----	157
Table 28: Crime prevalence in MDM -----	56	Table 69 Major Disaster Risks types in MDM -----	159
Table 29: Level of Education by Municipalities -----	62	Table 70: Generic SWOT -----	164
Table 30 (a): Number and Categories of existing schools -----	63	Table 71: Constraints to key priorities -----	164
Table 30 (b) Backlog on classrooms -----	63	Table 72: Key priority areas of MDM -----	167
Table 31: No. of schools needing urgent attention on infrastru--	64	Strategies on Development issues -----	173
Table 32: ABET Centres in Mopani -----	65	STRATEGIC ALIGNMENT-----	214
Table 33: Early Childhood sites in Mopani -----	65	PROJECT PHASE Tables -----	221
Table 34: Teacher /Learner ratio -----	66	MDM Programmes/ Projects ² -----	221
Table 35: Sport Centres in the Mopani District -----	68	BUDGET TABLES: -----	221
Table 36: Stadia in the Mopani District -----	69	Funding Sources and distribution/ apportionment -----	249
Table 37: Library facilities-----	70	Own revenue and Grants -----	250
Table 38: Post offices in MDM -----	71	Local Municipalities Projects -----	252
Table 39: Wetland areas -----	74	[BPM:252; GGM:253; GLM:254; MLM:257; GTM:260]	
Table 40: Mining Ownership and products -----	84	Sector Departments Projects -----	265-
Table 41: Gross Value Adding by economic sectors -----	85	DEA: 265 , DoT: 265 ; LEDET: 266 ; LEDA: 271 ; DRDLR: 269 ;	
Table 41(a): Sectoral contribution to employment -----	86	DWS: 271 ; DPWRI: 272 , DSD: 275 ; ; DoH: 275 ; DoE: 281 ;	
Table 41(b): Tourism attractions -----	90	LNW -----	271
Table 42: Basic services needs backlogs in the district-----		ESKOM: -----	274
Table 43: Indigent Households -----	97	TABLE 73: LIST OF KEY SECTOR PLANS IN PLACE -----	290
Table 44: Dams in Mopani -----	98		
Table 45: Households to type of water source -----	100		

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

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



The **MISSION** of Mopani District Municipality:

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

The **value system** of Mopani District municipality includes the following:

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

Mopani District Municipality's strategy map bears the following Key performance areas, Goals and the Strategic Objectives

Table 1: SUMMARY OF KPAs, GOALS AND STRATEGIC OBJECTIVES

KPA	GOAL	STRATEGIC OBJECTIVE
Municipal Transformation and Organisational Development	Efficient, effective and capable workforce	To inculcate entrepreneurial and intellectual capabilities.
	A learning institution	To strengthen record keeping & knowledge management
Basic Service Delivery	Sustainable infrastructure development and maintenance	To accelerate sustainable infrastructure and maintenance in all sectors of development.
	Clean, safe and hygienic environment, water and sanitation services.	To have integrated infrastructure development.
	Safe, healthy living environment	To improve community safety, health and social well-being
Local Economic Development	Growing economy (through agriculture, mining, tourism and manufacturing).	To promote economic sectors of the District
Spatial Rationale	Sustainable, optimal, harmonious and integrated land development	To have efficient, effective, economic and integrated use of land space.
Financial Viability	Reduced financial dependency and provision of sound financial management	To increase revenue generation and implement financial control systems
Good Governance and Public Participation	Democratic society and sound governance	To promote democracy and sound governance

EXECUTIVE MAYOR'S FOREWORD

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



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

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

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

The Spatial Development Framework (SDF) and the Local Economic Development (LED) Strategy provide a comprehensive description of our environment and its spatial characteristics. They also reflect on the district's comparative advantages and opportunities as confirmed during the District Growth and Development Summit held in February 2007. This IDP has a clear and quantified budget, and implementation plans as well as the Organisational Performance Management System. And to that effect, it will be clear from the content that the District has progressed tremendously since 2011 & 2016 to date, despite the institutional challenges that need continuous adjustment. In our endeavour to provide services to our communities we continue to realize that when we attain one milestone, there are still more challenges ahead. That gives us clear indication that IDP and its review

processes will remain the popular roadmap for the transformation of our society. Surely the programmes and projects set in this document will enable the District to pass the next hurdle of development without sacrificing the set targets.

We hereby present this Plan as a developmental plan for all government with clear 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 hopes of our communities and it is not intended to be static, rather dynamic. It requires an accelerated degree of intergovernmental action and alignment to ensure that all developmental role players in the district align their plans to government-wide priorities.

The current Council has had the first exposure to lead the review process of the 2016/17 and 2017/18 IDP. The efforts put to that effect are highly appreciated. The deliverable thereof will be fully owned and driven by this leadership in teaming with communities. It is also reviewed at the time when our Limpopo Provincial government has adopted Limpopo Development plan in alignment with the **National Development Plan** as a planning guide for all spheres of government towards the realization of Vision 2030, in making strides in ensuring that all our people attain both quality and decent standards of living and quality of life through the developmental pillars enshrined in the document, the NDP. One important pillar in development is the promulgated SPLUMA which is guiding all land development matters in a way to uproot the legacy of the past. Although the faces of Council change from time to time, IDP holds the aspirations of our communities and remains central to unfading commitment of the Council and in no way shall they be “pushed under carpet”.

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

South Africa cannot be complete without inclusion of Mopani. Our efforts are relevant in that space. The horizon lies ahead. It is what we put in today that informs the output of tomorrow.

Cllr C.N Rakgoale
Executive Mayor

MOPANI DISTRICT MUNICIPALITY STRATEGIC INTENT

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

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

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

Therefore the IDP Review, Performance Management System and Budget processes had to roll out concurrently so that the final plan is authentic, measurable and realistic. The plan ensures that accountabilities of employees are integrated and sound. The IDP review process has progressed in alignment with the following phases: Analysis Phase, Strategies Phase, Projects Phase, Integration Phase and Approval Phase. During the Analysis Phase, an analysis was conducted in terms of the current developmental status of Mopani District Municipality, with due consideration of the withdrawal of the District Management area. These areas have 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. (MDB record of 2005).

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

The first strategic planning session of the current Council was held on [1-3 March 2017](#) to review the overall Strategy of the municipality, which consists of Strategic Themes (also known as KPAs) and Strategic goals and Objectives. The Strategic goals and Objectives are contained in the Strategy Map which indicates how value will be created for stakeholders, communities and citizens. It provides a visual representation of the Strategy and is based on the Balanced Scorecard Methodology. During this review process Strategic Key Performance Indicators had to point clearly what the municipality intends to achieve in a period spanning from year 2016 and over, as the IDP gets reviewed annually. In order to strengthen impact, strategic developmental corridors have been identified where investors and any value adding organ of state, parastatal, etc. could put their resources with good potential returns. The corridors are also supporting the District growth nodes. For implementation purposes, in the Projects Phase, the Operational Strategies of the municipality were determined by means of identification of projects and initiatives which will ensure the achievement of the Intent of the municipality. A crucial element of this phase is to ensure that the budget is aligned

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

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

It goes without a say that IDP is a plan of government. Therefore all role players committing their resources into Mopani strategic intent, will accelerate impact to the well being of our communities. During the review process of 2016/17 the strategic planning session was held on 1-3 March 2017 and confirmed the vision, mission and values as had been. The Council's goals and objectives were reviewed and amendments and additions made and further aligned programmes to the current government plan, i.e National Development Plan.

The review process of 2018 took place on 5-6 February 2018 where indepth analysis was made, coming up with core issues of concern in each key performance areas. Strategies were also developed to mitigate on the challenges raised. The annual IDP reviews will cater for changing circumstances and performance assessment to ensure relevance to the status quo on development.

CHAPTER 1: THE PLANNING FRAMEWORK

1.1 LEGISLATIVE BACKGROUND AND POLICY IMPERATIVES TO THE MUNICIPALITY

Section 156 of the Constitution

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

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

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

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

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

1.2 POWERS AND FUNCTIONS OF MOPANI DISTRICT MUNICIPALITY

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

- (n) Municipal public works relating to any of the above functions or any other functions assigned to the district municipality
- (o) The receipt, allocation and if applicable, the distribution of grants made to the district municipality
- (p) The imposition and collection of taxes, levies and duties as related to the above functions or as may be assigned to the district municipality in terms of national legislation.

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

	Municipality	Municipality to perform the following Adjusted powers & functions
	GTM	<ul style="list-style-type: none"> • Solid waste disposal; • The establishment, conduct and control of cemeteries and crematoria serving the municipal area; • Municipal works relating to any of the above functions or any other functions assigned to the local municipality • Municipal airport services.
	GGM	<ul style="list-style-type: none"> • Solid waste disposal; • The establishment, conduct and control of cemeteries and crematoria serving the municipal area; • Municipal works relating to any of the above functions or any other functions assigned to the local municipality • Public transport services
	GLM	<ul style="list-style-type: none"> • Solid waste disposal; • The establishment, conduct and control of cemeteries and crematoria serving the municipal area; • Municipal works relating to any of the above functions or any other functions assigned to the local municipality
	BPM	<ul style="list-style-type: none"> • Solid waste disposal; • The establishment, conduct and control of cemeteries and crematoria serving the municipal area; • Municipal works relating to any of the above functions or any other functions assigned to the local municipality • Fire fighting services • Public transport services
	MDM	<ul style="list-style-type: none"> • Public transport in Greater Tzaneen and Greater Letaba municipalities. • Municipal airport services in Greater Letaba, Greater Giyani and Ba-Phalaborwa municipalities • Fire fighting services in Greater Giyani, Greater Letaba and Greater Tzaneen municipalities.

.The previous study has showed that Airport function would not be feasible for the District to perform due to capacity constraint.

1.3 IDP PREPARATORY PHASE

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

1.3.1 LEGISLATIVE BACKGROUND TO THE IDP

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

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

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

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

1.3.2 FRAMING THE 2016/17 – 2021 IDP

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

1.3.2.1 The National Planning Context

The Mopani District Municipality is aware of the critical challenges facing the country as a whole, as well as the national strategies and Programme of Action to meet them.

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, LDP 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 continued to better inform the IDP reviews from year to another.

National Government had identified five focal areas for development, viz.

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

During 2013 the Parliament surfaced (approved) with a dynamic document which lays out 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. Mopani has also found her space in ensuring the implementation of the NDP through LDP. See page 18.

Key targets of the National Development plan are;

(1) Economy & employment

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

(2) Economic Infrastructure

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

(3) Human settlements

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

(4) Building a capable state

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

(5) Fighting corruption and enhancing accountability

- Have a corruption free society with high adherence to ethics

The SONA of 2017/18 has enriched the goals of NDP by yet pronouncing

- Clean governance
- Fight against corruption
- Education and Training
- Increased Local economy and
- Thuma mina – Lend a hand.

1.3.2.2 The Provincial Planning Context

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

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

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

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

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

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

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

LIMPOPO DEVELOPMENT PLAN (LDP)

- The Limpopo Development Plan strives for economic development and transformation to enable the province to address triple challenges: **poverty, inequality and unemployment**
- The main economic agenda of the LDP is to intensify job-creation and enhance the skills base of the province towards supporting socio-economic growth and development in the province.

- The province aims to diversify the economy through placing emphasis in manufacturing thus creating value along commodities with competitive advantage within the prioritised economic sectors, in pursuit of addressing losses in employment and promoting sustained job opportunities. (Cluster Value-Chain development).
- Appropriate strategies and policies are in place to guide effective implementation processes

The LDP aims to achieve the following four overarching goals:

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

OBJECTIVES

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

1.3.2.3 The Local Planning Context

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

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

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

The 2018/19 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 2017/18 IDP is the challenge and commitment to (1) deepen local democracy, (2) enhance political and administrative leadership, (3) accelerate service delivery, (4) build a developmental local government and (5) ensure that municipal planning and implementation are done in an integrated manner. All of which can only be attended to in an environment of cooperative governance between MDM and (1) the Local Municipalities in its area of jurisdiction and (2) provincial and national line departments.

Alignment: NDP, LDP & MOPANI IDP

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

Fighting corruption and enhancing accountability <ul style="list-style-type: none"> • Take legal and political steps to insulate anti-corruption agencies from political interference • Increase resources for anti-corruption agencies • Centralise the awarding of large tenders or tenders with long duration • Make it illegal for civil servants to operate or benefit directly from certain business activities • Expand protection of whistle blowers 	Prioritise social protection and social investment	Anti-corruption strategy and forum
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1.4 BASIS FOR IDP REVIEW PROCESS

The preparation and review of the IDP is a continuous process providing a framework for development planning activities in the district. As such the IDP is not only annually assessed in terms of delivery and the prevailing conditions in the municipality, but also improved upon each and every year. The following aspects informed the 2017/18 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 2016, 2017 and 2018 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 2016/17 IDP in terms of the SDBIP and subsequent annual reports;
- Aligning Sector Departments' strategic plans to the district-wide priorities and service delivery programmes;
- Aligning municipal planning with the key national priority areas listed above;
- Responding to issues raised during the national, provincial and own assessments including issues from communities (SWOT);
- Strengthening focused community and stakeholder participation in the IDP processes;
- Updating and developing pending sector plans and programmes of the IDP;
- Reviewing the vision, mission, objectives, strategies, programmes and projects; in line with current level of services and alignment of IDP, Budget and PMS activities of the district with those of the local municipalities.
- Global warming/ Climate change

1.4.1 THE NATIONAL AND PROVINCIAL PRONOUNCEMENTS

In terms of the National and provincial government programme of action, pronouncements made were focusing on the implementation of National Development Plan by all spheres of government (year 2015/16). Emanating from that, Limpopo came up with the Limpopo Development plan from which municipalities would have their expressions in the reviewed IDPs. The SONA of 2018 came strongly on the focus on economic growth with emphasis on land issue and public-private partnership as instruments for accelerated development. As an inspirational and motivational campaign individuals need to embrace the spirit of “Thuma mina” meaning “Send me” to serve communities. The SONA of 2019 has just built on the same tone for further growth.

1.4.2 THE MEC’S IDP ASSESSMENT REPORT ON ISSUES TO BE CORRECTED

	ISSUE	RECOMMENDATIONS	INTERVENTIONS
1	In some instances information from the District does not corroborate with that of Local municipalities.	District and Locals should find a platform for information sharing and alignment.	A platform of information sharing is created, i.e IDP Technical committee
2	Lack of public transport projects	Municipalities must initiate public transport projects to support communities	Rural Roads assets management system grant is used to address transport matters as per the conditions
3	Local skills base is not adequately outlined	Need to establish a district wide skills base.	A Youth indaba or summit will be rolled out in 2019/20 and a skills database will be established for the entire District.
4	There is shortfall with respect to revenue management, credit control and evidence of billing system in municipalities IDPs.	Sufficient information is needed to expand on revenue management, credit control and evidence of billing system.	Two projects have been initiated on: Accounting on water related transactions & Debt collectors.
5	Municipalities do not have 5-year financial plan as required.	Municipalities must develop 5-year financial plans.	Mopani has 5-year financial year plan which however need to be review as information has become obsolete.
6	Alignment between IDP and SDBIP.	SDBIP must align to SDBIP	The current organogram has put IDP and PMS in one unit in MM's office.

1.5 STRATEGIC PERFORMANCE OVERVIEW (Own assessment)

1.5.1 Issues identified from previous performance

The District had gone through each and every project that was planned for implementation in 2017/18 and tracked performance. Most of the projects did not reach the set target due to a number of factors, in the main being, budget. In the programmes/ projects where successes were notable it was also analysed as to what contributed to the achievement.

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

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

		issue includes office buildings, eg Disaster management centre.
7	Poor management of risks	Ten strategic Risks have been identified, monitoring set up, but the Risks were not eliminated or reduced.

In terms of successes attained, the following factors were identified

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

• RECOMMENDATIONS

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

1.5.2 OUTPUT FROM THE FINANCIAL STATEMENTS ON AUDIT FINDINGS

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

Source: Financial Statements of the municipalities

Municipality	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	COMMENT
MDM	Disclaimer	Disclaimer	Adverse	Disclaimer	Adverse	Disclaimer	Adverse	No improvement
GLM	Adverse	Disclaimer	Qualified	Qualified	Qualified	Qualified	Unqualified	No improvement
MLM	Qualified	Qualified	Unqualified	Qualified	Unqualified	Unqualified	Unqualified	Improved
GTM	Disclaimer	Disclaimer	Qualified	Qualified	Unqualified	Unqualified	Qualified	Improved
GGM	Disclaimer	Disclaimer	Qualified	Qualified	Qualified	Adverse	Qualified	No improvement
BPM	Disclaimer	Disclaimer	Disclaimer	Qualified	Qualified	Disclaimer	Qualified	Regressed

1.5.3 PERFORMANCE OUTPUT FROM THE 2017/18 ANNUAL REPORT

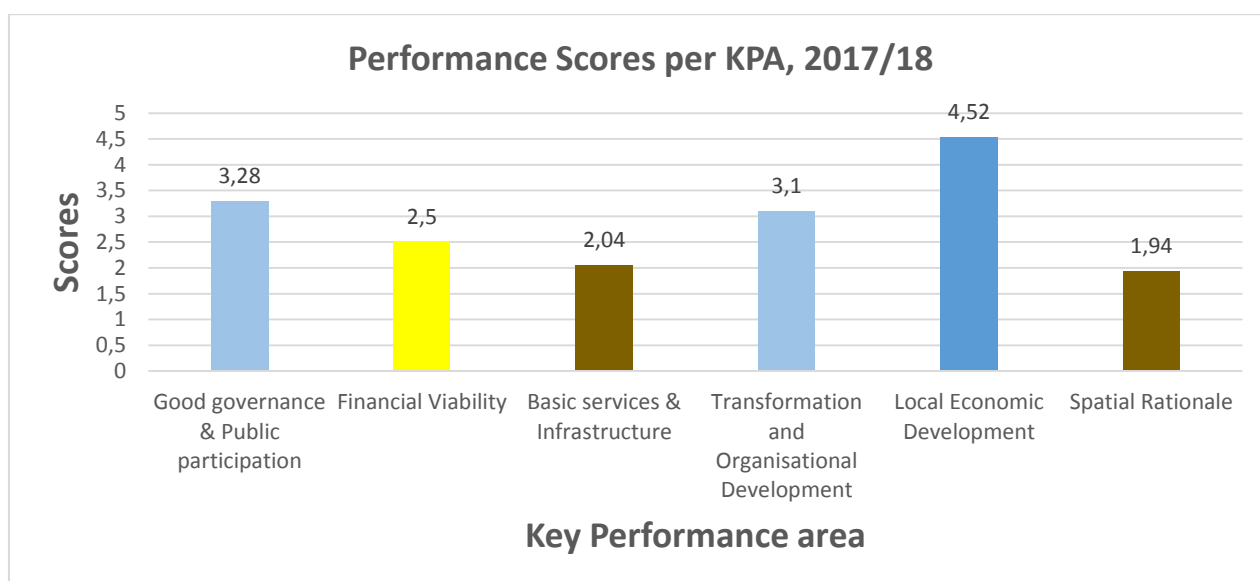
Performance Tool

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

Organisational Performance: 2017/18 Financial year

Overall Organizational Performance was at a score of 2.67, this is an increase in performance as compared to the previous financial year (2016/17) score of 2.37

<All> (SDBIP Key Performance Areas)	Quarterly KPA scores				Annual Performance of the Key Performance Areas
	Sep 17	Dec 17	Mar 18	Jun 18	Annual Average Performance
Good Governance and Public Participation	2.94	2.02	3.33	3.31	3.28
Financial Viability	2.10	2.68	2.51	2.51	2.50
Basic Service Delivery	2.01	2.13	2.37	2.27	2.04
Municipal Transformation and Organisational Development	2.26	3.01	3.02	3.02	3.10
Local Economic Development	4.01	3.49	4.24	4.24	4.52
Spatial Rationale	2.50	1.50	2.24	2.24	1.94



Performance Challenges encountered in 2017-2018

- (i) The Mopani District municipality has experienced challenges that had an impact on the performance of the municipality amongst the challenges is achieving the planned targets in some other areas.
- (ii) Incomplete Infrastructure Projects related to water and sanitation as a result of termination of contracts of non-performing contractors.
- (iii) Community unrests as a result of insufficient supply of water to some communities.
- (iv) Procurement processes delayed implementation of projects.
- (v) Overtime payments due to working excessive hours caused by shortage of staff in critical positions/ posts.
- (vi) Workload on skeletal staffing in critical areas.

MEASURES TO IMPROVE PERFORMANCE

- (i) The development of the procurement plan will serve as a tool to monitor procurement processes.
- (ii) Pool of consultants have been appointed for a period of three years to prevent delays in procuring professional service providers when new projects are allocated.
- (iii) MDM has currently procured pool of contractors for a period of 36 months, this will prevent delays in procuring contractors when a contractor is terminated, or a new project is allocated.
- (iv) Appointment of officials in crucial departments to curb overtime payments.
- (v) Develop and implement the Revenue Enhancement Strategy to increase own revenue.
- (vi) Enforce and fast track the implementation of Audit Committee recommendations, Internal Audit and Auditor General Findings.

1.5 IDP PROCESS OVERVIEW: STEPS AND EVENTS

The first IDP Review Framework and the Process Plan that ushered in the current Council were approved by the then Mopani District Council on 31 May 2016. Broadly, Municipalities (including the District) did not fully adhere to the IDP Review Framework and process plans due to number of processes to get Councils fully functional through established council committees. These were also met with the usual service delivery challenges which would not be postponed. To-date, great improvement has been noted. Mopani District municipality managed to go through IDP/Budget Strategic planning session as facilitated by service provider on 13 – 14 December 2018. On 29th February 2019 Mopani District held IDP Lekgotla to concretise the developmental strategies. On 4-5 February 2019 MDM family of municipalities had engagement session with sector departments to discuss the strategies that deal with issues raised. On 22 March 2019 the District finalized Strategies and Projects phase through the IDP Rep forum.

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

2018/19 IDP Review Actual Activities		
Phase	Activities and purpose	Date
Preparatory	IDP Technical Committee: Preparatory phase	15/6/2018
	ISCO/MANCO: Preparatory phase	18/7/2018
	IDP Rep Forum: Preparatory phase	20/7/2018
	Council sitting: Adoption of IDP Framework, Process plan & Code of conduct	31/07/2018
Performance		
	ISCO/MACO: Performance analysis	18/9/2018
	IDP Rep. Forum: Performance Analysis	28/9/2018
Analysis	IDP Engagement session: IDP Analysis phase & Performance Analysis	11/9/2018
	ISCO IDP Analysis phase & Performance Analysis	9/10/2018
	IDP Rep. Forum: Analysis phase	2/11/2018
Strategies	ISCO/ MANCO: Preparation of Strategic planning session..... Planning	31/10/2018
	Strategic Planning session	13-14/12/2018
	Municipal Manager's forum	21/1/2019
	IDP Lekgotla	29/1/2019

	IDP Engagement Session: Strategies and Projects	4-5/2/2019
	IDP Rep. Forum: Strategies and projects	5/3/2019
Projects	IDP Rep Forum: IDP projects phase	22/3/2019
	ISCO/ MANCO: Projects & Budget	26/3/2019
Approval	Mayoral committee: Draft IDP and Budget	28/03/2019
	Council sitting: Approval of draft IDP/Budget 2017/18	29/3/ 2019
	<i>Publication of draft IDP/Budget documents in Local Newspapers, calling for public comments</i>	6 April – 22 May 2019
	Public participation on draft IDP/Budget (Municipal governance meet communities)	25 April – 22 May 2019
	ISCO/MANCO consider effecting changes to draft IDP/Budget as per public/ community inputs.	15/05/2019
	Mayor's IDP session noted the draft IDP 2018/19	17/05/2019
	IDP Rep Forum: Consider final draft IDP/Budget & Public participation report	21/05/2019
	Mayoral Committee: Final IDP/Budget 2018/19	29/05/2019
	Council sitting: Adoption of final IDP/Budget 2018/19	30/5/2019
	Submission of IDP to the MEC for COGHSTA & Provincial Treasury	9/6/2019
	Publication of the adopted IDP/ Budget 2018/19	13/6/2019
	IDP Steering committee: SDBIP and Process plan for 2019/20 FY	20/6/2019
	Approval of SDBIP to the Executive Mayor	28/6/2019

ISCO: IDP Steering Committee

MANCO: Management Committee

1.7 INSTITUTIONAL ARRANGEMENTS TO DRIVE THE IDP PROCESS

It is the primary responsibility of Council, its Councilors, officials and staff to ensure that integrated planning is undertaken. The Mopani District Council is responsible for the approval of the IDP for the district and the responsibility cannot be delegated. Clear accountability and management of the IDP process belongs to the municipality and thus, should be owned and controlled by the municipality. District Councillors, 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. She provides leadership in the development and reviews of the IDP. The day-to-day management of the IDP process has been delegated to 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 **S**ocial cluster, **E**conomic Cluster, **I**nfrastructure, **J**ustice, **C**rime Prevention and Safety and **G**overnance & Administration.

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

1.7.1 STRUCTURES THAT DRIVE THE IDP

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

Table 3: Drivers of IDP

STRUCTURE		COMPOSITION	ROLE/ RESPONSIBILITY
(a)	Council	Members of Council	Approve/ adopt IDP. Section 25(1) Municipal Systems Act 32/2000.
(b)	Mayoral committee	Executive Mayor, Portfolio Heads, Municipal Manager and Senior Managers/ Directors	<ul style="list-style-type: none"> - Provide political oversight in the Management of the drafting of the IDP. Section 30 of Mun. Systems Act. - Assign responsibilities to Municipal Manager - Submit the draft IDP to Council
(c)	IDP Representative forum	Community structures, SOEs, NPOs, Traditional leaders, Ward Councilors, Associations, interest groups, Government Departments, Local Municipalities and Resource persons.	Debate and confirm priorities of the municipality in terms of Analysis, Strategies, Projects and Integration phases. Represent communities at strategic decision-making.
(d)	IDP Steering committee	<ul style="list-style-type: none"> ❖ IDP Steering committee (MM, GIS, Directors, IDP Manager) ❖ IDP Technical committee (IDP Managers (DM & LMs), and Middle Managers (DM). ❖ District Development Planning forum Sector depts., LMs, MDM & SOEs as per need. 	<ul style="list-style-type: none"> - Responsible for the drafting of the IDP - Alignment of process & plans - Horizontal alignment of DM and LMs plans. - Vertical alignment of plans & implementation
(e)	Cluster Technical Committees:	<ul style="list-style-type: none"> ❖ Economic Technical committee: (LMs, MDM, Sector depts. & SOEs) (Chair: Director Planning & Development Core-chair: LEDET ❖ Social Technical Committee: (LMs, MDM, Sector depts. & SOEs) (Chair: Director Community Services Core-Chair: DoH, DoE & Dir from LMs) ❖ Governance and Administration Technical committee: (LMs, MDM, Sector depts. & SOEs) 	<ul style="list-style-type: none"> - Implement the IDP - Develop Sector plans

		(Chair: Corporate Services Director Core-chair: MDM CFO, LMs CFOs & LMs Corp. Directors/Managers) ❖ Justice, Crime Prevention and Safety Technical committee: (LMs, MDM, Sector depts. & SOEs) (Chair: Director Community Services Core-chair: DSSL& CSD's of LMs) ❖ Infrastructure technical Committee (LMs, MDM, Sector depts. & SOEs) (Chair: Director Engineering Services Core-chair: DPWRI & DWS)	
(f)	Performance Audit Committee	- Members of the Audit Committee - Monitoring & Evaluation Coordinator - Internal Auditor	IDP/Budget Performance Monitoring
(g)	Provincial Government	MEC for Local Government.	Assess/Evaluate the IDP, comment and monitor its implementation.

Table 4: Key Inter-Governmental Structures		
Intergovernmental structures	Participants	Responsibility
Premier's Intergovernmental Forum [Premier/Mayors' Forum]	Premier, Mayors, Heads of Departments and Municipal Managers	Co-ordination of inter-governmental relations (Provincial and Local Government)
District Intergovernmental Forum [Mayors' Forum]	Executive Mayor, Mayors, Traditional Leaders and Municipal Managers	Co-ordination of inter-municipal relations (District and Local Municipalities)
District Speaker's Forum	Speakers, Municipal Managers .	Co-ordinate public participation processes in the municipalities
District Ward Committee forum	District Speaker, representatives of Ward committees	Inputs in the IDP and its implementation
NON-POLITICAL STRUCTURES		
District Managers' Forum	Sector Departments' District Managers Municipal Managers Municipal Senior Managers (Directors)	Co-ordinate inter-governmental relations at district level between municipalities and sector departments
Clusters	Councillors 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. Support Municipal Managers' forum.
Provincial Development Planners' Forum	Sector Departmental Planners IDP Managers Spatial Planners, LED Managers	Provide for a coherent inter-governmental planning framework and alignment and integration of development plans in the province
District Development Planning Forum	Sector Depts, SOEs, MDM and LMs	Alignment in the IDP planning process,

CHAPTER 2: MUNICIPAL PROFILE

2.1 GEOGRAPHIC LOCATION AND KEY FEATURES

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

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

The district is named Mopani because of the abundance of nutritional Mopani worms found in the area. By virtue of the Kruger National Park being part of Ba-Phalaborwa and Greater Giyani municipalities, Mopani District is part of the Great Limpopo Transfrontier Park, the park that combines South Africa, Mozambique and Zimbabwe. The strategic location of the District embodies both advantages and disadvantages. The communities of Mopani should be well positioned, in order to harness advantages that come with their neighbourliness with Mozambique. The converse is also true. Problems are even more apparent than advantages. Health and security (on borders) pose signals.

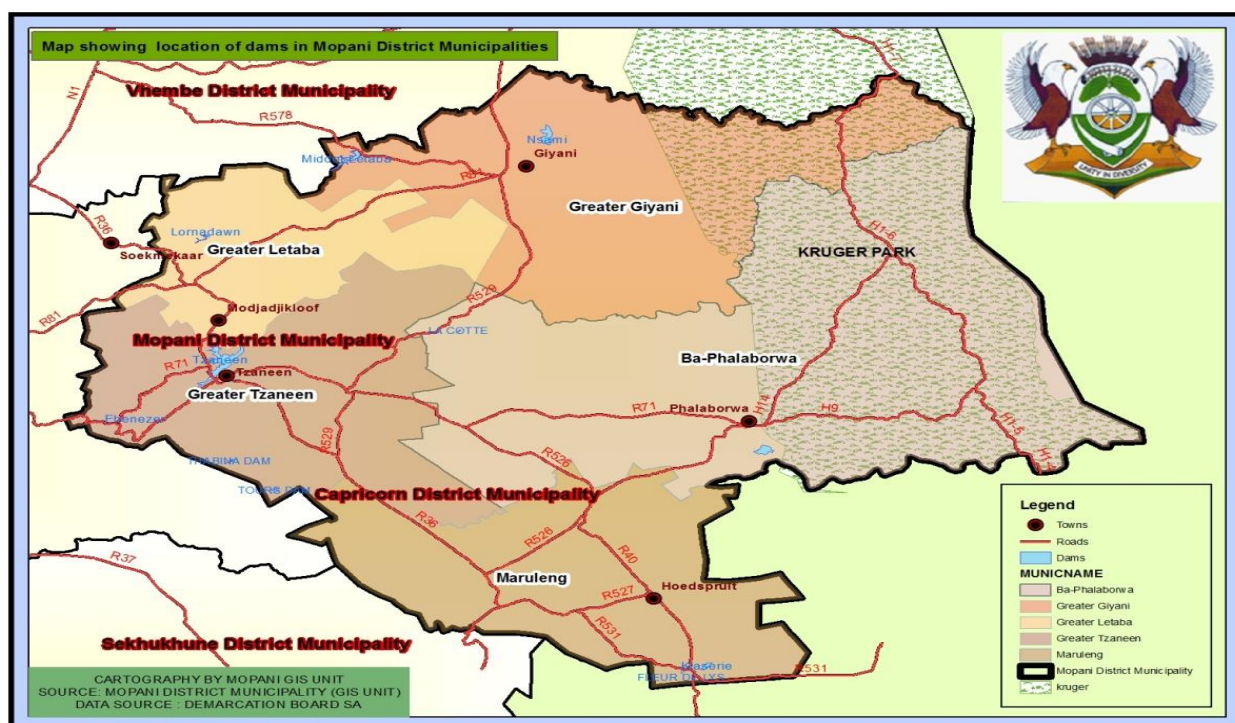


Table 5 below shows the extent of Mopani and its components in terms of Wards, Villages and Urban areas. It will be noted that the area occupied by Kruger National park, is devoted largely to nature conservation. Both Maruleng and Ba-Phalaborwa are least in terms of number of wards and villages and they are largely occupied by game farms. It will also be noted that number of villages has increased from 325 to 354 in a period of eight years imposing a high demand in the provision of basic services facilities.

Source: Municipal Demarcation Board

Table 5: Wards per local municipality in Mopani, as revised during 2011 & 2016 boundaries re-determination									
Local Municipality	Total Area	Number of Reg. Voters		Councilors		Wards		Current No. Villages	Current No. Urban Areas
		2011	2016	2011-2016	2016-2021	2011-2016	2016-2021		
Greater Giyani (LIM331)	4 171,6 km ²	107820	127 728	60	62	30	31	93	1
Greater Letaba (LIM332)	1 890,9 km ²	95192	110 301	57	60	26	30	80	3
Greater Tzaneen(LIM333)	3 242,6 km ²	171887	184 324	68	69	34	35	125	5
Ba-Phalaborwa (LIM334)	7 461,6 km ²	59188	70 416	36	37	16	19	23	4
Maruleng (LIM335)	3 244,3 km ²	44963	52 535	27	27	12	14	33	3
Mopani (DC33) / Total	20 011,0 km²	479 050	545 304	51	53	118	129	354	16

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

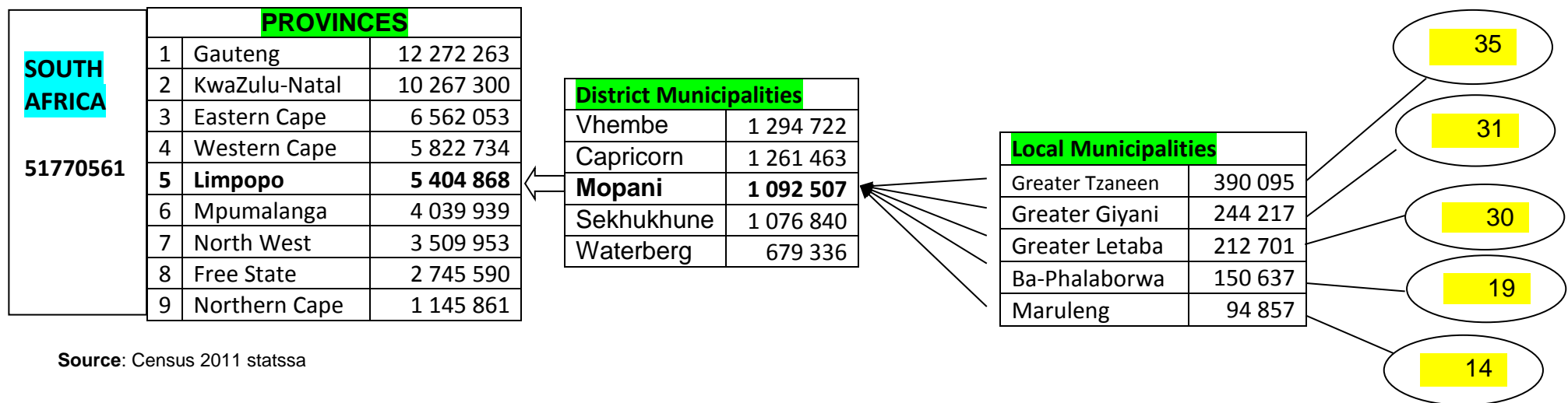
District Management Area (Kruger National Park, north of Lepelle river) has been withdrawn in 2008. Portion of Kruger National park (formerly District Management area) adjoining with Vhembe district falls into Mutale and Thulamela Local municipalities. Portions of Kruger National Park adjoining with Greater Giyani & Ba-Phalaborwa municipalities are incorporated in the said LMs, respectively, leaving **Shingwedzi rest camp in GGM (Ward 19), Olifants, Letaba, Mopani & Shimuwini camps** into Ba-Phalaborwa (**Ward12**). The extent of Mopani has thus reduced to 20 011,0 km² while Ba-Phalaborwa and Greater Giyani have increased to 7 462 km² and 4172 km² respectively. Tshingwedzi river is now the northern boundary of GGM & MDM. WARDS re-delimitations have also resulted in the increase of 7 wards in Mopani District and 30 in the Province of Limpopo, with additions of 3, 2 and 2 for GLM, BPM and MLM respectively. (Reference: Provincial Gaz no 1521 of 18 July 2008; Gaz no. 1834 of 31 Aug. 2010).

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

2.2 DEMOGRAPHICS

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

2.2.1 South African Population Number(s)



2.2.2 Population Characteristics

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

2.2.2.1 Population Growth Trends: Census 1996 - 2001 - 2011

(NB: There is new Community survey 2016 which could not be used further due to incomparability with Census data of 2011.)

Local and district municipalities	CENSUS 1996			CENSUS 2001			CENSUS 2011			CS 2016 Populati on
	Male	Female	Total	Male	Female	Total	Male	Female	Total	
Greater Giyani	97733	121019	218752	106605	134123	240728	108124	136094	244217	256 127
Greater Letaba	89918	113623	203541	97584	121290	218874	95305	117396	212701	218 030
Greater Tzaneen	157041	185510	342551	171123	204463	375586	181558	208536	390095	416 488
Ba-Phalaborwa	55602	54140	109742	64357	67180	131537	73017	77620	150637	168 937
Maruleng	41048	46823	87871	43533	50849	94382	43577	51280	94857	99 605
Mopani	441342	521115	962457	483202	577905	1061107	501581	590926	1092507	1 159 185

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

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

Comparing Census 2001 and 2011 data

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

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

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

2.2.2.3 Age and Gender Structure

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

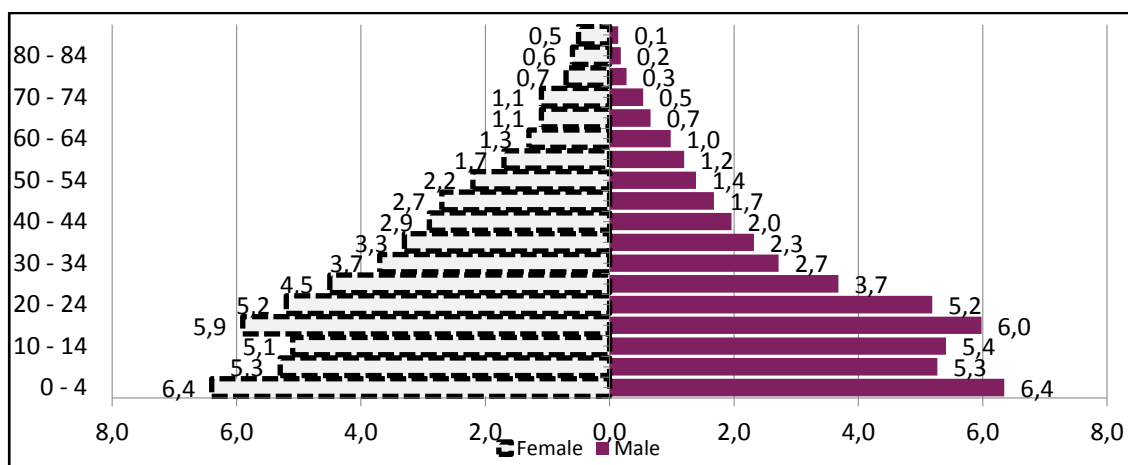


Table 7: Age structure and Gender composition (Number of people) (Statssa 2011 Census)

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

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

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

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

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

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

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

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

2.2.4 Foreign nationals

Mopani experiences influx of foreign nationals at a high rate. These are usually unaccounted for when providing primary services such as water, sanitation, electricity, housing, health and education, to our citizens. The resultant is that facilities and services are overburdened and thus the quality of services is sacrificed since more people are to be served with the little that is earmarked for the few (citizens).

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

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

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

Table 8: Disability by Gender by Municipality

Type of disability	GGM		GLM		GTM		BPM		MLM		MDM			
	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			

Source: Census 2011 Statssa.

There are five special schools in the district that cater for the learners with special needs, namely the blind, the deaf and the physically challenged. The schools are **Letaba & Yingisani** (both at Nkowankowa) and **Pfunanani** at Giyani, **Nthabiseng** and **Franchipan** both at Phalaborwa. There are also two **flagship life-care centres** in the district, namely **Vuxakeni** and **Shiluvana** centres that cater for homeless and severely disabled people respectively. In addition, there are 171 normal schools that have infrastructure access facilities for disabled. This total constitutes 24% of all schools in Mopani, which is still low when compared with programmes to integrate disabled

learners in the normal schools, i.e the blind and the crippled. Shortage of supporting infrastructure in most schools is still a serious challenge. However, currently new schools that are being established have full plan to accommodate the disabled. Mentally disabled and the deaf are still problematic cases that may not be easily mainstreamed into normal schools. Such disabled will always need care and special schools.

CHALLENGES

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

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

Table 9: 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.

2.2.6 Gender

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

2.2.7 Labour Status by Gender by Municipality

EMPLOYMENT and UNEMPLOYMENT RATES

People in the Mopani district are employed in the following sectors: Farming, Industry, Mining, Trade, Government, Transport, Tourism, Manufacturing, Construction and Energy. The Government Sector is the largest employer in the district e.g. 39% of the employed in Greater Giyani work for government. The second largest employer in Mopani district is the farming sector with 25,9% of the employed people. This is however, not the case when considering the municipalities separately with the mining sector employing the second largest portion of the Ba-Phalaborwa population (19,5%). Greater Giyani has the highest level of unemployment with 47% of the population not being employed. The number of people unemployed as a percentage of the total employable population of the District (287 405) is **39%**. It is however important to note that of the unemployed people in the district, about 60% are women.

Table 10: Labour status

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

Source: Census 2011, Statssa

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

2.2.8 INCOME CATEGORIES

Table: 11 (a): Monthly income of persons by Municipalities

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

Census 2011, Statssa

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

It should, however, be taken into account that these figures reflect the total population and not only the potentially economically active portion of the population. Economically inactive people, such as, children and pensioners are also included. It is disturbing to note that,

even for the labour force alone, 89,1% of the population in the Greater Giyani Municipality earns less than R800 per month. The situation is worse in Greater Letaba where 92,2% of the earning population earn less than R800 per month, while the situation is much better in Ba-Phalaborwa with only 75% of the labour force earning less than R800 per month. This can be attributed to the high level of urbanization in Ba-Phalaborwa and the presence of mines.

Table 11 (b): Households Annual income:

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

2.2.9 HOUSEHOLDS DEPENDENCY

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

Source: Census 2011, Statssa

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

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

Table 12 Language diversity in Mopani (Percentage of the total population)

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

2.2.11 INDIGENT HOUSEHOLDS AS PER INCOME CRITERION

Table 13: Indigent Households

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

Census 2011, Statssa

INDIGENT H/H CRITERIA & SERVICES (Municipal Data)

Greater Tzaneen	Ba-Phalaborwa	Greater Letaba	Greater Giyani	Maruleng
CRITERIA: (Who qualify to be indigent household?)				
Monthly income equivalent to two old age grants	Monthly income equivalent to two old age grants	Household income of R3000	Household income of not more than R1 270	Household income of R1500
Ownership of one property	Ownership of one property	Ownership/ Tenant of one property	Ownership of one property	Ownership of one property
SA citizenship		Must be in possession of a valid SA ID	SA citizenship	
Full-time occupant of property				Full-time occupant of property
		Must be resident of the municipal area		
		Monthly water & electricity consumption of 6kl and 50kWh respectively		
Child-headed household				
FREE BASIC SERVICES RENDERED TO INDIGENT HOUSEHOLDS				
• Electricity	• Electricity	• Electricity	• Electricity	
• Water	• Water	• Water	• Water	• Water
• Refuse removal	• Refuse removal	• Refuse removal	• Refuse removal	• Refuse removal
• Sewerage	• Sewerage	• Sewerage	• Sanitation	• Sewerage
• Property rates	• Property rates	• Property rates	• Rates	• Rates
Rental of municipal property		• Site rental		
		• Burials		
NUMBER OF INDIGENT HOUSEHOLDS (2011 statssa)				
86 343	27 221	49 935	40 873	15 333
NUMBER OF INDIGENT HOUSEHOLD BENEFITTING FROM MUNICIPALITY/ GOVERNMENT				
32 573	2 275	898	336	1 365
Total indigent H/H in the District=219 705 which is 74,1% of MDM H/H; Indigent H/H registered and benefitting in municipalities= 37 447 which is 17% of all indigents				

LIST OF CRITERIA USED ACROSS THE LOCAL MUNICIPALITIES, MOPANI DISTRICT

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

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

Criteria and services offered to indigents

Criteria of indigents for Local Municipalities	Services offered to indigents	Municipalities
(1) Household income of R3000 (equivalent to two pensioners' monthly grant) (2) Ownership/ Tenant of one property (3) Must be in possession of a valid SA ID (4) Full-time occupant of property (5) Must be resident of the municipal area (6) Monthly water & electricity consumption of 6kl and 50kWh respectively (7) Child-headed household	1) Electricity (ALL munics) 2) Water (ALL munics) 3) Sanitation/ Sewerage (ALL munics) 4) Refuse removal (ALL munics) 5) Property rates (ALL munics) 6) Rental of municipal properties: (GTM) 7) Site rentals (specific to GLM) 8) Burials (specific to GLM)	GTM, BPM, GGM, GLM & MLM

2.2.12 POVERTY ANALYSIS

Criteria for POOR WARDS: Domains for deprived wards

(income, education, health, employment & living environment)

	Domains	Description
1	Income	people living in a household that has a household income below 40% of the mean equivalent household income
2	Education	People aged 18 – 64 with no schooling at secondary level or above
3	Health	Years of Potential Life Lost (YPLL) Upper reference age of 75 years was used
4	Employment	people aged 15-64 who are unemployed (official definition) people aged 15-64 who are not working because of illness or disability
5	Living environment	HHs without piped water in their dwelling or yard or within 200m HHs without VIP toilets or flush toilet HHs without electricity for lighting HHs without access to telephone People living in a shack HHs with 2 or more people per room

Poverty-stricken wards

Multiple deprived wards in Mopani District Municipalities.

STATSSA CENSUS 2011

Table 13(a)

Local Municipality	Number of Wards	Affected Wards	Villages/Areas
Greater Giyani Local Municipality	13 (1 is deprived in all domains)	1,3,12,13,14,16,18,20,21,22,23,24,25	Giyani A, Homu 14B, Homu 14C
Greater Letaba Local Municipality	16 (5 are deprived in all domains)	1,2,5,7,9,10,11,12,13,14,15,16,19,20,21,23	Matshwi -4, Tlhabeleng-4 Morwatshehla-2, Raselaka & Satlalani-1, Mollong-1, Iketleng-1, Maraka- 1,Robothatha-1, Makhurupe- 1,Mmamakata-1, Rasodi-1,Khekhutini-1, Molelema-1, Mohlaka mosoma
Greater Tzaneen Local Municipality	8	22,24,25,26,29,30,31,32	Moime, Mokomotji, Mohlaba Cross
Maruleng Local Municipality	3 (1 is deprived in all domains)	1,2,6	Finale, Bismark
Ba-Phalaborwa Local Municipality	1	4	(Refer to STATSSA data)
MOPANI DISTRICT MUNICIPALITY	41		
There are 7 fully deprived wards in the District			

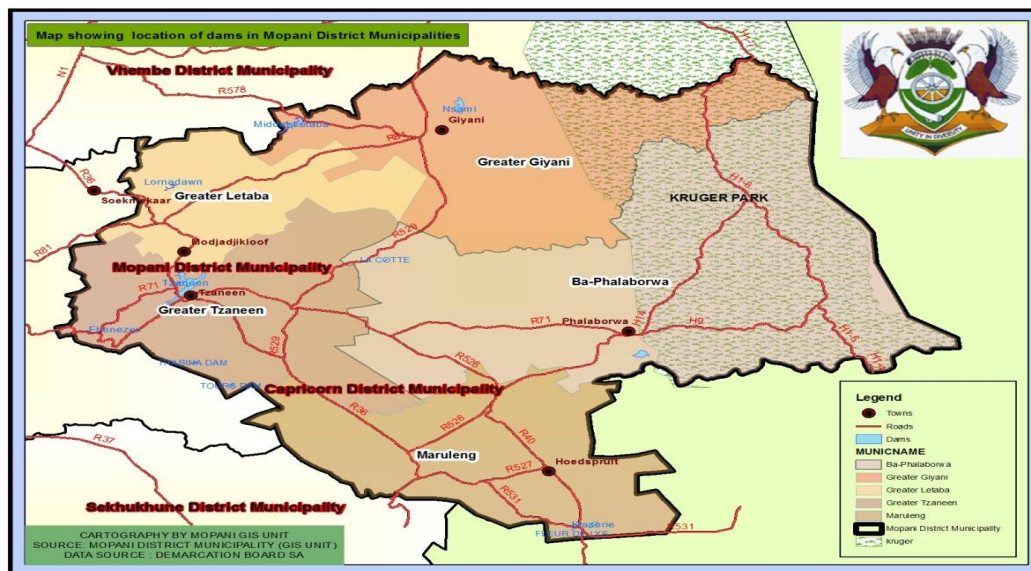
CHAPTER 3: SITUATIONAL ANALYSIS

3.1 KPA: SPATIAL ANALYSIS

3.1.1 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



3.1.2 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 Lenyenye	Burgersdorp Letsitele Haenertzburg	Ka-Mazwi; Rikhotso; Senopelwa; Ga-Mokgwathi, Runnymede; Serololo; Nkambako.
Ba-Phalaborwa	Phalaborwa	Namakgale Gravelotte	Lulekani	Ga-Selwane; Mahale; Mukwanana
Greater Giyani	Giyani	Ndhambi	Xawela Nkomo Xikhumba	Mavalani; Thomo; Homu; Ngove; Xikukwani
Greater Letaba	Modiadjiskoof	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:

3.1.2.1 Greater Tzaneen

The Greater Tzaneen Municipality is situated on the south-western side Mopani District Municipality. It is bordered by Maruleng Municipality on the south, Lepelle-Nkumpi Municipality on the south-west, Molemole Municipality on the west, Greater Letaba Municipality on the north, Greater Giyani Municipality on the north-east and Ba-Phalaborwa Municipality on the east. The Municipality comprises of a land area of 3242.6 km²). It extends from Haenertsburg in the west, to Rubbervale in the east (85km), and just south of Modjadiskloof in the north, to Trichardsdal in the south (47km). Greater Tzaneen Municipality encompasses the proclaimed towns of Tzaneen, Nkowankowa, Lenyenye, Letsitele, Haeretzburg. As seen above these areas form the economic growth points in the provincial, district and municipal scales respectively. In addition, there are 125 rural villages, concentrated mainly in the south-east, and north-west of the municipality. Almost 80% of households reside in these rural villages. The municipal area is further characterized by extensive and intensive farming activities (commercial timber, cash crops, tropical and citrus fruit production); mountainous, inaccessible terrain in the west and south, and un-even topography (gentle slopes) to the north and east; areas with exceptional natural beauty, with considerable untapped tourism potential.

3.1.2.2 Greater Letaba

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

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

3.1.2.3 Greater Giyani

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

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

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

3.1.2.4 Ba- Phalaborwa

The municipality is bordered in the north by Greater Giyani and Greater Tzaneen municipalities and in the south by Maruleng municipality and in the east by Mozambique. It includes portion of Kruger National Park that embraces Olifants, Letaba, Mopani & Shimuwini (bush) camps (north of Lepelle river). It forms part of the Great Limpopo Trans-frontier Park. It is made up of 23 villages and 4 towns. The town of Phalaborwa and the nearby Namakgale/ Lulekani towns and surrounding villages constitute the major population concentration areas in Ba-Phalaborwa. Another smaller rural concentration is 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 Giriondo border gate into Mozambique. Hence the provincial growth point, Phalaborwa.

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

3.1.2.5 Maruleng

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

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

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

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

3.1.3 SETTLEMENT PATTERNS IN THE DISTRICT

The district municipality has approximately 354 settlements, which include 82 first order settlements and 35 second order settlements, 237 third and fourth order settlements. The third and fourth order settlements have 43,6% of the district's population. There is limited accessibility to most villages due to inadequate access roads and internal street networks. The Mopani district is well-served by major arterial routes which links Giyani to Tzaneen, Polokwane, 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	244 218	2	28%
Greater Letaba	212 701	2	60%
Greater Tzaneen	390 098	3	65%
Ba-Phalaborwa	150 635	3	90%
Maruleng	94 855	1	2%

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

3.1.4 ILLEGAL OCCUPATION OF LAND

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

The table below depicts illegal land occupation:

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

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

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

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

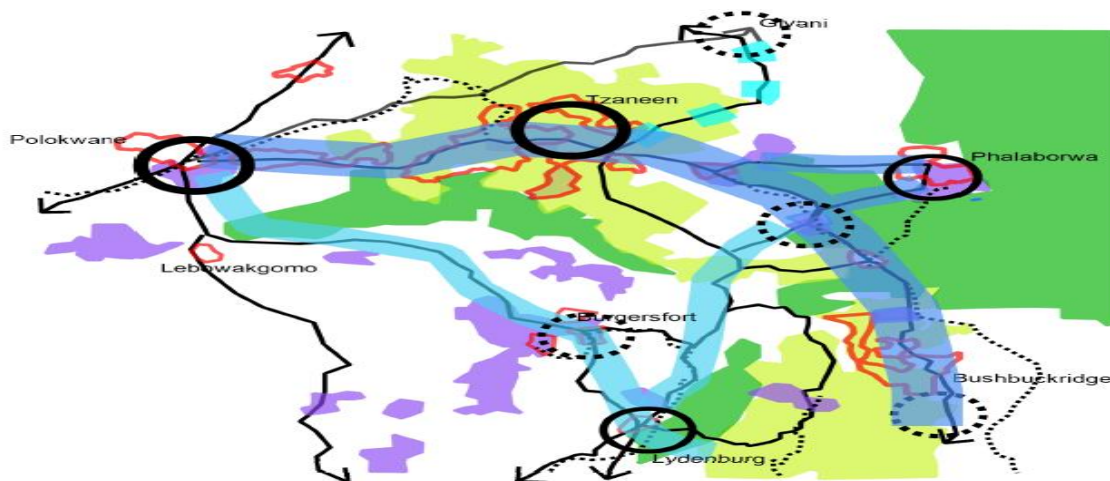
Table 17: MUNICIPALITY	TOTAL MUNICIPAL AREA	CLAIMS IN PROCESS	VALID CLAIMS IN PROGRESS		No. OF CLAIMS YET TO BE VALIDATED	% OF MUN. AREA CLAIMED (valid)
			Number	Extent (ha)		
Greater Giyani	4 171,6 km ²	44	1	1410,1434	43	2,3%
Greater Letaba	1 890,9 km ²	72	16	80639,9160	56	24,9%
Greater Tzaneen	3 242,6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

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

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

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

3.1.6 Development corridors and economic centres:



3.1.7 National transport Access of Mopani District Municipality:

- **ROADS:** R36 to 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.

3.1.8 LEGISLATIVE IMPERATIVES

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

Despite the contemporary local government which went through establishment to Sustainability phases, the footprints of the old legislations are still apparent. 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 resistance to the implementation of SPLUMA

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 had non other than to relying wholly on the old legislations with all the ills borne in them. The promulgation of Spatial Planning and Land Use Management Act (SPLUMA) which is now enacted as "law" has broad relief from the old regime. This is a step forward although it has met with challenges and resistance from Traditional leadership at begin. By now (year 2018) the Municipal Planning Tribunal is appointed and the land-use applications are processed accordingly. The legacy of the old legislations is switching off slowly as all are bound to the SPLUMA to access land for development.

GEOGRAPHIC INFORMATION SYSTEM IN MOPANI

As enabler mainly in spatial information, capturing, manipulation, analysis and presentation for the purpose of spatial planning, Mopani has established GIS unit to complement the functions of the District. The following are areas which GIS unit takes full responsibility:

Mapping and monitoring of infrastructure developments/ assets; vulnerable disaster areas, updating information as project operations continue, incidents of sewer blockages, water losses, etc. By mapping these items, the municipality navigate easily to the item. Various

municipal units tap on the GIS for data sets for various use.

3.1.9.1 KEY SPATIAL CHALLENGES

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

3.1.9.2 KEY SPATIAL OPPORTUNITIES

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

ADMINISTRATIVE FRAMEWORK ON THE SPATIAL RATIONALE

- ❖ The SDF (Spatial Development Framework) for MDM is under review and is planned to complete in 2018/19. A Steering Committee is established to ensure horizontal and vertical consultative processes during the period of review. SPLUMA awareness sessions were held with Traditional Authorities to encourage communities.
- ❖ Utilisation of integrated GIS (Geographical information System) as a planning tool is yet a challenge in the District and the Local Municipalities. MDM GIS Forum has been established in 2017/18 and is composed of GIS officials from MDM local municipalities, OTP, COGHSTA, SALGA, LDARD, University of Venda. Necessary equipment are in place. GIS framework is yet to be developed to enhance information sharing, District and Local municipalities.

3.2 SOCIAL, ENVIRONMENTAL AND ECONOMIC ANALYSIS

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

3.2.1 SOCIAL ANALYSIS

Background

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

3.2.1.1 Housing

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

Housing provisioning in Mopani District Municipality (H/H)							
	Census 2001 & 2011		Census 2011				
Type of Housing	Mopani		GGM	GLM	GTM	BPM	MLM
House or brick/concrete block structure on a separate stand or yard or on a farm	148 926	264 847	55 194	52 491	96 347	37 590	23 125
Flat or apartment in a block of flats	2 159	1 860	379	279	602	457	142
Cluster house in complex		202	12	20	114	35	21
Townhouse (semi-detached house in a complex)	1 217	414	37	9	283	60	24
Semi-detached house		80	5	14	23	20	18
Flat in block of flats	2 159						
Room/flatlet on a property or larger dwelling/ servants quarters/granny flat	1 788	3 817	31	112	2 675	924	73
Caravan/tent	491	300	41	57	142	34	26
Total Housing provided	156 740	271 520	55 699	52 982	100 186	39 120	23 429
Total Housing per municipality	261 697	296 320	63 548	58 261	108 926	41 115	24 470
Percentage of Housing provisioning	59,9%	91,6%	87,6%	90,9%	92,0%	95,1%	95,7%

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

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

Table 19: Land tenure status per households, 2011 Census

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

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

3.2.1.2 HEALTH AND SOCIAL DEVELOPMENT

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

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

Table 20: HEALTH FACILITIES IN MOPANI FOR POPULATION NO. 1 068 569, STATSSA, 2007					
No. facilities available & Hospitals capacities					
	2012/13	2013/14	2014/15	2015/16	2016/17
Hospitals:	8	8	8	8	8
Hospital capacities (no. of beds):	1464	831	831	831	831
Health Centres	8	8	8	8	8
Clinics	92	92	93	93	93
Gateway clinics (located in hospitals)	2	2	3	3	3
Mobile clinic teams	27	27	27	27	27
Community Home-based care:	67	65	65	65	65
Funded: (NPOs) Not Funded (+-):	40	42	42	42	42

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

3.2.1.2.1 Prevalent Diseases in Mopani District

Diarrhea

Pneumonia

Tuberculosis

HIV and AIDS

Malaria

Sexually Transmitted Infections (STI).

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

Table 21: Health Amenities/ Facilities and Services Backlogs, by Local Municipalities..... 2017							
	MDM	BPM	GTM	GLM	MLM	GGM	KNP
Private Hospitals	2	1	1	-	-	-	-

Specialised Hospital	1	-	-	-	-	1	-
Provincial Hospital	1	-	1	-	-	-	-
District Hospitals	6	1	2	1	1	1	-
Health Centres + Clinics + Gateway clinics	104	10	34	21	11	27	-
% Facilities providing 24-hour service	87%	80%	85%	90%	90%	90%	-
No. of applications for new Clinics	12	1	2	2	2	5	-
No. Health Centres needed	2	-	-	1	1	-	-
Clinics with water	104	10	34	21	11	27	-
Without Water	2	-	-	1	-	1	-
Clinics with sanitation	104	10	34	21	10	27	-
Clinics without sanitation	-	-	-	-	-	-	-
Available mobile teams/ mobile clinics	27	4	11	4	4	4	-
Visiting points	1032	20	459	194	162	195	2
Teams Needed	17	2	5	3	2	3	2
No. of visiting points needed	3	-	-	-	-	-	3
NPOs for home-based care(funded+non-funded)	63/42	6	14	8	7	28	-
Health Care givers	1931	138	418	308	235	832	-
No. of Community Home-based soc. care-givers	1160	44	268	64	98	247	-

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

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

.Table 22: Clinic/ Health centre: People Ratio						
	GGM	GLM	GTM	BPM	MLM	Mopani
Total population	244 218	212 701	390 098	150 635	94 855	1 092 507
Number of Health centres plus clinics	28	21	34	10	11	104
No of people served by one clinic/ health centre	10 176	9 669	12 584	15 064	10 540	11 381

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

Other concerns on health services are access in terms of distance and bad state of roads as well as poor supply of medicines. Such factors, including poor infrastructure that invade people's rights to privacy, encourage those who can afford, to go to other service centres

like Polokwane, for quality services, whereas the poor get stuck with the challenge. Something needs to be done. The Health plan has been reviewed and further details will be unpacked adequately therein.

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

Greater Giyani	Greater Letaba	Greater Tzaneen	Ba-Phalaborwa	Maruleng
Nkhensani Hospital	Kgapane Hospital	Dr C.N Phatudi Hospital	Maphutha-Malatji Hospital	Sekororo Hospital
Mugodeni Grace Health Centre	Raphahlelo Clinic	Van Velden Hospital	Lulekani Health centre	Lorraine clinic
Dzumeri Health Centre	Senopela Clinic	Letaba Hospital	Selwane Clinic	Sekoro clinic
Makhuba Clinic	Mamaila Clinic	Nkowankowa Health centre	Ben-Farm clinic	Sofaya clinic
Kremetart Clinic	Sekgopo Clinic	Lenyenye Clinic	Humulani clinic	Bismark clinic
Basani Clinic	Maphalle Clinic	Karlota Clinic	Mahale clinic	Turkey clinic
Bochabelo clinic	Shotong Clinic	Mariveni Clinic	Namakgale A clinic	Hoedspruit clinic
Hlaneki clinic	Matswi Clinic	Dan Clinic	Namakgale B clinic	Mabins clinic
Khakhala-Hlomela clinic	Modjadji clinic	Julesburg CHC	Busstop clinic	The Oaks clinic
Kheyi clinic	Pheeha clinic	Shilubana CHC	Makhushane clinic	The Willows clinics
Mapayeni clinic	Senobela clinic	Khujwana clinic	Mshishimale clinic	Callais clinic
Mhlava Willem clinic	Bellevue clinic	Karlota clinic	Phelang Community Center	Hlokomela Training Trust
Msengi clinic	Lebaba clinic	Mariveni clinic		
Ndengeza clinic	Raphahlelo clinic	N'wa Mitwa clinic		
Ngove clinic	Rotterdam clinic	Dr Hugo clinic		
Nkomo B clinic	Seapole clinic	Nyavana clinic		
Nkuri clinic	Chatlie Rhangani	Makgope clinic		
Ntluri clinic	Mamanyoha clinic	Muritjie clinic		
Ratanang clinic	Medingen clinic	Madumane clinic		
Shikhumba clinic	Bulobedu clinic	Motupa clinic		
Shitlakati clinic	Sekgopo clinic	Morapalala clinic		
Shivulani clinic	Busstop clinic	Tzaneen clinic(Bus Stop)		
Skimming clinic	ZZZ clinic	Lenyenye clinic		
Thomo clinic		Lephepane clinic		
Zava clinic		Mohoboya clinic		
Muyexe Clinic		Jamela clinic		
Matsotsosela Clinic		Mohlaba clinic		
		Maake clinic		
		Ooghoek clinic		
		Mokgathi clinic		
		Ramotshinyadi clinic		
		Mawa clinic		
		Letsitele clinic		
		Tours clinic		
		Zangomama clinic		
		Mogapeng		
		Moime clinic		
		Relela Clinic		

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

3.2.1.2.3 HIV and AIDS Prevalence (Tendency)

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

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

Table 24: List of HIV & AIDS Intervention Programmes and Targets		
PROGRAMME	TARGET	SUPPORT NEEDS
Home based care	Sick or Terminally ill patients/ clients	HR, Funds and Facilities
Condom distribution	Prevention of spread, to all sexually active population	Resources to manufacture & distribute
Awareness campaigns	Schools, work places, clinics, public facilities, NGOs, FBOs, high risk areas, key population areas, etc.	Resources to intensify the campaigns. Sector Departments to play their part.
Prevention of Mother to Child Transmission (PMTCT)	Pregnant women not to transmit HIV to children	Training and skills development support
HIV Counseling & Testing (HCT)	All sexually active people to know their status and conduct their lives accordingly.	Infrastructure/ Counseling rooms
ARV Roll out	HIV positive people	Human Resource and Infrastructure
TB Management	TB Diagnosed clients	Direct Observed Treatment Support (DOTS)

Table 25: SERVICE LEVEL NEEDS	
Needs for infrastructure	Available structures to be upgraded to add service (more space)
Services levels/ standards	Service levels are generally low. Need for HR training and review of legislation
Equipment/ Resources	Low supply of medication. Need funds and speedy deliveries of medicines.

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

COUNTRY-WIDE HIV AND AIDS PREVALENCE

TABLE 26: Statistics on HIV & AIDS Prevalence in South Africa (Antenatal clinic estimates)							
Province	2011 (%)	2012 (%)	2013 (%)	2014 (%)	2015(%)	2016(%)	2017(%)
KwaZulu-Natal	37,4	40	15,8	15,8	37,4	37,4	40,1
Gauteng	30,3	36	14,8	14,7	28,7	29,9	28,6
Mpumalanga	32,0	33	13,5	13,5	36,7	35,6	37,5
Free State	33,5	34	14,2	14,2	32,5	32,0	29,8
Eastern Cape	26,0	29	11,1	11,5	29,3	29,1	31,4
North West	29,0	30	13,1	13,1	30,2	29,7	28,2
Limpopo	20,4	20,7	7,5	7,7	22,1	22,3	20,3
Northern Cape	16,1	21	7,7	7,9	17,0	17,8	17,5
Western Cape	12,6	16	6,0	6,1	29,5	16,9	18,7

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. By 2013 the prevalence dropped slightly to 24,6%. By 2017 HIV & AIDS prevalence was @ 24.6%.

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

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

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

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

3.2.1.3 SAFETY AND SECURITY

The Mopani District is daunted with high rate of crimes, such as, murder, attempted murder, and rape, robbery with aggravated circumstances, assaults and so forth. There are also emerging crime types such as theft out of motor vehicle, Car hijacking 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 27: Police stations & civilians and Magisterial offices in the district (Source: SAPS Mopani Area Office)				
		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
	Muhlahlandlela	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
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3.2.1.3.1 CRIME

According to SAPS in Mopani, there are not enough police officers in the district. It is one area that need the Department to prioritise. Information regarding the reported cases of crime received from the SAPS for the period 2010 -2017 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 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	2012/13	2013/14	2014/15	2015/16	2016/17	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
Car hijacking	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, Hannertsburg & Ritavi police stations) CRIME FREQUENCIES & TENDENCIES

Crime Category	2012/13	2013/14	2014/15	2015/16	2016/17	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
Car hijacking	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	Hannertsburg
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	2012/13	2013/14	2014/15	2015/16	2016/17	Comment
Murder	9	11	17	19	12	decrease
Total Sexual Crimes	133	137	114	145	148	Increase
Attempted murder	26	14	22	15	24	increase
Assault with the intent to inflict grievous bodily harm	483	409	380	375	331	Definite decrease
Common assault	278	296	280	256	191	Decrease
Common robbery	175	165	127	109	105	Definite decrease
Robbery with aggravating circumstances	68	34	83	31	37	Increase
Arson	10	9	15	15	14	Decrease
Malicious damage to property	250	229	242	204	205	Increase
Burglary at non-residential premises	111	195	224	181	120	Decrease
Burglary at residential premises	658	531	539	513	445	Definite decrease
Theft of motor vehicle and motorcycle	93	45	35	26	20	Definite decrease
Theft out of or from motor vehicle	279	170	97	147	190	Increase
Stock-theft	25	38	27	33	27	Decrease
Illegal possession of firearms and ammunition	12	11	17	13	8	Decrease
Drug-related crime	32	40	50	36	24	Decrease

Driving under the influence of alcohol or drugs	14	32	18	51	101	Increase
All theft not mentioned elsewhere	958	777	750	670	597	Definite decrease
Commercial crime	68	104	143	134	93	Decrease
Shoplifting	202	151	198	212	151	Decrease
Car hijacking	12	7	12	5	0	Decrease
Truck hijacking	0	0	1	0	0	Unheard
Robbery at residential premises	5	8	31	7	11	Increase
Robbery at non-residential premises	1	3	8	4	15	Increase
Culpable homicide	19	17	28	25	29	Increase
Public violence	3	0	1	1	4	Increase
Crimen injuria	96	82	67	72	71	Decrease
Neglect and ill-treatment of children	5	8	9	6	9	Increase
Kidnapping	2	2	0	4	2	decrease

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

GREATER GIYANI (Giyani police station) CRIME FREQUENCIES AND TENDENCIES

Crime Category	2006/7	2007/8	2008/9	2009/10	2010/ 2011	Comment
Murder	22	20	18	35	20	Decrease
Total Sexual Crimes	187	136	111	115	156	Increase
Attempted murder	17	19	11	14	25	Increase
Assault with the intent to inflict grievous bodily harm	388	355	324	374	449	Increase
Common assault	265	254	234	235	248	Increase
Common robbery	52	46	54	58	66	Increase
Robbery with aggravating circumstances	36	48	56	89	70	Decrease
Arson	49	38	33	40	49	Increase
Malicious damage to property	175	174	133	142	147	Increase
Burglary at non-residential premises	72	110	151	200	157	Decrease
Burglary at residential premises	253	235	280	395	438	Increase
Theft of motor vehicle and motorcycle	7	21	15	15	14	Decrease
Theft out of or from motor vehicle	41	51	53	77	59	Decrease
Stock-theft	79	41	58	51	58	Increase
Illegal possession of firearms and ammunition	14	14	11	9	10	Increase
Drug-related crime	21	38	40	63	33	Decrease
Driving under the influence of alcohol or drugs	3	6	22	13	114	Increase
All theft not mentioned elsewhere	428	496	421	321	386	Increase
Commercial crime	56	73	103	144	161	Increase
Shoplifting	152	119	139	203	159	Decrease
Car hijacking	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	2012/13	2013/14	2014/15	2015/16	2016/17	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
Car hijacking	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

3.2.1.3.2 CRIME TYPES THAT ARE TOP OF THE LIST IN THE FOLLOWING CATEGORIES WITHIN THE DISTRICT, IN THE PERIOD APRIL 2012 – MARCH 2017,(REF. DEPT SAFETY & SECURITY, SAPS)

Table 28: MDM CRIME RATINGS AND FREQUENCIES PER LOCAL MUNICIPALITY							
Crime Category	April 2012 to March 2017						
	GTM	BPM	GGM	MLM	GLM	MDM	Ratings
All theft not mentioned elsewhere	1390	597	386	159	179	2373	1
Burglary at residential premises	1058	445	438	62	67	2070	2
Assault with the intent to inflict grievous bodily harm	1081	331	449	91	97	2049	3
Common assault	585	191	248	53	25	1102	4
Malicious damage to property	461	205	147	43	24	880	5
Burglary at non-residential premises	491	120	157	48	33	849	6
Total Sexual Crimes	469	148	156	18	24	815	7
Shoplifting	433	151	159	14	16	773	8
Commercial crime	380	93	161	22	29	685	9
Theft out of or from motor vehicle	349	190	59	15	6	619	10
Driving under the influence of alcohol or drugs	296	101	114	20	29	560	11
Common robbery	259	105	66	10	46	484	12
Drug-related crime	318	24	33	14	45	434	13
Robbery with aggravating circumstances	279	37	70	19	15	420	14
Crimes in injuria	109	71	80	9	3	272	15
Stock-theft	83	27	58	4	2	174	16
Culpable homicide	73	29	32	10	19	163	17
Arson	60	14	49	5	3	131	18
Murder	74	12	20	7	8	121	19
Attempted murder	64	24	25	4	2	119	20
Robbery at non-residential premises	71	15	19	8	1	114	21
Robbery at residential premises	83	11	11	5	0	110	22
Theft of motor vehicle and motorcycle	39	20	14	9	0	82	23
Illegal possession of firearms & ammunition	48	8	10	4	1	71	24

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

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

3.2.1.4 EDUCATION

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

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

Table 29: 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.

3.2.1.4.2 NUMBER OF EXISTING AND CATEGORIES OF SCHOOLS

Table 30 (a)	Number of existing <u>schools</u> (2016/ 2017/ 2018)																	
	Greater Giyani			Greater Letaba			Greater Tzaneen			Maruleng			Ba-Phalaborwa			Mopani District		
Year	2016	2017	2018	2016	2017	2018	2016	2017	2018	2016	2017	2018	2016	2017	2018	2016	2017	2018
Secondary	59	60	66	83	83	74	79	78	75	23	23	22	14	17	14	258	261	251
Primary	92	93	97	133	126	116	156	154	143	40	40	39	38	38	39	459	451	434
Combine	5	4	1	-	-	2	7	9	7	2	2	1	5	4	5	19	19	16
Intermediate	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	8
LSEN	1	1	1	-	-	-	2	2	2	-	-	-	-	1	1	3	4	4
Totals		158	165	216	209	192	244	243	227	65	65	62	57	60	59	739	735	713

3.2.1.4.3 Backlog on classrooms: 2010 to 2012

Table 30 (b)	<u>Classrooms</u> needed (Backlogs: 2016/ 2017/ 2018)																	
	Greater Giyani			Greater Letaba			Greater Tzaneen			Maruleng			Ba-Phalaborwa			Mopani District		
	2016	2017	2018	2016	2017	2018	2016	2017	2018	2016	2017	2018	2016	2017	2018	2016	2017	2018
Year	2014	2015	2016	2014	2015	2016	2014	2015	2016	2014	2015	2016	2014	2015	2016	2014	2015	2016
Secondary	20	62	31	19	37	134	73	136	181	-	24	93	-	10	8	112	269	719
Primary	43	105	309	56	134	177	115	193	284	49	42	103	53	65	12	316	523	944
Combined	4	-	11	-	-	-	-	-	6	-	-	-	-	-	-	4	-	17
LSEN	10	-	3	-	-	-	8	-	10	-	-	-	-	-	-	18	-	13
TOTALS	77	167	593	75	171	355	196	329	501	49	66	234	53	75	36	450	808	1

3.2.1.4.3 WORRYING CONDITIONS IN EXISTING SCHOOLS

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

Table 31: Number of schools that need urgent attention on infrastructure (2016/ 2017/ 2018)

CATEGORY	CONDITION	MDM			GTM			GGM			MLM			GLM			BPM		
		2016	2017	2018	2016	2017	2018	2016	2017	2018	2016	2017	2018	2016	2017	2018	2016	2017	2018
SECONDARY (258 /261 schools)	Dilapidated/ Life threatening	16	73	119	9	21	32	2	16	44		5	10	4	27	31	1	4	2
	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	11	29	13	7	15	34	5	5	14	10	29	46	3	7	4
	Over-crowded	34	18	63	11	6	18	9	8	9	6	1	15	5	3	17	3	-	4
	Mobile classrooms to replace "Under Trees"	34	25	20	8	6	-	4	8	12	2	1	4	13	3	-	7	7	4
COMBINED (schools)	Mobile classrooms to replace "Under Trees"	1	1	89			49	1	1	-	-		-	-		39	-		1
LSEN (3/4 schools)	Mobile classrooms to replace "Under Trees"	2	2	6	1	1	2	1	1	-	-		-	-		-	-		4
TOTALS		191	295	546	60	90	132	52	71	132	20	20	62	45	92	194	14	22	26

Further breakdown is depicted in Table 33 below.

3.2.1.4.5 Adult Based Education

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

Table 32: ABET Centres in Mopani, 2018/19							
Municipality	MOPANI	Gr. Tzaneen	Gr. Giyani	Maruleng	Gr. Letaba	Ba-Phal	Kruger National Park
ABET centres	200	57	35	15	64	29	Nil
Centres needed	18	3	3	2	10	-	1

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

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

3.2.1.4.6 Early Childhood Development (ECD)

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

Table 33: Early Childhood sites in Mopani, 2018/19						
MUNICIPALITY	MOPANI	MLM	GTM	GGM	GLM	BPM
Learning sites in place	450	47	117	108	115	63
Shacks	76	11	16	22	12	15
Dilapidated/ Life threatening	56	07	17	14	18	-
Overcrowded	62	13	10	16	13	10

CHALLENGES:

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

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

3.2.1.4.7 Disabled Communities (SEE Table 8, p34)

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

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

3.2.1.4.8 Learner/ Teacher ratios

Table 34: 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.

3.2.1.4.9 TERTIARY INSTITUTIONS SUPPORTING ECONOMIC SECTORS IN MDM

SECTORS	AGRICULTURE	TOURISM	MINING
INSTITUTIONS	Nil (communities depend on Madzivandelela 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 27,1% in CS 2007. This implies that many people in the district have a poor level of education and therefore lack proper skills and knowledge needed in the formal labour market. This has a bearing on their employability, their contribution to the general economy and their ability to pay for services that municipality could provide.

3.2.1.4.10 INDIGENOUS KNOWLEDGE SYSTEM

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

3.2.1.5 Sport, Arts and Culture

Sports and recreational activities are coordinated by the Department of Sports, Arts and Culture in liaison with municipalities and sector departments. Every municipality has established Sports and Recreation Council. These councils serve as a link between the department and federations. Apart from the Local Soprts 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 35 is a list of sports centres in the Mopani District:

3.2.1.5.1 SPORT CENTRES

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

3.2.1.5.2 STADIA

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

Table 36: Stadia in the Mopani District (Source: MDM Community Services Directorate, 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
Lenyenye Stadium	GTM: Lenyenye Township	5 000	Need refurbishment
Nkowankowa Stadium	GTM: Nkowankowa Township	10 000	Need extra long jump pit and athletic equipment
Lulekani Stadium	BPM: Lulekani Township	10 000	Needs additional pitches and equipment
Namakgale Stadium	BPM: Namakgale Township	5 000	Needs refurbishment , tartan tracks and athletic equipment
Senwamokgope Stad.	GLM: Senwamokgopi Village	1 500	Need additional pitches and equipment
Willows Stadium	MLM: Madeira village	2000	Needs additional pitches and equipment Needs also upgrading of Sport center

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

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

3.2.1.5.3 Legacy of the 2010 World Cup Football Games in Mopani

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. The memories thereof shall not fade away.

3.2.1.5.4 ARTS AND CULTURE

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

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

3.2.1.5.5 LIBRARY FACILITIES

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

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

Table 37: 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			

3.2.1.5.6 Thusong Centres (Multi-Purpose Community Centres)

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

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

3.2.1.6 POSTAL SERVICES

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

Table 38: Postal Offices in Mopani District (Total number = 53)			
	Municipality	Postal office	Location
1	Ba-Phalaborwa	Gravelotte Lulekani Maseke Namakgale Phalaborwa North Phalaborwa Phalala	Gravellote 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	Letaba

		Deer Pak Haenertzburg Julesburg Khujwana Lenyenye Letaba Letsitele Magoebaskloof Mhlaba – Cross Moleketla Mosorini Muhlava Nwamitwa Ofcolaco Shiluvane Tarentaalrand Tzaneen South Tzaneng Mall Tzaneen Xihoko	Deer Pak Haenertzburg Julesburg Letaba Lenyenye Letaba Letsitele Magoebaskloof Letaba Moleketla Mosorini Letaba 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.

3.2.1.7 TELECOMMUNICATIONS

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

The district is fairly well provided with a public telephone system with more than 53% of all households having access to a public telephone at a nearby location. Majority of households in Mopani do have access to cellular phones and also network coverage in both

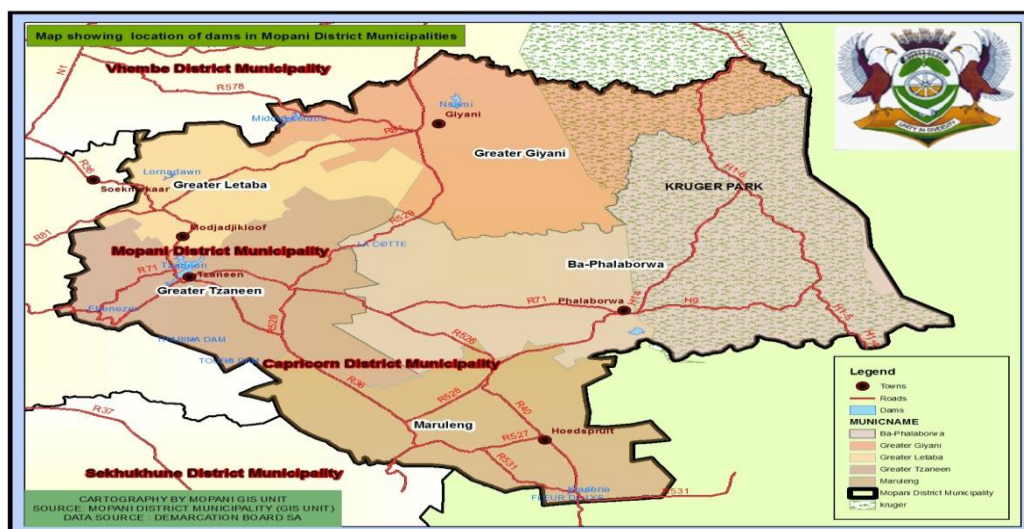
Vodacom, MTN and Cell-C, is fairly good. There are still few households who do not have telephones within their dwellings. Generally, the availability of telecommunication infrastructure is very similar across the various local municipalities. The proportion of households with telephones in their dwelling in the Ba-Phalaborwa municipality are, however, higher than in the other four municipalities. There are, however, some sparse areas where there is no network coverage (e.g Hlomela village). These means of communication are convenient for the purpose of security, disaster coordination, access to job opportunities, people to people contact from families, work places and governance.

3.2.2 ENVIRONMENTAL ANALYSIS

Background

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

Map 1: Local Municipalities and Mopani District Municipality



3.2.2.1 Climate

Most of the rain in Mopani district is received during summer (85% of the rain). The rainfall varies from the Great Escarpment areas (2000 mm/a), to the dry savannah of the Kruger National Park (400 mm/a). The temperature ranges from a maximum average of 21°C in the mountainous areas, to 25°C in the dry lowveld areas. Frost rarely occurs in the Mopani District. The District falls within both the Letaba and Olifants Catchment areas, with the former covering approximately 13 400km² while the latter covers approximately 54 550km² (Department of Water & Sanitation, 2011).

3.2.2.2 Geomorphology and Geology

The Geomorphology of Mopani District is characterized by a variety of landscapes including the mountainous Great Escarpment along the western boundary, and 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, magnetite, etc. and this is confirmed by the existence of several mining activities taking place around BPM Local Municipality.

3.2.2.3 Natural Water Bodies (Rivers, wetland and dams)

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

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

Table 39: 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)

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

- Mopani District Municipality has good comparative advantage on Eco-tourism due to its proximity to Kruger National Park which is an Eco-tourism hotspot of international importance. It boasts of indigenous Afromontane forests, wetlands, the critically endangered Woodbush Granite Grasslands, endangered species (Modjadji cycads, Cape Parrot, Pel's Fishing Owl, etc.) as well as boasting a vast 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 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 where traditional salt making activities take place), Tingwadzi Heritage centre, Lekgalameetse and Muti wa Vatsonga. Apart from all these natural areas, there are several private owned game farms and nature reserves around Ba-Phalaborwa and Maruleng Local Municipalities, such as Klaserie, Thorny Bush and Timbavati. Registered natural heritage sites include, Westfalia Estates, Manotsa, Madrid and Shiluvane. Mopani District is also considered the home of the big five due to **part of the world-renown Kruger National Park falling within the district area**. To promote the wealth of heritage activities, Mopani DM has established the District Heritage Council which still needs to be strengthened.

3.2.2.5 Agriculture and Forestry

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

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

3.2.2.6 Priority Environmental challenges Identified in Mopani District Municipality

3.2.2.6.1 Water Pollution

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

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

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

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

3.2.2.6.2 Alien Invader Plants and animals

Alien plants are plants which are not indigenous to South Africa and they are either brought deliberately here in South Africa or Mopani district because of their Commercial values or ornaments (pets) or transported through natural means, viz. wind, rivers and migration of birds from one region or country to another. Some of the alien plants are problematic and are referred to as “declared weeds” wherever they are found. They create their territory by tempering with the existing environs. They are poisonous to livestock, harmful to human health, aggravating wildfire, destroying vegetation cover around them and thus causing soil erosion and consume a lot of water thus drying out the arable land and destroying indigenous plants. These are called invasive plants. Identified in Mopani district are bugweeds, pines, eucalyptus, lantana, jacaranda, **trifid weed**, Mauritius thorn, Mexican **sunflowers**, 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 **Tzaneen**, **Deerpark**, Sekororo dam, Madeira, Hans Merensky nature reserve, Letaba river, N'wamitwa, Lekgalameetse nature reserve, Tours dam, Haarnetzborg and Ebenezer dam, Modjadji nature reserve, Thabina nature reserve Letsitele river and Mamathola plantation.

Acute shortage of potable water is already a concern in some parts of the district communities. The District and local municipalities in partnership with other sector departments such as DWS and DEA need to make concerted effort to prioritize programmes to eradicate alien invader plants as they utilize large quantities of water, putting affected areas vulnerable to drought and fire hazards and out-compete indigenous plants (State of the Rivers Report: 2001). Further loss of water to conserve nature and safe agriculture for our

survival may not be solved if the cause is not dealt with forthwith. Conservation of the indigenous biological diversity in the district Municipality is the bone of tourism. Communities and other municipalities are to be made aware and make every effort to fight the invasive alien plants wherever identified. Currently DEA with SANBI are in the first line in the fight of alien invasive plants. Agric. associations are in the receiving end of the impact.

3.2.2.6.3 Air Pollution

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

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

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

3.2.2.6.4 Deforestation

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

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

Greater Tzaneen municipality: Xihoko and Morabalala villages.

Maruleng municipality: Boulver.

3.2.2.6.5 Soil Erosion

Soil erosion has a negative effect on various land uses, viz roads, arable land, housing, forestry, etc. It also exacerbates floods. The major causes of this condition are improper control on arable land (ploughing along slopes), deforestation, overgrazing, lack of or poor storm water control systems in villages and roads and poor land use management. Land care programmes by the Department of Agriculture would help to curb the soil erosion. Stormwater control systems and greening programmes need to be strengthened to fight

soil erosion. The most recent version of the Indicative Risk Profile for Mopani, as prepared by the Mopani District Municipality Disaster Management Centre, soil erosion is identified as a problem in all local municipalities. Among those areas most severely affected include parts of Lulekani, Ben Farm and Namakgale, Mininginisi, Ramahlatshi and The Willows.

3.2.2.6.6 Informal Settlements

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

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

3.2.2.6.7 Veld and forest fires

FIRE & RESCUE SERVICES

- Fire is used as a management tool to stimulate the growth of green vegetation for grazing. Some plants communities are dependent of fire for reproduction like the pyrrhic plants mostly found in the Fynbos Biome. 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. There are three main biomes found within the Mopani District i.e. grasslands, savannah and Afromontane forests. The grassland and savannah biomes, in particular, are vulnerable to fire during the dry late winter / early spring months.
- 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. Although some fires may occur as a result of natural causes, most fires originate from human activities, such as clearing of land, honey collection or burning of waste.
- 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, Modjadiskloof, 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)
- **Fire-fighting services**
- The District Municipality is striving to improve the working relationship with communities, private institutions and sector departments in addressing the problems. Fire protection Associations are established in GLM, GTM, BPM and MLM. For GGM the Association is still in process of being formed.

CHALLENGES

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

Areas that raise flag in this problem are as follows:

Man'ombe nature reserve in Greater Giyani municipality.

Bokgaga and Marobo in Greater Tzaneen municipality.

Eden in Maruleng Municipality.

3.2.2.6.8 GLOBAL WARMING/ CLIMATE CHANGE

The greenhouse effect is a natural phenomenon through which Earth's climate is regulated. Without the greenhouse effect, Earth would be a cold, barren planet incapable of supporting life as we know it. Incoming light from the sun passes through Earth's atmosphere and is radiated back out to space from Earth's surface as infrared radiation. Greenhouse gases, such as carbon dioxide, methane and water vapour trap some of this heat and emit it back towards Earth warming the lower atmosphere and Earth's surface. This is part of a natural process which keeps the planet habitable. Oceans and trees act as natural carbon sinks, either trapping excess carbon dioxide or converting the carbon dioxide to oxygen through photosynthesis.

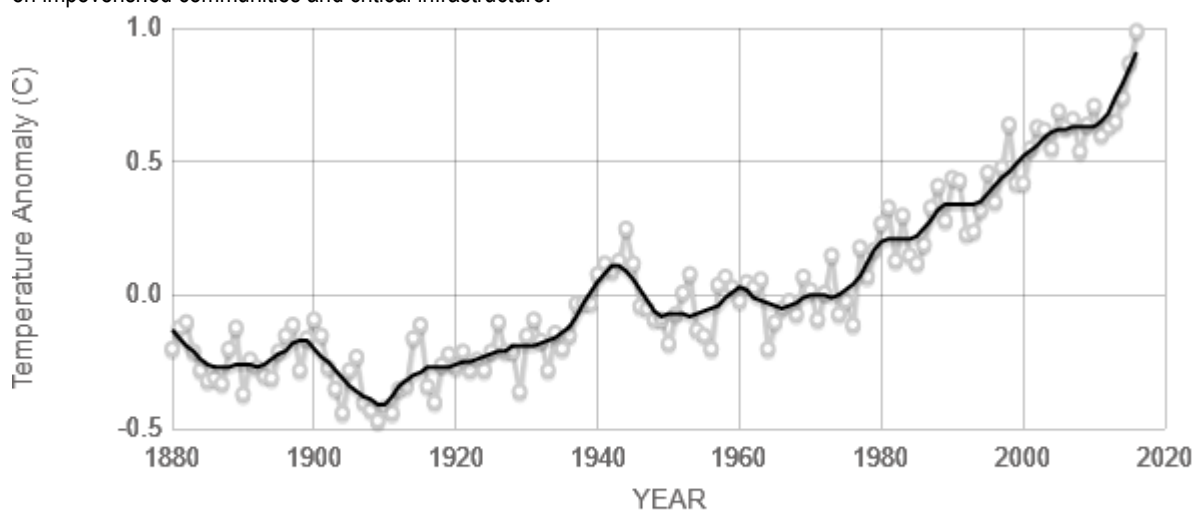
Increasing human activities, particularly those which involve the burning of fossil fuels, have increased the concentration of greenhouse gases in the atmosphere and this has resulted in the enhanced greenhouse effect. In essence, what this means is that the increase in greenhouse gases in the atmosphere is resulting in increased warming due to a larger amount of solar radiation being absorbed by the atmosphere and is giving rise to a change in Earth's climate. Natural carbon sinks are no longer able to effectively trap excess carbon in the atmosphere, a problem which is being compounded by deforestation, particularly deforestation of rainforests. Polar ice sheets and glaciers are showing signs of increased melting which further contributes to increased warming. Snow and polar icecaps play a part in maintaining a stable climate by reflecting light from Earth's surface. The reduction in the extent of snow and icecaps means that more solar radiation is absorbed by Earth. The increased carbon being absorbed by oceans is giving rise to ocean acidification which is damaging coral reefs and changing marine ecosystems.

The continued increase of surface temperatures is pushing humankind into uncharted territory. Among the anticipated changes which are expected are more intense extreme weather events such as prolonged drought or severe flooding. All over the world, weather records are being shattered. In August 2017, the National Weather Service in the United States of America indicated that they had to update their colour charts on graphics to properly map the huge quantities of rain which fell when Hurricane Harvey made landfall over Texas. Hurricane Harvey caused catastrophic flooding in Houston, with some areas receiving in excess of 30 inches of rain. In February 2017, heat wave records in Australia were broken yet again, with Mildura recording 45°C and Sydney airport 43°C. And Earth's temperature is expected to continue warming. Common culprits in the emission of excess greenhouse gases are coal-powered power stations, the continued dependence on oil and methane produced by landfill sites and animal feedlots. Cleaner, more environmentally friendly alternatives are required to meet future energy needs.

The United Nation's Sustainable Development goals were formulated and adopted by signatories as part of the 2030 Agenda for

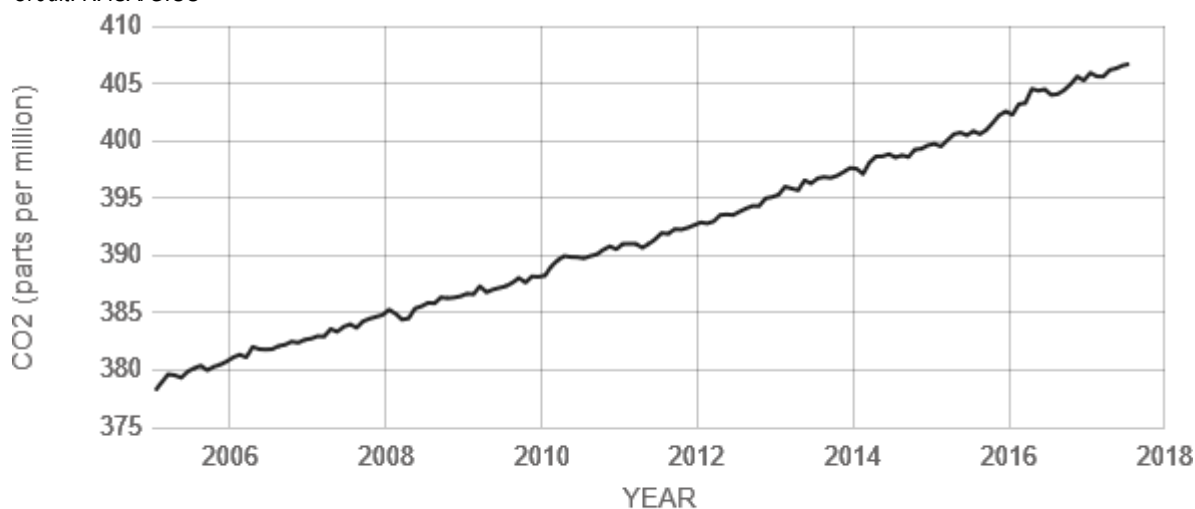
Sustainable Development, with the official implementation date being 1 January 2016. The Sustainable Development Goals seek to find a balance between economic, social and environmental factors. Among the 17 goals set out in the document is the need to 'take urgent action to combat climate change and its impacts'. The 17 goals set out in the Sustainable Development Goals are linked to targets and indicators which are used as a measure of progress made in achieving the goals. There are several areas which provide Mopani with the opportunity to align itself with the Sustainable Development Goals, such as building the resilience of the poor against climate-related extreme weather, developing community-based early warning systems and implementing policies which will mitigate and adapt communities to climate change. The recently released Disaster Management Amendment Act (Act 16 of 2015) also requires the development of early warning systems and adaptation and mitigation planning in respect of climate change. Per the Act, the development of such plans is now required at all three spheres of government and includes the need for plans to include ecosystem and community-based adaptation plans. The Disaster Management Amendment Act can thus provide a means through which some of the Sustainable Development Goals can be achieved.

Africa has been identified as particularly vulnerable to climate change. In early 2012 and 2013, parts of Mopani saw excessive rainfall as a result of Sub-tropical Depression Dando (2012) and a low pressure system (2013). The flooding resulted in extensive infrastructure damage. Just two years later, Mopani was caught in a crippling drought which saw water supplies, including underground water resources, drying up. It is these types of extreme weather events and rapid swings in weather which are expected to continue to occur as Earth's climate undergoes a shift. There is a dire need to develop and implement adaptation and mitigation plans, with special focus on impoverished communities and critical infrastructure.



Source: climate.nasa.gov

Changes in the global land-ocean temperature index since the 1800s. Data source: NASA's Goddard Institute for Space Studies (GISS). Credit: NASA/GISS



Source: climate.nasa.gov

Direct measurement of carbon dioxide in the atmosphere from 2005 to present. Data source: Monthly measurements (average seasonal cycle removed). Credit: [NOAA](http://noaa.gov)

Using the Local Government Climate Change Support Program, spearheaded by the Department of Environmental Affairs, the Mopani District has already developed a climate change vulnerability assessment and response plan. This plan outlines the following key areas:

- Agriculture
- Biodiversity and environment
- Human health
- Human settlements
- Water

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

The time for action is now.

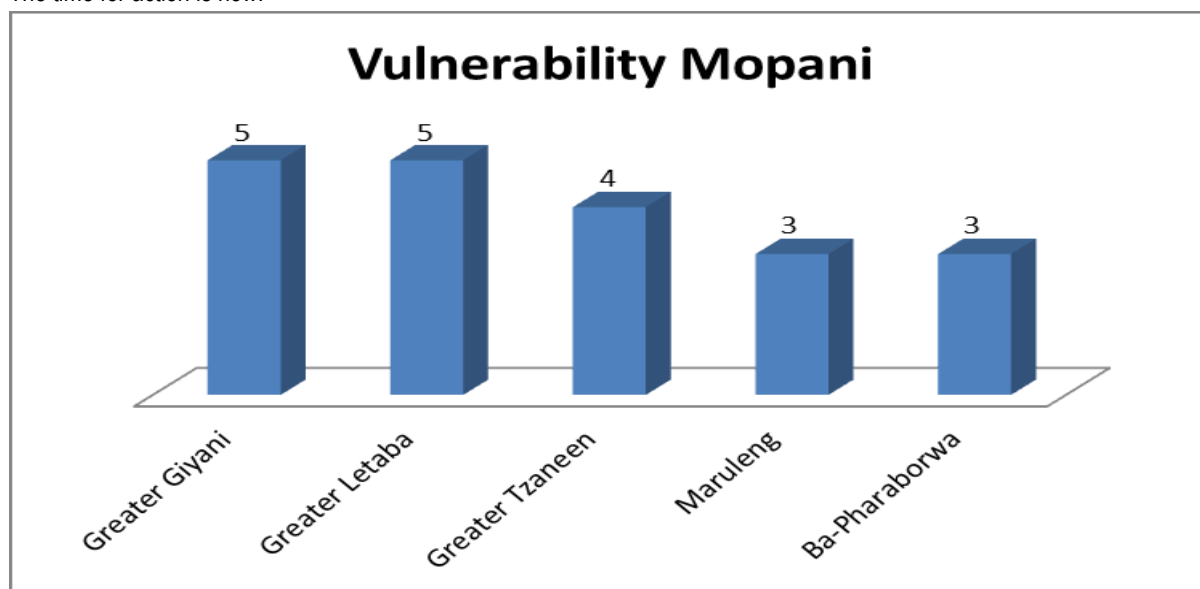


Figure: Climate Change Vulnerability

3.2.2.7 Integrated Environmental Management (IEM)

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

In order to ensure that there is balanced considerations of environmental and socio-economic in municipal projects planning, all infrastructure projects are screened to check if an Environmental Impacts Assessment might be required or not. This is in line with the New EIA regulations enacted under the National Environmental Management Act 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 DWS 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.

SOCIAL SERVICES: SWOT

STRENGTHS		WEAKNESSES	
1	Availability of institutional policies, by laws and other relevant legislations	1	Poor implementation of policies, by laws and legislations
2	Approved organisational structure	2	Delay in filling of vacant positions (high vacancy rate)
3	Political will and support	3	Poor service delivery
4	Good billing system of fire services clients	4	Poor revenue collection (Fire services and MHS)
5	Passionate, committed and skilled work force	5	Overworked personnel (eg in Fire and Disaster Management centre)
6	Availability of governance structures, e.g. Portfolio Committees, Cluster technical Committees, AIDS Technical Committees, AIDS Council, Community Safety Forums, etc	6	Poor maintenance of infrastructure (eg Disaster Management centre, sewage treatment plants and fire station buildings)
		7	Poor attendance of meetings by stakeholders
		8	Lack of specialised training of Fire and MHS personnel
		9	Shortage of tools of trade, equipment and apparatus
OPPORTUNITIES		THREATS	
1	Well-developed infrastructure, e.g. electricity, roads, rail, health facilities, etc	1	High infection rate of HIV and AIDS, and other communicable diseases
2	Huge Mining and Agricultural sector, and Tourism	2	Non-payment of municipal rates and taxes
3	Good stakeholder relationship	3	Political instability
4	Collection of revenue from water, Fire, Municipal Health Services, and Air Quality licensing	4	Depletion of natural resources such as Water and the environment
		5	Service Delivery Community protests
		6	Drought and global warming
		7	Corrupt officials, eg Traffic, etc
		8	Natural disasters
		9	Increased road incidents
		10	Waste water treatment inefficiency
		11	Violence in public transport sector

4.2 KPA: ECONOMIC ANALYSIS (Implement the Community Works Program and Cooperatives Support)

3.3.1 Background

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

3.3.2 Broad Economic Overview of South Africa

South Africa is a middle-income developing country with an abundant supply of natural resources, well-developed financial, legal, communication, energy and transport sectors, a modern infrastructure, and a stock exchange which rank among the 10 largest in the world. Its economic policy over the past nine years has been shaped by the government's development strategy in areas of education, health, social development, security, land reform and poverty alleviation. The government's policy decisions are designed to promote sustainable economic growth, and to ensure that the benefits of growth are shared across an increasingly greater spectrum of society. The country's economic policy is based on the macro-economic policy called Growth, Employment and Redistribution (GEAR). It aims to find a balance between promoting economic growth on one hand, and social service delivery and job creation on the other. Gear combines the goals of deficit reduction, reprioritization of government expenditure to enhance poverty reduction, and embarking on macro-economic reforms to promote job creation. The social transition that has accompanied the demise of apartheid has seen a vast increase in economic participation. Factors underlying this have included an increase on female participation in the economy, as well as migration to urban areas by the rural poor. South Africa also has a dual agricultural economy: a well-developed commercial sector and a predominantly subsistence oriented sector in the traditionally settled rural areas, of which Mopani district is constituted. This is probably one of the glaring factors that provides for the South African economy as consisting of the First and the Second Economy.

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

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

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

The peripheral zone consists of those who have been excluded from the formal economy and engage in informal income generating activities on the margins, or depend on the support of friends and family and/or social grants. This includes the street traders and hawkers who sell basic commodities to the poor, memorabilia to the tourists and food to urban workers. While some of those operating in the urban economy are able to secure relatively stable niches in markets created by formal sector economic activities, others find themselves excluded from such markets altogether and survive through dependence on welfare grants and the barter of goods and services.

3.3.3 Locating the Mopani District Economy within the Provincial Economy

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

3.3.4 Comparative and competitive economic advantages of Mopani District Municipality

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

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

Mopani is also endowed with natural resources such as marula fruits which produce many products in the processing value chain. The name Mopani is loud enough to indicate our wealth in mopani worms, the most nutritious food which is good for health. The provincial economic development study of 2000, identified tourism, agriculture, mining and trade and manufacturing as sectors with a potential for growth in the Mopani district. Agriculture is one sector that yields much products, **excelling in tomatoes** that are exported throughout the world. Other sectors in Mopani are the red and white meat production. Mopani also boasts of the pool of cheap labour to work in labour intensive programmes such as agriculture and EPWP. The challenge may be skilling them for better production. For 2017/18 jobs created where reported to be 508 which was below the target of 4 457. For 2018/19 the set target for jobs is 5 570. Mopani has however put structures in place to ensure that the EPWP programme is taken seriously as championed by a Councillor.

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 Tourism, Agriculture, Trade & Manufacturing. Hereunder is an analysis of the

district economy.

3.3.5 Economic Sector Analysis

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

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

- 55%, 48% and 46% of the population of Greater Tzaneen, Greater Letaba and Greater Giyani fall into the provinces' "most deprived 25% of the population" category, while 71% of the population of Ba-Phalaborwa are registered among the "least deprived 25%" of the provincial population.
- A reported Gini co-efficient for Mopani of 0.65 in 2006 – similar to the national figure (0,64). By 2010 MDM's co-efficient became 0,63 (Global Insight, 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).

Mopani District Municipality has established an LED Forum to ensure that LED initiatives are coordinated inclusively. Each of the four sectors (Mining, Tourism, Agriculture, Trade & Manufacturing) is led by The Chairperson of the Sector from the LED Forum. The chairpersons are not necessarily the officials of municipalities. Quarterly sessions in line with IDP phases are held

3.3.6 Key economic sectors

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

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

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

Table 40: Mining ownership and products

OWNER	% MINING SHARE	MINING PRODUCTS	% PRODUCTION YIELD
Rio Tinto	58%	Copper	75 – 80%
Anlo-American	17%	Magnesite	10 – 15%
Phalaborwa Mining Company (PMC)	25%	Vermiculate	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 then outlook (as of July 2008) was that the mine will be hoisting copper for another 8 years, and vermiculite and magnesite for at least another 20 years.

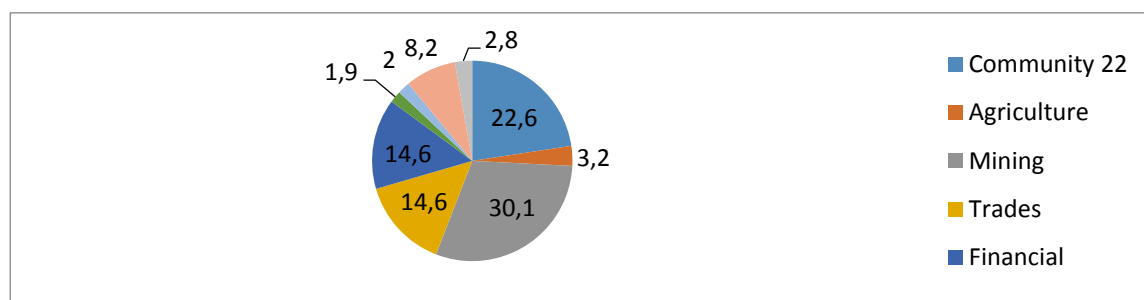
The mine's market share is constrained by the unavailability of rail freight on the existing routes to Richard's Bay and Maputo. More wagons and a more reliable service on these routes, as it is claimed, would enhance the access of the Phalaborwa mining sector and particularly the vermiculite trade (Asubonten,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

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

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

MOPANI DISTRICT MUNICIPALITY gross value adding (GVA)

Figure 2: Economic contribution by sector in Mopani



(Source: Global Insight Sept 2011)

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

3.3.7 Major exports

It is evident that Mopani economy is sustained by two major industries though with limited number of firms. The first is mining which is dominated by copper and phosphates. Copper is smelted in Phalaborwa while phosphates are transported as raw materials and processed in Richards Bay primarily for exports. The second major industry is agriculture. There are a number of producers but ZZ2

dominates in terms of output and the major focus is on sub-tropical fruit (tomatoes, bananas, mangoes, oranges and pineapples). The main focus of both these industries is to produce for exportation.

3.3.8 Mopani District sectoral contributions to employment

Table 41 (a) Sectoral contribution to employment

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

Employment creation remains one of the key challenges for Mopani. In 2006 an estimated 41,6% of the economically active population was unemployed. The sectoral analysis suggests that support for value-addition in the agricultural sector and the retention of primary mineral resources in the district in order to process them, present the most scope for sustainable employment creation. NB: **For unemployment details, see page 36, Table 10 above.**

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

LED initiatives arising from the Summit (2018) yielded much in partnership and commitment with various youth development companies and has clearly illuminated the economic potential that goes unattended in the sectors of Mopani.

3.3.9 Constraints in the District Economy

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

3.3.9.1 Greater Giyani

There is a smaller percentage of economically active population in Greater Giyani than in Greater Tzaneen and Ba-Phalaborwa. Only 48.2% of the population is economically active. This can also indicate that people from this group might migrate to other local municipalities inside or outside the District to find work. Giyani has a large number of rural settlements that are scattered and not easily accessible as the road conditions are bad. This can cause problems for economic development as it will concentrate on economic growth points where there are large concentrations of people. The Greater Giyani Local Municipality has the smallest villages in the District with an average number of 2639 people per settlement.

Large areas of land in the District forms part of the former Lebowa and Gazankulu homelands and are held in trust for tribal and community authorities. These traditional authorities play a very important role in terms of their traditional culture and therefore also have

a major influence in the m(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.anner in which land is made available to individuals for settlement, as well as the use for economic purposes

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

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

3.3.9.2 Greater Letaba

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

Greater Letaba currently makes the least contribution to the District GDP. However the tomato production by Z22 in the municipality remains the pride of the District in exportation and also absorption of labour. Land claims are a major factor influencing development in the District. 12,8% of Greater Letaba municipal area is subject to land claim, i.e extent of 24286,9400ha. This implies that very little can be done in the land since uncertainties prevail until a claim is settled.

3.3.9.3 Greater Tzaneen

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

3.3.9.4 Ba-Phalaborwa

Although Mining is presently the largest sector in Ba-Phalaborwa and created many job opportunities it can also become a constraint in the future. All mines have certain production expectancy and will eventually close. It is indicated that a large number of people are skilled in professional and technical occupations and when the mine closes down these people will have to either move to an area where there is mining activities or have to learn other skills. A large number of people occupied in the Manufacturing sector might also 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.

3.3.9.5 Maruleng

The majority of people in Maruleng are located far away from the economic hub of the municipality, namely, Hoedspruit. The town which is the economic node of the municipality is surrounded by privately-owned land which is not readily available for new development. When land is made available, the cost is exorbitant and majority of the people cannot afford that. There is a general shortage of technical skills in the area and most of the rural communities of Maruleng get jobs in Tzaneen and Phalaborwa and thus promoting economic activities outside their municipality. One other issue is that many people working in Hoedspruit are from Bushbuckridge in Mpumalanga province

and they spend their incomes generated in their areas outside Maruleng. 0,6% of the municipal area is subject to 4 registered Land claims. According to the Provincial “War-room on poverty, 2009 “, the following villages have been singled out as the most poverty stricken areas: Madeira (4051), Sofaya (3098) & Ga-Sekororo (3140) spanning a total of 10289 people. Mabins-B in Botshabelo has also been identified through District Women Imbizo (6th May 2010) with critical lack of basic services starting from water, sanitation, road access, health, education, etc. Plans are underway to turn the situation around.

3.3.10. Opportunities in the District Economy

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

3.3.10.1 Greater Giyani

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

The following are the niche areas for economic development:

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

3.3.10.2 Greater Letaba

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

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

3.3.10.3 Greater Tzaneen

Greater Tzaneen is the municipality with the largest population in the District with 39% of the population residing there. The municipality also has a high percentage of economically active population of 53,1%. Although Agriculture is by far the most important sector in this area Greater Tzaneen also has the highest percentage of GDP of each of its sectors, except for mining, of all the municipalities. The GDP in the Agricultural sector has grown from 55,92% to 59% indicating its growing importance. The contribution to GDP from the manufacturing sector has decreased although the agricultural sector has grown. This might be due to the fact that most of the produce is exported out of the area for processing. This creates an opportunity for manufacturing to be exploited in the area.

The following are the niche areas for economic development:

- | | |
|------------------------------------------------|------------------------------------|
| (1) Cultural heritage sites | (4) Nature based and agric tourism |
| (2) Adventure, sport and events routes tourism | (5) Tzaneen, Ebenezer dams |

(3) Tallest tree at Makgobaskloof @ 48m high

(6) GTM Vision 2030 on development of Tzaneen town to City

3.3.10.4 Ba-Phalaborwa

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

The following are the mining niche areas for economic development:

(1) Magnetite

(2) Nickel

(3) Titanium

(4) Mica

(5) Copper, destined for 2020

(6) Apatite

(7) Uranium

(8) Vermiculite

(9) Zirconium

(10) Clay

3.3.10.5 Maruleng

The Maruleng municipality has large game farms from which the municipality can grow its tax base. It also boasts of the East-gate Airport through which it can promote its tourism status and ensure direct access to other provinces for marketing. The area is also imbued with agro-products across the seasons from which jobs can be created to ensure poverty alleviation. Its strategic location in relation to the Maputo Corridor, positions it to can attract investment to its area. There is also Kruger to Canyon Biosphere that is recognized internationally through UNESCO. Yet, Maruleng is ISRDP and Project Consolidate municipality, characterized by low levels of development, where about 90% of the population occupy 15% of the land for residential purpose.

(1) K2C Biosphere ecotourism

(4) Largest game farms

(2) Perennial agro-products

(5) Magnificent Tourism centre

(3) The valley of Olifant route

(6) Stone crushing at Mica

3.3.11 IMPACT OF ECONOMIC RECESSION (market forces)

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 or they are traded at low cost. 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.

There is a need to keep up with our competitiveness in all of our economic sectors/ anchors yet praying for positive yields in the exchange markets.

Below is a list of tourism attractions in Mopani District

TOURISM ATTRACTIONS IN MOPANI DISTRICT

Table 41(b)

Tourism Attractions	Activities	Location	Development Needs/Challenges
1. Tsonga Kraal Museum	It is established in 1974 by the group of Wits University Professors. It is an open air reconstructed village It is a traditional Tsonga homestead, where everyday life is portrayed Various customs and festivals are honored in appropriate ways at the museum	Tzaneen Contact details: Office: +27 82 974 1919 fax: +27 86 750 4548 Opposite ATKV Eiland Spa; Hans Merensky Nature Reserve Longitude: 23°39'25.65" S, Latitude: 30°40' 16.108" E	Challenges: Museum is in place, no daily activities happening, no marketing plan in place, no packaging in place Needs: Expansion of the museum, include daily or weekly activities and marketing (involves tour operators) of the museum, appointment of tourist guides, development of accommodation
2. Kruger National Park	Mountain- bike trails; Guided Bush Walk; Bird Watching; Golf Games; Hot air balloon flights; Wilderness Trails; 4WD Trails; Wellness Spa Treatments; Self-drive through the KNP	Phalaborwa Longitude: 23°59'20.49"S Latitude: 31°33'13.88"E	Challenges: Only one gate in Mopani District i.e. Ba- phalaborwa Gate. Needs: Facilitate finalisation of Shangoni gate (NDT brought resources on board to facilitate Shangoni Gate to KNP for the 2016/17, so that tourism growth can be realised)
3. Baleni Camp	Situated near the banks of the Klein Letaba River Take a walk down to a geo-thermal hot spring – the only undeveloped hot spring in Southern Africa An environment where nature, economy and spiritualism have a rich integration With an economy strongly dependent on traditional salt-mining, visiting Baleni allows the responsible traveler the opportunity to see how modern people integrate ancient traditions and techniques into their 21st century lives.	Giyani Address: Xawela, Sautini, Limpopo, South Africa Phone: 015 781 0690 Longitude: 23°25'23.63"S Latitude: 30°54'31.73"E	Challenges: poor access road to the African ivory route camps Needs: Marketing strategy and packaging of this camp
4. Modjadji Cycad Forest	Named after the successive rain-making queens The cycad nursery, picnic sites, day trails through the forest and information center make this reserve a highlight on any tour of the Modjadji kingdom On the walking trail you could come across daisies, monkeys, bush pigs, impala, nyala, bushbuck and other antelope. Visits to the Royal Kraal can be arranged Tourists visiting the reserve can stay in the traditional huts of the African Ivory Route.	Tzaneen Address: Tzaneen, 0850 Phone: 074 834 0383 Longitude: 23°37'47.18"S Latitude: 30°21'03.98"E	Challenges: Poor access road to the African ivory route camps and maintenance of ablutions/toilets. Needs: Upgrading facilities (toilets/ ablution , picnic site, tuck shop, hiking signage), develop information office and interpretation centre
5. Man'ombe Reserve and Museum	Hiking; Conferencing; Museums and Monuments; Wildlife Photography; Birding; Fishing; Boating	Giyani Longitude: 23°17'36.01"S Latitude: 30°44'55.55"S	Challenges: There is only 2 x chalets with 2 bedrooms and two single beds in each room. Needs: Marketing and packaging of the place; signage and roads accessibility; Need of more

			rooms to accommodate large number of visitors.
6. Nsami Dam	Enjoy a swim and canoeing or try your luck in at fishing	Limpopo, Giyani. Tel: 015 307 3582 Fax: 015 307 4341 Longitude: 23°15'16.84"S Latitude: 30°45'55.78"E	Challenges: Only few activities happening Needs: Marketing and packaging of the place and development of the fishing route in Mopani District
7. Big old Baobab Tree	Quad biking; Hiking; Water falls in the surroundings area; Mountain biking trails while the tree itself hosts variety of activities i.e. weddings and honeymoon suite in a tree house	Next to Ga-Kgapane township	Challenges: The tree has fallen and will take years to reshape and assimilate.
8. Tzaneen Dam	Dam lies in good birding area with more than 350 bird species Caravan and camping site with ablution facilities Fishing and Watersports Also enjoy the presence of Hippos while having your picnic	Tzaneen Longitude: 23°47'58.02"S Latitude: 30°09'49.16"E	Challenges: Few activities happening in the dam. Needs: Alignment of the dam with each municipal IDPs, Development of the fishing route in Mopani; marketing strategy and packaging.
9. Ebenezer Dam	Camping, picnicking, birding and boating Fishing is best done by boat, as the banks are very steep, and is well worth a trip up to the dam Species found in abundance include Largemouth and Smallmouth Bass, Catfish (Barbel), Kurper, Golden Carp and Rainbow Trout	Tzaneen Longitude: 23°56'19.52"S Latitude: 29°59'09.10"E	Challenges: Few activities happening in this dam. Needs: Resource development plan for Ebenezer Dam, alignment of the dam with each municipal IDPs and packaging and marketing strategy.
10. Hans Merensky	This Lowveld bushveld reserve offers two well-signed hiking trails, game viewing from your car and an informative educational centre Wildlife includes sable antelope and all the Lowveld species other than the Big Five. The reserve is also home to the Tsonga Kraal Museum which gives visitors the opportunity to get a glimpse of the fascinating Tsonga culture and to visit the crafts workshop. Eiland Spa with its steaming hot waters is also located in the Hans Merensky Nature Reserve Game viewing, horse riding, 4x4 tracks and many other activities are on offer for visitors Golf Games	Tzaneen	Challenges: Poor customer service and under staff; staff and management need to be trained on Customer Care; poor maintenance of the golf course, shortage of golf carts, poor management and stakeholder relation and Electricity shortage during busy times such as events. Needs: Skills development workshop for staff members & management i.e. customer skills training
11. Letaba Range Nature Reserve	Safaris are conducted in open game viewing vehicles Night games drives are available for guests at the camp, as well as walking tours, braai and bush breakfast The Ivory Route is a tour route is based on the routes ivory hunters used to take in the area encompassing the Mpumalanga and Limpopo border area of the Kruger National Park	Phalaborwa Longitude: 23°44'22.85"S Latitude: 30°42'02.11"E	Challenges: poor stakeholders' relationships, ntomeni African ivory route in renovations progress, poor fence. Need: improvement of stakeholder relations, budget and access road to letaba camp and ntomeni camp
12. Middle Letaba	Rainfall is abundant throughout the year When in full capacity, the Middle Letaba becomes Limpopo's third largest dam, but the Middle Letaba Dam only reaches its full capacity when the river is in flood Other activities happening in Middle Letaba Dam is fishing	Longitude: 23°16'35.54"S Latitude: 30°24'06.32"E	

13. Phalaborwa opencast mine	Is one of the largest copper mines in the world and it is the widest manmade opencast mine in Africa Opencast Mine Viewpoint and Mine Tours (When flying into Phalaborwa passengers will have a wonderful view of the opencast mine. If not flying into town, there is an incredible viewpoint from which visitors can view the Big Hole). Mine Museum	Phalaborwa Longitude: 23°59'49.77"S Latitude: 31°08'44.72"E	
14. Masorini Village Museum	Trip back in time to a beautifully restored Stone Age village in Kruger National Park gives insight into the lifestyle of the Stone Age hunter-gathering society that formed an integral part of the natural environment in Kruger National Park There is a site museum and picnic spot at the base of Masorini Hill. Enjoy the fabulous views from the top	Phalaborwa Longitude: 23°55'23.25"S Latitude: 31°16'04.45"E	
15. Olifant River Boat Cruise	Cruise the waters of the magnificent Olifants River on the Kambaku house boat and enjoy the three hour journey of close encounters with crocodile, hippo, buffalo, elephant, water buck and a wide variety of other game on the lush green banks of the largest rivers in the Kruger National Park Wine and dine while gazing at the abundant wildlife, birds, indigenous trees, bush and grass associated with the African bushveld Enjoy a sun downer from the cash bar and an excellent unspoiled view of the Greater Kruger National Park.	Phalaborwa	
16. Debengeni Falls	The pool is an ideal swimming hole from late November through to late March is surrounded by lush forest and bush Once at the Waterfall, visitors should note that the rocks are slippery and are cautioned as there are no lifeguards posted at the site The forest around the Falls is a birder's paradise, with many rare species of bird and one, the endemic Bush Shrike, that is found nowhere else but in that particular forest Debengeni Falls are on the various Magoebaskloof Hiking Trail routes	Magoebaskloof	
17. Magoebaskloof Canopy Tours	Magoebaskloof Canopy Tours will take you into a previously inaccessible realm of nature, moving you between platforms built high within the upper level of indigenous forests and ancient mountain cliffs. Each platform is joined by spectacular 'foefie' cable slide high above the sparkling river, waterfalls and forest floor. Relax and absorb the tranquillity of natural surroundings on each platform. Magoebaskloof Canopy Tours' trained guides ensure the safety of each group while describing facts about the fauna, flora and ecology of the surrounding environment Suitable for anyone between 7 and 70.	Tzaneen Longitude: 23°58'34.64"S Latitude: 29°59'38.41"E	

	Great for the whole family, nature lovers, thrill seekers and corporate groups A Magoebaskloof Canopy Tour includes light refreshments, transport, lunch, guides and equipment		
18. Lekgalameetse Nature Reserve	A popular hiking destination, the 18718ha Lekgalameetse Nature Reserve in the Limpopo is one of the South Africa's most beautiful nature reserves, set in a stunning, misty and unspoiled mountain wilderness There are tall and tangled trees, ferns, forest flora, fungi and water flowing everywhere, bubbling over rocks, falls and collecting in pools You'd be lucky to see the elusive and shy leopard or perhaps caracal, but what you will see is an abundance of birdlife and, in the right season, butterflies.	Magoebaskloof Longitude: 24°09'42.64"S Latitude: 30°12'35.15"E	
19. Timbavati (Home of white lion)	Knowledgeable guides lead groups through the bush on foot so they can see certain animals and birds up close and at a slower pace than they would by 4x4 Is at the heart of what getting out into the wild is all about, with a growing diversity of wildlife protected from the human elements, and unique means of exploring and understanding, you won't find a more immersive outdoor experience	Hoedspruit Longitude: 24°33'42.31"S Latitude: 31°09'02.01"E	
20. Thornbush and Kapama	The iconic and most dangerous wild animals of Africa - the Big Five - are at home on Kapama Game drives and bush walks offer fascinating encounters with wildlife Guided personal elephant interactions give guests the opportunity to get up close and personal with the elephants and to learn more about their behaviour and natural habitat Romantic sleep-outs on the reserve and decadent African spa treatments at the Wellness Centre are other enticing offerings that encourage complete relaxation and enjoyment of the evocative surrounding environment The reserve is a slice of wilderness paradise far from the madding crowd; a place of renewal and reconnection with the natural world	Hoedspruit	
21. Klaserie Dam	The main focus here is the Klaserie River. In this dry region, the river acts as a magnet for wildlife in the area, drawing birds and mammals out into the open for splendid viewing opportunities. Enjoy a more intimate experience with nature on guided bush walks, learning about the tracks, sights and sounds of fauna and flora. Encounter beautiful African wildlife on game drive. Offering camping and caravan facilities as well the angling opportunities. All game activities are led by experienced rangers, with a key focus on conservation and ensuring a low impact on the environment	Klaserie, Maruleng Hennie: 015 793 2831 hennie@klaseriedam.co.za www.klaseriedam.co.za Longitude: 24°31'17.25"S Latitude: 31° 3'57.82"E	
22. Klaserie Caravan Park and Fishing Safaris	Provides accommodation as well as angling opportunities. The bush camp has four private swims ideal for specimen angling	Guernsey Road, Klaserie, Maruleng Tel: 015 793 2833 www.klaseriecaravanpark.co.za Longitude: 24°31'44.64"S Latitude: 31° 3'29.64"E	

23 Blyde Adventure Camp & Mohlatsi Adventures	River rafting, kloofing, tubing and abseiling	Maruleng Ronel: 079 388 2196 ronel@blydeadventurecamp.com www.extremelimpopo.com Longitude: 24°28'35.95"S Latitude: 30°49'45.81"E	
24. Hlakula Lake Resort	This lake resort offers boating activities, canoeing, fishing and swimming in the beautiful lake. Tourists can enjoy relaxing afternoons next to the lake or let the owners take them on a tour of the numerous tourist attractions in the surrounding areas.	Maruleng mabatla@hlakula.co.za Cell: 072 420 2404 Longitude: 24°15'41.74"S Latitude: 30°27'08.03"E	
25. Sun catchers Hot Air Ballooning	Hot air balloon flights near the foot of the Drakensberg Escarpment	Hoedspruit; Cell: 087 806 2079 info@suncatchers.co.za www.suncatchers.co.za Longitude: 24°24'17.20"S Latitude: 30°48'49.11"E	
26. Airborne African Adventures	Provides microlight flights as well as training	Maruleng Cell: 078 417 6518 bathawk.training@gmail.com	
27. Leading Edge Flight School	Provides microlight flights as well as training	55 Koedoe Street, Hoedspruit Deon: 083 400 1405 deon@lefssa.com www.lefssa.com Longitude: 24°21'7.81"S Latitude: 30°56'59.26"E	
28. Off Beat Safaris	Provides accommodation as well as wildlife art courses and horseback safaris	Hoedspruit Tell: 015 793 2422 info@offbeatsafaris.co.za www.offbeatsafaris.co.za Longitude: 24°14'51.90"S Latitude: 30°59'29.29"E	
29. Jabulani Elephant Back Safaris	Elephant interaction and safaris	015 793 1265 campjabulani@campjabulani.com www.campjabulani.com Kapama Private Game Reserve Longitude: 24°23'48.80"S	

		Latitude: 31° 5'51.70"E	
30. Hlokomela and Associates Tours	This community tour starts at the Hlokomela Charity shop in Hoedspruit and include stops like the Gorutha Toy Library, community sewing project, community glass recycling project, Hlokomela herb garden and wellness clinics.	Cell no.: 082 851 0048 Kamogelo Tourism Centre Longitude: 24°21'20.33"S Latitude: 30°56'49.28"E	
31. Khamai Reptile Centre	Reptile centre which focuses on education, conservation and research. Khamai Reptile Centre offers day visitor tours, interactive tours, photographic tours, reptile orientation courses, reptile handling courses, training courses and corporate events,	Farm Southampton, Hoedspruit; 015 795 5203 reptile@yebo.co.za www.khamai.co.za Longitude: 24°23'45.09"S Latitude: 30°49'3.73"E	
32. Hoedspruit Endangered Species Centre & Hoedspruit Cheetah Project	The centre focuses on the conservation of rare, vulnerable or endangered animals. Cheetah conservation is one of the core disciplines. The centre is involved in the breeding of endangered or vulnerable animals, the release of captive-bred cheetahs into the wild, the treatment and rehab of injured or orphaned animals, education and eco-tourism	Hoedspruit ; Tel: 015 793 1633 Cell: 083 654 2299 www.hesc.co.za Longitude: 24°31'42.18"S Latitude: 31° 1'59.83"E	
33. Moholoholo Rehabilitation Centre	Moholoholo Rehab Centre cares for orphaned, sick or poisoned animals. There are a number of permanent 'residents' that reside at the centre who are unable to be released back into the wild These animals are used 'ambassadors' for their species. Visitors are thus able to learn from these animals through interactive demonstrations.	015 795 5236 moholorehab@wol.co.za www.moholoholo.co.za Longitude: 24°30'54.03"S Latitude: 30°54'12.02"E	
34. Bombyx Mori Silk Farm	Currently Bombyx Mori Silk Estate is South Africa's only commercial silkworm farm. Here you can find out about their organic farming methods and how the cocoons are processed into products and the life-cycle of the mulberry silkworm	24 Degrees South Estate, R531, Hoedspruit; contact 072 467 3310 sue@goddingandgodding.com; www.goddingandgodding.com Longitude: 24°28'3.36"S Latitude: 30°52'45.97"E	
35. Franklyn Park	is a recreational park where activities such as hiking, nature walks, biking and birding take place	424 KT, Glenlyden, Hoedspruit Tel: 015 793 2267 www.franklynpark.co.za Longitude: 24°31'40.74"S Latitude: 30°58'4.65"E	
36. Campfire Safaris	Campfire Safaris hosts various conservation and wildlife learning programmes. They offer university students in nature or wildlife related studies to do their practical traineeship at Campfire Academy. They also offer an FGASA level 1 course	Contact: 082 493 1886 info@campfire-safaris.com www.campfire-safaris.com Hoedspruit	

		Longitude: 24°13'04.68"S Latitude: 30°53'11.58"E	
37. African Dream Horse Safaris	African Dream Horse Safaris provide education to students who are interested in an equestrian centre as well as wildlife conservation. African Dream Horse Safaris is the ideal place for a gap year, internship or a unique holiday	Hoedspruit Wildlife Estate: Cell:084 300 1748 info@afriandreamhorsesafari.co.za www.afriandreamhorsesafari.co.za Longitude: 24°20'53.46"S Latitude: 30°57'31.51"E	
38. Siyafunda Endangered Species Project	A one week volunteer programme where volunteers are provided with the opportunity to assist with cheetah monitoring, ground hornbill monitoring and leopard monitoring Volunteers also assist with habitat rehabilitation and go on frequent bush walks and game drives.	info@siyafundaconservation.com Longitude: 24°08'59.71"S Latitude: 30°39'26.40"E	
39. Glencoe Baobab	Stoutest and second largest baobab tree in South Africa	Glencoe Farm, Hoedspruit Longitude: 24°22'26.21"S Latitude: 30°51'28.71"E	
40. Jessica the Hippo	Jessica is an orphaned hippo that was saved by the Joubert family. Day tours are offered where visitors will learn about Jessica and her story. Visitors can also feed, touch and play with Jessica the hippo.	Tel: 015 795 5249 joubert@jessicahippo.com Longitude: S24°19.552' Latitude: E 30°49.959'	
41. Mariepskop Mountain	Mariepskop Mountain is unique in its floral diversity... On the slopes and in the kloofs and crags, montane forest species can be found. The semi-detached grassland hilltops are poorly studied, but are represented by grassland species and highly protected cycads species The top of the mountain is a combination of tropical mist forest and capensis 'fynbos' species. There is accommodation available as well as biking, hiking, rock climbing and birding activities. The Klaserie falls are also situated at Mariepskop Mountain	Tel: 015 793 2581 Longitude: 24° 32' 21.1" S Latitude: 30° 52' 17.4" E	

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

(a) BACKGROUND

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

Table 42: Basic services access and backlogs(no access) in all households of the district

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

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

Table 43: INDIGENT HOUSEHOLDS (See page 38)

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

Census 2011, Statssa

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

Source: Local municipalities IDPs

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

3.4.1 WATER

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

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

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

Table 44: Dams in Mopani

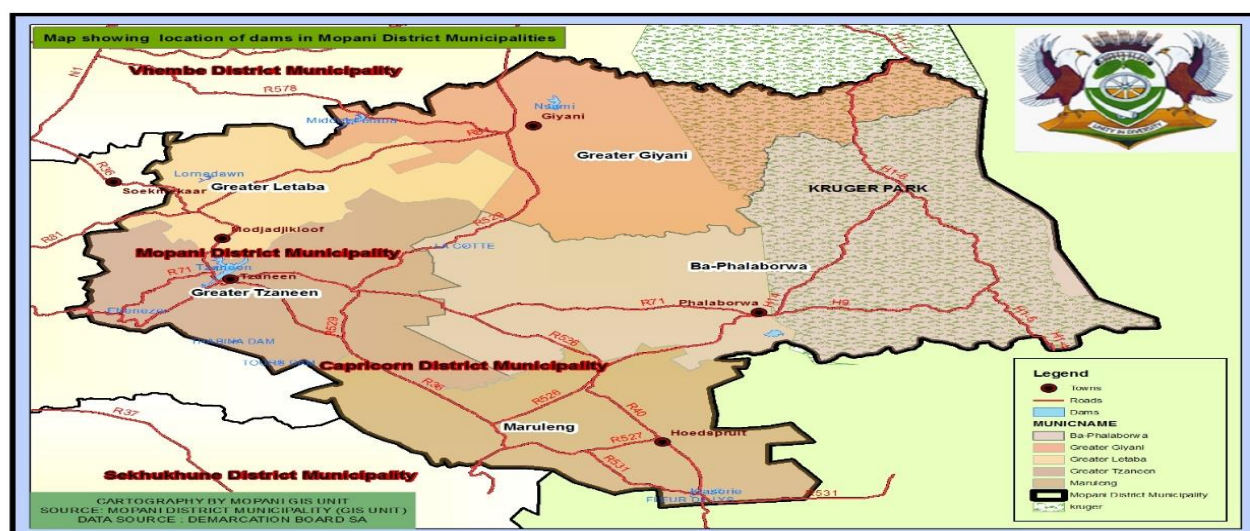
No	DAM	LOCATION	Munic's served	LENGTH	HEIGHT	CAPACITY	SURFACE AREA
1	Middle Letaba	Middle Letaba river	GTM, GLM	2,6 km	38 m	173 128 000 m ³	1 878,7 ha
2	Tzaneen	(Groot) Letaba river	GTM	1,14 km	50 m	157 291 000 m ³	1 163,6 ha
3	Ebenezer	(Groot) Letaba river	GTM	0,312 km	61 m	70 118 000 m ³	386,2 ha
4	Nsami	Nsami river/ Middle Letaba	GGM	1,254km	24 m	24 130 000 m ³	515 ha
5	Modjadji	Molototsi river	GLM	0,857km	26 m	8 160 000 m ³	116 ha
6	Thapane	Relela village	GTM	0,5KM	19 m	1 410 000 m ³	33,7 ha
7	Magoebaskloof	Politsi river	GTM	0,330km	43 m	5 500 000 m ³	44,3 ha
8	Thabina	Thabina river	GTM	-	-	-	-
9	Nondweni	Groot Letaba river	BPM	-	-	-	-
		Lepelle/Olifant river	MLM, BPM	-	-	-	-
ENVISAGED DAMS TO SUPPORT MOPANI DISTRICT MUNICIPALITY							
	DAM	LOCATION	LINKAGE	STATUS (2014)			
10	Nandoni	Luvuvhu river in Vhembe District	Water Pipe to Nsami dam	Pipeline to Nsami dam in Greater Giyani Municipality is under construction.			
11	Nw'amitwa	Nw'angedzi river in GTM	Feeder water pipes to reservoirs	Feasibility studies at final stage.			
12	Blyde river	Blyde river, Mpumalanga	Pipeline to Mametja-Sekororo reservoir	Reservoir & water pipe are in place. Water treatment plant is under construction			

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

There are over 20 (small and large) dams in the district with 9 being used for primary consumption (domestic, industrial and commercial) and most of the other dams are used for irrigation purposes. Some private small dams also exist and are used for irrigation purpose as

well. The total yield from the dams for primary usage is 273 million m³ per annum. The agricultural sector uses the greatest portion of the available yield in the district, which is estimated at 70%, leaving 30 % for the other water users.

Bulk water supply in Mopani is characterized by numerous surface water schemes in various stages of full development to all consumer points. Water supply scheme clusters are well defined and the service area boundaries are well established. Major upgrading and refurbishment are needed at most localities. The Middle Letaba Sub Scheme area and Modjadji areas are in need of extensions to the existing bulk supply systems. In general, Mopani District is well provided with bulk water supply infrastructure. However, the reason why the supply of water is below the RDP level (25 litres per person per day) is the shortage of pipeline reticulation within villages. MDM gets bulk water from the Lepelle Northern Water Board, treat the water and channel that to reservoirs in villages/ settlements in the five local municipalities. Local municipalities are responsible for reticulation in villages. MDM operates 21 water schemes, 62 pump stations, 19 water treatment works, over 1400km min pipelines, over 500 reservoirs and thousands of boreholes. Further analysis of water sources is depicted in the following table, with numbers of households benefitting.



3.4.1.1 WATER SOURCES (H/H)

Table 45: Households to type of water source

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

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

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

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

3.4.1.2 PIPED WATER (H/H)

Table 46: Households access to piped water

	Greater Giyani		Greater Letaba		Greater Tzaneen		Ba-Phalaborwa		Maruleng		Grand Total/ Mopani		
	2001	2011	2001	2011	2001	2011	2001	2011	2001	2011	2001	2011	Change
No access to piped (tap) water	7067	9545	6795	5423	20427	26373	1534	1226	3297	4368	39124	46935	+20,0%
Piped (tap) water to community stand: distance more 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.

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

-----Table 46(a)

H/H with No access to piped (tap) water 15,8%	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%
	13,3%	15,0%	12,6%	9,3%	21,0%	24,2%	4,6%	3,0%	14,3%	17,8%	15,0%	15,8%	
Demand	increased		decreased		increased		decreased		increased		increased		

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

COMMUNITIES (H/H) IN NEED OF WATER SERVICES

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

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

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

3.4.2 SANITATION

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

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

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

Census 2011

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

3.4.2.1 Backlog on Sanitation (H/H)

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

3.4.2.2 BUCKET TOILET SYSTEM

-----Table 49

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

3.4.2.3 WATER AND SANITATION SERVICES PROVIDED BELOW RDP STANDARDS

Table 50:

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

Source: DWA, April 2012

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

3.4.2.4 SANITATION SITUATION IN SCHOOLS, 2017

Table 51: School sanitation

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

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

22	Magoza High	Bad condition, with poor drainage system	Need proper drainage system
23	Petanenge	Very bad condition, toilets damaged	14 new toilets seats needed
24	Progress High	Bad condition, leaking pipes and sewerage system damaged	12 new toilets seats needed
25	Zivuko High	Not bad, but pipes are leaking	Repair of leaking pipes.

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

52		Pembelani		4 seats needed
53		Phakeng		24 seats needed
54		Pipa		26 seats needed
55		Ramatimana		2 seats needed
56		Ramollo		3 Seats needed
57		Sehonwe		2 seats needed
58		Gidela		4 seats needed
59		Kheale		8 seats needed
60		Kheodi		2 seats needed
61		Makhaka		4 seats needed
62		Manonyaneng		16 seats needed
63		Mmaba		8 seats needed
64		Modisha		12 seats needed
65		Mokutu		2 seats needed
66		Molate		4 seats needed
67		Noblehoek		8 seats needed
68		Ntlagene		10 seats needed
69		N'wamavimbi		2 seats needed
70		Ramila		6 seats needed
71		Realedisha		4 seats needed
72		Tseana		16 seats needed
73	Sekgosese East circuit	Baberwa primary	No proper sanitation	
74		Kolobetona secondary	No proper sanitation	
75		Lekgolo primary -2	No proper sanitation	
76		Mahudu secondary	No proper sanitation	
77		Mamaila primary	No proper sanitation	
78		Mangoako secondary	No proper sanitation	
79		Mathibadifate secondary	No proper sanitation	
80		Nahakwe secondary	No proper sanitation	
81		Nkei lower primary	No proper sanitation	
82		Pheeha primary	No proper sanitation	
83		Ramaite primary	No proper sanitation	
84		Rotterdam secondary	No proper sanitation	
85		Sebelaolo primary	No proper sanitation	
86		Thabanatshwana primary	No proper sanitation	
87		Tshamiseka primary	No proper sanitation	

3.4.3 ENERGY AND ELECTRICITY

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

In Mopani, electricity is largely provided by ESKOM. Only two Local municipalities (BPM & GTM) are lecented to provide electricity. The GGM, MLM and GLM are fully dependent on ESKOM. Mopani District Municipality has a role of providing bulk electricity to the local municipalities. However, this function is yet to be fully undertaken. National government in consultation with the South African Local Government Association (SALGA), ESKOM and other stakeholders are engaged in discussions regarding the restructuring of the Electricity Distribution Industry in South Africa with the aim of ensuring that the industry is able to meet the needs of electricity consumers in the country and improve the roll out of electricity.

The four local municipalities in the district have signed the service level agreement with ESKOM for the rolling out of Free Basic Electricity to indigent households in the district. Each poor household is entitled to 50KWh per month. It has been found that most of the people in

rural areas and amongst low income households, continue to use a range of energy sources like wood to meet their needs, irrespective of whether their houses are electrified or not. In addition, inefficient energy use compounds poverty: housing without ceilings and a complete lack of accessible information to users on appropriate and efficient energy use condemn poor households to a future of high energy costs.

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

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

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

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

3.4.4 WASTE MANAGEMENT

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

Hazardous wastes are transported to disposal facilities in Gauteng by private contractors from mines around Ba-Phalaborwa. Department of Health has also hired a Private consultant to collect and transport **medicinal wastes** from all hospitals and clinics in the

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

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

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

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

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

With the human corpses, there are quiet a number of funeral undertakers that are managing this kind of waste. The challenge in this type of waste is that some funeral undertakers are not registered as required by the "Regulations Related to Funeral Undertakers Premises, R237 of 8 February 1985" promulgated in terms of the National Health Act, 2003. Thus far Mopani has 60 registered funeral parlours on record, who are also members of South African Funeral Parlours Association (SAFPA). The need to have control on this aspect is apparent. The EHPs are still by legislation to monitor the facilities.

3.4.4.1 Refuse Removal

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

Table 53 below shows the current status:

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

MUNICIPALITY	NO OF VILLAGES	VILLAGES SERVICED	SERVICE PROVIDER	COMMENTS
GTM	125	65	GTM	Communities take their waste to the drop off centers provided by the municipality at identified spots and school premises. Skip bins are placed for refuse collections.
GLM	80	4	GLM	Shawela, Maphalle, Jamela and Rotterdam, Madumeleng, Sekgopo villages, etc. Recyclers collect the waste into one spot, and the municipality collects it from there.
BPM	23	2	BPM	Mashishimale (5766 H/H served) Mandela village (730 H/H served)
GGM	93	1	GGM	Dzingidzingi village, has community project which collect refuse and inform the municipality to collect as bulk. In other villages, the municipality render waste collection only when there are events. Otherwise communal & dumps are used.
MLM	33	11	MLM	Waste collection in rural villages is only taking place in the following villages: The willows, Finale Village, The Oaks Village, Molalalae Village, Sedawa Village, Worcester village, Enable Village, Butswana Village, Turkey 01, Turkey 02 and Bango village. Refuse collection is done twice a week (kerb site collection) in urban residential, rural and townships.
MOPANI	354	72		

LMs IDPs

Refuse removal services by municipalities have been focusing in urban areas (towns and townships). The percentage of households whose refuse was removed weekly by the municipality increased from 13,4% in 1996 to 15,2% in 2001. While this figure is very low it should be considered that 81% of the population of Mopani District reside in rural areas, where the municipalities have serious backlog on such services. It is therefore not surprising that 59,7% of the households in Mopani district, utilizing their own dump in 1996, this increased to 61,5% in 2001. The situation needs to receive urgent attention, especially in the four rural municipalities, i.e Greater Giyani, Greater Letaba, Ba-Phalaborwa and Maruleng. The recent in-roads into rural areas (as seen in the above) is a transformational move to quality of life for rural communities. More and more resources are needed to turn the situation around.

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

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

Source: Census 2011

3.4.4.2 Waste Disposal situation in the Local Municipalities

In addition to the available disposal sites in the district, there are numerous illegal dumping sites that are utilized by the communities and industries. Most of these illegal dumping sites are not protected and children and animals easily access them, posing a serious health risk. This is a reflection of poor waste management practices by municipalities. Poorly managed waste disposal sites also have adverse impact on the water resources as they cause contamination/pollution of surface and ground water. It is the responsibility of the Mopani

District Council to ensure that there are appropriate and authorized waste disposal sites that are well managed. The local municipalities have a responsibility to deal with waste removal in their areas of jurisdiction and put control measure against illegal dumping.

(i) Ba-Phalaborwa

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

(ii) Greater Letaba

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

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

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

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

(vi) Greater Giyani

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

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

(iv) Greater Tzaneen

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

(v) Maruleng

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

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

3.4.5 ROADS AND PUBLIC TRANSPORT

3.4.5.1 Roads Infrastructure

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

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

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

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

The major roads found in Mopani District are highlighted in Table 54 hereunder:

Table 54: List of major roads within the district		
ID	Corridor	Description
1	Tzaneen to Nkowankowa and Lenyenye	Along road R36 south-west of Tzaneen through Nkowankowa up to Lenyenye
2	Tzaneen to Boyne	Along road R71 west of Tzaneen up to Boyne and Polokwane
3	Tzaneen to Modjadjiskloof	Along road R36 north-west of Tzaneen to Road R529
4	Tzaneen to N'wamitwa	Along a road east of Tzaneen to road R529
5	Giyani to Mooketsi	Along road R81 south of Giyani to Mooketsi
6	Modjadjiskloof to Kgapane	Along road R36 north of Modjadjiskloof to Kgapane
7	Phalaborwa to Lulekani	Along road R71 to the west of Phalaborwa to road R40 Lulekani
8	Giyani to Malamulele	Along road R81
9	Giyani to Bungeni	Along road R81 south of Giyani into road R578
10	Nkowankowa to Letsitele	Nkowankowa through east to Letsitele
11	Giyani to Letsitele/Nkowankowa	Road R81 south of Giyani into road R529 to Letsitele
12	Giyani to Mothupa	Road R81 south of Giyani, turning at Lebaka Cross to Mothupa
13	Modjadjiskloof to Giyani	Road R36 north of Modjadjiskloof into road R81 towards Giyani
14	Kgapane to Mokwakwaila	From Kgapane heading north through villages to Mokwakwaila
15	Phalaborwa to Namakgale	From Phalaborwa along R71 to Namakgale

3.4.5.2 National Roads in Mopani District Municipality

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

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

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

3.4.5.3 Provincial and District Roads: Service Levels

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

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

Source: Road Management Systems (RAL, 2007)

3.4.5.4 Specific Roads service levels

Table 56

Road No.	Description	Total km
Provincial Tar Roads – GTM		
P112/2	Letsitele – Rubbervale	17,44
P43/2	Politsi – Tzaneen	8,88
P43/3	Tzaneen – D202	48
P181/1	P17/3 – Afcolaco	8,64
P17/1	Haenertzburg – Sawmeal	13,88
P17/2	P43/2 – Haenertzburg –Magoebaskloof	30,04
P17/3	Tzaneen – P181/1	40
P188/1	Tzaneen station – P43/3	3
Total		169,88
District Tar Roads – GTM		
D2499	Merenskyschool road -	0,36
D1267	Risaba – Letsitele	18
D447	D848 – D978	3,8
D548	Tzaneen –Haenertzburg-Georges valley	34,97
D1279	Letsitele valley – Agatha	19,02
D589	Tzaneen – Agatha	12,1
D523	Tzaneen – Agatha	11
D673	Tarentaal rand –Letsitele valley	26,1
D1350	Tarentaal rand –Deerpark	16
D978	Tzaneen – Deerpark	16,65
D848	D447 – Politsi	8,35
D1292	Taarentaal – D1267	18,73
D8	Letsitele – P17/3	19
D5011	Letsitele – 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 – Nwadekudzeku –Shingwedzi	10
D3816	Siyandhani –Ngalalume –D3635	14
D3807	D3805 – Mavalani	5
D3633	Malonga – Sifasonke –D3635	12
D3804	Xikukwani – Mbatlo –Shangoni	18
D3814	14B – 14A	3
D3813	14A – Mapayeni	4
D3811	Vuhehli –Mahlathi gate	8
D3207	Ximausa – Sedibene	8
D3209	Rivala – Khani	9
D3238	Hlaneki – Gandlanani	8
D3206	Sedibene – Border	8
D3187	Lekwareni – Mbaula	49
D3836	Sikhunyane – Ngove	16
D3840	Kremetart – D3187	46
D3837	Nkomo – Shamriri	15
D2512	Constatia – Shitlakati	24,6
D3849	Matsotsosela –Molototsi	11
D3847	Kheyi – Khashane	16
D3848	Mushiyane – Xitlakati	8
D3981	Mbaula – Letaba river	8
D3982	Kheyi – D3187	2
D3854	Shiawela – Shikhumba	6,2
D3948	Mngongoma – Gidja	2
D3844	Mphagani – D1267	3
D3820	Babangu – Msengi	19
D3843	Mageva road -	3
D3842	Mngongoma – Maphata – Bambeni	10
D3853	Guwela – Shikhumba –Shawela	8
D3980	Makhuva gate – Letaba river	10
D3966	Mbaula – Phalaubeni	6
D3204	Skhiming – Dzingidzingi	9
D3234	Shimange – via – Dingamazi	10
D3211	Skhiming – Nakampe	16
D3983	D1267 – Bambeni	6
Total		606,8
Provincial Tar Roads – Maruleng		
P142/1	D2124 –D21	4,81
P142/1	P181/1 – D2124	1,78
Total		6,59
District Tar Roads – Maruleng		
D5016	P17/4&P116/1- D5012	0,69
D5012	D5016-	5,14
D5012	P17/4 –D5016	1,11
D5012	SADF CAMP-P17/4	0,2
D3901	D21-D3900	9,2
D2240	D1656-P17/3	1,1
D2189	D1803 -	1,71
D2189	P146/1-D1803	5,67
D2119	D1909-	0,1
D2119	P194/1-	0,11
D1803	P116/1 – D2189	12,87
D1185	P146/1-P116/1	4,35
Total		42,25
District Gravel Roads – Maruleng		
D70	P146/1 –D3934	7,81

D4164	D21- Musirudi High School	2,4
D3914	D21 –D3912	2,49
D3913	D21 –D21	5,1
D3912	D3004 -	1,09
D3912	D3004 –D3004	0,71
D3912	D3914 –D3004	7,04
D3912	D21 – D3914	1,63
D3911	D21 -	5,38
D3909	D3908 –D3009	0,33
D3908	D21 -	1,51
D3908	D3909 –D21	8,25
D3908	D3009 – D3909	1,37
D3906	D21 –D21	4,96
D3905	D3900 –D3900	2,49
D3904	D3900 –D3900	2,48
D3903	D21 – D3902	1,93
D3902	D21 –D3903	4,5
D3900	D3901 –P181/1	3
D3900	D3905-D3901	4,48
D3900	D3905-D3905	0,87
D3900	D3904-D3904	0,09
D3900	D3904-D3904	1,25
D3900	D21-D3904	1,8
D3899	D21 -	3,82
D3898	D3878 –D21&D3003	3,6
D3887	P81-	11,25
D3009	D3909 –D21	4,81
D3009	D3908 –D3009	1,31
D3009	P181/1 –D3908	4,19
D3004	D3912-D3912	3,34
D3003	D21-D21	4,97
D240	P116/1-	8,36
D2259	D1909-	3,9
D2119		27,57
D202	D1828-P81/1	14,53
D202	D21-D3878	3,62
D1771	P194/1	14,61
D2124	P142/1 –D21	5,86
Total		188,7

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

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

MAJOR CHALLENGES ON ROADS

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

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

ROAD NO.	ROAD PARTICULARS	Km
D3634, D3778, D3753, D3718	Giyani to Nkuri to malonga to Hanani to Tshimbupfe to Vuwani to Thohoyandou	48
D1350	Moruji to Matswe (Deerpark to Moruji to Matswe)	13
D3810	Thomo/Altein (Shangoni KNP gate) to Khakhala to Gawula to Mahlathi to Ndindani to Hlomela to Phalaubeni to Mbaula to Phalaborwa	34
D3249, D3248, D3175	Nkambako to Nwajaheni to Mandhlahkazi to Deerpark to Tzaneen	18
D3180, D3837	Sikiming to Bemula 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 Mushiyan to Makhuva	51
D3770, D3771, D2009, D3878, D3898	Rita/Ticklyline to Burgerdorp to Juliesburg/Rhulani to Hevenito Balloon to Sekororo	40
D3880, D4163, D3870	Lenyenye to Thabina to Mogoboya to Iephephane to Khujwane	15
D3800	Mphambo to Mninginisi to Muyexe	32
D3211	Sikhiming to Nakampe to Phaphadi	12
P17/3	Burgersdorp to Gravelotte	27
R36	R36 Widening form Tzaneen to Burgersdorp	
P43/3	Letsitele to Eiland	38
D3840, D3187, D3981, D3260	Giyani to Thomo to Altein to Shangoni Kruger National Park gate	8
D841	Tarring of the road D841, Modjadji to Tzaneen	10
Total distance that need upgrading gravel to paved/ tar		239

3.4.6 PUBLIC TRANSPORT

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

3.4.6.1 Taxi Facilities

In the Mopani district, taxis form a high percentage of public transport. In the Greater Tzaneen area there are 24 taxi facilities, of which only two that are in Tzaneen Town are formal and the rest are informal. Ba-Phalaborwa has 11 taxi facilities, of which one in Phalaborwa Town is formal. Greater Letaba has 11, of which 4 are formal and they are in Modjadjikloof, 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, Kgapane, Motupa/Relela, N'wamitwa, Acornhoek, etc. This part of the minibus taxi rank is very busy during the off peak period and the afternoon peak period. The most utilized route by taxis from this part is the D978 via 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 destining to Phalaborwa only. This minibus taxi rank is busy during off peak period taking people to Phalaborwa for shopping. There are no facilities except one concrete shelter structure. The only utilized route to town is the P112 road.

- *Majeje Minibus taxi rank*

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

- *Makhushana Minibus taxi rank*

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

- *Maseke Minibus taxi rank*

It is an informal minibus taxi rank situated at the entrance of Maseke on the road D3786 sharing the loading area with the buses. There are no facilities. The minibus taxi rank has one 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 a public toilet near the minibus taxi rank provided and maintained by the Municipality. The minibus taxi rank is busy during off peak and the afternoon peak period. The most utilized route from the minibus taxi rank is the P112.

- *Tzaneen Minibus taxi rank*

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

(iii) **Greater Letaba Municipality**

- *Modjadiskloof Minibus taxi rank*

This is a formal minibus taxi rank, which is on street on a road reserve at Modjadiskloof 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 – Kgapanne 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 Modjadiskloof 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 Modjadiskloof – Polokwane road. The rank does not have any facilities and it serves the following destination points: Modjadiskloof, Phaphadi minibus taxi rank and Sekgopo. The rank is busy during morning peak period. The most utilized route is Modjadiskloof route.

- *Sekgopo Minibus taxi rank*

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

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

- *Maphalle Minibus taxi rank*

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

- *Phaphadi Minibus taxi rank*

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

(iv) **Greater Giyani Municipality**

- *Giyani Shoprite Complex Minibus taxi rank*

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

- *Giyani Spar Complex Minibus taxi rank*

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

- *Giyani Score Minibus taxi rank*

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

- *Giyani Metro Complex*

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

- *Babangu Minibus taxi rank*

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

- *Gandlanani Minibus taxi rank*

Gandlanani Minibus taxi rank is an informal minibus taxi rank on the Giyani – Mooketsi road at the junction to Gandlanani and Mashavele villages. It is an on-street rank on the road reserve. The rank does not have any facilities and serves one destination point, which is Giyani and has several pick-up points such as Mashavele, Basani through to Dzingidzingi then to Giyani. The rank is usually busy during the morning peak period transporting people to work and shopping.

- *Dzumeri Minibus taxi rank*

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

- *Nkomo Minibus taxi rank*

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

- *Shawela Minibus taxi rank*

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

- *Ngove Minibus taxi rank*

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

- *Thomo Minibus taxi rank*

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

- *Makosha Minibus taxi rank*

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

- *Homu 14A Minibus taxi rank*

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

- *Mapayeni Minibus taxi rank*

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

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

- Malonga Minibus taxi rank
- Homu 14C Minibus taxi rank
- N'wadzeku –dzeku Minibus taxi rank
- Vuhehli Minibus taxi rank
- Maswanganyi Minibus taxi rank
- Zava Minibus taxi rank
- Tomu Minibus taxi rank
- Matsotsosela Minibus taxi rank
- Makhuva Minibus taxi rank

- Jim – Ngalalume Minibus taxi rank
- Mshiyani Minibus taxi rank

(v) **Maruleng Municipality**

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

- *Metz Minibus taxi rank*

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

- *De Oaks Minibus taxi rank*

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

- *Sekororo Minibus taxi rank*

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

- *Hoedspruit*

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

3.4.6.2 Major Public Transport Facilities in the Mopani District

Table 58: 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

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

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

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

3.4.6.3 Taxi Associations

Taxi Associations in Mopani are as follows:

Table 60: Taxi Associations in Mopani					
	Maruleng	Ba-Phalaborwa	Greater Letaba	Greater Tzaneen	Greater Giyani
1	The Oaks Taxi Assoc.	Phalaborwa Taxi Assoc.	Rotterdam Taxi Assoc.	Bakgaka Taxi Assoc.	Giyani Town Taxi Assoc.
2		Lulekani Taxi Association	Mooketsi Taxi Association	Nkowankowa Taxi Assoc.	Nsami Taxi Association
3			Letaba Taxi Association	Bolobedu Taxi Assoc.	Homu Taxi Association
4			Molototsi Taxi Assoc.	Pusela Taxi Association	Giyani Taxi Association
5				N'wamitwa Taxi Assoc.	Twananani 20 & 21
6				Tzaneen – Acornhoek Taxi Assoc	Hlaneki – Maswanganyi Taxi Assoc.
7					Simajiku Taxi Assoc.
8					Tiyimeleni Taxi Assoc.

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

3.4.6.4 Mopani District Taxi Council Roles

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

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

3.4.6.5 Bus Termini

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

3.4.6.6 Rail Transport facilities

There is no more usage of railway train operations as mode of public transport within the District. However there is passenger rail station for trains from Hoedspruit via Nelspruit to Gauteng. Some people from the District use that to go to Gauteng or Nelspruit. Its frequency is twice per week. Mainly rails are used as goods carriers and they are found in the Greater Tzaneen, Greater Letaba, Ba-Phalaborwa and Maruleng areas. There is a rail link from Polokwane to Sekgosese/ 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.

3.4.6.7 AIR TRANSPORT

3.4.6.7.1 Airports and Landing Strips

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

- Hoedspruit (Maruleng) airport and landing strip
- ZZ2 (GLM) – agricultural produce (tomatoes)

- Ba-Phalaborwa – mines
- Eiland (Ba-Phalaborwa) – tourism
- Tzaneen – agricultural produce
- Siyandani (in Giyani) – shopping, mines, agriculture

Hoedspruit airport was originally and solely used by military airforce. It is now commercial and it caters for airlines from Hoedspruit to Gauteng and Cape Town and is used by public and also game hunting tourists. The one landing strip in Giyani (Siyandani) is owned by Government but its condition is not maintained. Cattle and other animals roam on it. Other air strips are privately owned and may not be relied upon for commercial purposes for either goods or public. The District is still persuing taking charge of airports in terms of its assigned Powers and Functions.

3.4.6.8 Powers and functions on public transport

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

3.4.6.8 Public Transport By-Laws

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

3.4.6.9 TRAFFIC MANAGEMENT

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

DISCIPLINE	FUNCTIONAL AREAS
Engineering	Road environment
Education	Traffic safety education
	Vehicle driver training
	Promotions and mass communication
Law Enforcement	Legislation
	Traffic control and policing
	Administration of justice
Logistics	Research development and implementation
	Registration and licensing of vehicles and vehicle drivers
	Traffic information
	Medical and emergency services

3.4.6.10.1 TRAFFIC CONTROL AND POLICING FACILITIES IN MDM

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

3.4.6.10.2 Registration and licensing

This functional area is responsible for the following:

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

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

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

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

3.5.1 POLICIES AND PROCEDURES

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

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

ADMINISTRATIVE UNITS OF FINANCE

3.5.2 REVENUE MANAGEMENT

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

Due to the little amount collected, no infrastructure projects could be initiated banking on "own revenue". Given the vast amount of community needs versus the amount that the Municipality receives and that which it generates, the District municipality is still far to satisfy all communities in removing all identified developmental backlogs. More strategies are needed for funding capital projects if reliance upon grants is to be reduced.

3.5.3 ASSETS MANAGEMENT

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

3.5.4 BUDGET AND REPORTING

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

3.5.5 SUPPLY CHAIN MANAGEMENT

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

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

3.5.5 EXPENDITURE MANAGEMENT

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

The current financial challenges of the municipality due to high dependency on conditional grants is a threat to the effective functioning of this unit. Lack of a proper record management system is also keeping back the efficiency of the unit and resulting in unfavourable audit outcomes.

Summary of budgeted financial performance, position and cash flow of the Municipality:

Table 61(a): DC33 Mopani - Table A1 Budget Summary

Description	2014/15	2015/16	2016/17	2017/18 Medium Term Revenue & Expenditure Framework	2018/19 Medium Term Revenue & Expenditure Framework
R thousands	Audited Outcome	Audited Outcome	Audited Outcome	Full Year Forecast	Budget Year 2018/19
REVENUE/ INCOME					
Financial Performance					
Property rates	–	–	–	–	–
Service charges	158 810	268 610	207 461	235 217	214 293
Investment revenue	3 406	11 790	10 300	6 300	–
Transfers recognised - operational	594 321	656 590	705 950	818 241	845 859
Other own revenue	18 815	89 042	31 354	1 660	125 417
Total Revenue (excluding capital transfers and contributions)	775 351	1 026 032	955 064	1 061 419	1 185 569
EXPENDITURES					
Employee costs	251 136	297 129	367 641	366 977	411 623
Remuneration of councillors	14 287	12 396	13 297	11 688	12 308
Depreciation & asset impairment	165 280	175 358	184 688	184 688	184 688
Finance charges	462	–	–	–	–
Materials and bulk purchases	277 519	433 136	271 184	331 747	370 559
Transfers and grants	–	–	–	80	–
Other expenditure	103 912	167 260	227 111	210 505	246 942
Total Expenditure	812 596	1 085 278	1 063 921	1 105 684	1 226 120
Surplus/(Deficit)	(37 245)	(59 247)	(108 857)	(44 266)	(40 551)
Transfers and subsidies - capital (monetary allocations) (National / Provincial and District)	78 066	241 468	440 956	–	553 699
Contributions recognised - capital & contributed assets	–	–	–	–	–
Surplus/(Deficit) after capital transfers & contributions	40 822	182 222	332 099	(44 266)	513 148
Share of surplus/ (deficit) of associate	–	–	–	–	–
Surplus/(Deficit) for the year	40 822	182 222	332 099	(44 266)	513 148
Capital expenditure & funds sources					
Capital expenditure	373 432	271 175	449 284	610 476	581 459
Transfers recognised - capital	286 631	205 097	440 956	591 758	553 699
Public contributions & donations	–	–	–	–	–
Borrowing	–	–	–	–	–
Internally generated funds	86 801	66 078	8 328	18 717	–
Total sources of capital funds	373 432	271 175	449 284	610 476	553 699
Financial position					
Total current assets	778 511	990 871	680 729	680 765	671 937
Total non current assets	4 515 057	4 717 448	4 813 022	4 813 022	4 813 022
Total current liabilities	996 218	1 300 435	542 451	599 593	542 451
Total non current liabilities	54 350	78 700	57 937	57 937	57 937
Community wealth/Equity	4 243 001	4 329 183	4 893 363	4 836 258	4 884 571
Cash flows					
Net cash from (used) operating	111 065	266 675	563 666	659 945	740 105
Net cash from (used) investing	(78 616)	(271 652)	(449 284)	(610 476)	(615 241)
Net cash from (used) financing	(1 248)	–	–	–	–
Cash/cash equivalents at the year end	114 327	109 350	223 740	57 222	132 616
Cash backing/surplus reconciliation					
Cash and investments available	114 327	109 358	16 545	16 545	7 752
Application of cash and investments	978 405	1 244 516	223 077	445 944	(99 905)
Balance - surplus (shortfall)	(864 078)	(1 135 158)	(206 532)	(429 399)	107 657
Asset management					
Asset register summary (WDV)	4 514 625	4 777 175	4 812 590	4 812 590	4 812 590
Depreciation	165 280	175 358	184 688	184 688	184 688
Renewal of Existing Assets	73 032	99 500	90 316	202 674	142 419
Repairs and Maintenance	100 382	81 135	102 958	182 616	109 219

TABLE 61 (b): INCOME ON OWN REVENUE

INCOME	Actual					Anticipated	Anticipated
YEARS	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
Interest on current account	R1 050 000	R1 050 000	R843 309	R1 050 000	R3 500 000	R3 500 000	R3 500 000
Fire Services charges	R 25 000	R185 000	R92 766	R200 000	R200 000	R200 000	R1 000 000
Mayor's charity cup	R2 228 427	R1 700 000	0	R3 180 000	-	-	-
Sale of Tender Documents	R1 000 000	R1 000 000	R1 114 290	R1 060 000	R560 000	R560 000	R560 000
Commission on debit orders	R 100 000	R120 000	R19 382	R120 000	R120 000	R120 000	R120 000
Insurance Claims	R 30 000	R310 000	R101 330	R310 000	R160 000	R160 000	R160 000
Interest on investments	-	-		R1 050 000	-	-	-
Interest on Call account	-	-	R899 015	R1 800 000	R6 800 000	R6 800 000	R3 000 000
Donations	-	R70 338	-	-	-	-	-
Rental of Conference Facilities	-	-	-	-	-	-	-
Empty Cartridges	-	-	-	-	-	-	-
Asset Disposal	-	-	-	-	-	-	-
Local Municipalities (basic serves)	R204 487 664	-	-	R206 605 412	-	-	-
Others	R23 000 000	-	R2 166	-	-	-	-
TOTALS (Own funds progression)	R231 921 091	R4 435 338	R3 072 258	R215 375 412	R11 340 000	R11 340 000	R8 340 000

Tables 61 (c) – (d)

Table 61(c): TRENDS ON ACTUAL INCOME vs EXPENDITURE ON GRANTS (Rands) 2015/16 – 2016/17					
Year	2015/16		2016/17		2017/18
GRANT	Income	Expenditure	Income	Expenditure	Income as anticipated
Equitable share	631 553 000	631 553 000	632 344 004	632 344 004	757 360 000
FMG	1 325 000	1 325 000	1 460 000	1 460 000	1 795 000
WSIG	0	0	109 288 000	109 251 000	95 000 000
MIG	445 152 000	445 152 000	208 500 000	208 500 000	447 748 000
Rural Roads Assets Management Grant	2 001 000	2 001 000	2 049 000	0	2 202 000
LP ECON (BIOSPHERE)	0	0	200 000	200 000	216 000
DPW (EPWP)	1 630 000	1 630 000	1 943 000	1 943 000	1 725 000
LGWSETA	0	0	276 403	276 403	725 042
LP-Health (Environmental Health Practitioners)	0	0	14 188 986	14 188 986	10 674 000
Totals	1 081 661 000	1 081 661 000	970 249 393	968 163 393	1 306 771 042
% Usage	100%		99,8%		

Trend of Expenditures on MIG.

Year	2013/14		2014/2015		2015/16		2016/17		2017/18
GRANT	Income	Expenditure	income	Expenditure	Income	Expenditure	Income	Expenditure	Income as anticipated
MIG	375 582 000	357 311 871	123 000 000	67 785 917	445 152 000	445 152 000	208 500 000	208 500 000	447 748 000
% expenditure	95,1%		55,1%		100%		100%		

TABLE 61 (d): Trends on Proportional Distribution and pattern of Budget/ Expenditure on the key items for 2012/13 to 2016/17 respectively:

	2012/13 Exp.		2013/14 Exp.		2014/15 Exp.		2015/16 Exp		2016/17		2017/18 anticipated	
Salaries	244 741 898	18%	315 222 423	24%	358 995 752	22%	246 151 113	35%	380 938 197	29%	378 745 204	26%
General Expenses	580 393 966	48%	276 986 278	21%	288 631 298	18%	84 101 141	12%	229 017 046	17%	166 056 658	11%
Repairs & maintenance	128 399 631	9%	112 229 706	9%	103 068 051	7%	186 720 843	27%	95 051 585	7%	178 895 090	12%
Capital outlay			18 209 872	1%	55 820 000	3%	1 581 291	0,2%	9 176 400	1%	18 513 074	1%
Bulk water purchases			69 080 645	5%	143 580 645	9%	45 092 601	6%	175 887 358	13%	152 852 000	10%
Infrastructure	342 860 397	25%	521 177 000	40%	674 966 000	41%	133 356 809	19%	433 611 651	33%	591 944 552	40%
TOTAL	1 296 395 892	100%	1 312 905 924	100%	1 625 061 746	100%	697 003 798	100%	1 323 682 237	100%	1 496 006 578	100%

NB: Capital Expenditure combined to Infrastructure Expenditure.

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

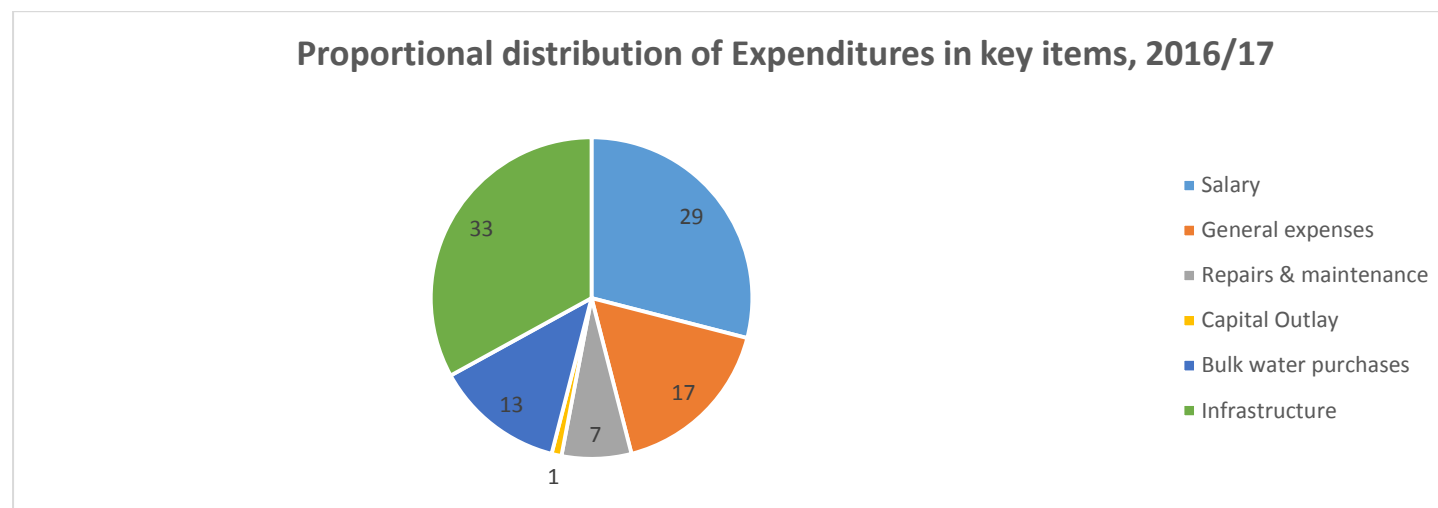


TABLE 61(e): TOTAL INCOME AND EXPENDITURE TRENDS PER YEAR: 2010/11 - 2016/17

Year	Grants	Own Revenue	Total income	Total expenditure	Variance		Comment
2010/11	R 707 977 439	R175 459 086	R 883 436 525	R 828 269 546	R 55 166 979	- 6%	Under expenditure within 10% limit
2011/12	R 669 059 639	R 162 236 162	R 831 295 801	R 824 980 188	R 6 315 613	- 8%	Under expenditure within 10% limit
2012/13	R 749 062 870	R 192 526 928	R 941 589 798	R 758 609 842	R 182 979 956	+19%	Over expenditure beyond 10% limit
2013/14	R991 958 479	R4 435 338	R996 393 817	R1 312 905 924	R316 512 107	+32%	Over expenditure beyond 10% limit
2014/15	R970 965 284	R339 208 734	R1 310 174 018	R1 625 061 746	R314 887 728	+24%	Over expenditure beyond 10% limit
2015/16	R1 004 046 184	R46 831 599	R1 050 877 783	R231 983 206	R818 894 577	-78%	Critical under expenditure below 10%
2016/17	R956 060 407	11 340 000	967 400 407	953 974 407	R13 426 000	-1%	Under expenditure within 10% limit
2017/18 Planned	R1 306 771 042	11 340 000	1 318 111 042				
2018/19 Planned	1 412 617 000	94 836 393	1 507 453 393				

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

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

3.6.1. BACKGROUND

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

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

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

Table 62: Municipal Structures involving communities in matters of governance

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

COUNCILS SEATS

	MDM	GGM	GLM	GTM	BPM	MLM
Total Council Seats	53	62	60	69	37	27
Occupied Seats	53	62	60	69	37	27
No. of reps from LMs in MDM Council: Σ 32		7	7	11	4	3
Traditional Leaders	10	10	10	7	5	4

Proportional political representation (seats) in Council, 2016/17 - 2021

COUNCILLORS							
		MDM	GGM	GLM	GTM	BPM	MLM
African National Congress		39	51	46	52	26	15
Democratic Alliance		4	2	2	7	4	3
Economic Freedom Fighter		9	5	9	8	6	5
Congress of the People		1		2	1	1	
African People's Convention			2		1		
National Independent Party			1				1
Ximoko Party			1				
Limpopo Residents Association				1			
Civic Warriors of Maruleng							3
TOTAL		53	62	60	69	37	27
GENDER PROPORTION	Females	30	21	23	34	15	10
	Male	23	41	37	35	22	17
TRADITIONAL LEADERS							
Traditional Leaders		10	10	10	7	5	4
GENDER SPREAD IN KEY SEATS							
Mayor (female/ male)		Female	Female	Male	Male	Male	Female
Speaker (female/ male)		Male	Male	Female	Female	Female	Female
Chief whip (female/ male)		Female	Male	Male	Male	Male	Male

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

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

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

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

3.6.2 SUPPORT TO WARD COMMITTEES

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

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

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

3.6.3 PUBLIC PARTICIPATION

In terms of the above process (schedule of IDP meetings), it is apparent that public participation had been entrenched full blast at the final phase of the process. The local municipalities also held their IDP Representative Forum meetings whose outputs inform the district IDP process. Local municipalities involved ward committees in conducting ward surveys in the respective local municipalities. Public participation in respect of IDP and Budget offered a good platform for the communities to add value to the final commitment of the Council in the IDP approval phase. The District deployed MMCs to all Local municipalities Public participation meetings to present District projects together with Locals. The initiative assisted local communities in clarifying the programs of government in one face.

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 2017/18 IDP and its review process.
- There has been poor engagement of sector Department in the District IDP Process due to inconsistencies in meetings.

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

MDM has, however, engaged Sector Departments on their infrastructure Plans and projects. The usual challenge has been that Sector Departments identify projects without addressing issues prevailing in the municipalities. A platform of engagement between municipalities and sector departments is established through Office of the Premier to deal with IDP process issues in line with the IDP Process plan. All intersphere alignment issues in IDP are dealt with in this forum. The inter-governmental monitoring forum has been established to ensure accountability with regard to the implementation of sector departmental projects as included in the IDP.

3.6.4 MDM STAKEHOLDER ANALYSIS

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

Table 63 (a): 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 63 (b): 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	

Table 63 (b): Stakeholder Analysis relating to Mopani District Municipality			
Stakeholder	Support		Influence
	High – 10	Medium – 5	Low – 1
Disabled	4.6		6.9
Religious groupings	2.5		2.3
Civic organisations	4.5		6.3
Tourism Forum	2.9		5.5

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

- **Local Municipalities:** The District Municipality needs the support from the local municipalities and their influence on decision-making, especially that 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, skills development 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 area(s);
- **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, “...the food basket...”. 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. It is clear that the starting point in establishing improved relationships would be to develop a Stakeholder Relations Framework and Plan which will identify the cause of poor relations and outline the Strategies on how to improve on those relationships.

3.6.5 COMMUNITY DEVELOPMENT WORKERS (CDW)

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

Table 64: CDWs in Mopani District Municipality	
MUNICIPALITY	NUMBER
Greater Tzaneen	26
Greater Giyani	22
Greater Letaba	22
Maruleng	8
Ba-Phalaborwa	12
TOTAL	90

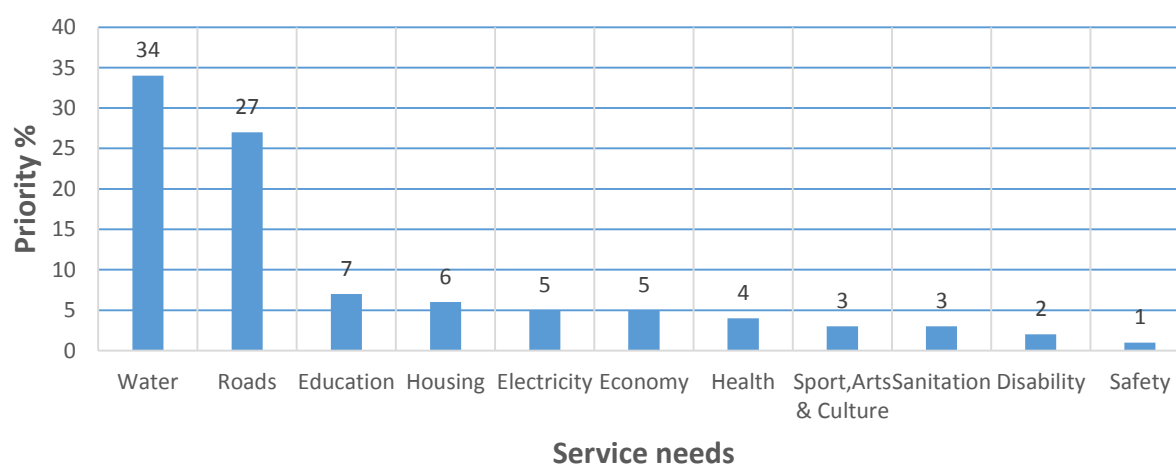
Source: Local municipalities IDPs, 2017/18

PUBLIC VIEW ON RATING PRIORITY SERVICES REQUIRED

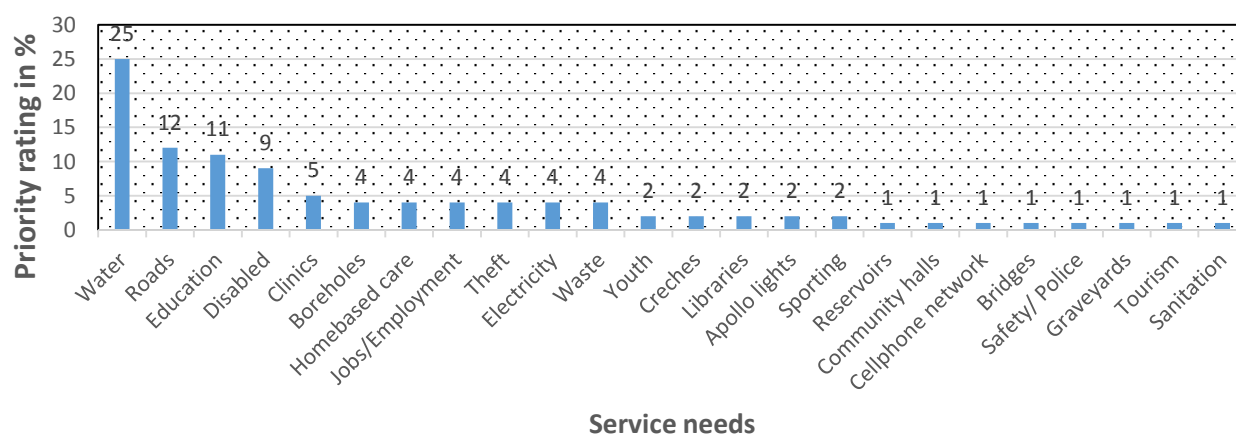
(2015 Public participation)

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

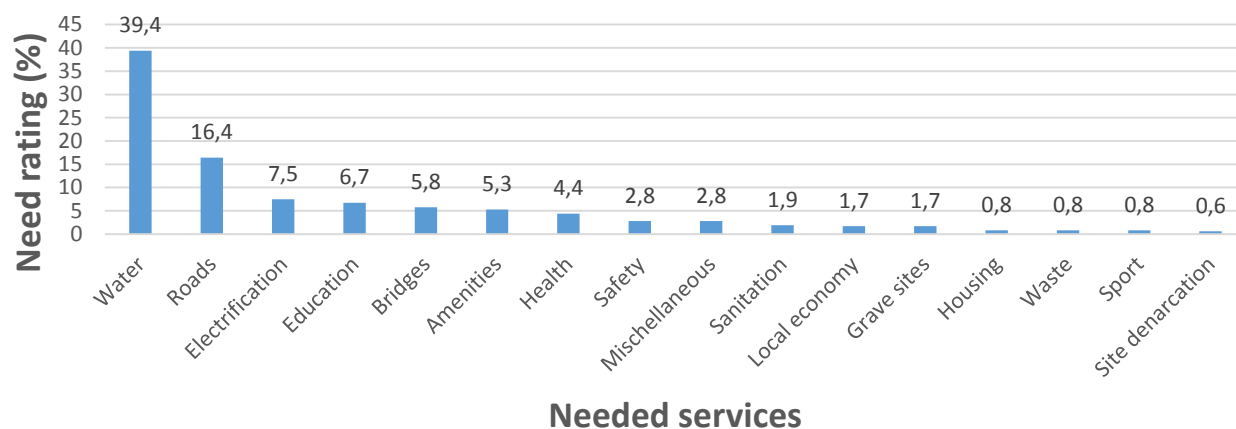
PRIORITY AREAS AND RATING FOR SERVICES REQUIRED (2015 Public participation)



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

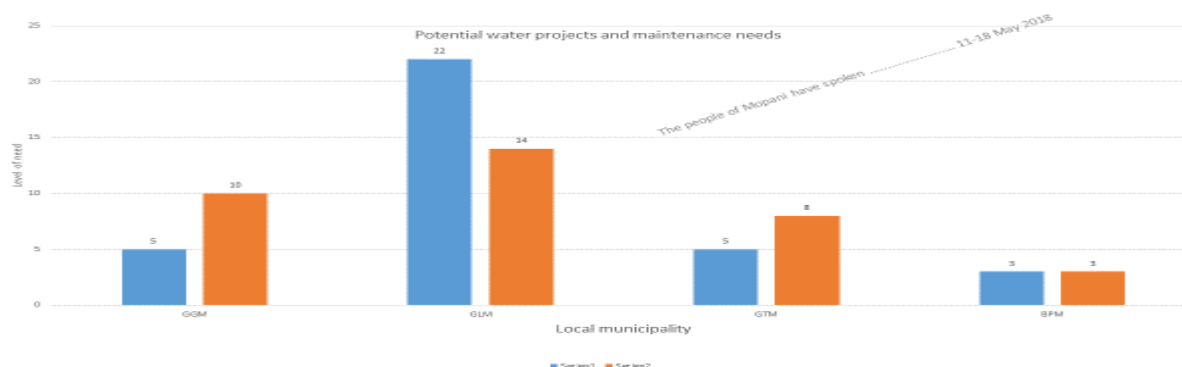


Priority service needs (Public participation 3-15 May 2017)

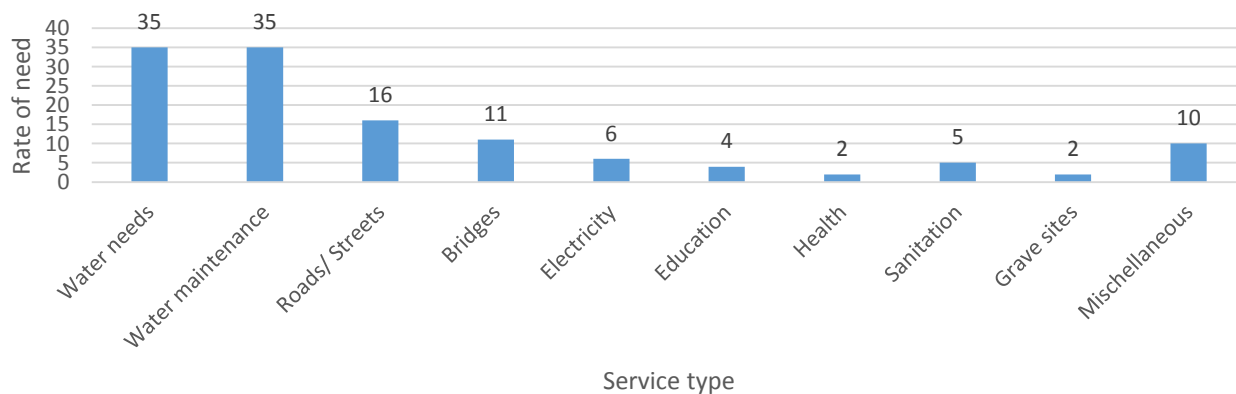


MDM Public participation: 2017/18: 25 April - 22 May 2018

Potential water projects and maintenance needs



Mopani District Service needs, 2018



MOPANI DISTRICT PUBLIC PARTICIPATION ATTENDANTS ANALYSIS (11 – 22 MAY 2018)

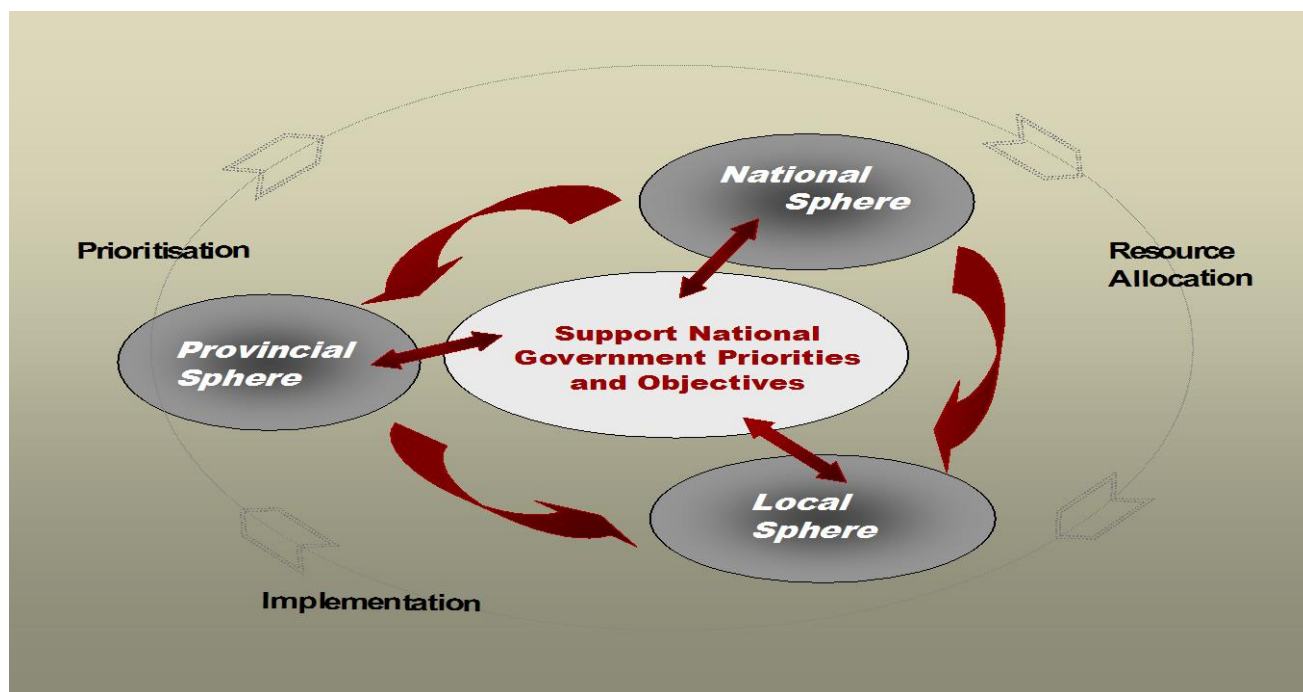
MUNICIPALITY	DATE & TIME	VENUE & (Ward no.)	INVITATIONS	TRANSPORT	NUMBER OF PERSONS				Total Attendants	Ward nos. represented	Comment on the spread of CBOs
					MALES	FEMALES	YOUTH	DISABILITIES			
Greater Giyani	11/5/2018 @ 11H00	Hlaneki	Local news-papers, Loud hail, Radio, Poster	3 buses, own cars, walking	129	186	94	8	315	6, 26, 7, 5, 3, 8, 25, 16	Not all wards were represented
Greater Letaba	15/5/2018 @ 11H00	Sefofotse	Local news-papers, Loud hail, Radio, Poster	3 buses, own cars, walking	141	179	58	13	320	19, 27, 20, 3, 9, 22, 7, 8, 15, 17, 1, 5, 24, 25, 13, 18, 4, 28, 16	Not all wards were represented
Greater Tzaneen	16/5/2018 @ 11h00	Mogapeng	Local news-papers, Loud hail, Radio, Poster	3 buses, own cars, walking	110	151	50	12	261	27, 22, 13, 35, 29, 26, 25, 9, 7, 28, 18, 3	Not all wards were represented
Ba-Phalaborwa	17/5/2018 @ 11h00	Selwane	Local news-papers, Loud hail, Radio, Poster	3 buses, own cars, walking	105	149	47	4	254	18, 9, 17, 1, 16, 7, 3, 4, 5, 15, 10, 12, 13,	Not all wards were represented
Maruleng	22/5/2018	Metz	Local news-papers, Loud hail, Radio, Poster		NB: Public participation at Maruleng was done through deployment of MMCs to various Local meetings to present District projects.						

PROPORTIONAL REPRESENTATION IN PUBLIC MEETINGS 11 – 22 MAY 2018

	Categories	Totals (IDP doc) 350	No. of attendants	Proportional representation of the municipality (%)	Population (IDP)	People attended	Comments
GREATER GIYANI	Males	108 124	129	0.12%	244 218	315 (0.13%)	Males poorly attended the meeting.
	Females	136 094	186	0.14%			Females were slightly higher in attendance.
	Youth	89 267	94	0.11%			Youth poorly attended the meeting.
	Disables	10 819	8	0.07%			The attendance of disabled was bad.
	Wards	31	8	25.81%			Most wards were represented.
GREATER LETABA	Males	95 305	141	0.15%	212 701	320 (0.15%)	Males poorly attended the meeting.
	Females	117 396	179	0.15%			Females poorly attended the meeting.
	Youth	77 863	58	0.07%			The attendance of youth was very bad.
	Disables	12 196	13	0.11%			The percentage of disabled was bad as well.
	Wards	30	19	63.33%			More than half the wards were represented.
GREATER TZANEEN	Males	181 558	110	0.06%	390 098	261 (0.07%)	Males badly attended the meeting
	Females	208 536	151	0.07%			Females badly attended the meeting as well.
	Youth	144 032	50	0.03%			Youth were the most bad in attendance.
	Disables	20 438	12	0.06%			Disabled badly attended the meeting.
	Wards	35	12	34.29%			Less than half the wards were represented.
BA-PHALABORWA	Males	73 017	105	0.14%	150 635	254 (0.17%)	Males were poorly represented.
	Females	77 620	149	0.19%			Females poorly attended the meeting.
	Youth	56 470	47	0.08%			The lowest number of youth attended.
	Disables	7 293	4	0.05%			Disabled badly attended the meeting.
	Wards	19	13	68.42%			The highest number of wards were represented
MARULENG	Males	43 577		NB: Public participation at Maruleng was done through deployment of MMCs to various Local meetings to present District projects. Presentation was also made in the final Local IDP Rep. forum of Maruleng on 29 May 2018. Consultation of communities was done in this manner since it was not feasible to hold public meetings by the District. Therefore attendants data from this LM was collected by MLM.			
	Females	51 280					
	Youth	35 082					
	Disables	4 733					
	Wards	14					

3.6.6 INTER-GOVERNMENTAL RELATIONS

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



The district municipality is the 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, District IDP Engagement forum, Speakers' Forum and District Managers' Forum) that discuss and resolve on issues cutting across all municipalities and sector departments.

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

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

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

- Audit committee to track performance and advise Council. For several years the Auditor General had not expressed his opinion on the financial statements because of lack of sufficient appropriate audit evidence. That has been "disclaimer". Of most to be celebrated is that for 2008/9 and 2009/10 MDM received unqualified audit reports from Auditor General. However, the 2010/11 shows "Qualified" opinion.

- Anti-corruption Strategy in place as enabler to deal with eradication of corruption.
- Risk Management Strategy in place: the unit is not adequately staffed since there is still only one person, the chief risk officer.
- Financial control systems: SCM committee, Audit committee, Budget steering committee and Financial policies are in place.
- HR policies are in place and most of them are addressing labour issues. However full implementation is yet a challenge.
- Program of meetings of House of Traditional leaders with Executive Mayor discussing issues of mutual interest are in place.
- IDP Representative forum affording community involvement in issues of governance through IDP process is fully established & effective.
- Communication forum: to communicate programmes and governance of the District to communities and employees.
- District Development Planning forum: An avenue for integration of Local municipalities and sector Departments (National & Provincial).
- District Managers' forum: Municipal Managers of District and Local municipalities, parastatals and District Managers of sector depts.
- Mayors' intergovernmental forum: Mayors of both District and Local municipalities meet quarterly to track progress on service delivery.
- Disaster Management unit that is linked to the office of the Municipal Manager for prompt response to disasters whenever they occur.
- Forums linking communities with formal structures of municipality (e.g LED, Business, Energy, Health, Gender, Sanitation, Disability, etc.).

INSTITUTIONAL STRATEGIC RISK

No	Strategic Objective	Risk description	Root causes	Residual risk	Actions to improve management of the risk
1	To promote economic sectors of the district.	Outdated LED Strategy	None review of LED strategy	Maximum	To review the LED strategy
2	To have efficient, effective, economic and integrated use of land space.	Informal land occupation	The district does not own the land.	High	Re-planning of informally occupied land
3	To increase revenue generation and implement financial control system.	High dependency on Grants due to low revenue base	1. Revenue collected by local municipalities not transferred to the district. 2. None compliance with the SLA by local municipalities.	Maximum	1. Strict monitoring of compliance with SLAs 2. Take-over of the water function from local municipalities 3. Review of the revenue enhancement strategy and implementation thereof.
4	To increase revenue generation and implement financial control system.	Non-compliance with mSCOA.	Lack of support by the mSCOA service provider.	Maximum	1. Strict monitoring and supervision of the service provider. 2. Regular mSCOA steering committee meetings attended by key stakeholders. 3. Termination of the Service Provider
5	To increase revenue generation and implement financial control system	Non-compliance with Treasury Laws and Regulations	None collection of Revenue from the local municipalities.	Maximum	1. Training of finance officials on laws and regulations affecting financial management 2. Regular review of activities in finance by internal audit for compliance with laws and regulations. 3. Consequence management
6	To increase revenue generation and implement financial control system.	Unfavourable audit outcome	Shortage of personnel in BTO office. Poor record keeping.	Maximum	1. Proper record keeping 2. Outsourcing of financial areas that are of high audit risk (AFS preparation, Assets management and recording, Water Transactions Recording and Reporting) 3. Preparation of quarterly AFS.
7	To improve community safety, health and social well-being.	Outbreak communicable diseases, ill-health, unsafe environment and death	Unhealthy living environment(Air pollution, Unsafe water) Natural disasters	Maximum	To review current By-Laws develop and implement additional By-Laws, training on law enforcement, development of environmental management tools.

			Poor integration on health matters		
8	To accelerate sustainable infrastructure and maintenance in all sectors of development.	Insufficient water provision.	Illegal water connections. Inadequate water infrastructure None development of Water Master Plan	Maximum	Municipality is implementing water reticulation projects with yard connections at Kurhula,Khaxani,Nondweni and Selwane.
9	To accelerate sustainable infrastructure and maintenance in all sectors of development.	Delay in completion of projects	Incomplete projects Termination of projects Community unrests. None implementation of public participation programmes. Lack on monitoring tool on issues raised by community.	Maximum	Appointment of Contractors on time, Ensuring timely payment of Contractors.
10	To promote democracy and sound governance.	Service delivery protest	1. Inadequate water infrastructure. 2. Inadequate consultations with stakeholders. 3. Backlogs on water projects. 4. Inadequate maintenance of water infrastructure	Maximum	1. Conduct community satisfaction survey and community awareness on municipal services. 2. Stakeholder engagements on water issues.

3.6.8 **ANTI- FRAUD AND CORRUPTION PREVENTION STRATEGY**.....reviewed 23 June 2015 and in 23 May 2017.

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

(i) Purpose of the Strategy

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

(ii) Principles of the Strategy

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

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

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

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

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

Internal Audit unit: Promote professional ethics among employees.

3.6.9 Internal Auditing services

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

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

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

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

- change of negative perception on auditors generally, has been noted among officials.
- The unit continues to audit key performance areas of the District municipality and the Audit Steering committee manages the findings, ensuring that issues raised as findings are addressed. However this is the area where the Steering committee is ever behind on perfecting the tasks.
- continued support to the municipal functionaries assisted MDM to achieve clean audit / unqualified audit opinion for 2008/9. In the subsequent years the audit opinion by AG went poor. The District is continuously trying all to graduate from the status. With the presence of the effective Audit committee it is hoped that improvement will be realised.

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

3.6.9.1 The Audit Committee:

The committee was first established in 2007/8 and re-appointments have been made upon completion of the every contractual period.: The Municipal Finance Management Act (MFMA) 2003 (Act 56 of 2003) section 166(1)) give mandate to the Audit committee to provide Council with independent oversight and assistance in the areas of risk, control, compliance and financial reporting, and any other area that Council may request for strengthening oversight. The Audit Committee establishes the role and direction for the internal audit, and maximizes the benefits from the internal audit function. Mopani has had a shared Audit Committee for the District since 2007/08 financial year. At this stage the Audit Committee for the District focusses on District matters only.

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.
- Integrated Development plan.

3.6.9.2 Audit Steering committee

During every Auditor General's session, 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 on the queries raised.

3.6.9.3 Risk Management Committee services:

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

The unit deals specifically with Risk matters is established with one official who resigned in December 2016. As in June 2018 the unit was still assisted by officials from internal audit unit. The unit assists management to identify and evaluate the effectiveness of council's risk management system and contribute to the improvement of risk management and control systems. That is done by taking the registered risks, categorizing them into low, medium and high risks for management to develop action plan for mitigation and monitoring.

CHALLENGES

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

3.6.10 INTERNATIONAL RELATIONS

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

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

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

It will be a continuous endeavour to ensure our linkages with other countries for mutual economic gains.

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

3.7.1 Background

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

Offices for local municipalities are located as follows:

Maruleng Local Municipality.....Hoedspruit Town

Greater Letaba Local MunicipalityModjadjiskloof Town

Greater Tzaneen Local MunicipalityTzaneen Town

Ba-Phalaborwa Local MunicipalityPhalaborwa Town

Greater Giyani Local MunicipalityGiyani Town

3.7.2 EQUITY

3.7.2.1 STRUCTURES OF COUNCIL

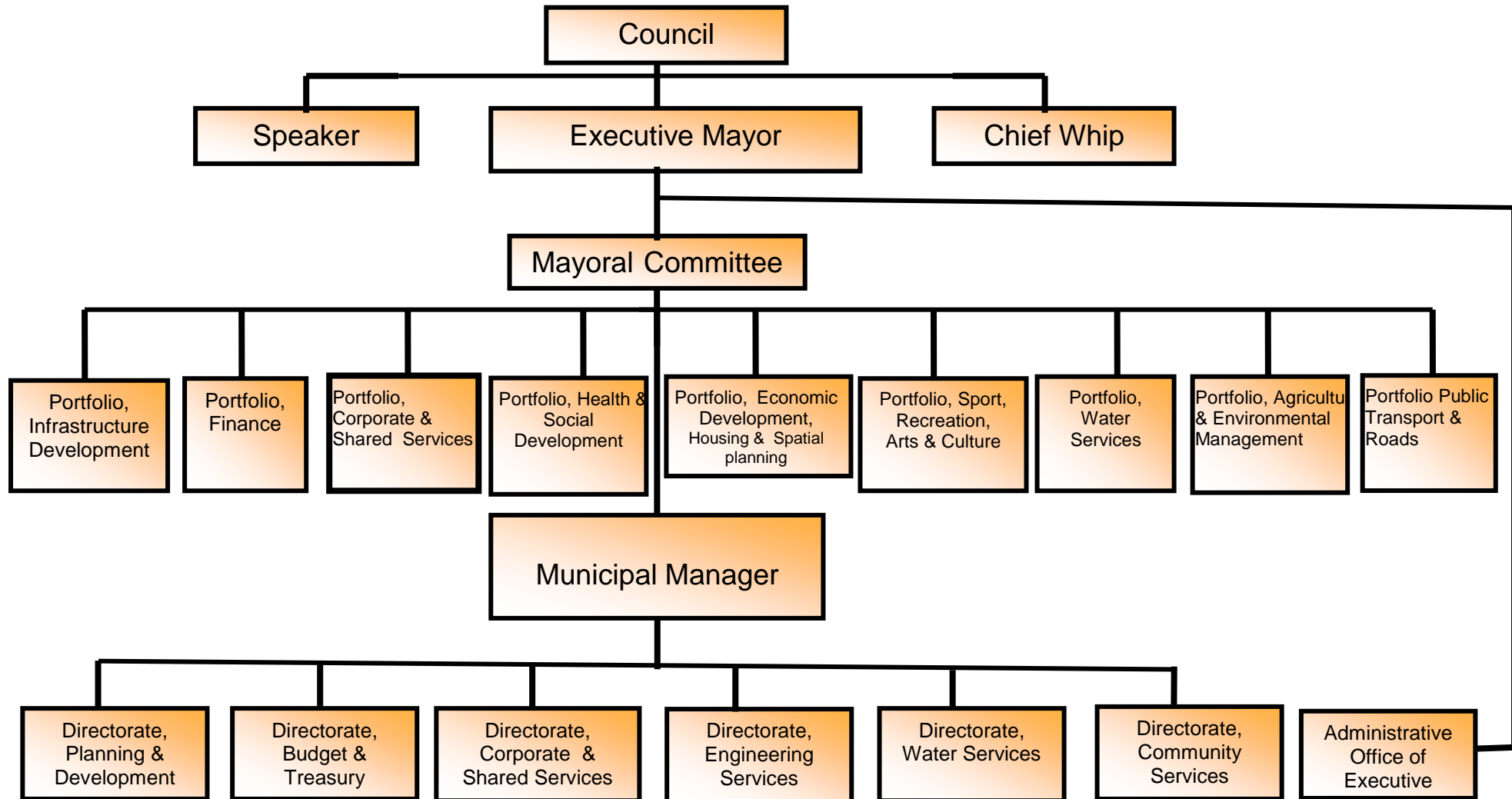
----- Table 65

		Males	Females	Disabled	Youth	T/Leaders	Total
Council		23	30	2	8	+10	53
Mayoral Committee + Executive Mayor		3	7	1	2	-	10
Municipal Public Accounts Committee		2	4	0	1	-	
Ethics Committee		4	3	1			
Portfolio committees	Economic Development, Housing & Spatial Planning	3	2	1	1	-	5
	Finance	3	3	0	0	-	6
	Governance & Shared Services	6	0	0	1	-	6
	Water Services	3	2	0	0	-	5
	Infrastructure Development	2	3	0	1	-	5
	Community Development	2	3	0	0	-	5
	Sport, Recreation, Arts & Culture	1	4	0	0	-	5
	Agriculture & Environment Management	2	3	1	2	-	5
	Public Transport & Roads	3	2	0	1	-	4
REPRESENTATION OF LMs IN THE DISTRICT COUNCIL		MDM	GGM	GLM	GTM	BPM	MLM
	Councillors	32	7	7	11	4	3
	Traditional Leaders	10	10	10	7	5	4

3.7.2.2 GOVERNANCE STRUCTURE OF COUNCIL

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

MOPANI DISTRICT MUNICIPALITY GOVERNANCE STRUCTURE



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

Administrative units supporting political components of Council:

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

Political Office bearers linking with Administrative staff of government and community

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

Municipal Administrative staff linkage with sector departments staff

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

3.7.2.3 EMPLOYMENT EQUITY

----- **Table 66**

Filling in of top managerial posts

	MDM	BPM	GGM	GLM	GTM	MLM
Women Municipal Manager	0	0	0	1	0	0
Total section 57 managers' posts	8	6	6	5	7	6
Posts filled	8	3	4	5	5	5
Section 57 Women	1	1	1	3	2	1
% of women personnel employed	34	38	58	45	40	46
Section 57 Disabled	0	0	0	0	1	0
% of section 57 managers	100%	1,2	0,6	0,01	2,0	3,7

Municipal data, 2016

Mopani Family of municipalities Councils seats, 2016/17-2021

COUNCILLORS						
	MDM	GGM	GLM	GTM	BPM	MLM
African National Congress	39	51	46	52	26	15
Democratic Alliance	4	2	2	7	4	3
Economic Freedom Fighter	9	5	9	8	6	5
Congress of the People	1		2	1	1	
African People's Convention		2		1		
National Independent Party		1				1
Ximoko Party		1				
Limpopo Residents Association			1			
Civic Warriors of Maruleng						3
TOTAL	53	62	60	69	37	27
GENDER PROPORTION	Females	30	21	23	34	15
	Male	23	41	37	35	22
Number of Disabled	2					
Number of Youth	8					
No. of reps from LMs in MDM Council: Total = 32		7	7	11	4	3
TRADITIONAL LEADERS						
Traditional Leaders	10	10	10	7	5	4
GENDER SPREAD IN KEY SEATS						
Mayor	female	female	male	male	male	female
Speaker	male	male	female	female	female	female
Chief whip	female	male	male	male	male	male

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

Municipality	Total posts filled	Males employed	Females employed	Disabled employed	% disabled
Mopani	672	447	225	11	1,7 %
GTM	659	415	244	14	2,1%
GLM	221	122	97	2	1,0%
GGM	352	179	173	0	0%
BPM	418	243	175	19	4,5%
MLM	141	71	70	6	4,2%

Municipal data, 2016

3.7.2.5 Vacancy rate (as on April 2018)

..... Table 68

MDM DIRECTORATES	NO. OF POSTS PER ORGANOGRAM	NO OF POSTS FILLED	NO. OF VACANT POSTS	COMMENTS
Executive Mayor's Office	25	8	17	
Municipal Manager's Office	35	25	10	
Budget and Treasury	40	25	15	5 internships
Spatial Planning and Economic Development	22	8	14	
Corporate Service	126	100	26	
Engineering Services	19	18	1	
Water Services	740	371	369	397 DWS transfers to be placed
Community services	189	108	81	
Office of the Speaker	25	6	19	
Office of the Chief Whip	23	3	20	
TOTAL	1244	672	572	Vacant positions to be filled (ALL) in 2018/19

Municipal data, 2018

3.7.3 INSTITUTIONAL/ ORGANISATIONAL STRUCTURE CHALLENGES/ RECOMMENDATIONS

- The Function of Air Quality has been the responsibility of the District Municipalities since year 2010. One official had been appointed and then resigned after serving three years. To date the District is yet to recruit the incumbent for the air quality responsibility. Challenges obviously outweigh the resources.
- The MDM has not yet embraced the Airport function 'though it is the District Power & function. So, there is no unit created to carry out this function yet. There is also budgetary allocations from National Treasury that tend to scale down budget against a number of functions that are still expected of district municipality to carry out, e.g roads.
- Office space is one limiting factor on appointing units that are office-bound. There is only one block in the former Gazankulu parliamentary complex that is fully full. Some of the Units like, Internal Audit and GIS are accommodated at the Disaster Management centre in Tzaneen to lessen the pressure on office space..
- Mopani has 11 disabled out of 672 employees, which is 1,7% of the current workforce. MDM is thus below 2% threshold required of the staff complement being disabled persons. Greater Letaba and Greater Giyani are also still below threshold with 1% and 0% respectively. Maruleng and Ba-Phalaborwa are ahead at 4,2% and 4,5% in this aspect of equity.
- There is still 448 staff members transferred from DWS who are yet to be placed accordingly. The challenge is that majority of them do not have requisite qualifications to take responsible tasks. Municipality continues to be in dire need for qualified technicians for engineering services while operational cost to MDM has risen to 35%, affecting negatively on budget for service delivery projects.
- MDM do not have full spread of racial diversities. There are largely Bapedi, Ba-tsonga, Ba-Venda and some very few Afrikaans. This is informed proportionally by the racial spread of the District. There are also those cases of people who would prefer to work in urban environment rather than rural area (Giyani) where Mopani District Head office is located. Currently **some** senior managers commute to Giyani for work.
- Office of the IDP needs HR capacity strengthening in order to execute the responsibility with the necessary authority within the MM's office.
- There are still units that are placed in different directorates from their allocated budget, e.g HIV and AIDS unit is in the Office of Executive Mayor while budget is in Community services' directorate. Alignment need to be considered in this respect.

In order to establish possible improvement from the past it became necessary to take a glance on the past development during which the current Council has been operating. Both progress and challenges will enable the current planning process to be well informed when strategies and objectives are reset for the next five years 2016/17 - 2021.

3.8 CROSS CUTTING ANALYSIS

3.8.1 Disaster Management Services

3.8.1.1 Introduction–Legislation

Disaster Management in South Africa is governed by the Disaster Management Act 57 of 2002, the Disaster Management Amendment Act 16 of 2015 and the National Disaster Management Framework. Aligned to these pieces of legislation are the Limpopo and Mopani Disaster Management Frameworks. The Disaster Management Framework acts as a guiding tool for, and is supportive of, the Disaster Management Act, as amended.

3.8.1.2 Functions of the Disaster Management Unit

The Disaster Management Act provides for:

In terms of the Disaster Management Act, Disaster Management 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 the following KPAs (Key Performance Areas) and enablers:

- KPAs:**
- Integrated Institutional Capacity
 - Disaster Risk Assessment for disaster risk management
 - Disaster Risk Reduction
 - Response & Recovery

Enablers:

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

3.8.1.3 Past performances and challenges

Prior to the year 2006, MDM had established the Disaster Management unit which linked directly with the day-to-day responsibilities of the Municipal Manager. However, the unit had only four members of staff, without sufficient equipment or capability e.g. GIS capability, dedicated Disaster Management Centre, etc. Due to the lack of a Disaster Management Centre it was challenging to manage and properly communicate on issues pertaining to Disaster Management. Without a dedicated communication centre, receiving information on disaster situations which had occurred or were threatening to occur was extremely difficult. As a result, communities were dependent on ad hoc ways of getting information to the District for assistance. This often impeded a rapid response to communities in need. Navigation has been a problem where cases could be reported yet difficult to locate the areas in question due to lack of signage, roads conditions and un-mapped areas/ settlements.

3.8.1.4 Areas of improvement

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

- The Mopani District Disaster Management Centre **was** established on 12 December 2008;

- There are now 28 Disaster Management members dedicated for the provision of services related to disaster management within the District:
- The emergency communication centre (ECC) was developed within the Disaster Management Centre;
- GEMC³ Emergency Readiness System is being utilised within the ECC;
- The Mopani Disaster Management Framework, plan and operational specific plans have been developed;
- The Disaster Management Advisory Forum and related Task teams have been established i.e. natural hazards, technological hazards, biological hazards (communicable diseases) and environmental degradation;
- There is an improvement in the provision of services to communities. There is a direct reporting system through the ECC of incidents from members of communities and responses to deal with them are relatively prompt.

3.8.2 Major disaster risks prevalent in Mopani

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

Table 69: Disaster Risks

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

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

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

Factors that lead to greater vulnerability to hazards are the following:

- Rapid growth and inadequate planning.
- Overpopulation.
- The unsustainable use of natural resources (causing environmental degradation, habitat destruction, dwindling resources and loss of biodiversity).
- Poor building methods.
- Concentration of resources and economic activity.
- Dependency on infrastructure and services.
- Lack of awareness, education and skills.

- Poor socio-economic circumstances.

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 Disaster Management centre is located at Tzaneen, providing for easy access to the local municipalities served. The Centre is fairly resourced and equipped to respond timeously should disasters occur or threaten to 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. GIS is readily accessible and already of use within the Centre, whether for planning, risk assessment, disaster response or related activities. 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 hazard vulnerability. E.g poor access to most areas due to roads infrastructure, lack of billboards for signage for navigation, etc. Further details with regard to hazards and the levels of vulnerability and risk for every local municipality are detailed in the Disaster Management plan.

3.8.2.1 Major disaster incidents that occurred and might repeat

In previous years, Mopani District Municipality was affected by the following:

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 and Greater Letaba Municipal areas where large commercial plantations of great value are located
- (vii) Several major accidents such as the bus accident at George's Valley on 1 August 2010
- (viii) Hazardous material spillage – phosphoric acid spilled near Politsi, sulphuric acid spilled near Tzaneen and an accidental mixing of phosphoric and sulphuric acid at a major agricultural producer and train derailment near Mooketsi.

3.8.2.2 Identified Major Disaster Risks

- 4 During 2018, the Mopani District Indicative Risk Profile was updated. A number of hazards were considered, including natural hazards, technological hazards and environmental hazards. A fully consultative process was followed in updated the Risk Profile, involving various government departments and other key stakeholders. The process undertook assessments per local municipality and the results were presented as such. For the Ba-Phalaborwa Municipality, new hazards were identified for consideration in the form of different types of air pollution caused by the burning of waste and mining activities. There are many environmental pressures faced by Ba-Phalaborwa, including those from sand mining, pollution and road traffic accidents. In the Greater Giyani Municipality, among the hazards found to have a high score were mostly related to environmental degradation in the form of

deforestation, soil erosion and sand mining. The Greater Letaba Municipality shares similar hazards, with deforestation and soil erosion being identified as problems which need to be addressed. Flooding and severe storms were also indicated as notable hazards. Within the Greater Tzaneen Municipality, the critically endangered Woodbush Granite Grasslands was identified as a precious resource which needs to be protected due to its high biodiversity and important function in water production. With several major dams located within the GTM, the risk of flooding in the event of a dam breach was also considered. It should be noted that the high engineering standards maintained in the construction of these dams make a dam breach highly unlikely, but it is a possibility which must be considered. Invasive alien plant species are also a concern within the Greater Tzaneen Municipality and include lantana, water hyacinth and trifid weed, each of which has a negative environmental impact with secondary consequences for human well-being. In Maruleng Municipality, the emphasis was on the critical infrastructure, drought, flooding and severe storms, as well as environmental degradation such as deforestation, sand mining and deforestation. Technological hazards, such as hazmat by road, were also evaluated as extremely high. When considering the Mopani District as a whole, some common themes start to develop, particularly in terms of environmental degradation. Pressing environmental issues which need to be addressed include deforestation, soil erosion and sand mining. These environmental problems have a ripple effect, impacting on local communities and the broader ecosystem. Extreme weather, such as severe storms and drought, was also a major concern.

Climate Change

Using the Local Government Climate Change Support Program, spearheaded by the Department of Environmental Affairs, the Mopani District has already developed a climate change vulnerability assessment and response plan. This plan outlines the following key areas:

- Agriculture
- Biodiversity and environment
- Human health
- Human settlements
- Water

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

The time for action is now.

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

The Greater Tzaneen Municipality and Greater Letaba Municipality are both mostly located in higher rainfall areas. It is within these higher rainfall zones that high value Eucalyptus and pine plantations can be found. The timber industry is one of the drivers of the local economy in Mopani, also providing for numerous employment opportunities. Veld and forest fires, also known as wildfires, thus pose a serious threat within these two local municipalities, particularly during the annual fire season. Wildfires also pose a threat to commercial and subsistence farmers, capable of affecting crops, livestock and infrastructure. Within the game farming industry, fire is frequently used as a management tool and are thus often intentionally lit. Prior to the fire season, fuel load reduction is frequently practiced by commercial farmers, commercial plantation owners and custodians of protected areas. The preparation of firebreaks is a legal requirement, but is not always undertaken by all landowners. This, combined with the presence of alien invasive plant species, makes fire-fighting extremely difficult and large wildfires may arise. Alien invasive vegetation, particularly lantana (*Lantana camara*), trifid weed (*Chromolaena odorata*) and bugweed (*Solanum mauritianum*) are known to substantially increase fire risk. They proliferate in the sub-tropical, higher rainfall environment encountered within the Greater Tzaneen and Greater Letaba Municipalities, but are also found in lower densities in Mopani's three remaining local municipality. The control and eradication of alien invasive species is a legal requirement which is also not always fulfilled.

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.

The development of flood lines will better guide future development to prevent the development of houses or other structures within areas which could potentially be inundated in the event of the breach of a major dam wall.

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 material frequently pass through the Mopani District. These range from fuel tankers, to trucks carrying extremely dangerous chemicals such as sulphuric acid or sodium cyanide solution. A full understanding of all the chemicals involved as well as the companies who transport them will enable a more informed approach. A partial list has already been developed, but is in need of further development.

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 disease primarily only affects cloven-hoofed animals,

the consequences of this disease being detected outside the defined buffer areas could hold dire consequences for the local and national economy. For reasons such as this, disease surveillance is of the utmost importance for the early detection of, and reaction to, all communicable diseases. A close working relationship is required with the Department of Agriculture and Rural Development's Veterinary Services directorate, as well as the Department of Health.

Environmental degradation

Environmental degradation remains a problem within numerous areas within the Mopani district, as has been highlighted in the Indicative Risk Profile. Among the environmental problems identified were soil erosion, sand mining, deforestation, pollution and bush encroachment. Many of these problems have arisen as a result of the over-exploitation of natural resources. A more sustainable solution is required which balances out human needs with those of the environment.

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 building more resilience e.g. preventing development within known flood lines, preserving wetlands and grasslands, and encouraging better building practices.

Quality of RDP housing

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

Critical facilities

The loss or damage of critical facilities, such as major roads or bridges, can effectively cut communities off from the outside world. Good quality, well-maintained, well-placed infrastructure is less likely to be adversely affected by severe weather events. This reduces the vulnerability of communities to severe weather, particularly in terms of flooding. Regular inspection and maintenance of critical facilities should be an imperative to ensure their continued use.

Seismicity

Recent seismic activity in and around the Mopani District has prompted the need for further investigation. As such, the Council for Geoscience has been engaged for the possible initiation of a study which will answer key questions related to possible future seismicity and engineering standards for infrastructure development.

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.

4.8.1.1 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.

4.9 MOPANI DISTRICT MUNICIPAL PERFORMANCE FOR 2016/17 FINANCIAL YEAR

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

- Baseline information and Business Intelligence – Uploading accurate data into the system for correct reporting and development of trends and scenarios;
- Forward planning, Regional planning and project management – Effective co-ordination of planning and implementation of projects.
- Human Capital Development – appointment of skilled and competent people and continuous skills development/ training; and
- Project Prioritisation – Projects in the IDP must be linked to resources (enablers) to ensure implementation. Proper costing must be done prior to budgetary processes.

A Strategic Planning session was then held on 14 – 15 January 2016 by the Mopani District Municipality institution and was attended by members of Senior Management, Local municipality's representatives (IDP Managers). During this session the critical strategies were developed around issues raised and quantified from Analysis phase and Performance analysis. Mayoral Lekgotla was held on 4-5 February 2016 to consider Strategic goals and objectives and set Short, Medium and Long term strategies for the issues tabled.

This landmark event was attended by senior Managers and Councillors from Mopani District Municipality. 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 and the outcomes of the different sessions are dealt with in the following sections. To ensure that Mopani District Municipality is a Performance Driven Organisation, it was concluded that the ultimate factors contributing to a performing organisation were:

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

becomes a learning institution.

The readiness of Mopani District Municipality to improve on its performance, supported the critical success factors expressed. The improvement survey yields the following:

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

The 5-6 February 2018 Strategic planning session focused on 360 degrees turn-around on issues surfacing from poor performance. The call to corporate and individual performance cannot be over-emphasised. The annual report of 2017/18 will need to be evidential on this matter.

3.9.1 SWOT Analysis

The SWOT analysis is a strategic planning tool used to discuss and evaluate the Strengths, Weaknesses, Opportunities, and Threats in the municipality. It identifies the internal and external factors that influence the strategic intent by asking the questions, the answers to which will enable the municipality to better align itself with existing conditions so as to maximise its ability to function optimally. SWOT is essential because subsequent steps in the process of planning for the strategic intent of the municipality are derived.

A comparison with SWOT Analysis of the previous year indicates that most of the weaknesses that were identified have now been reduced. 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:

GENERIC (INSTITUTIONAL) SWOT

	Strength	Opportunities
1	Skilled personnel	Willingness of LMs in assisting the District
2	Legislation, Policies and systems are in place	Adequate legislative framework for financial management
3	Political and administrative commitment	Effective Audit committee
4	Approved organisational structure	Support from sector departments
5	IDP Compliance	
6	International and communication strategy in place	
7	Established Intergovernmental Relations	
	Weakness	Threats
1	Lack of succession planning	Land invasion
2	Lack of project planning and implementation capacity	Community protests
3	Shortage of personnel in directorates	Demand overweighing supply

4	Inadequate budget to programmes, operations & maintenance	Non payment of services
5	High dependency on grants	Climate change
6	Malicious and non-compliance	Loss of WSA status
7	Inadequate and ineffective financial control systems	Withdrawal of conditional grants
8	Poor communication/ Working in silos	High rate of HIV & AIDS infection
9	Unavailability of by-laws	Litigations
10	Inconsistent and unstable organisational structure	Environmental degradation
11	Lack of performance appraisal	Brain drain
12	Poor record keeping, information & knowledge management	
13	IDP processes not providing adequate platform for community engagement.	
14	Poor contract management	
15	Poor spending on allocated/ granted funds	
16	Inadequate Performance Management System.	

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

Table 71: Constraints and Key Prioritised and Development focus Areas

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

The conclusions that can be drawn from this analysis are:

Utilising the key sector plans for improved integrated development planning;

- Political stability and strong leadership to facilitate increase in revenue base, the enforcement of by-laws, fast tracking of land restitution and improvement on communication and co-ordination.

Leading the Comprehensive Rural Development programme.

- The clear strategic intent to be used as a marketing tool to attract investors and thus grow the economy and creating decent jobs.
- Using the Water Services Development Plan in integrated planning to reach national targets, addressing the threat of insufficient bulk water and to develop a long term infrastructure plan.

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

3.10: PRIORITISATION OF KEY DEVELOPMENTAL ISSUES IN MDM

Table 72: KEY PRIORITY AREAS OF MOPANI DISTRICT MUNICIPALITY

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

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

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

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

3.10.1 Criteria for determining district-wide priorities

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

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

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

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

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

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

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

CHAPTER 4: IDP STRATEGIES PHASE

4.1 Background

In this phase of the IDP, the Mopani District Municipality has reset the direction it intends to take on the short, medium as well as the long term, to indicate its purpose, values that communities, Councillors and Administration subscribe 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.

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. Following the new Council constituted in August 2016, the Strategies of the District were revisited. The planning session was held on 1-3 March 2017 where the Vision and mission were re-affirmed.

4.2 Developmental Priorities

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

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

4.3 Strategic Intent

4.3.1 Background

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

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

Section 152(2) prescribes that a municipality must strive, within its financial and administrative capacity, to achieve the

objects set out in subsection (1).

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

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

This implies that the local sphere of government should align its strategies and priorities to that of national and provincial government.

The Medium Term Strategic Framework (MTSF) which outlines the priorities, strategic objectives and targets of government for 2014-2019, indicates National Government's Strategic intent to improve the quality of life of South Africans.

National Strategic priorities	
1	to deepen transformation and implement the NDP.
2	to accelerate growth, create decent work and
3	to promote investment in a competitive economy.

4.3.2 Vision

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

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

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

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

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

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

4.3.3 Mission

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

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

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

4.3.4 Values

Values underlie behaviour. It, therefore, guides the behaviour of all people within the municipality towards the achievement of the mission and ultimately the vision of the municipality. The following values are unanimously confirmed:

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

4.3.5 Strategy Map

A strategy map is a picture of the strategy of the municipality. It depicts the objectives in support of the strategy in terms of different perspectives, namely the learning perspective, institutional perspective, the financial and the customer perspective. These perspectives are based upon Balanced Scorecard Methodology. The Balanced Scorecard approach to strategic management was developed in the early 1990's by Drs. Robert Kaplan and David Norton. Strategy formulation acts as the integration activity to merge strategy and operational planning.

The following are the most important benefits of developing a strategy map:

- It offers a differentiated customer value proposition;
- It focuses on the most important institutional processes that need to be addressed;
- It combines a growth strategy as well as a productivity strategy to be sustainable;
- It creates a foundation to be innovative;
- It focuses on both the tangible as well as intangible aspects; and
- It forces change- to do things differently.

The strategy map leads to the development of Scorecards at different levels that will be used as the measurement and management tool to ensure achievement of the vision, mission and objectives of the strategy. In this way the district municipality can ascertain whether it has made any progress towards attainment of its strategies and the objectives.

A diagrammatical presentation of the strategic map is provided below.

MOPANI DISTRICT MUNICIPALITY STRATEGY MAP (Strategic goals)

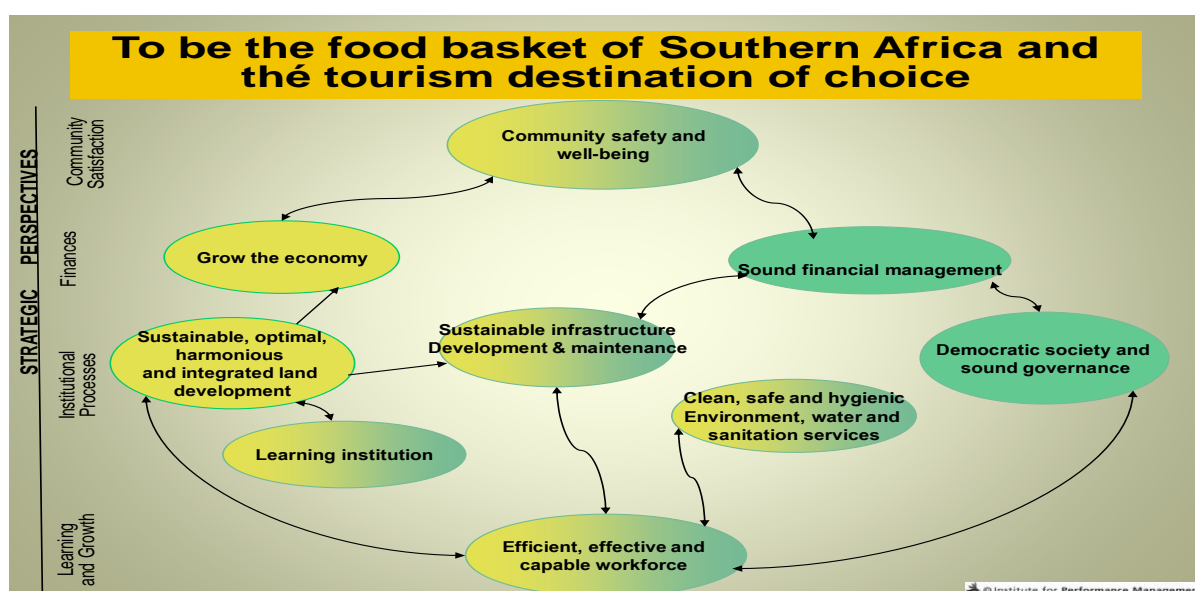


Figure 1:

KEY DEVELOPMENTAL CONSTRAINTS AND PRIORITY FOCAL AREAS

Main constraints that Mopani District Municipality faces. (PAINS)	Developmental Priorities or Priority Focus Areas
Unemployment and poverty	Partnerships in creating decent jobs and funding infrastructure development
Revenue generation	Infrastructure development and maintenance of assets to improve service delivery
HIV/AIDS prevalence	Cost recovery from water services
Environmental sustainability	Water conservation and demand management
Sustainable service delivery	Growth point development
Data Management	Comprehensive rural development
Contract Management	Environmental management
	Co-ordination and alignment of municipal processes

KPAs, Goals and Strategic Objectives

KPA	GOAL	STRATEGIC OBJECTIVE
Municipal Transformation and Organisational Development	Efficient, effective and capable workforce	To inculcate entrepreneurial and intellectual capabilities.
	A learning institution	To strengthen record keeping & knowledge management
Basic Service Delivery	Sustainable infrastructure development and maintenance	To accelerate sustainable infrastructure and maintenance in all sectors of development.
	Clean, safe and hygienic environment, water and sanitation services.	To have integrated infrastructure development.
	Safe, healthy living environment	To improve community safety, health and social well-being
Local Economic Development	Growing economy (through agriculture, mining, tourism and manufacturing).	To promote economic sectors of the District
Spatial Rationale	Sustainable, optimal, harmonious and integrated land development	To have efficient, effective, economic and integrated use of land space.
Financial Viability	Reduced financial dependency and provision of sound financial management	To increase revenue generation and implement financial control systems
Good Governance and Public Participation	Democratic society and sound governance	To promote democracy and sound governance

STRATEGIES TO DEVELOPMENTAL ISSUES

GOOD GOVERNANCE AND PUBLIC PARTICIPATION

SWOT ANALYSIS

<p>STRENGTH</p> <ul style="list-style-type: none"> (1) IDP process is Legislated and Council supported (2) Administration commitment (3) Strong political and executive leadership (4) Internal and External Communication Strategy in place (5) Stable Council (6) Functional Council Committees (7) (8) (9) (10) (11) (12) (13) (14) 	<p>WEAKNESSES</p> <p>Non adherence to IDP time schedule (Process plan)</p> <ul style="list-style-type: none"> ➤ Poor support to Local municipalities in IDP processes. ➤ Ineffective IGR structures ➤ Operating on skeletal staff in strategic & critical units. ➤ Poor attendance and participation of IDP meetings by stakeholders ➤ Low collection of revenue from water consumers ➤ Lack of knowledge management on institutional memory ➤ Branding of the district municipality ➤ Inadequate Mainstreaming of Gender, Disability, HIV&AIDS, Youth activities ➤ Lack of participation by traditional authorities during Council meetings in most Local Municipalities ➤ Inadequate office space ➤ Inadequate maintenance and development of infrastructure (Facilities & Offices) ➤ Ageing ICT Infrastructure ➤ Unethical behavior
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OPPORTUNITIES (1) Provincial Development Planning Forum, Engagement session (2) Areas are accessible to reach communities (3) Operational components of sector departments exist at District level for support. (4) Branding of the municipality and district (5) Inadequate Contract Management	THREATS (2) Insufficient equitable share allocations to municipalities
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STRATEGIES TO DEAL WITH ISSUES OF DEVELOPMENT

Office of Executive Mayor

Indicators to show-case our success

No	ISSUES	BASELINE	OBJECTIVE	Performance indicator	STRATEGIES			Key Projects/ Programmes
					Short term	Medium term	Long term	
GOOD GOVERNANCE & PUBLIC PARTICIPATION				Strategic Objective: To promote democracy and sound governance				
1	Non-reporting of Salga Working Groups to Council	Councillors who serve in SALGA Working Groups fail to report to Council	To improve Salga support to municipalities	Salga Working Groups Reports	To develop reporting format for Working Groups to serve in Council structures	Monitor and report progress	Monitor and report progress	Review of by-laws. Public meetings program
2	Non implementation of Service level agreements with LMs on water services	SLAs had been signed but not implemented until expiry.	Improve capacity to fully execute water service authority responsibilities.	LMs provide water to LMs and account to District in all monetary transactions.	Review the SLA and conduct the capacity status	Implement the SLAs	Monitor the SLAs implementation	

3	Non-review of by-laws	By-laws reviewed last in 2015.	To have all by-laws reviewed as per instructions.	Reviewed approved by-laws, by Council.	Review of by-laws and gazetting	Timeous review of by-laws and gazetting	Timeous review of by-laws and gazetting	
4	Community Protests increased around water and unemployment concerns	Management of Community protests through Section 4 Meetings	Maintenance of a peaceful community and provision of adequate services	Decreased Community protests	Conducting feedback meetings and public Participations	Consultation with the communities is required to provide adequate water and other services to the identified communities	Providing adequate water and electricity to the identified communities is important	
5	Ageing Information, Communication & Technology Services (ICT)	DRP in place ICT Strategic plan BCP Phase1 ICT steering committee Charter in place . Adopted mCGICTPF BPM ICT Governance Framework	To have an Effective ,Efficient and Reliable Information communication Technological system	To have an Effective ,Efficient and Reliable Information communication Technological system	Implementation of DRP Review of ICT Master plan Finalization of BCP Continuous implementation of mCGICTPF Review of ICT Steering Committee Charter	Implementation of DRP Review of ICT Master Implemetation of BCP Continuous implementation of mCGICTPF Review/Implement ation of ICT Steering Committee Charter	Implementation of DRP Review of ICT Master Implemetation of BCP Continuous implementation of mCGICTPF Review/Impleme ntation of ICT Steering Committee Charter	Review of ICT master plan
6	Inadequate monitoring of website	Website not updated regularly	To have website updated on monthly basis	Marketing & advertising articles	Regular update of the website	Continuous regular update of the website	Continuous regular update of the website	
7	Inadequate communication of IGR issues	IGR recommendations not adequately followed up	To improve intergovernmental relations	IGR resolution register	Track/ Monitor the implementation of IGR resolutions	Track/ Monitor the implementation of IGR resolutions	Track/ Monitor the implementation of IGR resolutions	MDM-IGF program

							of IGR resolutions	
8	Non-implementation of issues raised during Imbizos	Issues are brought to attention of affected SOEs, departments & municipalities, yet no apparent responses	To improve responses on community issues	Imbizo reports	SOEs, departments and municipalities to be given deadlines for submission	Arrange feedback meetings with communities	Arrange feedback meetings with communities	
9	Poorly coordinated Complaints Register within the Technical Department	All reported complaints are captured in the Register yet poorly followed up	To improve coordinated responses on community complaints	Complaint Register	To centralise Complaint Register. To acknowledge complaints within seven days of receipt	To provide responses to the complaints	To provide responses to the complaints	
10	Poorly coordinated Presidential and Premier's hotline	The Presidential and Premiers' hotline team is in place yet issues raised are poorly followed up.	To improve coordinated responses on community complaints	Hotline register coordinated by the Premier's Office	Continuous attendance to District and Provincial Complaints Forum	To provide responses to the complaints	To provide responses to the complaints	
11	Non-existence of community satisfaction survey		To improve ongoing corporate planning	Community satisfaction survey	Develop data collection tool and do the survey	Monitor current sentiments and trends regarding community priorities	Monitor current sentiments and trends regarding community priorities	Community satisfaction survey
12	Inadequate situation assessment/	Poor report for situation assessment	Gathering of information to determine the	Situation assessment report	Gathering of information and preparations of recommendations	Gathering of information and preparations of recommendations	Gathering of information and preparations of	

	environmental scanning		approach & techniques				recommendations	
13	Lack of public participation policy in some Municipalities	Policy guidelines for public participation activities in some Municipalities is in place	Well scheduled and coordinated public participation meetings quarterly	Public participation policy which is reviewed annually	Implementation of public participation policy	Monitor the implementation of the public participation policy	Continuously evaluate the implementation of the policy	
14	Inadequate monitoring of website	Website not updated regularly	To be updated on monthly basis	Marketing & advertising articles	Regular update of the website	Continuous regular update of the website	Continuous regular update of the website	
15	Inadequate support to the Elderly, Youth, disabled and women	Various structures of designated groups do exist, however they lack support in many respects.	To have the designated groups supported effectively	Viable structures of designated groups.	Support existing designated groups structures.	Monitor and support	Monitor and support	

Municipal Manager's office

KPA: GOOD GOVERNANCE AND PUBLIC PARTICIPATION								
Strategic Objective(s): Promoting democracy and sound governance								
No	Issue	Baseline/ Status	Objective	Indicator	Strategies			Key projects/ programmes
					Short term (0-1 YR)	Medium term (1-2 YRS)	Long term (3-5 YRS)	
1	Non-adherence to IDP Process plan	IDP phases are followed, however delayed and completed towards the legislative deadline and thus compromising quality output. Dates are often mismatched against the plan.	To follow the IDP Process plan Time schedule fully	On time Completed phases	Ensure the IDP Process plan guides all other plans in the institution. Ensure that discussion documents are compiled timeously and submitted to IDP unit.	Monitor and report to the superior for corrective action.	Monitor and report to the superior for corrective action.	IDP Review. Audit committee programme. Risk committee programme Performance
2	Directorates not taking heed of on-time submissions of IDP & SDBIP reporting	IDP Steering committee meetings often sit to confirm reports rather than discussing the content. SDBIP reporting is often not meeting deadlines.	To have reporting aligned to the set timeframes in IDP & SDBIP	Report on directorates not submitting on time.	Directorates reminded on timeous submissions of reports. Management to resolve on consequence for non-compliance.	Report to MM quarterly on compliance. MM to take corrective action.	Monitor and evaluate the impact	monitoring & reporting
3	Poor participation of community representatives and stakeholders in IDP meetings	Only 2 Traditional leaders attended 1 Rep forum out of 5 actual meetings held in 2017/18	To have all members of community represented & participating in all	Attendance register	Exec Mayor to discuss the matter with T/Leaders in their meeting. Public participation office	Implement recommendation of the survey. Review invitation approach	Implement and monitor the participation of community representatives in IDP meetings	

			structures in all IDP meetings		conduct survey on the matter.			
4	Regular Programmes/ projects implementation reporting is not shared with communities	The SDBIP reporting is shared among administrative structures but not with communities. Communities depend on website which is inadequate which majority cannot access.	To have communities informed on developments occurring in their vicinity.	Communities participating in PSCs.	Resuscitate District Development planning forum focussing on IDP implementation & also report implementation in separate IDP Rep fora. Community Liaison officers to update communities on implementation.	Monitor and report progress	Monitor, evaluate and apply corrective measures.	
5	Issues raised by MEC against IDP are not prioritised.	Sector plans are outdated & no plan in place to review, e.g. 5-year Financial plan, WSDP.	To have all issues raised by MEC addressed	Annual decrease on number of issues raised by MEC in IDP.	Ensure that all sector plan that are due for review be on IDP, Budget & SDBIP.	Ensure that all other issues are addressed whenever raised.	Monitor and apply improvement measures	
6	Lack of Shared vision	Sector departments are NOT linking their plans with the vision & objectives of municipalities. Lack of integration of plans.	All development stakeholders to be guided by the Vision of Mopani DM.	Alignment of plans for municipalities and sector departments	Marketing of the vision be made at administrative level. All meeting Agenda to have foot note of Vision.	Ensure that sector depts. Programmes are linked to strategic objectives of the district.	Monitor the linkage of all plans with the strategic objectives of the District.	
7	IDP/ Budget/ SDBIP misalignment	SDBIP compiled on direct information from Directorates and not from the adopted IDP/ Budget causes misalignment. The resultant from MEC IDP assessment has raised misalignment between IDP & SDBIP.	To have 100% alignment of plans in all three documents, IDP/Budget & SDBIP	Aligned plans. MEC assessment report & PT Benchmarking report should reflect alignment.	Ensure timeous completion of IDP and Budget and do cross-checks	Ensure timeous completion of IDP and Budget and do cross-checks	Ensure timeous completion of IDP and Budget and do cross-checks	

8	Non implementation of projects	Projects initiated & budgeted for implementation in the IDP and get budget shift during Adjustment on consecutive years. Implementation often delayed o.a.o Supply Chain processes and that exacerbate lack of confidence on munics	To have well researched plans in the IDP Budget and SDBIP.	Minimum shift from adopted budget and adjusted budget	Limit be set for shifts adjustment budget process. This be approved by Council.	Implement and monitor compliance.	Implement and monitor compliance	
9	Poor participation between municipalities and sector departments	Sector departments are not reporting on issues raised by communities. Communication on community issues with sector departments is not yielding results. Projects are implemented but progress not reported	To have effective IGR structures	Attendance registers and frequency of IGR meetings	Strengthen IGR (Technical committees) structures in all levels	Maintain	Maintain	
10	Structures do not fulfil their mandates	Structures do not articulate on documents submitted yet they recommend to Council. Issues reach Council with inconsistent information	To have effective structures	Authentic information submitted to Council.	Workshopping & training the structures and instil commitment. E.g IDP training	Instil commitment to addressing issues	Each structure complying with the mandates.	
11	Technical committees are not yet integrating their plans with those of sector departments	Progress and challenges on projects by sector depts are not part of the Directors performance measures. Projects from sector depts. land to municipality through IDP Managers.	Municipal directorates to be conversant with programmes of sector depts. and other role players for integration.	Directors collating information on projects of sector depts. for IDP purpose	Map the Technical committee meetings in line with the IDP process	Monitor compliance and report to MM	Evaluate the impact of Technical committee on the development of IDP	
12	Community awareness and	There is less focus & participation on other phases of the IDP except the Projects	Effective participation in all phases of the IDP	Stakeholders attendance and effective	Workshop the role players on the IDP Framework annually	Workshop the role players on the IDP	Workshop the role players on the IDP	

	appreciation on the IDP Process	The most emphasis is put on Basic services and the rest get less attention.		participation in meetings by all.		Framework annually	Framework annually	
13	Mis-perceptions & deficiencies around IDP	IDP units are operating on skeletal staff yet facilitating the strategic plan of the municipality.	Well resourced unit that carry the strategic planning effectively.	Integration of planning with all sectors	Attend LMs and sector depts. planning sessions. Training.	Alignment of plans	Alignment of plans	
14	Lack of control over the funds allocated to municipality	Unused funds are returned to Treasury	To have control over the funds allocated to municipality	No funds returned budget increases	Forward planning	Projects completed within pre-set time	Implementation	
15	SDBIP does not assist to measure the entire IDP performance	SDBIP assist to monitor only programmes of the municipality whereas IDP is inclusive of programmes of other sectors	To have sector depts. programmes performance reported at municipal level.	Sector programmes performance reported at municipal level	Get quarterly implementation reports from the relevant sector departments.	Structure our performance reporting to include information from sector departments.	Implement and monitor	
16	Non implementation of Risks mitigation strategies	None of the identified strategic risk have been mitigated	Strategic risks mitigated timeously as planned.	Reduction of Risks	Implement suggested and infective control measures to mitigate identified risk.	Report progress report on mitigation of risk to Risk Management Committee meeting	Fast track progress on the mitigation of risk. Report progress on quarterly basis to Audit Committee & Council.	
17	Irregular expenditure on contracts	Non availability of contracts/ expired contracts	Avoid irregular expenditure and ensure compliance with the contracts	Signed contracts as per instructions	Compliance and management of contracts	Ensure compliance, management and availability of contracts	Ensure compliance, management and availability of contracts	
18	Non achievement of set targets	Current institutional performance score is below target.	To achieve the set performance targets and to comply to	Service delivery improved in line with	Signing of Performance agreements by end of June	Signing of Performance agreements by end of June	Signing of Performance agreements by end of June	

			Regulation 805 section 41d Act(s. No 32 of 2000) and PM Regulation 24 (1)&(2), 24(a) &(b)	expenditure				

REQUISITES FOR EFFECTIVE IMPLEMENTATION OF THE STRATEGIES:

- (i) Strengthening of IDP units with personnel.
- (ii) Performance/ implementation reporting be cascaded to communities.
- (iii) Comprehensive diagnostic performance report be done annually against IDP and after every span of Council, 5 yrs.
- (iv) Audit action plan be prioritised
- (v) Risk mitigation plan be developed or reviewed in alignment with IDP process.
- (vi) All programmes be budgeted for.
- (vii) Approval of IDP and Budget to be binding to sector departments ito projects loaded in the IDPs*
- (viii) IDP be a tool of governance in municipal space.
- (ix) Strengthening of District Intergovernmental Forum
- (x) Provision of basic services should be sustainable

TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT SWOT

STRENGTHS		OPPORTUNITIES	
1	IDP Compliance	1	Collaboration with local municipalities and others outside the District
2	Effective Monitoring and Evaluation System	2	Engagements with Government Sectors departments, both District and Provincial
3	Co-ordination and alignment of municipal processes	3	Capacity to improve audit opinion
4	Administrative commitment	4	Learning good practices with possible benchmarking with external institutions
5	Functional Inter-governmental relations Forum	5	Engagement of external service providers to enhance skills development
6	Approved Organograms		
7	Sufficient Requisite Skills		
WEAKNESSES		THREATS	
1	Succession and Retention Strategy/ planning	1	Ineffective IGR through non attendance of Sectors
2	Separate Record Management Processes (Finance, Personnel, Registry and PMU)	2	Lack of sufficient Sector contribution and alignment
3	Contract Management Keeping (Legal and PMU)	3	Un-coordinated reporting demands [Reports are demanded from various sectors]
4	Tedious Policies approval process due to over consultations with different structures	4	Poor attendance of Local municipalities and Government Sectors in Technical Committees
5	Spending on allocated funds due to cash flow problems		
6	Recruitment processes due to Austerity measures		
7	Human Capital Systems as control systems		
8	High Grant dependency		

9	Negative audit opinion		
10	Information & Communication Technological Services		
11	Attracting scarce skills		
12	Delegation of Powers System		
13	High turnover staff on retirements, no replacement		
14	Human Resource (Capital) Strategy		
15	Ageing staff compliment		
16	Lack of Computer Skills		
17	Ransomware and hacking		

TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT

Strategies

Strategies to deal with the issues

No	ISSUES	BASELINE	OBJECTIVE	Performance indicator	Strategies			Key projects/ Programmes
					Short term (0-1 YR)	Medium term (1-2 YRS)	Long term (3-5 YRS)	
		Strategic Objectives: To inculcate entrepreneurial and intellectual capabilities To strengthen record keeping & knowledge management						
1	Inadequate Coordination of change management	There are insufficient processes and programs for management of change whenever a need is identified.	To have Systematic management of any change processes in the institution	Availability of Change Management process tools/ manual.	<ul style="list-style-type: none">Develop a generic change management process tools/ manual	Training in change management processes and approaches	Training in change management processes and approaches Monitor and evaluate the impact	Training Interventions of Change management Review Current Organogram
2	Current Organogram is not	Current Organogram does not have sufficient units	An Organogram that is consistent with the	An Approved organogram	To conduct staff audit to determine skills	Consider placement of	Consider recruitment if there	

	in line with new governance model.	supporting the political components.	organizational objectives and new governance model.	aligned to new governance model.	required/relevant to mandate of the Municipality.	people from non-critical to critical areas	are still positions not filled.	in line with new governance model
					Place employees according to their skills and competencies			Training on Records Management System.
3	Records management system	A developed manual system not fully and effectively utilized due to some records still been lost. Separate Keeping of records (Finance, Personnel, Registry and PMU)	To have ONE records management system to support decision making	Well established Electronic Records management System.	Acquire an electronic records management system	Training in records management	Monitor, evaluate and upgrade the system for timeous eff	
					Implement change management in respect of the new records management system	Vetting of Records Management Personnel		
					Recruitment of records management personnel			
	Lack of incremental learning	There is continuous development planning without taking stock of the achievements and failures	To have institution growth based on internal strengths.	Less on repetitions of mistakes or failures	Do annual diagnostic report on service delivery.	Do annual diagnostic report on service delivery.	Do annual diagnostic report on service delivery.	
4	Lack of Institutional capacity/staff in some areas.	The current vacancy rate within the District is high and therefore some units operate on skeletal staff.	To have an appropriately capacitated institution/workforce through targeted recruitment	Fully Fledged and filled Organogram, with capacitated staff.	Prioritise critical positions as per Organogram for recruitment purposes.	Building the institutional capacity and filling of vacant positions.	Recruitment when need arises, due to natural attrition, resignations, dismissals, etc	
					Implementation of retention & succession plan.			
					Filling of vacant positions			
5	Lack of Retention and Successive Plan	There is a draft plan available for further engagement.	To have an approved plan	An approved Retention and	Process the draft plan to Council for approval.	Monitor and evaluate the implementation of	Assessment of impact of the plan	

				Succession plan	Conduct awareness/ Roadshow on the plan.	the approved Retention and Succession plan		
6	Inadequate of Office accommodation /space.	The H/O of District Municipality does not have offices and is solely dependent on Department of Public Works for provision.	To Have conducive office space for employees and full-time Councilors. Effective up-keep of facilities	Availability of offices for all Officials and full time Councilors.	Assessment of the number offices and Refurbishment of all the facilities used by the District.	Redesigning office space Maintenance of facilities. Negotiate for the transfer of office buildings used in Giyani or complete the Tzaneen structure Leasing of more office space	Securing additional land for construction of additional facilities or leasing	
7	Inadequate cascading of performance management system	No performance agreements below deputy managers level concluded.	To have performance management system cascaded to lower levels.	Performance management system that have procedures and tools for corrective measures.	PMS applied to all levels Training and support of the implementation of the system across the institutions - Development of the performance plans and score sheets	Performance assessments Implementation of rewards/incentives	Performance assessments Review of the system	Development of PMS policy. Conduct re-training LLF Members
8	Prolonged Labour Disputes and Cases	The LLF is in place and functioning	To have sound and fair labour relations	Stable labour relation environment	Monthly LLF meetings Implementation of LLF resolutions Re-Training of the LLF members	Signing of essential services agreement Training of the LLF	Monitor and evaluate the implementation of essential service agreement. Implementation of LLF resolutions	Review of EE plan

9	Poor employment equity statistics (not compliance to EE targets)	There is a representation of 1,7% of people with disability in the entire workforce There is 46.5 % of women in the entire workforce Employment equity plan is reviewed and awaiting council approval.	To ensure balance workforce in compliance with the Employment Equity norms/targets.	Employment equity statistics that align to employment equity standards.	Identify and target posts for recruitment of designated groups Training and awareness raising of staff on employment equity standards. Review of policy	Training and awareness raising of staff on employment equity standards	Identified position to be designated for people leaving with disable Review the EE plan	
10	Inadequate Mainstreaming of special programmes across all occupational categories.	EE Plan is place with numerical targets.	To ensure the Mainstreaming of gender and disability in all occupational categories.	A workforce which is responsive to mainstreaming of all occupational categories	Gap analysis and development of strategy Training and awareness-raising Aggressive target the appointment of designated groups (People Living with Disability, Women and Youth)	Training and awareness-raising	Assess impact of mainstreaming strategy	
11	Back log in wellness programs	Inadequate wellness activities in some Municipalities	Develop and implement holistic wellness/ employees program incorporating all aspects of employee health and creation of enabling working environment.	Motivated and Healthy workforce	Recruitment of the employee wellness Manager in some Municipalities Development of employee wellness strategy/plan	Review of employee wellness strategy/plan	Review of employee wellness strategy/plan	
12	Lack of HR Plan	Draft HR plan in place.	To have fully fledged HR plan with relevant systems	Availability of effective and efficient HR Plan (Policies and Guidelines)	Development and approval of HR plan.	Monitor and evaluate the implementation of the approved HR plan	Assessment of impact of the systems	Awareness/Roadshow of the HR Systems as approved

13	Unethical conduct/behaviour by some employees	Lack of time management and poor monitoring of attendance registers. Lack of adhering to pre-approval of trips. Unacceptable dress code.	To have an environment with good ethical behaviour.	Manifestation of professional organisational behaviour.	Conduct awareness sessions	Monitoring of impact assessment	Impact assessment	
14	Ineffective Paperless System/Culture/Practice approach.	Paperless approached is limited to Council and MAYCO	To ensure that it is applicable to all Structures of Committee of Council	All Structures of Council utilising the paperless system in all meetings.	Immediate utilisation of a paperless approach by all Committees of Council	Impact assessment	n/a	
15	Lack Delegation of Powers	Delegation of Powers absolute	To Review and approve delegation of powers	Approved, efficient and effective delegation of powers	Review approval and implementation of delegation of powers	Monitor and Evaluate the implementation	Impact assessment	
16	Unreliable Information, Communication & Technology Services (ICT)	Basic systems in place Unplanned procurement of systems Non/Under-utilized Systems Undocumented/ Insufficient Business Process Inadequate Reporting Capabilities	To have an Effective municipal Information communication Technological system	A fully fledged functioning and effective municipal Information communication and Technological system.	Commence implementing the Strategic Information Systems Plan (SISP) Implement IT Governance Continuous professional development Basic training of staff in IT Commence implementation the Develop Disaster Recovery Plan (DRP)	Implementing the Strategic Information Systems Plan (SISP) Recruitment of employees Replacement of obsolete hardware and software. Continuous professional development. Basic training of staff in IT	Review IT Policies Review the IT SISP Replacement of obsolete hardware and software Continuous professional development Basic training of staff in IT	Establish Governance committees (ISO, IT Operations, IT Change Control Board) Develop Terms of reference and appoint committees members Review the IT structure with a view to

								add critical posts Acquire and implement a LAN monitoring and optimizing solution Implement a data backup solution Reconfigure LAN backbone for redundancy
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REQUIREMENTS FOR EFFECTIVE IMPLEMENTATION OF THE STRATEGIES:

- (i) Proper maintenance of office facilities/ office buildings
- (ii) More office space be created
- (iii) Demand management plan be honored
- (iv) Water reserves be made for offices
- (v) Electrical generator be installed in all office blocks to mitigate the load shedding.
- (vi) Twinning with other municipalities or sectors for skills enhancement
- (vii) Have stable organizational structure aligned to strategic thrusts of the District.

Spatial Rational SWOT ANALYSIS: (KPA)

STRENGTHS	WEAKNESSES
➤ Legislative transformation (SPLUMA)	➤ Inability to provide sustainable & resilient human settlements Inability to provide water and sanitation infrastructure (un-serviced stands)
➤ Human Resources	➤ Inability to provide sustainable & resilient human settlements Inability to provide water and sanitation infrastructure (un-serviced stands)
➤ Review of policies (SDF, LUS, Precinct Plans)	➤ Poor land use management (even with the implementation of SPLUMA, problem still persists)
➤ Availability of basic GIS functionality	➤ Lack of support /coordination from sector departments (COGHSTA, DRDLR, Treasury, OTP etc.)
➤ District Rural Development plan	➤ Lack of integrated GIS
➤ Strategic located land tool	➤ Unavailability of Municipal land for growth
	➤ Internal Departments working in silos (not integrated)
	➤ Huge backlog in terms of providing human settlements
	➤ Dispersed spatial layout
	➤ Lack of Law Enforcement
	➤ Selective or Lack of Partnerships
	➤ Lack of Bankable Business Plans

OPPORTUNITIES	THREATS
➤ Transformation in terms of land use management & development	➤ Lack of unresolved land claims
➤ Development of integrated GIS infrastructure	➤ Unwillingness of Traditional Authorities to release land
➤ Funding from sector departments, parastatals and businesses	➤ Lack of participation/support by sector departments
➤ Partnerships in terms of development	➤ Mushrooming of informal settlements
➤ Land Tenure Upgrading	➤ Illegal land invasion
➤ Land reform	➤ Delays in development due to disputes amongst tribal authorities as a result of unclear boundaries/ demarcation

LONG RANGE HORIZON OF SPATIAL OBJECTIVES AND STRATEGIES WITHIN THE DISTRICT	
OBJECTIVES	STRATEGIES
➤ 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

➤ 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
➤ 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
➤ 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
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- A collaborative system between the two institutions is required to ensure elimination and management of illegal land occupation

Developmental strategies for Spatial Rationale

No	Issues	Baseline	Objective	Performance indicator	Strategies			Key projects/ Program
					Short term	Medium term	Long term	
		Strategic Objective: To have efficient, effective, economic and integrated use of land space						
1	Provision of sustainable human settlements		To provide sustainable human settlements in the district	Township establishment	Provide 5000 sites to support LMs with cadaster plans	1)Provide 5000 sites to support LMs with cadaster plans	District spatial planning policy development	1) Township Establishment (1000 sites Kgapane Extension)
2	Intensification of land use and land development management	25	To promote land use and land development management	Coordinate MPT to determine land use and land development management	Receive, register, assess, determine, record proceedings and give feedback on land use applications referred to the MPT	1) Receive, register, assess, determine, record proceedings and give feedback on land use applications referred to the MPT	Receive, register, assess, determine, record proceedings and give feedback on land use applications referred to the MPT	2) Support GGM, GLM, MM & BPM to determine land use & land development applications through Municipal Planning Tribunal processes
3.	Need for SPLUMA compliant spatial planning systems	0	To ensure that all local municipalities have SPLUMA compliant LUS and SDFs by 2020	Support LMs develop LUS and SDFs	Budget develop LUS or SDF for LMs	Budget develop LUS or SDF for LMs	Monitor and evaluate spatial planning systems implementation	3) Support GLM to develop its land use scheme

4.	Eradication of informal land occupation	0	To support LMs to eradicate informal land occupation occupied	Township establishment	Budget for re-planning	Budget for re-planning	Budget for re-planning	4) Support BPM with re-planning along the R71 roads
5.	Corporate GIS	Basic GIS	To develop corporate GIS that is accessible by respective line function users in the district and LMs	Purchase and install software that respond to user needs and create access portals per respective line function	Install compatible corporate GIS software	Conduct user trainings	Monitor and evaluate implementation, provide user support and update information repository	5) Corporate GIS, IDP dashboard application, land use management, Roll out plan for GIS Framework, Disaster Management Application Development GIS Awareness to the public

What need to be in place for the effectiveness of the strategies

- (i) Needs identification & prioritization by local municipalities for effective and efficient support on Township Establishment by the District.
- (ii) Joint Municipal Planning Tribunal
- (iii) Participation of Stakeholders
- (iv) Budget allocation
- (v) Prompt procurement processes
- (vi) Upgraded MDM server

LOCAL ECONOMIC DEVELOPMENT : SWOT

STRENGTHS	WEAKNESSES
AGRICULTURE	AGRICULTURE
➤ Availability of unutilised arable land	➤ Unskilled labour
➤ Availability of labour	➤ Market size and buying power
➤ Geo physical conditions very favourable within the district	➤ Unorganised small holder farmers
➤ Diversified produce within the area (Mopani District)	➤ Uncoordinated farmers support
➤ Institutional capacity	➤ Lack of succession plan
	➤ Bulk water storage for irrigation
	➤ Partial implementation
MINING	
➤ Largest GVA/DPR) contributor	➤ Mismanagement of grassing land
➤ Attracts skilled, semi-skilled and unskilled labour	➤ Access to markets
➤ Creates and develop SMME.'s through	
➤ Prescribed by Law - Social Labour Plans / Benefits	
➤ Beneficiation for (Business / Land Claimants)	MINING
➤ Potential Small Scale Mining	➤ Unlawful Mining
	➤ Commodity Prices Subjected to External
	➤ Shortage of Skills

	➤ Cumbersome application processes for mining right / permits
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STRENGTHS	WEAKNESSES
TOURISM	TOURISM
➤ Availability of legal frameworks (NDP)	➤ Poor transport infrastructure & signage
➤ Availability of LED strategy	➤ Lack of integrated transport system
➤ Availability of tourism strategy	➤ Highly commercialised industry with barrier to entry by SMMEs
➤ Availability of Tourism Institution	➤ Uncoordinated tourism efforts
➤ Availability of active tourism attractions	➤ Lack of tourism relevant skills
➤ Availability of responsive tourism strategy	➤ Insufficient budget for tourism support (Municipal Level)
➤ Lower crime rate in the District	➤ Uncoordinated statistical analysis
➤ Availability of transport plan	➤ Lack of tourism awareness
	➤ Poor Tourism Signage

OPPORTUNITIES	THREATS
AGRICULTURE	AGRICULTURE
➤ Availability of economic infrastructure (Roads, railway lines, airport, etc)	➤ Theft
➤ Rail transportation infrastructure	➤ Disease outbreak
➤ Potential market opportunities	➤ Climate change
➤ Availability of Agricultural land	➤ Declared minimum wage

➤ Access to unutilized land	➤ Land invasion
➤ Partnership with other stakeholders	➤ Economic volatility
	➤ Bulk water storage for irrigation
MINING	➤ Loss of prime agricultural land
➤ Regulation of Sand Quarrying businesses	➤ Food & mouth red line diseases
➤ Resuscitate Old Mines	➤ Water rights to farmers
➤ Import and Develop Specialised Skills	MINING
➤ Greenstone Belt	➤ Red Tape / Applications take too long
➤ Policy & Legislature	➤ Illegal Mining, Abandoned Mines
➤ Mining charter	➤ Socio-Economic Stability (Culture/Xenophobia
➤ Potential Small Scale Mining	➤ Unstable Commodity Prices
➤ Social Labour Plans	➤ Job Losses (Mechanisation)
	➤ Scarce Water Resources
	➤ Land Claims can Hamper further Development
	➤ Undeveloped Infrastructure
	➤ Limited Lifespan
	➤ Unlawful Mining
	➤ Commodity Prices Subjected to External factors

LOCAL ECONOMIC DEVELOPMENT: STRATEGIES

No	Issues	Baseline	Objective	Performance indicator	Strategies			Key projects/ Program
					Short term	Medium term	Long term	
		Strategic Objective: To promote economic sectors of the District						
1	Limited access to markets and poor buying power	Uncategorized database of farmers vs the local gap market	a. To develop agricultural market	Develop Agricultural Markets	a. Profile farms in the district and annually prioritize 5 best farms per municipality (25 in the district). _ Support Agri-hub and two farmers' production support unit (FPSUs)	Annually prioritize 5 best farms per municipality (25 in the district) _ Support Agri-hub and two farmers' production support unit (FPSUs)	Annually prioritize 5 best farms per municipality (25 in the district) _ Support Agri-hub and two farmers' production support unit (FPSUs)	Support identified farmers to meet the gap market certification requirements
2	Untapped local and export markets	. Availability of a variety agricultural commodities	b. To facilitate and support wholesale markets _ To support farmers to produce required quality and	b. Production & Supplier Development	b. Assist prioritized farms to achieve General Agricultural Practice Standards(SA-GAP)- local markets c. Assist prioritized farms to achieve agro-processing	Assist prioritized farms to achieve General Agricultural Practice Standards(SA-GAP)- local markets c. Assist prioritized farms to achieve	b. Assist prioritized farms to achieve General Agricultural Practice Standards(SA-GAP)- export /global markets c. Support the establishment of	

			<p>quantity</p> <p>c. To develop Agro-processing facilities</p> <p>_To design and develop value chains in fruit and vegetables (commodities)</p> <p>d. To promote & link farmers with markets</p> <p>e. To develop a comprehensive & integrated plan in order to utilize Moshupatsela farm productively</p>		<p>standards</p> <p>d. Support the Agri-Expo, promote SMMEs through exhibitions and flea markets.</p> <p>e. Trace and retrieve initial activities on the farm and compile a status quo report (i.e. on illegal occupants & abandoned activities)</p> <p>_ Develop a comprehensive, integrated activation plan for the farm which includes payment of licensing fees</p>	<p>agro-processing standards</p> <p>d. Support the Agri-Expo, promote SMMEs through exhibitions and flea markets</p> <p>e. Roll out the implementation plan</p>	<p>fresh produce wholesale markets by Using existing government existing facilities (e.g. Industrial parks & identified agricultural productive land)</p> <p>d. Support the Agri-Expo, promote SMMEs through exhibitions and flea markets</p> <p>e. Implement & Monitor the implementation plan</p>	
3	Unskilled labour & Uncoordinated Support	Uncoordinated training intervention and support	e. To capacitate SMMEs across all the sectors through various forms of Skills	Institutional Capacity building & organizational support	e. Maintain updated databases and Implement consultative & briefing meetings, Solicit Partnership	e. Maintain updated databases & Implement consultative & briefing meetings,	e. Maintain updated databases & Implement consultative & briefing meetings,	Develop and maintain databases of SMMEs across all the sectors Solicit SMME

			<p>Development</p> <p>_ To organize and support organized SMMEs</p> <p>_To undergo a cost benefit analysis of developing a District Economic Development Agency vs Conversion of GTEDA into a District wide Agency</p> <p>Transformation of the Tourism sector</p> <p>To improve and expand tourism experience within the District</p> <p>Events market growth</p>		<p>with relevant training institutions and funders to Support emerging entrepreneurs</p> <p>Advertise for a study to undertake a cost benefit analysis of developing a District Wide Development Agency & solicit Council Decision</p> <p>Establishment of associations</p> <p>Support the Incubation of tourism SMMEs programme by the National Tourism Department</p> <p>Development and market Tourism routes and District wide tourism calendar of events</p>	<p>Solicit Partnership with relevant training institutions and funders to Support emerging entrepreneurs</p> <p>Implement Council decision</p> <p>Maintain efficient tourism associations</p>	<p>Solicit Partnership with relevant training institutions and funders to Support emerging entrepreneurs</p> <p>Implement Council Decision</p> <p>Maintain efficient tourism associations</p>	<p>Capacity building programmes across all sectors based on the sector gap market analysis through partnership</p> <p>Cost benefit analysis of Establishing a District Agency Consultative sessions with sectors (e.g. Coordination of Tourism Association)</p> <p>Development of a tourism website & packaging of Tourism routes</p> <p>Facilitate for the Development of arts & crafts</p>
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4.	Abandoned mining activities within the District Hi unemployment rate	Availability of LED Strategy & Rural Development Plan 39% unemployment rate predominantly youth	To develop a long term integrated Economic Development Plan To create an enabling environment for job opportunities	Mining Development	Conduct a study to Obtain resource distribution map & geo-physical from various institutions and confirm key commodities for the District Identify and assess Current Rights and Permit holders _ Identify potential SMMEs / Youth empowerment programs	Promote mining opportunities which preserve environmental compliance	Promote mining opportunities which preserve environmental compliance	Identify general priority mineral resources Opportunity exploration
5.	Poor Infrastructure for all sectors /thrusts	Zero	To Coordinate, profiling of Infrastructure for sectors/ thrusts and refer to relevant stakeholder for intervention	Profile Infrastructure for sectors/thrusts	Profile Infrastructural needs for sectors/ thrusts and refer to relevant authorities for intervention	Profile Infrastructural needs for sectors/ thrusts and refer to relevant authorities for intervention	Profile Infrastructural needs for sectors/ thrusts and refer to relevant authorities for intervention	Coordinate intervention for infrastructure needs

REQUIREMENTS FOR SUCCESSFUL STRATEGIES: (i) Participation of Stakeholders
(ii) Budget allocation (especially for economic infrastructure)
(i) Prompt procurement processes
(iv) Partnerships
(v) Inclusion of Job creation indicator for all Directors

BASIC SERVICES AND INFRASTRUCTURE SWOT

	STRENGTHS	WEAKNESSES
1	Availability of operational resources within the district (equipment and machinery :TLBs, graders etc)	None-collection of revenue / lack of cost recovery Delay in maintenance of the equipment
2	Skilled and semi-skilled personnel	Lack of water conservation and demand management
3	Availability of relevant legislation and policies to manage infrastructure	Insufficient infrastructure maintenance budget
4	Availability of infrastructure development grants	Lack of succession planning or skills retention
5	Procedures and policies in place to ensure infrastructure development	Theft and vandalism of infrastructure: Boreholes, transformers and water taps.
6	Stable council	Poor ground water availability
7	Good spending on grants	Unavailability of infrastructure master plan
8		Delay in SCM processes (i.e. appointment of Service Providers)
9		Shortage of personnel
10		Inadequate capacity of WWTW and WTW
11		Water pollution
12		Poor maintenance of infrastructure
13		Poor management of WSA/ WSP (Agreement)
14		Inadequate funding/Budget for operations and maintenance
15		Outdated Water Service Development Plan (WSDP)

16			Ineffective stakeholder participation
			Ageing infrastructure

	OPPORTUNITIES		THREATS
1	Support from sector departments and parastatals		Lack of capacitated Contractors and PSPs
2	Usage of renewable energy sources (e.g.. solar energy and cow dung)		Limited water resources – Water quota
34	Conduction of community education and awareness campaigns to curb the theft, illegal connection and vandalism of infrastructure		Weather abnormalities (climate change), Global warming
5	Sourcing of funds for infrastructure development and maintenance		Demand higher than the supply capacity (Water and electricity)
6	Utilizing the Existing infrastructure to enhance cost recovery		Siltation of rivers and dams
7	Creation of job opportunities through the implementation of projects		Untimely power outages
8	Waste water recycling: supply to farmers and use of water for irrigation.		Violent community protests
9	Rain water harvesting		High Rate of sprawling of villages

Basic Services and Infrastructure Strategies

No	Issues	Baseline	Objective	Performance indicator	Strategies			Key projects/ Program
					Short term	Medium term	Long term	
		Strategic Objective: Strategic Objective: To accelerate sustainable infrastructure and maintenance in all sectors						
1	Inadequate, dysfunctional and aged infrastructure to abstract and supply water to communities-reticulation.	Inadequate water infrastructure	Refurbishment and Construction of new infrastructure	Conduct functionality assessment and audit for infrastructure maintenance plan. Development and adoption of draft district water master plan by council and ensure alignment with provincial master plan.	Rehabilitation and replacement of ageing infrastructure Conduct routine maintenance Completion of current projects Drilling of borehole for areas without water supply. Development of infrastructure master plan.	Replacement of ageing infrastructure Development of new infrastructure to meet the future demand	Development of infrastructure maintenance plan Utilization of RBIG, WSIG and MIG to implement sustainable water infrastructure projects.	Functionality assessment and infrastructure audit RBIG, MIG and WSIG projects

2	Poor management of water and response to mechanical and electrical break downs.	Water pumps breakdowns & electric power failures.	maintenan ce. Water Conservati on and Demand Managem ent Plan	Proper management of water and repairs for both mechanical and electrical equipment's.	Develop plans Skills development Repair and Maintain existing generator sets	Replacement of ageing infrastructure Development of new infrastructure to meet the future demand	Mopani Ministerial Program Recruitment of skilled personnel	Water Conservatio n and Demand manageme nt Bulk metering
3	Insufficient water quota for domestic, Agriculture, mining and forestry. Hence, survival of the fittest.	Skewed water allocations	Increase allocation of water and upgrading of water treatment works	Equitable water distribution and allocation.	Application of water use license in conjunction with DWS	Application of water use license in conjunction with DWS	Licensing of schemes	
4	Lack of water meters in rural areas. Hence non-payment of services.	Water meters are in selected areas	Metered household connectio ns to all receiving water. Review of by-laws	All household have metered connection Review and implementation of by-laws Awareness campaigns	Replacement and installation of meters Awareness campaigns	Awareness campaigns Replacement and installation of meters Cost recovery	Awareness campaigns Replacement and installation of meters Cost recovery	

5	High numbers of indigents who would not afford paying for water.	74% of h/h are indigent	Updated indigent register	Indigent register	Coordinate the review of indigent register	Monitor and evaluate the implementation of indigent register	free basic water supply to poor households. Implement of cost recovery strategies	Water provision to indigent households Monitor of high water consumption
6	Theft and vandalism of water infrastructure.	Boreholes pump machines and transformers are stolen at high rate	Reduce the frequency of theft and vandalism of boreholes and transformers.	Reduced frequency of theft and vandalism.	Awareness campaigns Enforcement of criminal laws Repair and maintenance of infrastructure Monthly review	Enforcement of by-laws Awareness campaigns	Awareness campaigns Rehabilitation and replacement of infrastructure	Conduct awareness campaigns Rehabilitation and replacement of infrastructure
7	Lack of mitigation plans against drought.	Drinking water is supplied by tankers due to drought severity	Develop drought mitigation plan	Maximise ground water utilisation	Develop drought mitigation plan	Review drought mitigation plan Maximize ground water	Ground water augmentation	Development of boreholes Development of

						utilization		drought mitigation plan
8	Inadequate maintenance of existing infrastructure. E.g uncovered water canals, water treatment plants not maintained adequately.	Exposed water canals and lack of infrastructure maintenance plan	Adequate maintenance of existing infrastructure.	Functional water infrastructure	Rehabilitation and replacement of ageing infrastructure Sourcing of operation and maintenance funds	Replacement of ageing infrastructure	Development of new infrastructure to meet the future demand	Functionality assessment and infrastructure audit
9	Loss of water through illegal connections, over usage of water and pipe leakages.	Over-usage of water	Improved level of water supply and enforcement of criminal laws.	Reduced water loss.	Enforce by-laws Awareness campaigns Enhance universal coverage of water supply.	Enforce by-laws Awareness campaigns Enhance universal coverage of water supply	Water conservation and demand management	Refurbishment of infrastructure Installation of meters Rehabilitation of infrastructure Conduct awareness campaigns

10	Households pressure on standards of water services. H/H want water in their dwellings and houses.	H/H no longer tolerate RDP level of water services. 15,8% h/h without infrastructure in place	A progressive move from communal standpipes	Water provision in form of yard connections	Assess capacity of existing infrastructure Conduct needs analysis	Upgrade and extent infrastructure to meet the demand	Improved access to water and reduction in backlog	Water reticulation and metered household connections
11	Uncontrolled waste water into water catchments. E.g. sewage semi treated sludge flows from townships.	Effluent flowing into water bodies due to overloaded treatment works and systems.	Green drop certification (GDC) compliance status.	Complying effluent (SANS:241)	Rehabilitation and replacement of ageing infrastructure	Replacement of ageing infrastructure Development of new infrastructure to meet the future demand	Sanitation infrastructure development and rehabilitation	Refurbishment and upgrading to waste water treatment plant
12	Poor quality of potable water	Water treatment plants not operating efficiently	Improved level of Water Service (SANS241: 2011)	Provision of potable water.	Assessment of WTW.	Implementation of the outcome of the assessment done.	Water quality monitoring by Independent laboratory Services	Functional Assessment Water conservation and demand management

								nt Plan Water safety plan
13	Slow progress on water projects due to incapable contractors and lack of resources.	Contractors are being terminated after long delays with incomplete projects	Accelerate d implementation of infrastructure projects.	Timeous completion of projects and reduction of backlogs.	Apply Compliance to construction regulations within due time and Strengthen project monitoring	Apply Compliance to construction regulations within due time and Strengthen project monitoring	Apply Compliance to construction regulations within due time and Strengthen project monitoring	Project implementation monitoring
14	Non-compliance to services standard. There is no consensus of government with communities	Approval of Technical reports are delayed. Community expectations are not met.	MTREF commitment	Review of terms of reference and SLA Compliance to construction regulations Strengthen project monitoring	Implementation of reviewed terms of reference and SLA Compliance to construction regulations Strengthen project monitoring	Implementatio n of reviewed terms of reference and SLA Compliance to construction regulations Strengthen project monitoring	Contract management	Project implementation monitoring

SANITATION

No	Issues	Baseline	Objective	Performance indicator	Strategies			Key projects/ Program
					Short term	Medium term	Long term	
		Strategic Objective: To accelerate sustainable infrastructure and maintenance in all sectors of development						
SANITATION								
1	Lack of maintenance of water-borne sewage systems.	Waste water treatment not efficient.	Improve green drop rating	Improved maintenance of water – borne sewage systems	Rehabilitation of ageing infrastructure Implement preventative maintenance plan	Replacement of infrastructure Development of new infrastructure to meet the future demand	Replacement of infrastructure	Upgrading and refurbishment of sanitation infrastructure
2	Unaddressed sanitation backlog	Backlogs in RDP standard toilets	Backlog eradication	Improved access to sanitation	Upgrade and extend infrastructure to meet the demand	Upgrade and extend infrastructure to meet the demand	Upgrade and extend infrastructure to meet the demand	Mopani rural household sanitation
3	Pit latrines that are filled, posing health hazards, e.g. schools.	Problems of filled pit latrines at schools and h/h	Implementation and monitoring assessment plan	Assess capacity of existing infrastructure	Conduct awareness campaigns	Implementation and monitoring of assessment plan Extended life span	Implementation and monitoring of assessment plan Extended life span	Awareness campaigns Operation and maintenance
4	RDP standard toilets are not suitable for the disabled and the aged.	Special design for disabled people in accordance with their needs	Upgrade and extend infrastructure to meet the demand	Develop user friendly toilets for the disabled	Conduct needs analysis	Upgrade and extend infrastructure to meet the demand	Upgrade and extend infrastructure to meet the demand	Mopani rural household sanitation

No	Issues	Baseline	Objecti ve	Performan ce indicator	Strategies			Key projects/ Program
					Short term	Medium term	Long term	
		Strategic Objective: To accelerate sustainable infrastructure and maintenance in all sectors of development						
ENERGY/ELECTRICITY								
1	Poor electricity supply that need power stations to be upgraded.	MDM is the coordinator in the area of supply as locals are implementin g the project	Provision of electricity/ Energy	Provision of electricity/ Energy	Liaison with ESKOM to provide upgraded standard of electricity Strengthening projects by ESKOM	Upgrading of existing substations	Liaison with ESKOM to provide electricity	Upgrade standard of electricity Upgrading existing substations
2	Cost of electricity make h/h to top up the energy with wood.	MDM is the coordinator in the area of supply as locals are implementin g the project	Provision of affordable electricity/ Energy	Provision of affordable electricity/ Energy	Liaison with NERSA and attendance of NERSA conference to negotiate affordable electricity for Municipal area	Liaison with NERSA and attendance of NERSA conference to negotiate affordable electricity for Municipal area	Liaison with NERSA and attendance of NERSA conference to negotiate affordable electricity for Municipal area	Coordinate electricity supply
3	Continual establishment of	MDM is the coordinator	Provision of electricity/	Household s with	Liaison with ESKOM to provide	Liaison with ESKOM to provide electricity	Liaison with ESKOM to	Reduced backlog of

	new settlements on informal basis maintain the backlog..	in the area of supply as locals are implementing the project	Energy	electricity.	electricity		provide electricity	households without electricity.
4	Theft and vandalism of transformers and cables	MDM is the coordinator in the area of supply as locals are implementing the project	Elimination of theft and vandalism	Reduced theft and vandalism	Awareness campaigns	Replacement of transformers and vandalized material	Improved technology to prevent theft and vandalism	Reduced number of vandalism and theft of electrical equipment's.

No	Issues	Baseline	Objective	Performance indicator				Key projects Program
					Short term	Medium term	Long term	
		Strategic Objective: To accelerate sustainable infrastructure and maintenance in all sectors of development						
ROADS								
1	Lack of paving on very busy (priority) roads	Inadequate paving of roads on priority list	To ensure that all roads on the priority list are paved To compile and submit a new priority list	Paving of roads on priority list submitted to RAL	Compilation and submission of new priority list to RAL	Implementation of priority list by RAL	Implementation of priority list by RAL	Implementation of projects as per priority list by RAL Special District Transport forum on road infrastructure

								Project site visits
2	Poor access to public facilities	Poor access to public facilities	To improve accessibility to public amenities	Improved accessibility to public amenities	Ensure improved access to public amenities	Ensure improved access to public amenities	Ensure improved access to public amenities	Rural Road Asset Management System
3	Fences protecting road users against straying animals are destroyed.	Damaging of fences alongside the roads	To discourage the damaging of fences alongside the roads	Curbing the damaging of fences alongside the roads	Liaison with RAL and DPWRI	Liaison with RAL and DPWRI	Liaison with RAL and DPWRI	Participating in awareness campaigns by LDoT. District Transport Forum
4	Roads used by heavy vehicles (trucks) that demand a high rate of maintenance.	High rate of maintenance costs on roads used by trucks	Upgrade roads to bear loading capacity of trucks on applicable roads	Reduce maintenance costs on roads used by trucks	Identify roads that are frequently used by trucks	Commence on upgrade of roads.	Upgrade of identified roads	Development of freight transport and logistics strategy

The following need to be in place for the effectiveness of the strategies:

- (i) Water restrictions needs to be considered for places with lower dam levels.
- (ii) Public awareness on By-Laws and enforcement to prevent Vandalism and theft of infrastructure
- (iii) Extension of water reticulation network and uproot/remove illegal connections
- (iv) The water Demand higher than the supply capacity - Upgrading of the water infrastructure to be prioritised

- (v) Metering and billing of all end users to ensure sustainable cost recovery
- (vi) Refurbishment and rehabilitation of both water and waste water plants.
- (vii) Regular interactions between local and district municipalities with traditional leaders to avoid unplanned settlements which might need services.
- (viii) Review of the allocated quota to allow upgrades of treatment works and new developments
- (ix) Proper maintenance of office facilities/ office buildings
- (x) More office space be created
- (xi) Water reserves be made for offices
- (xii) Electrical generator be installed in all office blocks to mitigate the load shedding.

(BASIC SERVICE DELIVERY) Social services

SWOT

STRENGTHS		WEAKNESSES	
Availability of institutional policies, by laws and other relevant legislations		Poor implementation of policies, by laws and other legislations	
Approved organisational structures		Fragmented policy framework and lack of synergy between sectors	
Political will and support		Delays in the filling of vacant positions, resulting to poor service delivery	
Billing system for services rendered to clients		Poor revenue collection	
Passionate, committed and skilled workforce.		Poor maintenance of infrastructure	
Existence of governance structures, e.g. Portfolio Committees,		Poor functionality of some of the governance structures, eg Local AIDS	

Cluster Technical Committees, AIDS Technical Committees, AIDS Council, Community Safety Forums.		Councils, Clinic Committees, District Health Council, Food Control Committee, Environmental Management Forum, etc
		Poor attendance of meetings by stakeholders
		Lack of specialised training
		Shortage of tools of trade, equipment and apparatus
		Resource constraints, both financial and human resources to ensure effective service delivery

OPPORTUNITIES	THREATS
Well-developed infrastructure, e.g. electricity, roads, rail, health facilities, etc	communicable and non – communicable diseases prevalence rate.
Huge Mining and Agricultural sector, and Tourism	Non-payment of municipal rates and taxes
Good stakeholder relationship	Political instability
Collection of revenue from water services, Fire & rescue services, Municipal Health Services, Air quality management, Traffic Control offences (contravention of By – laws and other legislations).	Depletion of the natural resources such as water and the environment
Research opportunities from various institutions	Service Delivery community protests
	Drought and global warming
	Corrupt officials
	Natural disasters
	Increased road incidents
	Land, water and air pollution
	Violence in public transport sector
	Overlaps of functions with other sectors

Social services Strategies

No	Issues	Baseline	Objective	Performance indicator	Strategies			Key projects/ Program
					Short term	Medium term	Long term	
		Strategic Objective: To improve community safety, health and social well-being						
1	Inefficiency of the GEMC3 system	GMC3 system is outdated	To enhance the communication system in the Disaster Management Centre and Fire station.	System upgrade	Upgrading of GEMC3	Maintenanc e of the GEMC3	Maintenanc e of the GEMC3	Upgrading of GEMC3
2	Outdated sector Plans, eg Disaster Management Plan and Air Quality Management Plan.	Disaster Management plan never review since 2015	To prevent loss of life, infrastructure, degradation and economic disruption.	Reviewed sector plans with council resolution	Review the sector plans with council resolution	Implement the sector plans	Review and implement the sector plans	Review the Disaster Management Plan District Environmental Management Forum Review the Air Quality Management Plan Air Quality Indaba
3	Fire stations not complying with turnaround time for fire responses.	5 fire stations are inadequate in terms of response time	To prevent loss of lives and infrastructure through fire	6 satellites fire Stations to be erected	Site acquisition and fencing (phase1)	Erection of the satellite fire station and operation (phase 2)	Operation of the satellite fire station	1 . Site acquisition and fencing (phase 1). 2. Erection of the satellite fire station (phase 2). 3, District Fire

								Prevention Association Forum (FPA)
4	Lack of continuous replacement of vehicle	Most of the Fire services vehicles are old.	To prevent loss of lives and infrastructure through fire	Developing of a vehicle replacement policy Improved fire response time to fire incidents	Developing of fire plan	Procurement and replacement	Procurement and replacement	1. Purchasing of new fire vehicles 2. Purchasing of fire & rescue equipment 3. Development of fire plan
5	Lack of coordination of Water and Food Sampling Plan Lack of coordination Environmental Health and Hygiene Strategy (EHHS)	The district is depending on national sampling programme and national strategy	To ensure the supply of safe food and portable water which is free from pathogenic organisms	Approved Water Sampling Plan with council resolution Approved Food Sampling Plan with council resolution Approved Health and Hygiene Strategy with council resolution Well coordinated food & water sampling programme	Develop Water and Food Sampling Plan Develop EHHS	Implement the plans Implement the EHHS	Implement the plans Implement the EHHS	1. Develop Water Sampling Plan 2. Develop Food Sampling Plan 3, Develop EHHS
6	Lack of law enforcement and compliance on Legislation and By-Laws	Received authorisation from the Minister to enforce the Health	To ensure compliance with relevant Health legislations and	Number of officials trained and appointed as Peace Officers. Execution and	Training of officials as Peace Officers and law enforcement Appointment of	Law enforcement	Law enforcement	1, Training of officials for EMTs and for Peace officers.

		legislations	bylaws.	compliance with the Acts and bylaws	Officials as Peace Offices & EMIs			
7	Outdated By-laws	Emergency bylaws and Health bylaws are in place	To ensure compliance to legislations and bylaws	By-laws reviewed with council resolution . Environmental Health Policy (EHP) developed and approved	Review and implement Health and Fire Services bylaws Develop Waste Management bylaws Develop Air quality management bylaws	Implement bylaws	Implement bylaws	1. Review Health and Fire Services bylaws 2. Develop Waste Management bylaws 3. Develop Air quality Management bylaws 4. Develop EHP
8	Ineffective governance structures	District Health Council; AIDS Council; Food Control Committee; District Environmental Forum are in place but ineffective	To strengthen governance of the District Health System	Number of governance structures established and supported Number of implemented resolutions taken by the identified structures. Reduction and infection rate of HAST (HIV & AIDS, STIs and TB) Improvement on	Establish and support governance structures	Support governance structures	Support governance structures	Support with budget, coordinate and monitoring the following structures: •District Health Council; • AIDS Council; • Food Control Committee; • District Environmental Forum • District Outbreak Response Forum

				mitigation of disaster incident				<ul style="list-style-type: none"> • Disaster Management Forum • Fire & Rescue Forum • Community Safety Forum • IGR Social Cluster Technical Committee • District FPA
9	Community Safety	District Community Safety Strategy not in place operations is based on national and provincial strategy	To improve community safety	<p>Percentage improvement in community safety</p> <p>Reduction in the number of crime incidents</p> <p>Approved District Community Safety Strategy with Council resolution</p>	Implement the Community safety strategy	Implement the Community safety strategy	Implement the Community safety strategy	, Support District Community Safety Forum 2, Development of District community safety strategy
10	<p>Inadequate financial support to Sport, recreation, arts and culture programmes (SRAC) support</p> <p>Lack of Employee Sport Policy (ESP)</p>	7 SRAC activities were supported out of 12	To ensure a mental and physical healthy community, talent identification & development.	<p>Number of SRAC activities supported</p> <p>Developed and approved ESP with Council resolution</p>	<p>Develop the ESP</p> <p>Strengthen the support of SRAC programmes</p> <p>Strengthen intergovernmental relations. (IGR)</p>	Implement the ESP Support SRAC activities	Implement the ESP Support SRAC activities	<ol style="list-style-type: none"> 1. Ku Luma Vukanyi 2. Indigenous Games 3. Golden Games 4. School sport 5. Junior Dipapadi 6. Disability Sport 7. Women and sport 8. Support to federations

								9. District Mapungubye 10. District Library Forums 11. Employee Sport 12. District Sport Confederation
11	High road accident rates	Road Safety Strategy is in place 2 Arrive Alive event was supported	To promote road safety	Reduced road accidents crashes and fatalities	Support the implementation of road safety strategy	Support the implementation of road safety strategy	Support the implementation of road safety strategy	Support the following programmes: 1. Arrive Alive campaign 2. Road Safety Summit 3. Transport month roads Joint operation
12	Poor attendance by stakeholders of HAST activities and other IGR forums	Multi - sectoral district implementation of Hast plan in place	To Coordinate, Support and monitor the implementation of the District HAST Plan .	Improved consistency of attendance of HAST meeting Reduced infection rate	Coordinate, support and monitor implementation of HAST plan	Coordinate, support and monitor implementation of HAST Plan	Coordinate, support and monitor implementation of HAST Plan	1. DAC 2. DTAC 3. District World AIDS Day celebration 4. Candlelight Memorial 5. Partnership Week 6. District Health Council 7. TB Day 8. Red ribbon 9. Child Headed Home support

SOCIAL SERVICES NEEDS FOR SECTOR SUPPORT

SOCIAL		BASELINE	STRATEGIES
HOUSING			
13.1	The rate of emerging informal settlements make the housing provisioning target elastic.	Existence of Informal settlements resulting with the need for housing.	NEED FOR SECTOR DEPARTMENT S SUPPORT
13.2	Housing provisioning does not look into sustainable human settlement in totality.	Villages are growing were there is no potential for economic viability.	
13.3	Houses are put where there are no plans for water provisioning and other critical services.	To have sustainable human settlements	
13.4	Incomplete top structures of housing projects	To have properly managed housing projects	
13.5	Poor quality of RDP houses due to workmanship.	To have building inspection program during the project	
13.6	Beneficiary identification	RDP std houses are allocated to capable people while the needy do lack.	
Emergency & Disaster Management			NEEDS FOR SECTOR DEPARTMENT S SUPPORT
14.1	Lack of billboards to provide for navigation to villages. This cause delay in reaching disaster points.	Lack of billboards, especially in villages	
14.2	Poor road systems to afford easy access to disaster points.	Access Roads that are not maintained	
14.3	Disintegration of spatial planning with Disaster Management planning....Not talking to each other.	Settlements are established in disaster prone areas, e.g flood lines, land slides	
14.5	Lack of corporate attention to Disaster Management programmes during	Departments not participating.....	

	planning.		
HEALTH		BASELINE	STRATEGIES
15.1	Lack of infrastructure for the required standards of health services	Clinics do not have adequate rooms to meet service stds	NEED FOR SECTOR DEPARTMENT S SUPPORT
15.2	Unaccounted population using health facilities.	Influx of Foreign nationals	
15.3	Health facilities that do not provide 24hours services		
15.4	Inadequate emergency services vehicles		
15.5	Shortage of medication from time to time		
15.6	Shortage of housing for medical personnel in rural areas		
SPORT, ARTS AND CULTURE			
16.1	Majority of our people do not have access to suitable & alternative sporting facilities and equipment for a variety of sporting codes.	NEED FOR SECTOR DEPARTMENTS SUPPORT	
16.2	Designated groups are not well integrated in the Sporting activities of Mopani.		
16.3	Lack of public art galleries & theatres		
16.4	Sporting infrastructure facilities are obsolete and need renovation.		
16.5	Lack of access to library services by villagers.		
16.6	Libraries that are without resources such as books, internet, furniture, etc.		
16.7	Dysfunctional library forum		

16.8	Dysfunctional Language forum		
EDUCATION		BASELINE	
17.1	Poor maintenance of school infrastructure. Dilapidated and Life-threatening classrooms.		NEED FOR SECTOR DEPARTMEN TS SUPPORT
17.2	Poor maintenance of sanitation facilities. Toilets full.		
17.3	ECDs that are not registered with DSD. Hence they do not have qualified teacher.		
17.4	Lack of learning aids.		
17.5	Old schools that are not user-friendly to the disabled.	76% of schools are not adapted to disabled	
17.6	Overcrowding of learners in classrooms.		
17.7	Lack of Abet centers in certain areas	18 areas identified for need of abet.	
17.8	People who can neither read nor write.	12% of the population of MDM can't read or write.	
17.9	Mathematics & Science teachers are scarce to find.	Zalishaka bursary on contract Mastech in Seshego	
17.10	Not attaining standards on pupil: teacher ratio.		
17.11	Lack of indigenous knowledge to children in their school age.		
17.12	Drug abuse by learners.		

SAFETY AND SECURITY		
18.1	Few police stations to serve communities effectively, MLM at Hoedspruit, GGM in Giyani compared to sparse settlements.	NEED FOR SECTOR DEPARTMEN TS SUPPORT
18.2	Shortage of police personnel	
18.3	Unethical officials (police personnel).	
18.4	Police services vs justice system	
18.5	Ineffective Community policing fora.	
18.6	Poor road access to communities	
18.7	Lack of apollo lights in crime prone areas	
18.8	Pedestrian paths that go through bushes.	
18.9	Domestic violence	
18.10	Economic Inequalities/ poverty	
18.11	Unregulated and mushrooming shebeens/ taverns.	
18.12	Areas where there is no network for cell phones and no public telephones provided.	
18.13	Stock theft.	
18.14	Community uprisings due to lack of basic services	
18.15	Poor road conditions that cause high accidents and lack of access for emergency vehicles	
18.16	Lack of sporting facilities	
18.17	Illegal electric connections	

REQUIREMENTS FOR EFFECTIVE IMPLEMENTATION OF THE STRATEGIES

- (i) Filling of critical positions be prioritised
- (ii) Skills development/training of officials be prioritised
- (iv) Procurement of the necessary tools of trade be prioritised
- (v) Request grant funding for Satellite fire stations from the National Treasury.
- (vi) Effective law enforcement
- (vii) Support LMs with funding for waste management (landfill sites development).

FINANCIAL VIABILITY SWOT

STRENGTHS	WEAKNESSES
Functional oversight committees	Failure to fully implement AGSA & internal audit action plans (SCM, Exp, Rev, B&R, Assets)
All critical positions are filled	Skills development and training gaps (HR)
Functional and effective departments	Low level of skills
Policies in place and reviewed regularly	Non-compliance with laws and regulations (SCM laws and regulations and MFMA calendar)
	Inadequate financial control systems
	Poor communication (internal and external) to ensure common goal reporting
	Financial sustainability/viability – limited revenue resources
	Funds do not always follow structure and plans
	Delays to take over water authority implementation status from local municipalities
	Reliance on consultants
	Ineffective IGR

OPPORTUNITIES	THREATS
SALGA, CoGHSTA, LPT and AGSA available to support	Downgrading by COGTA further frustrating revenue
CoGTA appointed Begin Africa to assist with the water business issues (An expert through GTAC has been afforded)	Grant dependency/ No own revenue
Collectable debt book	Mscoa
Available revenue from water and sanitation	Growing debt with utilities (LNW, DWA)

FINANCIAL VIABILITY STRATEGIES

2019/20 – 2024

No	Issues	Baseline	Objective	Performance indicator	Strategies			Key projects/ Program
					Short term	Medium term	Long term	
Financial viability		Strategic Objective: To increase revenue generation and implement financial control systems						
1	Revenue for water and sanitation not collected	0% collection rate	To ensure that MDM receives revenue for the water and sanitation services	All billed revenue is collected	Monthly CFOs forum and discuss with LM’s on payment arrangements for revenue collected on behalf of MDM	1) Full implementation of signed SLA 2) If LM refuses, MDM will consider the need to take back the water & sanitation function	MDM to take back water and sanitation function from LM’s	1) Negotiation with LM’s on water and sanitation revenue collection and surrendering to MDM. 2) Implementation of signed SLA’s 3) Reclaiming of water and sanitation function from LM’s 4) Monthly verifications and reconciliation of water and sanitation

								<p>transactions with LMs</p> <p>5) Public participation on the introduction of prepaid metering system</p> <p>6) Public participation of tariffs increase and rural billing</p>
2	Growing debt book	Increasing debts for Local municipalities (R320 million), LNW (R500 million) and DWS (R300 million)	Payment of debts as and when they become due.	Repayments made towards the total debts as a percentage of total debts.	Repayment arrangements with significant creditors (DWS, R12million per quarter AND LNW, R70million in four months)	<p>1) Review the invoices with the memorandum of agreement with Lepelle Northern Water</p> <p>2) Request Lepelle Northern Water to relax the services of the debt collector as it is taking a significant portion of the payments</p>		<p>1. Monthly reconciliation of creditors accounts.</p> <p>2. Monthly reporting on progress on repayment of creditors.</p> <p>3. Continuous engagements on repayment arrangement with local municipalities, LNW and DWS.</p> <p>4. Engage LNW and DWS on activities that cause costs with the aim of containment.</p>
3	Poor implementation of financial control systems	Insufficient utilization of existing financial systems	To ensure that there is a marked improvement in	Financial control system that are capable of	1) Preparation and review of monthly and quarterly financial statements.	Regular review of the financial management control systems	Redesign and testing- to ensure	1) Review of financial controls,

			the utilization of financial control systems	producing credible financial reports promptly.	2) Training of finance personnel. 3) Monitoring and review of financial controls, 4) prioritization and full implementation of critical controls	Regular review of financial related policies	continuous improvement- of financial control systems	
4	High dependency on grants that have limitation on the amount and conditional use	84% dependent on grants	To minimize dependency on grants	% reduction on dependency of conditional grants	1) Ensure that there is an increase in the collection of revenue from LM's	2) Explore other revenue avenues. 3) increase reliability of revenue streaming from LM's for water and sanitation services	To be financially viable.	1) Develop the revenue enhancement strategy 2) Billing in the rural areas after doing the public participation 3) Engagements with LEDET on take over the business licensing business
5	Non-credible budgeting	Non-credible budgets.	Ensure credible budgeting	Credible budget submitted to council and the Provincial Treasury as certified by Treasury	Compilation of budgets before legislated timeframes to allow enough time to ensure credibility in the budgeting process.			1) Training of staff on the preparation of credible budgets. 2) Treasury review of budgets before finalised. 3) Review the budgeting process against the review of finance related policies

6	Poor Assets Management	Poor assets management	Improve on asset management	% improvement on AG assets related findings compared to the previous year of audit	1. Capacitate the asset management unit 2. Monthly reconciliation of assets financial reports from SCM, Assets and Technical)	Ensure effective skills transfer from assets consultants.	Do away with the use of consultants	1) Acquisition of a dedicated electronic asset management system. 2) Assets GRAP training. 3) Monthly reconciliations
7	Poor performance	Poor performance reports	Improve performance	% improvement on performance compared to the previous reporting period	Compilation of POE files by each manager on a monthly basis	Improve on performance	Improve on performance	1) Development and monitoring of the performance capturing schedule. 2) Dedication of performance capturing personnel.
8	Unfavourable audit outcomes	Adverse audit outcome	Improved the audit outcome compared to the preceding financial year	Unqualified AG audit opinion	Resolve all significant audit findings Appointment of the reviewer of AFS Introduce an interim external audit Quarterly review of the water and sanitation financial information from locals	Resolve all audit findings	Obtain clean audits	1. Implementation of the Audit Action Plan 2. Identification of accurate root causes. 3. Informed allocation of responsibilities on action on audit findings. 4. Appointment of the reviewer of AFS 5. Introduce an interim external audit 6. Quarterly review of the water and sanitation financial

								information from locals 7. Implement a System of identification of UIFW
9	mSCOA non-compliance	Non-compliance with the mSCOA circulars.	mSCOA compliant financial environment.	Compliance levels confirmed by Treasury	Replacement of the current service provider	Implementation of mSCOA with the legislated time lines	Effective financial control system	1. Monitoring mSCOA project through a committee 2. Replacement of the current service provider 3. Municipal wide mSCOA awareness
10	Lack of capacity in critical areas	Poor control environment and unfavorable audit outcomes	Ensure a skilled work force	Number personnel trained and demonstrated improvements on the key job areas.	Training of staff Rotation of staff	Appointment of more skilled personnel (financial reporting, revenue and assets management)		1) Training of staff 2) Appointment of staff 3) Rotation of staff
11	Slow pace in implementation of the cost containment circulars	Partial implementation of the cost containment circulars	Full implementation of the cost containment circulars	Full compliance with the cost containment measures.	Full implementation of the cost containment circulars			1. Review of procurement activities for compliance with the cost containment circulars. 2. Monthly verification of utility bills (Eskom, LNW and DWS)

								3. Introduction of meter readings on utility services
12	Non-compliance with laws and regulations (SCM and Budget and Reporting)	Non-compliant reporting environment	To ensure that the municipality complies with NT laws and regulations as well as a clean audit outcome	Financial reports fully complying with the legislative requirements.	Develop and monitor compliance checklists and follow up on non-compliance monthly Standardise the portfolio committee agendas with material compliance matters			1. Compliance awareness in the municipality 2. Training of officials on SCM and reporting related laws and regulations.
13	Inadequate implementation of finance related resolutions of council and council structures (AC and Portfolio committee)	Non-implementation of resolutions	Implementation of all material strategic resolutions	All resolutions affecting directorate fully implemented	Standardise all finance related committee meetings with resolutions			1. Resolutions tracking sessions 2. Submit all monthly reports to the AC and Portfolio Committee
14	Delays in implementation of the demand management plan	Slow procurement of the projects in the budget and SDBIP	Speed up the implementation of the demand management plan	Full implementation of the demand management plan.	Track the implementation of the demand management plan through the BAC meetings. Review of the progress on the demand management plan by the Accounting officer monthly.			1. Standardisation of the demand management plan in the BAC meetings.
15	Inadequate response to the	Inadequate response to the	Full response to the significant	All risks mitigated	Standardisation of the risk register and its			N/A

	risks identified by the risk committee	risks identified by the risk committee	risks		progress tracking report			
16	Poor record keeping	Unstructured record keeping system	Ensure prompt access to financial documents and records	All records available and accessible at all times.	Training of staff on record keeping. Dedication of a records storage and personnel.			1. Training on records keeping. 2. Identification of finance records champion and storage facility.
17	Poor monitoring of compliance with water and sanitation SLAs with local municipalities.	Non-compliance by the district and locals with SLAs	To ensure full compliance with the signed SLAs with locals	SLAs on water and sanitation fully complied with on finance.	Engagement with locals on clauses in the SLAs that may cause subsequent non-compliance Monitoring of compliance monthly	Take over the water and sanitation function		1. Drafting of SLAs with the local municipalities.
18	Ineffective IGR structures in terms of implementation of resolutions	Lack of consistence attendance of finance related IGR sittings and implementation of recommendations thereof.	Effective IGR structures	Number of resolutions of CFO's forum resolved. Number of CFOs forum held	Monthly IGR engagements			1. Monthly CFOs Forum
19	Overreliance on consultants	Overreliance on consultants	Ensure maximum return and municipal accountability on the work of	Number of assessments made on work of all consultants	Pair consultants with internal staff and filter the expectations in the SLAs for monitoring	Pair consultants with internal staff and filter the expectations in the SLAs for monitoring	Do away with consultants	1. Consultants monitoring 2. Skills transfer training

			consultants					
20	Lack of regular review of finance policies	Finance policies reviewed but not with sufficient frequency.	Improve financial management	Number of finance policies reviewed	Review of finance policies			1. Review of policies to be submitted to Council before the end of the financial year.

REQUIREMENTS FOR THE EFFECTIVE IMPLEMENTATION OF THE STRATEGIES

1. Capacitate officials and limit reliance on consultants
2. Rearrangement of the staffing within BTO to achieve synergies
3. Take over water transaction implementation authority from local municipalities
4. Build a culture of compliance with applicable legislations, policies and procedures.
5. All priority projects be fully funded
6. Monitor the effectiveness of CFO forum by keeping track of implementation of resolutions.
7. Spending only on allocated budget as per the SDBIP
8. Budget adjustment be based on facts and not on poor performance.
9. Appointment of a new mSCOA service provider
10. Introduction of an interim audit
11. Appointment of debt collector for water and sanitation debtors

4.4 STRATEGIC ALIGNMENT

Ten strategic priority areas which are aligned to the Vision 2014 have been identified by national government within the MTSF to create a platform for the future development of South Africa as a whole. Based on these priority areas, the CoGTA has identified their own priority areas that will guide national, local and provincial governance. CoGTA has also developed the Local Government Turnaround Strategy (LGTAS) and identified five Strategic Objectives in addressing the cause and effect of challenges within local government.

The Limpopo Province has also identified strategic objectives aligned to these priorities in the Limpopo Employment growth and Development Plan. Mopani District Municipality has identified their strategic objectives in response to the strategies identified by the national and provincial government. District programmes are translated to these objectives and subsequently to national and provincial strategic priorities and objectives.

The matrix below indicates the relation between the strategic objectives of Mopani District Municipality and the national and provincial priority areas:

4.4.1 STRATEGIC ALIGNMENT: Alignment of National, Provincial and Local government strategic priorities

MTSF	COGTA	LGTAS	LEGDP/LDP	OUTCOME 9	MOPANI
Improve the health profile of society	Fostering Development Partnerships, Social Cohesion and community mobilisation	Strengthen partnerships between local government, communities and civil society	Access to quality education	Deepen democracy through a refined ward committee model	Community safety and well-being
Build cohesive, caring and sustainable communities			Cohesive and sustainable communities		
Massive programme to build economic and social infrastructure			Improved health care		
			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	To promote economic sectors of the District (Growing economy through agriculture, mining, tourism and manufacturing).
			Economic and social infrastructure		
Building of a developmental state including improving of public services and strengthening democratic institutions	Building the Developmental State in Provincial and Local Government that is efficient, effective and responsive	Ensure that municipalities meet basic needs of communities	Sustainable resource management and use	Improve municipal financial capacity	Promoting democracy and sound governance.
				Implement a differentiated approach to municipal financing, planning and support	
				Improved access to basic services	Develop and maintain infrastructure
					Clean, safe and hygienic environment, water and sanitation services.
Comprehensive rural development strategy linked to land and	Accelerating Service Delivery and supporting the vulnerable		Rural development, food security and land reform	Actions supportive of human settlement	Sustainable, optimal, harmonious and integrated land development.

MTSF	COGTA	LGTAS	LEGDP/LDP	OUTCOME 9	MOPANI
agrarian reform and food security			Creation of a better Africa and a better world A developmental state including improvement of public services	outcomes	
Intensify the fight against crime and corruption	Strengthen Accountability and Clean Government	Improve national and provincial policy, support and oversight to local government Build clean, responsive and accountable local government		Single Window of coordination	Community safety and well being
Pursuing African advancement and enhanced international cooperation	Improving the Developmental Capability of the Institution of Traditional Leadership	Improve functionality, performance and professionalism in municipalities		Improve administrative capacity	To inculcate entrepreneurial and intellectual capabilities (Efficient, effective and capable workforce.)
Strengthen skills and human resource base					
Sustainable Resource Management and use					

Table 1: Strategic Alignment Matrix

Local Government: Municipal Performance Regulations R805 (2006) prescribes five Key Performance Areas that relates to the Five Year Local Government Strategic Agenda. The aim of these Performance Areas is to facilitate ease of all Government planning and performance management. The table below indicates how the Mopani District Municipality's Strategic Objectives was aligned to the five Key Performance Areas.

[Acronyms: MTSF: Medium Term Strategic Framework

CoGTA: Corporative Governance and Traditional Affairs

LGTAS: Local Government Strategic Agenda

LEGDP: Limpopo Employment Growth and Development Plan.

4.5 Strategic Scorecard

Strategic Key Performance Indicators were developed to measure the outcomes of the objectives. The Strategic Scorecard below indicates the desired outcomes, indicators, Strategies, Programmes as well as strategic projects. Key criteria that were used to develop the objectives include:

- Outcomes are that we would like to achieve, within our control, with regards to the objective.
- Key Performance indicators and targets are measurable results of the outcomes over the next five years.
- Strategies are alternative ways to achieve the set objectives
- Projects are the specific initiatives undertaken by the municipality to support the objective for which funding should be prioritised.

4.6 PROGRAMME STRATEGIES

To achieve the set objectives, a number of programmes have been initiated that encompass the achievement of the strategic objectives. These programmes were determined not only with a view on the national and provincial intent but also bearing in mind the organisational structure and the current status of service delivery within Mopani District Municipality.

Based upon this information as well as the strategic vision of Mopani District Municipality, the following programmes are identified as key areas that will receive attention to ensure that achievement of strategic objectives. In operationalising the strategic intent of Mopani District Municipality, operational strategies per programme were developed, which in turn will inform the Institutional Scorecard for measuring and reporting purposes. The Institutional Scorecard will form the basis for the SDBIP.

Below follows a table indicating the identified strategic programmes, sub-programmes and programme objectives with related programme strategies:

KPAs, Goals and Strategic Objectives, Outcomes and Performance Indicators

KPA	GOAL	STRATEGIC OBJECTIVE	OUTCOMES	kPI (INDICATORS)
Municipal Transformation & Organisational Development	Efficient, effective and capable workforce	To inculcate entrepreneurial and intellectual capabilities.	Improved performance	% average organisational performance rating
	A learning institution	To strengthen record keeping & knowledge management	Incremental growth in knowledge and information hub	Percentage rating on prompt and accurate information and response time on issues.
Basic Service Delivery	Sustainable infrastructure development and maintenance	To accelerate sustainable infrastructure and maintenance in all sectors of development.	Adequate & appropriate infrastructure for access to basic services	% (number) household with access to basic services (water, sanitation, electricity and waste removal)
	Clean, safe and hygienic environment, water and sanitation services.	To have integrated infrastructure development.	Sustainable livelihoods	% rating on integrated services
	Safe, healthy living environment	To improve community safety, health and social well-being	Quality life	% (number) households that are indigent
Local Economic Development	Growing economy (through agriculture, mining, tourism and manufacturing).	To promote economic sectors of the District	Sustainable district economy	% GDP rating
Spatial Rationale	Sustainable, optimal, harmonious and integrated land development	To have efficient, effective, economic and integrated use of land space.	Economic land development	% rating on available land for development.
Financial Viability	Reduced financial dependency and provision of sound financial management	To increase revenue generation and implement financial control systems	Reduced financial dependency and sound financial management	<ul style="list-style-type: none"> ➤ % outstanding debtors more than 90 days ➤ % creditors paid within 30 days ➤ Liquidity ratio ➤ R-value liabilities / R-value assets as %
Good Governance and Public Participation	Democratic society and sound governance	To promote democracy and sound governance	Informed decision making in all levels	% rating on status of developmental Local government.

CHAPTER 5: PROJECTS PHASE

5.1 PROJECTS PRIORITISATION

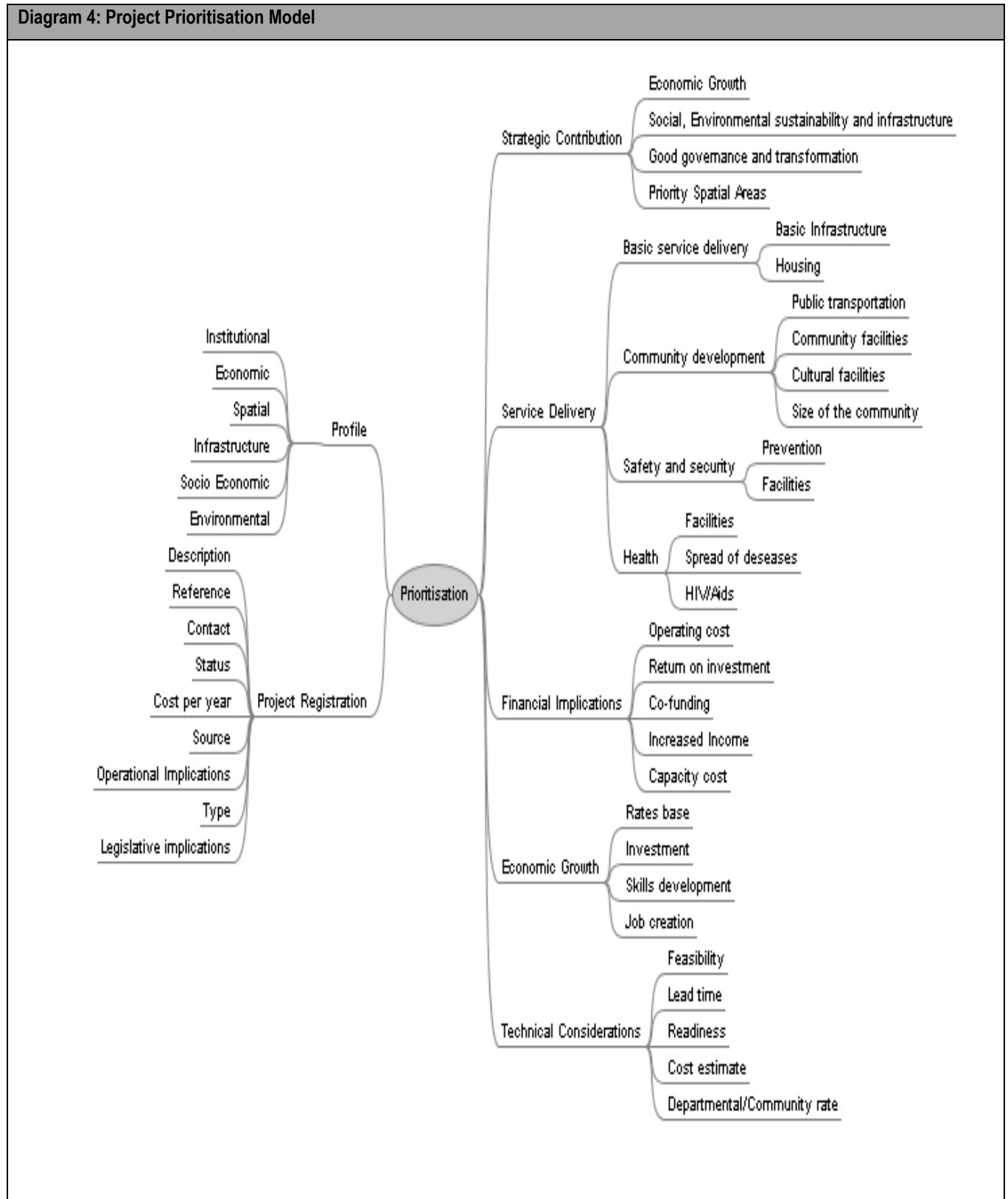
Project prioritization is a process and not a once off allocation of weights and scores. Successful prioritization is dependent on all of the steps in a process and the relevancy and appropriateness of a prioritization exercise will be weakened if all of the steps of the process are not committed to. Prioritisation is also to a large degree focused on financial and budget decisions to accomplish specific objectives or goals.

It is thus clear that decisions regarding budgets and finances are being taken at different levels of the organization and taking different issues and dynamics into account. Departmental budget decisions, for example, are operational oriented and doesn't always see the importance of strategic inputs. Community input into the budget process is also necessary and legislated. However, the needs of the community cannot always be translated directly into projects. There is a process needed where service providers must validated community needs and get at least some indication of accurate budget figures in order not to create any unfounded expectations. The first point of departure is therefore to identify and agree on a set of principles that will influence the budget and prioritization process, including the following:

- Simple, transparent and robust. In order to withstand pressures from all role-players it must clearly define roles, be easily understandable, acceptable and have a transparent logic.
- High information accuracy. It must facilitate informed decisions using only the necessary information which must be readily available.
- Flexible. It must be able to changing priorities. It should allow for positive feedback from development outcomes linked to a three-year budget cycle.
- Comprehensive. It needs to cater for differing needs from Services, Municipal Development Map, IDP, Community, Political leadership, etc.
- Balance. It needs to find the appropriate balance and compromise between technical needs to meet service goals and political needs.
- Appropriate decision making. Technical decisions are made by the services departments, political decisions are made by the politicians.

5.2 PROJECT PRIORITISATION CRITERIA

The criteria depicted on the right hand side of Diagram 4 are those issues that will be considered during prioritisation with weightings at each level. These are indicated on the left hand side of Diagram 4 below.



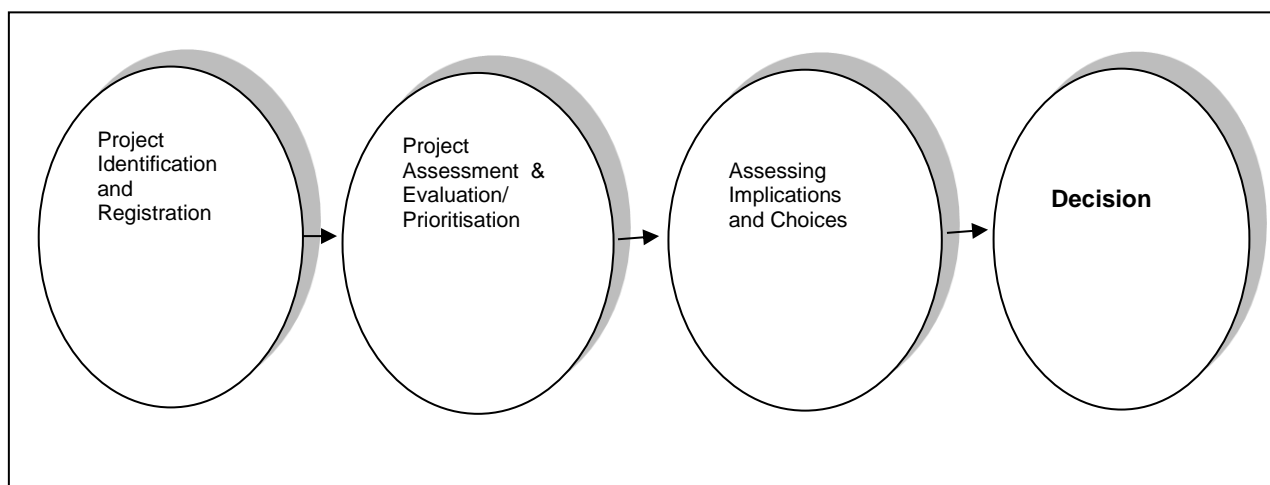


Diagram 3: Mopani Projects Prioritisation Methodology

Taking the above into account, a basic prioritization process will at least include the following:

Each of the steps leading up to the final decision is important but the first step of project identification and registration forms the basis of any prioritization process. By identifying and registering a project the following is assumed:

- The projects are part of comprehensive departmental planning processes where the need and sequence of projects have been assessed.
- Projects went through a detailed feasibility exercise.
- Project information is accurate

5.3 PROJECTS IDENTIFICATION AND REGISTRATION

Project registration is critical for any prioritization process. Without accurate information it is nearly impossible to complete a relevant and appropriate prioritization process. Accurate profile information and registration will result in the following:

- Accurate financial information;
- It is the first filters that will already commit budgets and indicate what is left for prioritization. In many cases budgets are already committed for a number of years due to multi year projects or contracts that are entered into;
- Accurate reporting
- Facilitation of sound decision taking and assessment of choices

MOPANI DISTRICT PROJECTS, 2019/20 – 2023/24

GOOD GOVERNANCE AND PUBLIC PARTICIPATION

No .	Project Name	Project Description	Location /Ward	Target to achieve	Funder	Budget Estimate				
							2019/20	2020/21	2021/22	2022/23
	Good Governance & Public Participation Strat Objective: [To promote democracy and sound governance]									
OFFICE OF THE SPEAKER										
1	Izimbizo	IDP & Budget public participation, Outreach Council sittings. MPAC public hearings. District day of prayer	MDM	Leadership interface 4x with the people on matters of development	Own/ES		1 000 000	1 054 000	1 110 916	1 800 000
2	District Ward Committee forum	4 meetings of members per year	MDM	4 meetings of members per year	Own/ES		100 000	105 400	111 092	300 000
3	District Ward Committee Conference	1 meeting per year	MDM	1 meeting per year	Own/ES		1 000 000	1 054 000	1 150 000	1 200 000
4	Speaker's Forum	4 meetings per year	MDM	4 meetings per year	Own/ES	Budget used from general Council vote			0	0
5	Public participation forum	4 meetings per year	MDM	4 meetings per year	Own/ES		105 900	111 830	175 000	200 000
6	MPAC District-wide session	District coordination of MPAC activities					200 000	210 800	222 183	350 000
7	Council Portfolio Committees	Oversight activities, study tours, training for the committees	MDM	MDM	Own/ES		500 000	527 000	555 458	600 000
8	Council &	Equipment to be used	MDM	MDM	Own/			0	0	0

	Conference Recording System	to record Council, MAYCO and MANCO meetings			ES				
Office of Executive Mayor									
1	Bursaries	Funding for learners in pursuit of priority skills	MDM	Funding learners	Own/ES	2 700 000	2 845 800	2 999 473	
2	District IGF	4 Forum meetings per year of sector departments, Mayors & officials of DM & LMs	MDM	4 meetings	Own/ES	100 000	105 400	111 092	
3	Excellence award	Giving awards to best performing grade 12 learners	MDM	Best performing learners	Own/ES	270 000	284 580	299 947	370 000
4	Anti-Corruption forum	Funding investigative activities of the forum	MDM	Established forum	Own/ES	250 000	263 500	277 729	
5	Communicator's forum	Funding activities of the forum	MDM	Operational forum	Own/ES	100 000	105 900	111 092	
6	Newsletter	Publishing newsworthy stories and events of the municipality	MDM	Regular newsletter	Own/ES	500 000	527 000	555 458	
*	Community Satisfaction survey	Developing data collection tool and conduct the survey	MDM	The Community satisfaction survey report	Own/ES	50 000	0	70 000	0
7	Exec. Mayor's cup & Marathon	Annual event on unearthing talent through football & road running	MDM	One event	Own/ES	1 200 000	1 264 800	1 333 099	1 350 000
8	Munghana	Annual event to	MDM	Adverts & Reports	Own/ES	1 000 000	1 054 000	1 110	

	lonene Xitsonga music festival	award Xitsonga Music Achievements.						916	
9	Advertising & Marketing	Marketing and Branding of the institution	MDM	Publications	Own/ES		1 000 000	1 054 000	1 110 916
Special Programmes									
1	Local House of Traditional Leaders	4 meetings per year with Executive Mayor, twice meeting with all Traditional Leaders of MDM, catering and payment of 30 annual celebrations at R20 000 per Traditional Council once per year	MDM	4 meetings	Own/ES		527 000	555 458	585 453
2	District Disability forum	4 meetings per year: catering & transport	MDM	4 meetings per year	Own/ES		105 000	110 670	116 646
3	Disability awareness	4 events per year : catering & transport	MDM	4 events per year	Own/ES		105 000	110 670	116 646
4	Disability Indaba	1 event per year: 2 days event need accommodation, transport, promotional material & meals. Electing leadership & report on progress of resolutions	MDM	1 event per year	Own/ES		100 000	105 400	111 092
5	Elders forum	4 meetings per year: catering & transport	MDM	4 meetings per year	Own/ES		78 000	82 212	86 651
6	Elders	2 days event per	MDM	2 days event, twice	Own/ES		78 000	82 212	86 651

	dialogue	year, twice a year, transport, accommodation, meals & promotional material		per year						
7	Elders day	1 event per year: need transport, accommodation promotional material	MDM	1 event per year	Own/ES		200 000	210 800	222 183	290 000
8	Youth month	Once off event per year, but need two build up programs before 16 June, catering & transport	MDM	Once off event	Own/ES		126 000	132 804	139 975	290 000
9.	Youth advisory council	Meeting & dialogue sessions x 4 meetings per year, transport or sitting allowance per meeting & catering	MDM	4 meetings	Own/ES		170 000	179 180	188 856	250 000
10	Youth council assembly	Two days event once per year, accommodation, transport & meals	MDM	2 days event	Own/ES		258 000	271 932	286 616	300 000
11	Children's parliament	1 day event twice per year: transport catering & educational gifts	MDM	2 events per year	Own/ES		58 000	61 132	64 433	250 000
12	Children's day	Once off event per year: transport, catering & educational gifts	MDM	1 event per year	Own/ES		60 000	63 240	66 655	250 000
13	Children's advisory council	4 meetings, 1 per quarter	MDM	4 meetings	Own/ES	0 0	0	200 000		250 000

14	16 days of activism	Once off event, build up programs, transport catering, promotional material	MDM	1 event	Own/ES		21 000	22 134	23 329	24 000
15	Woman's month	1 event with program during the period, transport, catering, gifts	MDM	1 event	Own/ES		92 000	96 968	102 204	104 000
16	Gender forum	4 meetings, 1 per quarter, catering needed	MDM	4 meetings	Own/ES		60 000	63 240	66 655	65 000
17	Men's forum	4 meetings, 1 per quarter: catering & transport	MDM	4 meetings	Own/ES		60 000	63 240	66 655	65 000
18	Woman Caucus	Monthly meetings & BDV awareness campaigns: catering, transport & capacity building programs	MDM	Monthly meetings	Own/ES		200 000	211 800	300 000	300 000
19	SAWID	Once off event, the Exec. Mayor visit some centres e.g. Disability centre, elderly centres or youth centres with some gifts	MDM	1 event	Own/ES		0	0	200 000	250 000
20	Youth Career Expo	Once off event per year: venue, transport, catering & educational gifts	MDM	1 event	Own/ES		250 000	263 500	277 729	310 000
Municipal Manager's Office										
1	IDP Review	Facilitation and	MDM	Approved	Own/ES		800 000	843	888 733	

		development of IDP doc		reviewed IDP document.						
2	IDP Indaba	IDP dialogue with various stakeholders	MDM	Broader buy-in of MDM strategic plan by role players	Own/ES		100 000	105 400	111 092	
3	Internal Auditors forum	Coordination of audits	MDM	Shared information	Own/ES		10 000	10 540	11 109	
4	Audit committee	Sittings of the committee	MDM	Advisory to council			1 700 000	1 791 800	1 888 557	
5	Risk mitigation plan	Monitoring of risks mitigation activities	MDM	Risks minimised or eradicated	Own/ES		1 000 000	1 100 000		

Transformation & Organisational Development										
Str. Objective: [- To inculcate entrepreneurial and intellectual capability - To strengthen record keeping and knowledge management]										
CORPORATE SERVICES: HUMAN RESOURCES										
	Project name	Description	Location	Target to achieve	Funder	2019/20	2020/21	2021/22	2022/23	2023/24
1	HRM & HRD Strategy	Develop human resource management and development strategy	MDM Giyani	HRM & HRD Strategy by March 2020	Own/ES	50 000	52 700	55 546	0	70 000
2	Workplace Skills plan	Development of workplace skills plan for staff and Councillors	MDM Giyani	Work skills plan by March 2020	In-house	0	0	0	0	0
3	Training programme	Conducted of training programs for staff & councillors in line with the Workplace Skills Plan. E.g Budget crash courses	MDM Giyani	Training conducted to staff as per Workplace Skills Plan by June 2020	Own/ES	2 500 000	2 635 000	2 777 290	3 000 000	3 200 000

4	Employment Equity Plan	Review of employment equity plan. Identify and target posts numerically for recruitment of designated groups including Mainstreaming of special programmer in all occupational categories	MDM Giyani	Reviewed Employment equity Plan with numerical goals and targets by June 2020.	In-house	50 000	52 700	55 546	0	70 000
5	Competency Assessments	Conducting competency assessments reports of section 54 & 56 Managers and staff within Finance Dept	MDM Giyani	All senior managers assessed by June 2020	Own/ES	40 000	42 160	44 437	0	65 000
6	Organogram review	Review of organizational structure	MDM Giyani	Reviewed and approved Organogram by May 2018	In-house	50 000	52 700	55 546	0	0
7	HR policies review	Review of human resources policies	MDM Giyani	Identifies HR policies Reviewed with Council Resolution by June 2020	In-House	0	0	0	0	0
8	Employee wellness	Organizing employees health & wellness and sport activities within the District and support Locals	MDM Giyani	All staff participating in wellness programs and sport activities.	Own/ES	1 350 000	421 600	444 366	550 000	600 000
9	Performance Management System	Maintenance of services of the System by Action Assist.	MDM Giyani	Fully fledged performance management System.	Own/ES	1 500 000	1 581 000	1 666 374	1 250 000	1 300 000

10	Employee PMS	Cascading and implementation of the system to level six(6)	MDM Giyani	System cascaded to staff up to level 6 by April 2020	Own/ES	1 500 000	1 581 000	1 666 374	1 250 000	1 300 000
11	Job Evaluation	Conducting job evaluations, development/review of job Descriptions and work measurements.	MDM Giyani	Job Evaluations conducted , job descriptions developed and/or reviewed	Own/ES	150 000	158 100	166 637	0	0
12	OHS assessment	Conducting of OHS Assessment by the appointed OHS accredited service provider’.	MDM Giyani	Accredited OHS Assessment tool	Own/ES	500 000	0	0	0	0
13	Evacuation drills	Performing evacuation drill exercises at main buildings of the municipalities	MDM Giyani	Evacuation drills conducted in the mentioned buildings by June 2020	In- House	5 000	5 270	5 555	6 500	7 000
14	Protective clothing	Purchasing of protective/working clothes for all staff		Protective Clothing available and distributed all staff by 2020	Own/ES	2 000 000	2 108 000	2 221 832	3 000 000	60 000
15	Name Tags /Access Cards	Name tags or access cards for employees & councillors linked to Access Control System.	MDM	30 June 2020	Own/ES	10 000	10 540	11 109	30 000	30 000
16	Time Attendance System	Time employees clocking system linked to Access Control System and HR & Payroll System	MDM	30 June 2020	Own/ES	-	300 000	316 200	33 000	35 000
17	Skills Audit	Conducting of the Skills Audit through the appointment of external person /Service	MDM	Skills Audit report	Own/ES	400 000	421 600	444 366	0	0

		provider								
18	OD interventions	Conduct change management interventions e.g. Attitude and Moral survey of employees	MDM	Motivated and productive staff as viewed as measured from PMS	Own/ES	100 000	118 600	137 397	0	0
19	Twining for skills enhancement	Learning good practices with other Municipalities and/or Sectors	MDM	Motivated and productive staff as viewed as measured from PMS		150 000	0	0	0	160 000
20	Trauma/ debriefing counselling	Conduct counselling to employees who responded to accidents and disasters related catastrophic.	MDM	Counselling conducted to the mentioned	Own	150 000	158 100	166 637	165 000	170 000
COUNCIL & ADMINISTRATION										
21	Council resolution tracking system	Procure an automated system for tracking resolutions	MDM Giyani	System in place by March 2018	Own/ES	-	1 062 200	1 124 658	0	0
22	Audio – Visual equipment	Procure & installation of voice projection, recording & storage equipment	MDM Giyani	Equipment in place by March 2018	Own/ES	500 000	0	0	500 000	500 000
23	Access Control System	Procure Biometric access control system for Disaster Management Centre and Main Office	MDM (Giyani & Fzaneen)	Fully functional System in place by 30 June 2020	Own/ES	200 000	0	0	0	0
24	Backup Power Generator/UPS	Purchasing of A 330KVA 3-Phase Power Generator for backup electrical power	MDM Giyani	Backup Power Generator installed by 30 June 2020	Own/ES	-	2 000 000	0	0	0

		in times of power outages.								
25	Telephone PABX System	Replacement of current obsolete telephone system with Voice over Internet Protocol (VoIP)	MDM	VoIP telephone system installed in all MDM offices.	Own/ES	0	2 000 000	2 118 000	2 300 000	0
26	Electronic Record/Document Management System (EDMS)	Procure a computerized system for archiving, management & Distribution of documents. Provide Training on Records Management through Office of the Premier	MDM Giyani	Full EDMS installed by 30 June 2020.	Own/ES	1 000 000	-	-	0	0
27	Landscaping	Appoint a qualified service provider(Horticulturist) to keep the Municipal main premises Clean, beautiful and decorated.	MDM	Clean building premises and its environment	Own/ES	500 000	527 000	555 458	0	0
28	Pest control					500 000	527 000	555 458		
29	Water & electricity Consumption	Servicing of water used /consumed in offices.	MDM	Fully fledged serviced Water service account	Own/ES	1 500 000	1 581 000	1 666 374	0	0
30	Office space design and Office accommodation /space.	Securing additional land for construction of additional facilities or leasing and Planning and increasing of offices to create more space through partitioning	MDM	Fully fledged and functional offices Partitioned and more offices designed	OWN	-	1 000 000	1 054 000	0	0
31	Workmans compensation (COIDA)					1 350 000	1 422 900	1 499 737		
INFORMATION TECHNOLOGY										

30	Servers (2)	Upgrading of Servers for Call Take & Dispatch and Network Services and Microsoft Exchange Email Server for Disaster Management Centre.	MDM (Disaster Management Centre)	Servers installed by 31 January 2020	Own/ES	500 000	300 000	0	0	0
31	Desktop/Laptop Computers	Procurement of desktop and laptop computers	MDM	Desktop & laptop computers procured for new appointees, and to replace obsolete and old computers, as and when required.	Own/ES	600 000	158 100	166 637	0	0
32	Server Room Services	Services of serviceable items in the server room in Giyani Office and Disaster Management Centre	MDM	Uninterruptable Power Suppliers, fire suppression, environment monitoring, and access control systems services and tested by 30 June 2020 and every three years.	Own/ES	200 000	210 800	222 183	200 000	0
33	Data Projectors	Data projectors for conference and meeting facilities in Giyani Office and replacement of those in Disaster Management Centre.	MDM	Data projectors mounted in all conference and meeting facilities in Giyani Office and upgrading of those in Disaster Management Centre by 31 March 2020	Own/ES	-	200 000	145 200	0	0

34	Projection screens	Projection screens for use with Data Projectors.		Motorised Data Projection screens mounted in conference and meeting facilities in Giyani Office by 31 March 2020.	Own/ES	200 000	-	108 900	0	0
35	Disaster Recovery Plan Implementation	Implementation of projects for Disaster Recovery Plan	MDM - Giyani Office	Implementation of projects for realization of IT Disaster Recovery Plan.	Own/ES	300 000	316 200	333 275	0	0
36	Converged Network Cabling	Upgrading of computer network in Giyani Office to Category 7 to accommodate Voice Over Internet Protocol and Unified Communication Systems.	MDM Giyani	Computer network Infrastructure upgraded by 30 June 2020	Own/ES	2 000 000	0	0	0	0
37	Computer Network Cabling	Installation of computer network in Satellite office and Fire Stations	MDM	Computer network installed in all satellite offices and fire-stations by 30 June 2022	Own/ES	600 000	632 400	666 550	0	0
38	Customer Relations Management (CRM) System	Computerized customer relations management system to manage and deal with water related complains and incidents.	MDM	A computerized CRM installed in the call centre to deal with water related queries, complains, and complaints.	Own/ES	1 000 000	0	0	0	0
39	Computer Software	Procurement and licensing of computer software.	MDM	Procurement and licensing of	Own/ES	1 400 000	1 475 600	1 555 282	1 720 000	1 920 000

				software as and when needed by						
40	Wi-Fi Hotspots	Wireless Local Area Network in MDM Main Office and Disaster Management Centre with restricted/ Controlled access to guests.	MDM	Functional Wi-Fi in MDM Main Office and Disaster Management Centre by 30 June 2020.	Own/ES	400 000	0	0	0	0
41	Computer services maintenance	Contracts for provision and maintenance of IT services within MDM.	MDM	Contracts with required services providers for provision of IT services at no more than three year basis	Own/ES	5 000 000	5 310 000	5 623 290		6 100 000
42	Data backup solution	Offsite Data Backup Contract for safeguarding of critical data residing on MDM information systems.	MDM	Contracts with accredited services providers for provision of offsite data backup by 30 September 2019	Own/ES	450 000	474 300	499 912	600 000	660 000
43	Rental of photo copy machine					3 000 000	3 162 000	3 332 748		

Spatial Rationale Projects/Programmes 2019/20 – 2023/24

NO.	PROJECT NAME	PROJECT DESCRIPTION	LOCATION			ANNUAL TARGET	FUNDER	BUDGET				
			MUNICIPALITY	WARD	SETTLEMENT			2019/20	2020/21	2021/22	2022/23	2023/24
1	LUS development	To develop land use scheme for Phalaborwa & GLM	Ba-Phalaborwa, Greater Letaba	GLM wards 1-30			Phalaborwa LUS development GLM and MDM	1.4 mil	0	0	0	0
2.	SDF review	To review MDM SDF to give effect to section 26 of MSA	MDM	All 129 wards in MDM	All settlements (354) of Mopani District	Council approved SDF document	MDM/ ES	1mil	1.2 mil	1.4 mil	1.6 mil	1.8 mil
4.	Land use and land development management	To process land use and land development applications, arrange logistics for meetings and payments iro allowances for MPT members.	MDM	1-30 GLM 1-31 GGM 1-19 BPM 1-14 MLM Total=94	GLM GGM BPM MLM	Record of decisions in 94 wards	MDM/ ES	1 mil	1 mil	1 mil	1 mil	1 mil
5.	Moshupatsela turnaround proposals	To determine the effective and efficient utilization of Moshupatsela Farm and to process that for Council approval.	GTM	13	Broerderstr oomsdrift farm	Council approved initiative	MDM/ ES	2 mil	2 mil	1 mil	0.5 mil	0
6.	Gravelotte Township establishment (400 sites)	To continue with 400 sites Gravelotte Township establishment	BPM	18	Gravelotte	Approved layout plan and GP	MDM & BPM	1 mil	-	-	-	-
7.	Functionality assessment of the SMME farms	To assess the performance of SMME farms in the district and develop turnaround proposals	MDM	All wards	MDM	Approved assessment report	MDM	0.1 mil	-	-	-	-
	Total							8 mil				

GIS PROJECTS/PROGRAMMES 2019/20 – 2023/24

NO .	PROJECT NAME	PROJECT DESCRIPTI ON	LOCATION		ANNUAL TARGET TO ACHIEVE	FUNDER	BUDGET				
			MUNICIPALIT Y	WARD/VILLA GE			2019/20	2020/21	2021/22	2022/23	2023/24
1	Disaster Management Application Development	Disaster Risk Mapping	MDM	MDM	Disaster Management Application Development	MDM/Own	0.9 mil	0	0	0	0
2	GIS Maintenance	Updating and upgrading of GIS hardware, software and data.	MDM	MDM	Update and upgrade GIS infrastructure 7 applications	MDM/Own	0.2 mil	0.2 mil	0.2 mil	0.2 mil	0.2 mil
3	GIS Framework	Develop roll out plan for GIS Framework	MDM	MDM	GIS Strategy	MDM/Own	1.0 mil	0	0	0	0
4	Land Use Management Application Development	Land use management	MDM	MDM	Land Use Management Application Development	MDM/Own	1.0 mil	1 476 393	0	0	0
5	IDP Dashboard application	Development of dashboard application	MDM	MDM	IDP Dashboard application	MDM/Own	0.5 mil	0	0	0	0
6	GIS Awareness campaign	GIS Awareness to the public	MDM	MDM	5 GIS Awareness campaign	MDM/Own	0.1	0.1 mil	0.1 mil	0	0
7	Rural Development Data Sharing	Spatial Data Sharing	MDM	MDM	Database Development	DRDLR	0	0	0	0	0

	Total						3,7 mil				
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LED PROJECTS 2019/20 - 2024

No	Project Name		Location		Annual target to achieve	Budget Estimate				
			Munic	Ward/ Village		2019/20	2020/21	2021/22	2022/23	2023/24
	Agriculture Sector									
1	Moshupatsela Maintenance	Farm maintenance	GTM	Broederstr oom farm	Farm fire belts	250 000	300 000	310 000		
	Moshupatsela license payment	Compliance	GTM	MDM	Annual Membership payment	40 000	50 000	60 000		
2	Agri-park program	Supporting local Farmers	MDM	MDM		In-house		0		
3	Agri-Expo support	Marketing of local farmers produce through procuring of Exhibition Space	MDM	MDM	Marketing of local farmers	150 000	200 000	250 000		
4	Farmers Indaba	Review of progress in the implementation of Agricultural Sector Strategies	MDM	MDM	Farmers engagements session	150 000	0	0		
5	Market Linkages/ development	Develop Export market	MDM	MDM	-Youth trained to assess farmers against the global gap certification. -Youth to pre-assess five farmers against the global gap certification requirements - and produce assessment report for future intervention	500 000	0	0		
		Develop Agro-Processing		To Acquire funds through	-developed bankable business plan Agro	350 000	650 000	700 000		

		facilities	facilities (Juice, Dried fruits, oil and animal feeds)		Partnership	Processing facilities					
	Cross-cutting										
6	Institutional capacity building, organizational Capacity building, organizational support & partnerships	Coordinate Stakeholders Collaboration for the following sittings - LEDA (Incubation) - Seda (Training) - District LED Forum - HOD Forum/Technical Economic Committee - EPWP District Forum - LED Practitioners Forum	MDM	MDM	Meetings coordination, SMME Trainings,	200 000	350 000	400 000			
		To undergo a cost benefit analysis of developing a District Economic Development Agency vs Conversion of GTEDA into a District wide Agency			Cost benefit Analysis report on the Development of the District Economic Development Agency	300 000					
7	Review of LED Strategy into an Economic Growth & Development Plan - EGD	To develop the 20 year Economic Growth and Development Plan for MDM	MDM	MDM	Developed EGD Document	700 000	0	0			
8	Partnerships	Coordinate Engagement sessions of relevant Stakeholders for the rollout of MOUs (SADC Business Forum)	MDM	MDM	Coordinated Stakeholder relations meetings	450 000	550 000	600 000			
		Coordination of Youth Indaba in partnership with EM's Office			Coordinated Youth Indaba	200 000	350 000	360 000			
9	Trade	Letaba Show	Provide & Manage	MDM	MDM	Market & Promote	200 000	250 000	300 000		

	Shows		Exhibition pavilion			10 SMMEs					
		Rand Show	Provide & Manage Exhibition pavilion	MDM	MDM	Market & Promote 10 SMMEs	300 000	350 000	400 000		
		Marula Festival	Provide & co-Manage Exhibitions Pavilion with LEDA & LEDET	MDM	MDM	Market & Promote 20 SMMEs	250 000	300 000	350 000		
		Tourism Indaba Show	Provide & co-Manage Exhibitions Pavilion with LTA	MDM	MDM	Market & Promote 5 Tourism product/ SMMEs	400 000	500 000	500 000		
		Facilitate and Support Wholesale Market (Flea Mkt)	Coordinate one Regional wholesale market			-one regional wholesale market & four local wholesale market flea market	250 000	300 000	300 000		
10	LED Marketing	To procure services for all the development of LED web application link to market LED products for the District		MDM	MDM	Developed Tourism website	600 000	0	0		
		Development of Annual LED calendar of events		MDM	MDM	Developed annual calendar of events					
		Develop Tourism routes in line with tourism destinations		MDM	MDM	Developed tourism routes					
	Mining Sector										
11	Mineral Resources Prioritization study	To develop information on mineral resource commodity to prioritize		MDM	MDM	Developed mineral resources study	450 000	0	0		
		Commodity Prioritization business case study				Developed business case study on mining commodities					
12	Mining Stakeholder Engagement	Review of progress in the implementation of		MDM	MDM	Mining engagements	200 000	0	0		

		Mining Sector Strategies								
	Total Budget					6 140 000				

BASIC SERVICES 2019/20 – 2023/24

No.	Project Name	Description / Scope of works	LOCATION		Annual Target to achieve	Funder	2019/20	2020/2021	2021/22	2022/23	2023/24
			Local Municipality	Annual Wards/Villages							
1	Jopie-Mawa Ramotshinyadi Water Reticulation	Construction of water reticulation pipeline; Installation of yard connections and construction of storage facilities, refurbishment of boreholes,	Greater Tzaneen & Greater Letaba	Hlohlokwe, Mamanyoha, Taulome, Mookgo 6 and Miragoma	Construction of water reticulation pipeline; Installation of yard connections and construction of storage facilities, refurbishment of boreholes,	MIG	43 033 060	0	0	0	0
2	Thapane Water Supply Scheme: Upgrading & Extension	Construction of 10252m bulk line, 10ML concrete reservoir, pump station, drilling, equipping and electrifying of 5 boreholes, supply and installation of 4 centrifugal pumps, rehabilitation of the treatment plant, Upgrading the pump station, rehabilitation of Simarela package plant, construction of simerela office block, construction of a septic tank, construction of a settling tanks, rehabilitation of 3 boreholes, installation of 14 valves, installation of 21 thrust blocks, installation of 48 pipeline markers, construction of 14 manholes.	Greater Tzaneen	Thapane, Simarela	Phase 2A Construction of 10252m bulk line, Construction of a 10ML concrete reservoir, Construction of a pump station and drilling, equipping and electrifying 5 boreholes Phase 2B Construction of a 14692m bulk line and Supply and install 4 centrifugal pumps	MIG	57 217 835	0	0	0	0
3	Thapane Regional Water Scheme (Upgrading of Water Reticulation and Extensions)	Construction of 18.5km reticulation, installation of 5 elevated steel tanks, Equipping of 5 new boreholes, installation of	Greater Tzaneen LM	Thapane	Equipping of 3 boreholes and installation of 5 booster pumps	MIG	25 810 819	0	0	0	0

BASIC SERVICES 2019/20 – 2023/24

No.	Project Name	Description / Scope of works	LOCATION		Annual Target to achieve	Funder	2019/20	2020/2021	2021/22	2022/23	2023/24
			Local Municipality	Annual Wards/Villages							
		74 communal stand pipes and installation of 5 booster pumps									
4	Tours Bulk Water Scheme : Rehabilitation and Upgrading of Bulk Lines	Construction of bulk water supply line	Greater Tzaneen	Tours	Construction of bulk water supply line	MIG	20 407 708	0	0	0	0
5	Sefototse to Ditshosine Bulk Water Supply/Ramahlati Bulk and Reticulation	Construction of a Bulk Water Supply pipeline, water reticulation network, Drilling, refurbishment and equipping of boreholes, Yard connections	Greater Letaba	Jamela Maupa Maphalle Mohlabaneng	Bulk Water supply line, Water reticulation network, 3278 yard connections,	MIG	43 060 013	0	0	0	0
6	Hoedspruit Bulk Water Supply	Construction of concrete storage facility (reservoir)	Maruleng	Hoedspruit, SANDF Military base, Drakensig	Construction of concrete storage facility (reservoir)	MIG	10 721 887	0	0	0	0
7	Kampersrus Sewage Plant	Construction of a biological reactor, settling tank, inlet structure and pump stations, sludge drying bends, chlorine dosing building, maturation pond, appurtenant work and electrical and mechanical works	Maruleng	Kampersrus Scortia	chlorine dosing building, maturation pond, appurtenant work, electrical and mechanical works	MIG	4 588 804	0	0	0	0
8	Upgrading of Nkowankowa Sewage plant	Upgrading of the Nkowankowa WWTW trickling filter-activated-sludge process designed to treat the effluent to the prescribed DWS standard	Greater Tzaneen	Nkowankowa	Upgrading of the Nkowankowa WWTW pre-treatment inlet works, biological reactors, sludge drying beds, disinfection and maturation ponds.	MIG	3 679 165	0	0	17 000 000	23 000 000
9	Kampersrus Sewer	Construction of 39km reticulation, construction of a pump station	Maruleng	Kampersrus, Scortia	Construction of 10km reticulation, construction of a pump station	MIG	24 588 804	26 000 000	41 000 000	23 000 000	0
10	Kampersrus Water Reticulation	Construction of water reticulation pipeline, construction yard	Maruleng	Kampersrus, Scortia	Construction of water reticulation pipeline, construction of yard	MIG	20 123 400	45 000 000	60 000 000	20 000 000	0

BASIC SERVICES 2019/20 – 2023/24

No.	Project Name	Description / Scope of works	LOCATION		Annual Target to achieve	Funder	2019/20	2020/2021	2021/22	2022/23	2023/24
			Local Municipality	Annual Wards/Villages							
		connections, Construction of storage facilities(reservoirs) installation of 315KV transformer, 4.09 rising mains, Refurbishment of pumps			connections,						
11	Upgrading Of Middle Letaba Water Treatment Plant	Replacement of old asbestos pipes with HDPE and UPVC pipes, Installation of water reticulation pipeline, storage facilities (reservoirs).	Greater Giyani	Middle Letaba	Replaced old asbestos pipes with HDPE and UPVC pipes, Installed water reticulation pipeline & storage facilities (reservoirs).	MIG	33 802 924	205 842 350	75 000 000	50 000 000	70 000 000
12	Lulekani Water Scheme(Benfarm)	Construction of storage facilities (reservoirs), Pumping systems, pumping mains, gravity mains, reticulation pipeline, fire hydrants	Ba-Phalaborwa	Lulekani, Kurhula, Matiko xikaya, Humulani	Construction of water reticulation pipeline, storage facilities	MIG	12 000 000	23 000 000	25 000 000	22 000 000	18 000 000
13	Mopani Household Sanitation	Construction of VIP toilets	Mopani DM	All Local municipalities	Construction of VIP toilets	MIG	15 000 000	25 000 000	50 000 000	50 000 000	50 000 000
14	Ritavhi 2 Water Scheme	Construction of water reticulation pipeline, storage facilities, stand pipes	Greater Tzaneen	Various Villages (24) within GTM from Dan to Mulati	Construction of water reticulation pipeline, storage facilities, stand pipes	MIG	22 500 000	30 000 000	27 500 000	25 000 000	45 000 000
15	Lephepane Bulk Water Supply	Construction of approximately of new bulk line, pipes varying from 63mm to 250mm diameter. Refurbishment of 8 reservoirs, Refurbishment of 5 Boreholes, Construction of 1 new pump station, Sitting, Drilling and equipping of approximately 5 new boreholes	Greater Tzaneen	Lephepane	Construction of bulk pipelines, refurbishment of reservoirs	MIG	15 000 000	20 000 000	30 000 000	0	0
16	Thabina To Lenyenye Bulk Water Supply	Upgrading of the bulk water supply line, Water reticulation pipeline, storage facilities, stand pipes	Greater Tzaneen	Thabina,Lenyenye	Construction of bulk water supply line (steel)	MIG	35 000 000	25 000 000	25 000 000	34 000 000	28 000 000

BASIC SERVICES 2019/20 – 2023/24

No.	Project Name	Description / Scope of works	LOCATION		Annual Target to achieve	Funder	2019/20	2020/2021	2021/22	2022/23	2023/24
			Local Municipality	Annual Wards/Villages							
17	Tours Water Scheme Reticulation of 24 Villages	Construction of water reticulation pipeline, 21 323 yard connections, refurbishment of the existing bulk distribution pipeline.	Greater Tzaneen	Masoma, Mashilwane, Calais, Hoveni	Construction of water reticulation pipeline, yard connections, refurbishment of the bulk distribution pipeline	MIG	14 634 634	22 500 000	25 000 000	45 000 000	33 000 000
18	Sekgosese Water Scheme	Construction of storage facilities (reservoirs), Pump stations, Bulk Water Supply pipe lines, reticulation pipelines, equipping of existing boreholes,	Greater Letaba	Sekgosese	Construction of storage facilities (reservoirs), Pump stations, Bulk Water Supply pipe lines, reticulation pipelines, equipping of existing boreholes	MIG	20 000 000	20 000 000	15 000 000	17 000 000	10 350 300
19	Makhushane Water Scheme	Replacement of the bulk pipeline with ductile iron pipe, replacement of water reticulation pipeline, yard connections, fire hydrants	Ba-Phalaborwa	Vuyelani, Mapikiri, Nyakelang,	Replacement of the bulk pipeline with ductile iron pipe, replacement of water reticulation pipeline, yard connections, fire hydrants	MIG	15 000 000	15 000 000	35 000 000	17 000 000	23 000 000
20	Kgapane Bulk Water Scheme	Construction of the bulk water supply line, water reticulation pipeline, storage facilities, stand pipes	Greater Letaba	Ga-Kgapane	Construction of the bulk water supply line, water reticulation pipeline, storage facilities, stand pipes	MIG	0	0	15 000 000	28 000 000	30 000 000
21	Kgapane Water Works and Replacement of AC pipes	Replacement of the old ac pipes with HDPE and PVC pipes	Greater Letaba	Ga-Kgapane	Replacement of the old ac pipes with HDPE and PVC pipes	MIG	0	0	28 092 350	18 000 000	30 000 000
22	Modjadji Regional Bulk Water Supply	Construction of bulk water supply pipeline, water reticulation pipeline, storage facilities	Greater Letaba	Modjadji	Construction of bulk water supply pipeline, water reticulation pipeline, storage facilities	MIG	0	0	20 000 000	35 000 000	25 000 000
23	Selwane Regional Water Scheme and Treatment Works Upgrading	Upgrading of 4.5 to 13 m/day water treatment plant	Ba-Phalaborwa	Selwane	Upgrading of 4.5 to 13 m/day water treatment plant.	MIG	0	0	0	0	18 000 000
24	Sekgopo Bulk Water Scheme and Reticulation	Construction of Storage facilities (reservoirs), Drilling and equipping of boreholes, Water	Greater Letaba	Sekgopo	Planning, Designs & Construction of Storage facilities (reservoirs), Drilling and equipping	MIG	0	0	0	0	38 000 000

BASIC SERVICES 2019/20 – 2023/24

No.	Project Name	Description / Scope of works	LOCATION		Annual Target to achieve	Funder	2019/20	2020/2021	2021/22	2022/23	2023/24
			Local Municipality	Annual Wards/Villages							
		reticulation network			of boreholes, Water reticulation network						
25	Lulekani Sewage Upgrade	Construction of additional settling tank, sludge digesters, beds, chlorination room, maturation ponds, Upgrading of water & sewer line	Ba-Phalaborwa	Lulekani	Construction of additional settling tank, sludge digesters, beds, chlorination room, maturation ponds, Upgrading of water & sewer line	MIG	0	15 000 000	0	25 000 000	20 000 000
26	Namakgale Water Reticulation	Construction of water reticulation network, storage facilities	Ba-Phalaborwa	Namakgale	Construction of water reticulation network and storage facilities	MIG	0	0	0	20 000 000	20 000 000
27	Namakgale Sewage Upgrade	Refurbishment of the Waste Water Treatment Plant, booster pump stations. Construction of the sewer reticulation pipeline	Ba-Phalaborwa	Namakgale	Refurbishment of the Waste Water Treatment Plant, booster pump stations. Construction of the sewer reticulation pipeline	MIG	0	20 000 000	30 000 000	15 000 000	15 000 000
28	Nkambako Water Works (Linking boreholes to the bulk line to boost the bulk water supply)	Construction of bulk water supply line, storage facilities	Greater Tzabeen	Nkambako	Construction of bulk water supply line, storage facilities	MIG	0	0	0	25 000 000	28 500 000
29	Giyani Water Scheme Pipeline A and B	Construction Water reticulation pipeline, Installation of stand pipes, Rehabilitation of the existing 800KL and installation of concrete palisade perimeter fence	Greater Giyani	Dzingidzingi	Connection of the water reticulation network to the bulk line and internal reticulation for outstanding parts of the village..	WSIG	4 000 000	2 000 000	0	0	0
30	Giyani Water Scheme Pipeline C&D	Construction of water reticulation network, refurbishment of motor control centre, pumps and lights at the pump station	Greater Giyani	Mapuve	Construction of water reticulation network, refurbishment of motor control centre, pumps and lights at the pump station	WSIG	4 000 000	2 000 000	0	0	0
31	Lower Molototsi Water Scheme	Construction of water reticulation pipeline,	Greater Giyani	Dzumeri	Construction of water reticulation	WSIG	4 000 000	2 000 000	0	0	0

BASIC SERVICES 2019/20 – 2023/24

No.	Project Name	Description / Scope of works	LOCATION		Annual Target to achieve	Funder	2019/20	2020/2021	2021/22	2022/23	2023/24
			Local Municipality	Annual Wards/Villages							
		installation of stand pipes			pipeline, installation of stand pipes						
32	Khujwana Water Reticulation	4.4km main bulk water supply and water reticulation network in Khujwana	Greater Tzaneen	Khujwana	1.3 km main bulk water supply line in Khujwana and refurbishment of the reservoir and pumps.	WSIG	4 000 000	2 000 000	0	0	0
33	Modjadji Water Scheme	Construction of water reticulation pipeline and stand pipes	Greater Letaba	Iketleng	Construction of water reticulation pipeline and stand pipes	WSIG	5 684 900	2 265 100	0	0	0
34	Mametja/Skororo Scheme	Construction of internal water reticulation network, equipping, electrification and housing of borehole, Connection to the existing elevated reservoir	Maruleng	The Oaks and Fina;e	Construction of internal water reticulation network, equipping, electrification and housing of borehole, Connection to the existing elevated reservoir	WSIG	4 000 000	2 000 000	0	0	0
35	Mabyepilong Water reticulation	Installation of 15 stand pipes, construction 3.9km reticulation, supply and install 1 booster pump, 3 valve chambers	Greater Tzaneen	Mabjebilong	Installation of 15 stand pipes, construction 3.9km reticulation, supply and install 1 booster pump, 3 valve chambers	WSIG	1 400 000	0	0	0	0
36	Namakgale Water Scheme	Construction of water reticulation pipeline, storage facilities, stand pipes	Ba palaborwa	Namakgale	Construction of water reticulation pipeline, storage facilities, stand pipes	WSIG	4 000 000	2 000 000	0	0	0
37	Lulekani Water Scheme	Construction of water reticulation pipeline, storage facilities, stand pipes	Ba palaborwa	Lulekani	Construction of water reticulation pipeline, storage facilities, stand pipes	WSIG	4 000 000	5 310 495	0	0	0
38	Giyani Pipeline C & D	Construction of storage facilities, rising main, water reticulation pipeline, stand pipes and installation of booster pump	Greater Giyani	Makhuva	Construction of storage facilities, rising main, water reticulation pipeline, stand pipes and installation of	WSIG	4 000 000	0	0	0	0

BASIC SERVICES 2019/20 – 2023/24

No.	Project Name	Description / Scope of works	LOCATION		Annual Target to achieve	Funder	2019/20	2020/2021	2021/22	2022/23	2023/24
			Local Municipality	Annual Wards/Villages							
					booster pump						
39	Modjadji Water Scheme	Construction of Water reticulation network, drilling and equipping of borehole/s, 137 kl elevated reservoir and standpipes	Greater Letaba	Mokwasela	Construction of Water reticulation network, drilling and equipping of borehole/s, 137 kl elevated reservoir and standpipes	WSIG	4 000 000	2 000 000	0	0	0
40	Lulekani/Namakgale Water Scheme	Refurbishment of the Mapikiri reservoir, water reticulation pipeline	Ba-Phalaborwa	Mapikiri	Refurbishment of the Mapikiri reservoir, water reticulation pipeline	WSIG	4 000 000	0	0	0	0
41	Tours Water Scheme	Construction of a 1000kl elevated steel tank, equipping and electrifying 3 boreholes, construction of 4598.58m reticulation	Greater Tzaneen	Makhubidung	Construction of a 1000kl elevated steel tank, equipping and electrifying 3 boreholes	WSIG	4 000 000,00	4 000 000	0	0	0
42	Namakgale Sewer System	Construction of Sewer Emergency Dam at Tshelang_Gape Sewer Booster Station and upgrading of the outfall sewer pipeline	Ba-Phalaborwa	Tshelang Gape	Construction remaining parts of outfall sewer pipeline.	WSIG	820 000	1 600 000	0	0	0
43	Middle Letaba Water Bolobedu NW	Construction of water reticulation pipeline, Installation of 60 yard connections, erection of a 380kl elevated steel tank, drilling, equipping and electrifying 1 borehole	Greater Letaba	Makgakgapatse	Construction of water reticulation pipeline, installation of yard connections	WSIG	3 150 000	4 000 000	0	0	0
44	Rltavi I RWS	Construction of water reticulation pipeline, drilling and equipping of two pre stressed steel tanks, two boreholes and 175 standpipes	Greater Tzaneen	Mariveni	Construction of water reticulation pipeline, drilling and equipping of two pre stressed steel tanks, two boreholes and 175 standpipes	WSIG	2 000 000	0	0	0	0
45	Giyani Pipeline C & D	Construction of water reticulation pipeline and erection of a 300l elevated steel tank	Greater Giyani	Makosha	Construction of water reticulation pipeline and erection of a 300l elevated steel tank	WSIG	1 500 000	0	0	0	0
46	Rltavi II RWS	Erection of concrete	Greater	Lenyenye	Erection of concrete	WSIG	1 550 000	0	0	0	0

BASIC SERVICES 2019/20 – 2023/24

No.	Project Name	Description / Scope of works	LOCATION		Annual Target to achieve	Funder	2019/20	2020/2021	2021/22	2022/23	2023/24
			Local Municipality	Annual Wards/Villages							
		palisade perimeter fence for Lenyenye Sewage Plant	Tzaneen		palisade perimeter fence for Lenyenye Sewage Plant						
47	Upgrading of the Bulk pipeline at Lenyene	Upgrading of the bulk water supply line, Water reticulation pipeline, storage facilities, stand pipes	Greater Tzaneen LM	Thabina, Lenyenye	Construction of bulk water supply line	WSIG	4 000 000,00	0	0	0	0
48	Kuranta & Senakwe Upgrading of Bulk-Water Reticulation and Borehole Equipping	Construction of Water reticulation pipeline, storage facilities, stand pipes	Greater Letaba	Kuranta	Construction of Water reticulation pipeline, storage facilities, stand pipes	WSIG	3 605 100	0	0	0	0
49	Senwamokgope Village/ Township Sewer Bulkline-Reticulation Upgrade & Electrical Power Provision at Sewage Plant	Construction of the sewer reticulation network	Greater Letaba	Senwamokgope	Construction of the sewer reticulation network	WSIG	4 000 000	0	0	0	0
50	Nhlaniki Upgrading Of Water Reticulation	Construction of Water reticulation pipeline, storage facilities, stand pipes	Greater Giyani	Nhlaniki	Construction of Water reticulation pipeline, storage facilities, stand pipes	WSIG	4 000 000	0	0	0	0
51	Ramaroka Village Bulk Water Supply Upgrade	Construction of Water reticulation pipeline, storage facilities, stand pipes	Greater Letaba	Ramaroka	Construction of Water reticulation pipeline, storage facilities, stand pipes	WSIG	4 000 000	0	0	0	0
52	Refurbishment of Kgapané Waste Water Treatment Plant	Refurbishment of the Water Treatment Plant, inlet and outlet chambers, pumps and associated fittings.	Greater Letaba	Kgapané	Refurbishment of the Water Treatment Plant, inlet and outlet chambers, pumps and associated fittings.	WSIG	4 000 000	4 000 000	10 000 000	10 000 000	10 000 000
53	Refurbishment Of Nkambako Water Treatment Plant	Refurbishment of the Water Treatment Plant, inlet and outlet chambers, pumps and associated fittings.	Greater Letaba	Nkambako	Refurbishment of the Water Treatment Plant, inlet and outlet chambers, pumps and associated fittings.	WSIG	4 000 000	0	0	0	0
54	Refurbishment of Middle Letaba Water Treatment Plant	Refurbishment of the Water Treatment Plant, inlet and outlet chambers, pumps and associated fittings.	Greater Giyani	Middle Letaba	Refurbishment of the Water Treatment Plant, inlet and outlet chambers, pumps and associated fittings.	WSIG	4 000 000	0	0	0	0
55	Refurbishment of Namakgale	Refurbishment of the	Ba-	Namakgale	Refurbishment of the	WSIG	4 000 000	4 500 000	0	0	0

BASIC SERVICES 2019/20 – 2023/24

No.	Project Name	Description / Scope of works	LOCATION		Annual Target to achieve	Funder	2019/20	2020/2021	2021/22	2022/23	2023/24
			Local Municipality	Annual Wards/Villages							
	Water Treatment	Water Treatment Plant, inlet and outlet chambers, pumps and associated fittings	Phalaborwa		Water Treatment Plant, inlet and outlet chambers, pumps and associated fittings.						
56	Eco Park (Xikokwane) Water Reticulation	Construction of water reticulation pipeline, stand pipes	Greater Giyani	Xikokwane	Construction of water reticulation pipeline, stand pipes	WSIG	4 000 000	2 000 000	0	0	0
57	Ngove Water Supply & Reticulation	Construction of water reticulation pipeline, stand pipes	Greater Giyani	Ngove	Construction of water reticulation pipeline, stand pipes	WSIG	4 000 000	2 000 000	0	0	0
58	Rottedam (Manyunyu) Ground Water Scheme	Drilling, equipping & electrification of boreholes	Greater Giyani	Manyunyu	Drilling, equipping & electrification of boreholes	WSIG	550 000	200 000	0	0	0
59	Santeng Source Development	Drilling, equipping & electrification of boreholes	Maruleng	Santeng	Drilling, equipping & electrification of boreholes	WSIG	2 500 000	2 000 000	0	0	0
60	Construction of 4 Operator Houses at Nondweni Treatment Plant	Construction of 4 Operator Houses at Nondweni Treatment Plant	Ba-Phalaborwa	Nondweni	Construction of 4 Operator Houses at Nondweni Treatment Plant	WSIG	3 240 000	3 689 505	0	0	0
	Pre-paid meters	Installation of pre-paid meters to ensure revenue collection	MDM	All Locals		ES	20 000 000	0	0	0	0
61	Bolobedu Moshate Water Supply	Construction of water reticulation pipeline, stand pipes	Greater Letaba	Bolobedu	Construction of water reticulation pipeline, stand pipes	WSIG	0	10 000 000	10 000 000	10 000 000	10 000 000
62	Giyani Water Treatment Plant	Refurbishment of the Water Treatment Plant, inlet and outlet chambers, pumps and associated fittings	Greater Giyani	Giyani	Refurbishment of the Water Treatment Plant, inlet and outlet chambers, pumps and associated fittings	WSIG	0	0	10 000 000	10 000 000	10 000 000
63	Nkowankowa Water Works Upgrading	Upgrading of the water works, inlet and outlet chambers.	Greater Tzaneen	Nkowankowa	Upgrading of the water works, inlet and outlet chambers.	WSIG	0	4 500 000	0	0	0
64	Burgersdorp Refurbishment, Replacement and upgrading of Internal Water Reticulation network	Construction of water reticulation pipeline, stand pipes	Greater Tzaneen	Burgersdorp	Construction of water reticulation pipeline, stand pipes	WSIG	0	9 000 000	0	0	0
65	Maselapata Refurbishment,	Construction of water	Greater	Maselapata	Construction of	WSIG	0	3 000 000	2 500 000	0	0

BASIC SERVICES 2019/20 – 2023/24

No.	Project Name	Description / Scope of works	LOCATION		Annual Target to achieve	Funder	2019/20	2020/2021	2021/22	2022/23	2023/24
			Local Municipality	Annual Wards/Villages							
	Replacement and upgrading of Internal Water Reticulation network	reticulation pipeline, stand pipes	Tzaneen		water reticulation pipeline, stand pipes						
66	Refurbishment of Thapane Water Treatment Plant	Upgrading of the Treatment Plant trickling filter-activated-sludge process designed to treat the effluent to the prescribed DWS standard	Greater Tzaneen	Thapane	Upgrading of the Treatment Plant trickling filter-activated-sludge process designed to treat the effluent to the prescribed DWS standard	WSIG	0	3 600 000	6 000 000	0	
67	Hlohlokwe Refurbishment, Replacement and upgrading of Internal Water Reticulation network	Construction of water reticulation pipeline, stand pipes	Greater Letaba	Hlohlokwe	Construction of water reticulation pipeline, stand pipes	WSIG	0	5 334 900	8 000 000	0	0
68	Mediengeng Refurbishment, rehabilitation and upgrading of internal water reticulation	Construction of water reticulation pipeline, stand pipes	Greater Letaba	Mediengen	Construction of water reticulation pipeline, stand pipes	WSIG	0	0	10 000 000	10 000 000	10 000 000
69	Installation of bulk water meters in Reservoirs	Installation of bulk water meters in reservoirs	Ba-Phalaborwa	Phalaborwa	Installation of bulk water meters	WSIG	0	0	R10 000 000	R10 000 000,00	R10 000 000,00
70	Selwane Water Scheme	Construction of water reticulation pipeline, stand pipes	Ba-Phalaborwa	Selwane	Construction of water reticulation pipeline, stand pipes	WSIG	0	0	R10 000 000,00	R10 000 000,00	R10 000 000,00
71	Giyani Water Scheme Pipeline A and B	Construction of water reticulation pipeline, stand pipes	Greater Giyani	Dzingidzingi	Construction of water reticulation pipeline, stand pipes	WSIG	0	0	R10 000 000,00	R8 000 000,00	R0,00
72	Xikhumba Water Supply	Construction of water reticulation pipeline, stand pipes	Greater Letaba	Xikhumba	Construction of water reticulation pipeline, stand pipes	WSIG	0	0	R10 000 000,00	R5 000 000,00	R0,00
73	Noblehoek Booster Pump station	Refurbishment of the booster pump station, water reticulation pipeline	Greater Letaba	Noblehoek	Refurbishment of the booster pump station and water reticulation pipeline	WSIG	0	0	R10 000 000,00	R10 000 000,00	R10 000 000,00
74	Vaalwater water reticulation	Refurbishment of the booster pump station	Greater Giyani	Vaalwater	Refurbishment of the booster pump station	WSIG	0	R10 000 000,00	R10 000 000,00	R10 000 000,00	R10 000 000,00
75	Nkomo Upgrading of Water Reticulation	Construction of water reticulation pipeline, stand pipes	Greater Giyani	Nkomo	Construction of water reticulation pipeline, stand pipes	WSIG	0	0	0	R10 000 000,00	R5 000 000,00
76	Homu Upgrading of Water Reticulation	Construction of water reticulation pipeline, stand	Greater Tzaneen	Homu	Construction of water reticulation	WSIG	0	0	0	R10 000 000,00	R10 000 000,00

BASIC SERVICES 2019/20 – 2023/24

No.	Project Name	Description / Scope of works	LOCATION		Annual Target to achieve	Funder	2019/20	2020/2021	2021/22	2022/23	2023/24
			Local Municipality	Annual Wards/Villages							
		pipes			pipeline, stand pipes						
77	Daniel Bulk Water Supply & Reticulation	Construction of water reticulation pipeline, stand pipes	Greater Giyani	Daniel	Construction of water reticulation pipeline, stand pipes	WSIG	0	0	0	0	R10 000 000,00
78	Upgrading of Water Reticulation in Maruleng	Construction of water reticulation pipeline, stand pipes	Greater Giyani	Maruleng	Construction of water reticulation pipeline, stand pipes	WSIG	0	0	0	0	R10 000 000,00
79	Sekhunyani Water Reticulation	Construction of water reticulation pipeline, stand pipes	Greater Giyani	Sekhunyani	Construction of water reticulation pipeline, stand pipes	WSIG	R0,00	R0,00	R0,00	R0,00	R8 000 000,00
80	Development of Water Services Development Plan	Development of Water Services Development Plan	Mopani District	Mopani District	Approved Water Services Development Plan	Own	R2 000 000,00	R 2 000 000,00	R 0,00	R 0,00	R 0,00
81	Development of Water Safety Plan	Development of Water Safety Plan	Mopani District	Mopani District	Approved Water Safety Plan	Own	R1 500 000,00	R 0,00	R 0,00	R 0,00	R 0,00
82	Development of Water Demand and conservation Management Strategy	Development of Water Demand and conservation Management Strategy	Mopani District	Mopani District	Approved Water Demand and conservation Management Strategy	Own	R2 500 000,00	R 0,00	R 0,00	R 0,00	R 0,00
83	Development of the Water and Sanitation Master Plan	Development of the Water and Sanitation Master Plan	Mopani District	Mopani District	Approved Water and Sanitation Master Plan	Own	R2 500 000,00	R 0,00	R 0,00	R 0,00	R 0,00
84	Alignmet of the Water Master Plan with the Provincial Master Plan	Alignmet of the Water Master Plan with the Provincial Master Plan	Mopani District	Mopani District	Aligned Water Master Plan with the Provincial Master Plan	Own	R1 500 000	0	R 0,00	R 0,00	R 0,00
85	Development of the Waste Water Risk Abetement Plan	Development of the Waste Water Risk Abetement Plan	Mopani District	Mopani District	Approved Waste Water Risk Abatement Plan	Own	R1 000 000,00	R 0,00	R 0,00	R 0,00	R 0,00
86	Functionality Assessment and Infrastructure Audit	Functionality Assessment and Infrastructure Audit	Mopani District	Mopani District	Functionality Assessment and Infrastructure Audit report	Own	R2 100 000,00	R 10 000 000,00	R 5 000 000,00	R 0,00	R 0,00
87	Installation of Bulk Water Meters	Installation of Bulk Water Meters on reservoirs	Mopani District	Mopani District	Installation of Bulk Water Meters on reservoirs	Own	R15 000 000,00	R 15 000 000,00	R 10 000 000,00	R 0,00	R 0,00
88	Installation of Water Infrastructure Tracking Device	Installation of Water Infrastructure Tracking Device	Mopani District	Mopani District	Installation of Water Infrastructure Tracking Device	Own	R3 000 000,00	R 1 000 000,00	R 500 000,00	R 500 000,00	R 500 000,00
89	Full SANS 241 Water Quality	Full SANS 241 Water	Mopani District	Mopani	Full SANS 241	Own	R500 000,00	R 500	R 750	R 800	R 1 000

BASIC SERVICES 2019/20 – 2023/24

No.	Project Name	Description / Scope of works	LOCATION		Annual Target to achieve	Funder	2019/20	2020/2021	2021/22	2022/23	2023/24
			Local Municipality	Annual Wards/Villages							
	Test	Quality Test		District	Water Quality Test			000,00	000,00	000,00	000,00
90	Bulk Purchasing of Chemicals	Bulk Purchasing of Chemicals	Mopani District	Mopani District	Bulk Purchasing of Chemicals	Own	R100 000 000,00	R 125 000 000,00	R 150 000 000,00	R 170 000 000,00	R 190 000 000,00
	Maintenance of office facilities/ office buildings	Refurbishment, repairs of office buildings	Mopani District		All MDM buildings	Own	R500 000				
	Prepaid meters	Installation of prepaid meters to ensure revenue collection	Mopani District	Mopani District	Institution	E/S	R20 000 000	0	0	0	0
91	Bulk Purchasing of Borehole Spares	Bulk Purchasing of Borehole Spares	Mopani District	Mopani District	Bulk Purchasing of Borehole Spares	Own	R40 000 000,00	R 43 000 000,00	R 47 000 000,00	R 36 000 000,00	R 33 000 000,00
92	Bulk Purchasing of Water Tankers	Bulk Purchasing of Water Tankers	Mopani District	Mopani District	Bulk Purchasing of Water Tankers	Own	R20 000 000,00	R 13 000 000,00	R 0,00	R 0,00	R 0,00
93	Construction, refurbishment and upgrading of Operators houses	Construction, refurbishment and upgrading of Operators houses	Mopani District	Mopani District	Construction, refurbishment and upgrading of Operators houses	Own	R15 000 000,00	R 20 000 000,00	R 18 000 000,00	R 13 000 000,00	R 10 000 000,00
94	Application for Accreditation of water quality testing laboratory	Application for Accreditation of water quality testing laboratory	Mopani District	Mopani District	Application for Accreditation of water quality testing laboratory	Own	R3 000 000,00	R 3 000 000,00	R 3 000 000,00	R 3 000 000,00	R 3 000 000,00
95	Development of drought mitigation Plan	Development of drought mitigation Plan	Mopani District	Mopani District	Development of drought mitigation Plan	Own	R2 000 000,00	R 2 000 000,00	R 2 000 000,00	R 2 000 000,00	R 2 000 000,00
96	Rural Road Asset Management System	Road visual assessments and traffic counts of municipal roads	GGM,GLM,ML M,BPLM,GTM	All villages and wards	Road visual assessments and traffic counts of municipal roads	Own	R 2 337 000.00	R2 462 000	0	0	0
97	Development of Freight Transport and Logistics strategy	A strategy that will manage freight transportation in the district	GGM,GLM,ML M,BPLM,GTM	All villages and wards	A strategy that will manage freight transportation in the district	Own	R 1 200 000	R0.00	R0.00	R0.00	R0.00
98	Development of Rural Transport strategy	A strategy to promote access and mobility in villages	GGM,GLM,ML M,BPLM,GTM	All villages and wards	A strategy to promote access and mobility in villages	Own	R 1 300 000.00	R 0.00	R0.00	R0.00	R0.00
99	Grader maintenance and repairs (vehicles)	Maintenance of 5 graders of Mopani District Municipality	GGM,GLM,ML M,BPLM,GTM	All villages and wards	Maintenance of 5 graders of Mopani District Municipality	Own	R 2 500 000.00	R 2 600 000.00	R2 700 000.00	R2 800 000.00	R0.00
100	District Transport forum	Forum to address challenges of the community in terms of transport services and transport infrastructure	GGM,GLM,ML M,BPLM,GTM	All villages and wards	Forum to address challenges of the community in terms of transport services and transport	Own	R 50 000.00	R60 000.00	R70 000.00	R80 000.00	R0.00

BASIC SERVICES 2019/20 – 2023/24

No.	Project Name	Description / Scope of works	LOCATION		Annual Target to achieve	Funder	2019/20	2020/2021	2021/22	2022/23	2023/24
			Local Municipality	Annual Wards/Villages							
		(roads,bridges,taxi ranks etc.)			infrastructure (roads,bridges,taxi ranks etc.)						
101	Khopo low level bridge	Construction of Low level Bridge to ensure access to public facilities	GTM	Khopo village	Construction of Low level Bridge to ensure access to public facilities	Own	R0.00	R 2 500 000.00	R0.00	R0 .00	R0.00
102	Construction of pedestrian bridge at Botshakge and Ramphanye	Construction of Pedestrian bridge to ensure access to public facilities	GLM	Botshakge and Ramphanye villages	Construction of Low level Bridge to ensure access to public facilities	Own	R0.00	R 3 000 000.00	R0.00	R0.00	R0.00
103	Pedestrian bridge at Majeje	Construction of Pedestrian bridge to ensure access to public facilities	BPLM	Majeje village	Construction of Low level Bridge to ensure access to public facilities	Own	R0.00	R2 500 000.00	R0.00	R0.00	R0.00
104	Review of District Integrated Transport Plan	Review of District Integrated Transport Plan	GGM,GLM,ML M,BPLM,GTM	All villages	Review of District Integrated Transport Plan	Own	R0.00	R 2 000 000.00	R0.00	R0.00	R0.00
105	Arrive alive Campaign	Launch of the District Arrive Alive Campaigns	GGM,GLM,ML M,BPLM,GTM	Mopani District	Launch of the District Arrive Alive Campaigns	Own	R212 400.00	R224 932.00	R230 000.00	R240 000.00	R0.00
106	October Transport Month	Launch of the District October Transport month	GGM,GLM,ML M,BPLM,GTM	Mopani District	Launch of the District October Transport month	Own	R 150 000.00	R160 000.00	R170 000.00	R180 000.00	R0.00
PROJECTS PICKED UP FROM BUDGET DOCUMENT											
107	Borehole electrification					Own	36 653 989				
108	Electrical transformers					own	5 000 000				
131	Electric generator in office.		MDM	District Offices	Giyani and Satellite offices	Own	500 000				
131	Water reserves		MDM	District offices	Giyani, satellite & fire stations	Own	1 000 000				

SOCIAL SERVICES

MUNICIPAL/ENVIRONMENTAL HEALTH SERVICES' PROJECTS/PROGRAMMES 2019/20 – 2023/24

NO.	PROJECT	PROJECT DESCRIPTION	LOCATION	ANNUAL TARGET	FUNDER	BUDGET		
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	NAME				TO ACHIEVE						
			MUNICIPALITY	WARD/ VILLAGE			2019/20	2020/21	2021/22		
1	Health and Hygiene Awareness	Conducting workshops and health and hygiene Awareness campaigns in all the 9 Key Performance areas.	n all the 5 local municipalities		28 Health and Hygiene workshops/ Awareness campaigns	Equitable Share and Health Limpopo Grant	60 000	63 240	66 655		
2	Water Sampling & Analysis	Water sampling and testing for bacteriological and chemical analysis	n all the 5 local municipalities		252 Water samples	Equitable Share and Health Limpopo Grant	1 300 000	1 370 000	1 444 191		
3	Food Sampling & Analysis	Taking of food samples for bacteriological and chemical analysis	n all the 5 local municipalities		168 Food samples	Equitable Share and Health Limpopo Grant	100 000	105 400	111 092		
4	Waste Management	Monitoring of waste management systems-refuse, health care waste, hazardous waste and sewage	n all the 5 local municipalities		168	Equitable Share and Health Limpopo Grant	85 000	120 000			
5	Chemical Safety	Monitoring, identification, evaluation & prevention of the risks of chemicals that are harmful to human health	In all the 5 local municipalities		168	Equitable Share and Health Limpopo Grant	0	60 000			
6	Disposal of the dead	Compliance monitoring of funeral undertakers, mortuaries, embalmers, crematoria, graves and cemeteries and to manage, control and monitor exhumations and reburial of human remains	In all the 5 local municipalities		84	Equitable Share and Health Limpopo Grant	10 000	15 000			
7	Environmental Pollution Control	Identification, evaluation, monitoring and prevention of land, soil, noise, water and air pollution	In all the 5 local municipalities		On going	Equitable Share and Health Limpopo Grant	15 000	20 000			
8	Vector Control	Monitoring, identification, evaluation, control and prevention of vectors	In all the 5 local municipalities		168	Equitable Share and Health Limpopo Grant	510 000	520 000			
9	District Health Council						200 000	210 8000	222 183		
10	Community safety forum						80 000	84 320	88 873		
11	Arrive alive campaigns						200 000	210 800	222 183		
12	District Aids Council						150 000	158 100	166 637		
13	Partnership event						150 000	158 100	166 637		

14	District world AIDS day						250 000	263 500	277 729		
15	Candlelight memorial celebration						150 000	158 100	166 637		
16	Red ribbon						50 000	52 700	55 546		
17	Food hamper child headed family support						300 000	316 200	333 275		
18	Migration health forum and support NGO						100 000	105 400	111 092		
19	World TB day						210 000	221 340	233 292		

FIRE SERVICES PROJECTS/PROGRAMMES 2019/20 – 2023/24

NO.	PROJECT NAME	PROJECT DESCRIPTION	LOCATION		ANNUAL TARGET TO ACHIEVE	FUNDER	BUDGET				
			MUNICIPALITY	WARD/VILLAGE			2019/20	2020/21	2021/22	2022/23	2023/24
1	Fire & Rescue Services Specialised Vehicles.	Provide for : Replacement of old non-operational vehicles and purchasing of New Vehicles	MDM	ALL	100%	ES	10,000,000	18,000,000	18,000,000	20,000,000	22,000,000
2	Refurbishment of Specialised Fire vehicles	Fire engines to be refurbished to extend their operational usefulness in Tzaneen, and Phalaborwa Fire Stations	MDM	Greater Tzaneen & Ba-Phalaborwa	100%	ES	3 000 000				
3	Hazmat Vehicle Conversion	Convert existing DM Command vehicle into a Hazmat vehicle	MDM	All	100%	ES	2,000,000				
4	Fire & Rescue Equipment	Procurement of Fire & Rescue Equipment	MDM	All	100%	ES	4,000,000	4,500,000	4,750,000	5,000,000	5,500,000
5	Fire protection	Provide wild fire units for	MDM	All	100%	ES	800 000	843 200	888 733	2,000,000	2,200,000

	association	operations and helicopter standing fees									
6	Aerial firefighting support	Veld & Forest Aviation Support for Mopani DM	MDM	All	100%	ES	400,000	421 600	444 366	500,000	550,000
7	District Fire Plan	Development of fire plan	MDM	All	100%	ES	350,000				450,000
8	Upgrading of Fire Stations	Upgrade of fences and buildings. Giyani & Modjadji F/S	MDM	All	100%	ES	2 000 000	3 000 000			
9	Building of satellite Fire Stations	Building of Gavaza Fire Station	MDM	All	100%	ES	-	10,000,000			
10	Fire Services Training Centre	Plan and develop a District Fire Training Centre	MDM	All	100%	ES	2,000,000	3,000,000			
11	Fire Services Uniform and Protective Clothing	Provision of Fire Services Uniform and Protective Clothing	MDM	All	100%	ES	2,500,000	2,800,000	3,000,000	3,500,000	3,800,000
12	Upgrading security systems	Upgrade security systems at all Fire Stations	MDM	All	100%	ES	300,000	3 000 000	250,000		
13	Fire awareness campaigns (PIER)	Public education and Fire Awareness	MDM	All	100%	ES	30 000	31 620	33 327	180,000	
14	Provision of furniture	Procure furniture	MDM	All	100%	ES	250,000	270,000	290,000	320,000	340,000
15	Gym equipment						800 000	250 000	120 000		

MDM PROJECTS/PROGRAMMES 2019/20 – 2023/24

IDP PROJECTS – ENVIRONMENTAL MANAGEMENT 2019/2020

Environment, Waste and Air Quality Management											
N O	PROJECT NAME	PROJECT DESCRIPTION	LOCATION		ANNUAL TARGET TO ACHIEVE	FUNDER	BUDGET				
			Municipality	Ward /Village			2019/20	2020/21	2021/22	2022/23	2023/24
1	Awareness Campaigns	Awareness campaigns to be conducted according to Environmental Calendar days i.e Biodiversity Day, World Environment Day, Wetland day, Abor Day	District and all local Municipalities	All Local Municipalities villages	Councilors. Ward Committees. Schools. Communities & Community leaders. Disaster	Own / ES	250 000	263 500	277 729	280 000	290 000

		and also Air Quality Management Awareness Campaigns. These campaigns will be in the form of Seminars, workshops, open events debate, meetings and competitions.			Management Forum and role players. Municipal Departments. Government Departments.						
2	Rural Waste, Parks and Garden Management EPWP Projects	Creating Job opportunities through implementation of Expanded Public Works Projects (EPWP) on Waste Collection in rural Areas, Community Parks and Garden Maintenance.	District and all local Municipalities	All Local Municipalities villages	Rural villages and Community Parks	EPWP Integrated Grant and ES	2 000 000	2 108 000	2 221 832	2 600 000	2 800 000
3	Ambient Air Quality Monitoring	Monitoring of Ambient Air Quality through collection & Interpretation of data from the Air Quality Monitoring Station	Tzaneen local municipality	Tzaneen	Tzaneen town Communities and the surroundings	Own / ES	600 000	650 000	700 000	750 000	800 000
4.	Development of Integrated Waste Management Plan (IWMP)	Developing the IWMP, which is the guideline document on how waste can be managed properly and is a requirement from Waste act.	District and all local Municipalities	All Local Municipalities villages	Developed Integrated Waste Management Plan for all locals and a district	Own / ES	800 000	843 200	50 000	50 000	50 000
5	Support to Green Economy	Provision of Support in the implementation of Greenest Municipality Competition (GMC) and Green Schools for the Earth Programs and also support to Climate Change Projects in the communities	District and all local Municipalities	All Local Municipalities, villages and schools	Green Economy and Climate Change related Community projects	Own / ES	100 000	110 000	120 000	130 000	140 000
6.	Feasibility Study on Regional Landfill	Conducting the feasibility study on the possibility of establishing a Regional landfill for Mopani District	District	All Local Municipality	Feasibility Study Report	Own / ES	900 000	0.00	0.00	0.00	0.00

7.	Construction of Maruleng landfill Perimeter fence	Construction of the perimeter fence for Maruleng landfill which is at London landfill site.	Maruleng Local Municipality	All villages under Maruleng	Landfill which is fenced in	Own/ES	800 000	500 000	0.00	0.00	0.00
9	Provision of water at satellite fire stations	Water provisioning	District	All	Water provision						
10	Air quality Indaba						100 000	105 400	111 092		
11	Support to K2C Biosphere reserves					--	250 000	263 500	277 729		

MDM SPORT, ARTS & CULTURE PROJECTS/PROGRAMMES 2019/20 – 2023/24

NO	PROJECT NAME	PROJECT DESCRIPTION	LOCATION		ANNUAL TARGET TO ACHIEVE	FUNDER	BUDGET				
			MUNICIPALITY	WARD/VILLAGE			2019/20	2020/21	2021/22	2022/23	2023/24
1.	Indigenous games	9 codes are played from local to international	MLM	Metz/Willows	03	Locals MDM DSAC SRSA	200 000	210 800	222 183	290 000	320 000
2.	Golden Games	17 codes are played from local to National	BPM	Lulekani Stadium	03	Locals, MDM, DSAC, DSD, OTP Age in Action	380 000	400 520	422 148	460 000	490 000
3.	Disability Games	Games for ; Deaf Physical Disabled Intellectual Impaired	GTM ,GGM,GLM	Nkowankowa Giyani Kgapane	03	MDM DSD OTP DSAC	400 000	421 600	444 366	490 000	520 000
4.	Women and Sport	Male dominated codes to be played	MLM	Giyani Stadium	01	MDM DSAC OTP	230 000	242 420	255 511	320 000	350 000
5.	Support Federations	11 federations to be supported	All the locals	All the locals	02	MDM DSAC	500 000	527 000	555 458	590 000	620 000
6.	District Sport Confederation	4 meeting per annum	All the locals	All the locals	04	MDM	150 000	158 100	166 637	240 000	270 00
7.	District Arts and Culture	To support performance and visual artists	All the locals	All the locals	02	MDM DSAC	300 000	330 000	360 000	390 000	420 000

8.	Ku luma vukanyi	To support heritage services	All the locals	All the locals	01	MDM DSAC LEDET	50 000	52 700	55 546	180 000	210 000
9.	Library Activities	To support library activities	All the locals	All the locals	02	MDM	120 000	150 000	180 000	210 000	240 000
10.	Junior Dipapadi	To support early childhood sport and recreation activities	All the locals	All the locals	01	MDM DSAC	230 000	260 000	290 000	320 000	350 000

IDP PROJECTS - DISASTER MANAGEMENT CENTRE 2019/2020

DISASTER MANAGEMENT CENTRE											
NO	PROJECT NAME	PROJECT DESCRIPTION	LOCATION		ANNUAL TARGET TO ACCHIEVE	FUNDER	BUDGET				
			Municipality	Ward /Village			2019/20	2020/21	2021/22	2022/23	2023/24
1	Awareness Campaigns	Awareness campaigns edutainment material. Workshops for Councilors, Ward Committees, Disaster Management Forum members. Orientation workshop for Grade 11 pupils on Disaster Management, Water Services, Environmental Health, Environment, Fire Service and GIS. LP Gas awareness workshop. Fireworks awareness workshop.	District and all local Municipalities	Disaster Management Centre and local municipalities.	Councilors. Ward Committees. Schools. Communities & Community leaders. Disaster Management Forum and role players. Municipal Departments. Government Departments.	Equitable Share	100 000	105 400	111 092	330 000	340 000

2	Upgrade the Communication Centre and GEMS3 System. Communication and information management system for the Centre	Upgrading the Emergency Communication Centre and GEMS3 System and information management for the District.	District. (Research are underway on Provincial level that all Emergency Communication Centre's function on one system to improve communication in the Province and Districts)	System placed in the Centre	District all communities.	Equitable Share	3 000 000	3 162 000	3 332 748	3 600 000	3 700 000
3	Early warning system	Installation of early warning systems in the District. Weather stations and monitoring devices. Automatic Rainfall stations. The South African Weather Services implementing a new Impact Base Early warning system.	District and all local Municipalities .	Disaster Management Centre	Disaster Management Officials	Equitable Share	600 000	632 400	666 550	350 000	400 00
4	Disaster Relief support	Relief during emergencies and disasters. This relief support is available for all emergencies like flooding, droughts, emergency water, and emergency housing.	District and all local Municipalities	Disaster Management Centre	All affected communities	Equitable Share	2 500 000	2 635 000	2 777 290	6 500 000	7 000 000
5	Vehicle tracking systems and radio system	The upgrading of the Vehicle tracking and radio system in the Emergency Communication Centre need to be replaced with a digital system. All radios in the Fire and Disaster Vehicles need	Disaster Management Centre and all the Fire Stations in the District.	Disaster Management Centre	Emergency Communication Centre and Fire Services.	Equitable Share	1 000 000	1 000 000	750 000	1 000 000	1 250 000

		to be replaced. New repeater system need to be installed in the District.									
6	Review of the Disaster Management Plan vulnerable risk hazard analysis	Review of the current Disaster Plan and vulnerability hazard analysis	District level	Disaster Management Centre	District and all communities	Equitable Share	550 000	579 700	611 004	250 000	700 000
7	Disaster Risk Reduction research with the University of Venda	Research on Disaster Risk Reduction Projects. Risk Assessment on Environmental degradation, floods, water quality, fire, and communicable diseases.	District	Disaster Management Centre, MDM departments. University of Limpopo. Government Departments	District.	Equitable Share	1 500 000	1 581 000	1 666 374	1 800 000	1 900 000
8	Replaceme nt of the Command Vehicle	Replace the Mercedes command vehicle with a 4x4 all-terrain vehicle. (The recent Mercedes will be converted into a hazmat vehicle.)	Disaster Management Centre and Local Municipalities	Disaster Manageme nt Centre	District	Equitable Share	2 500 000	250 000	100 000	50 000	100 000
09	Upgrading of Security Systems in the Disaster Management Centre	Improve security system biometric and CCTV cameras etc.	Disaster Management Centre	Disaster Manageme nt	Centre	Equitable Share	250 000	100 000	100 000	50 000	50 000
10	Improve landscaping and Garden Services at the Centre	Improve gardens around the Centre	Disaster Management Centre	Disaster Manageme nt	Centre	Equitable Share	500 000	527 000	555 458	500 000	500 000
11	Disaster Manageme nt Seminar. International Day for	Disaster Management Seminars/ workshops on disaster management activities e.g. climate change, early warning,	District and all local municipalities .	Disaster Managem ent Centre	Councilors. District and Local Municipalities Government Departments.	Equitable Share	225 000	237 150	249 956	255 000	265 000

	Disaster Risk Reduction	flooding etc.			Disaster Management role players.						
12	Installation of Emergency Number Sign Board in the District	Placement of sign board in the strategic places in the district	District and all local municipalities	Disaster Management Centre	District all local municipalities	Equitable Share	-	-	-		
13	Purchasing of drone for disaster risk assessment	Using during disaster risk assessment and assessment of disaster incidents.	District and all local municipalities	Disaster Management Centre	District	Equitable Share	50 000	52 700	55 546	50 000	50 000
14	Climate Change Research	To do research of the impact of the Climate Change on the Mopani District Municipality	District and all local municipalities	Disaster Management Centre	District and the local municipalities	Equitable Share	800 000	100 000	100 000	100 000	100 000
15	Solar Light project	To provide emergency Disaster Management Houses with a solar light	District and all local municipalities	Disaster Management Centre	District and the local municipalities.	Equitable Share	50 000	52 700	55 546	80 000	90 000
16	AFIS Dashboard	AFIS Dashboard is the monitoring of fire points in the District. Will be able to build up a database to identify all the high risk fire areas,	District and all local municipalities	Disaster Management Centre	District and local municipalities	Equitable Share	200 000	210 800	222 183	230 000	240 000
17	Identification of flood lines	The identification of flood lines of all the major river systems in the District	District and all local municipalities Project will assist Water Services and Planning and Development	Disaster Management Centre	District and the local municipalities.	Equitable Share	1 000 000	1 054 000	1 110 916	750 000	750 000
18	Emergency lights for vehicles of Disaster Management Officials.	Emergency lights for disaster official vehicles.	District Disaster Management official vehicles	Disaster Management Centre	Disaster Management Officials at the District Disaster Management Centre.	Equitable Share	80 000	84 320	88 873		
19	Research on the	Research in conjunction with Geoscience on the	District and all local	Disaster Managem	District and the local	Equitable Share		750 000	790 000	250 000	250 000

	seismic hazard in the District	seismic activities in the District and the impact of these activities on the Development activities of the District	municipalities Project will assist Water Services and Planning and Development	ent Centre	municipalities						
20	Smoke detectors for informal settlements & communities vulnerable to fires.	Supply of smoke detectors to informal houses and households vulnerable for fires.	District and all local municipalities .	Disaster Management Centre and Fire Services Ward committees	Informal settlements and households vulnerable to fire. Ward committee Councilors.	Equitable Share	100 000	80 000	120 000	130 000	140 000
21	Fire Safety Project	Purchasing and supply of fire safety kits	District and all local municipalities .	Disaster Management Centre and Fire Services. Ward committees	Trained ward committee and community members will receive a Fire Safety kit to assist during fires	Equitable Share	-	150 000	158 100	180 000	190 000

Please take note that the budget of Landscaping and Security (Bio - metric and CCTV cameras) are for Corporate Services

FINANCIAL VIABILITY PROJECTS/PROGRAMMES 2019/20 – 2023/24

NO.	PROJECT NAME	PROJECT DESCRIPTION	LOCATION		ANNUAL TARGET TO ACHIEVE	FUNDER	BUDGET				
			MUNICIPALITY	WARD/VILLAGES			2019/20	2020/21	2021/22	2022/23	2023/24
1	Asset Management	Verification, Unbundling and Componentization of Assets	Mopani District	Mopani District	All infrastructure assets in the asset register fully unbundled in terms of GRAP by 30 June 2019.	Equitable Shares	3 200 000	3 372 800	3 554 931	4 800 000	5 100 000
2	AFS Preparation	Assistance in the preparation of the Quarterly and Annual	Mopani District	Mopani District	Quarterly AFS prepared for each of the four quarters	Equitable Shares	3 682 000	3 880 828	4 090 393	0	0

		Financial Statement			by latest two months after each quarter.						
3	Updating of Financial System_MSCOA	National Treasury projects to move all municipal systems to a standardised syst.	Mopani District	Mopani District	An mSCOA financial system that is live and transactional by 1 July 2019.	Equitable Shares	5 000 000	5 270 000	5 554 580	0	0
4.	(Operation Clean Audit) Accounting for water and sanitation	Engaging audit firm on water and sanitation accounting and reporting	Mopani District	Mopani District	Fully GRAP compliant water and sanitation financial reports finalised and reviewed by 30 June 2019.	Equitable Shares	1 052 000	1 108 808	1 168 684	0	0
5	VAT Consultant	Reconciliation of VAT account & submission of the returns	Mopani District	Mopani District	Accurate and complete VAT reconciliations filed with SARS within SARS timelines by 30 June 2019.	Equitable Shares	31 560 000	33 264 240	35 060 509	0	0
6	Debt Collectors	The enforcement of debt collection by consumers of water and sanitation services at local municipalities	Mopani District	Mopani District	Debt collector appointed by the district at each local municipality by 30 April 2019.	Equitable Shares	10 600 000	11 236 000	0	0	0
7	Valuation of property, plant and equipment	GRAP compliant fixed asset register correctly valued	Mopani District Municipality	Mopani District Municipality	GRAP compliant fixed asset register correctly valued by 30 June 2019.		300 000				
9	Water tankers						2 000 000	13 000 000			

SECTOR DEPARTMENTS PROJECTS

(1) Department of Agriculture: Project Implementation, 2019/20

	Project / Programme Name	Description of Project / Programme (Eg. Activities / Commodities)	Dry Land Farming = D or Irrigated Farming = I	Local Municipality	Total Project cost R'000	Est Budget R'000
1	GRASP 2 (Holofelang ;efa Christian; Davano; Khomanani; Eunike	Retention of constrution of shade nets; pack shade and Enviro-loo	I	Ba-phalaborwa	636 034	Vegetables
2	Grasp 4 (Mongwe, Rikhotso, 100 Mandanda, Xipfimbamahlo, Makwale, Greenlight	Installation of irrigation infrastructure with shade net	I	Ba-phalaborwa	10 750 000	Vegetables
3	GRASP 4 (Moradu, Vuxaka ikudya, Mandla maheli, Reyaya)	Installation of irrigation system with shade net	I	Ba-phalaborwa	7 420 000	Vegetables
4	Masalal Structural works	Revamping of packing facility - Retention	I	Ba phalaborwa	552 795	Fruits
5	Marievert	Procurement of irrigation materials & Fence and water development source	I	Ba-phalaborwa	500 000	Vegetables
6	10 X Mahale Farmers cluster	fence water pump engine and irrigation pipes	I	Ba-phalaborwa	800 000	Vegetables
7	Benfarm coop	Jojo tanks ,irrigation system ablution facility .	I	Ba-phalaborwa	300 000	Vegetables
8	GRASP 3	Retention of balancing dams	I	Ba phalaborwa	235 300	Vegetables
9	Oasis nursery	Procurement of nets; construction of planting structure; and planting materials	I	Ba-phalaborwa	600 000	Vegetables
10	GRASP Aquaculture	Development of office space and cold	I	Ba phalaborwa	500 000	Aquaculture

		facility				
11	Mariveni farm coop	Dam - Retention	I	Tzaneen	123 533	Fruits
12	Exilite 499cc	Repairing of 8 tunnels	I	Tzaneen	600 000	Vegetables
13	Malemela Peba	Construction of 6x3000 broiler houses (3x3000)	D	Maruleng	1 497 338	Poultry
14	AMATA TRADING CC	Construction of store house and perimeter fence	I	Greater Giyani	300 000	Vegetables
	Mopani Total				24 815 000	

Commercialization and production increase strategy continue only funded for planning

	Project / Programme Name	Description of Project	Total Project cost R'000	Est Budget R'000
15	Mohale Farming	Procurement of moveable assets to improve production	4 500	700
16	Moradu farming	Planning Packhouse and mango processing facility (planning to be done inhouse with the Entity)	15 000	200
17	New Dawn Farming Enterprise	Planning of packing facility and expansion of Citrus to 265ha and conduct EIA (planning to be done in house with the Entity)	68 772	200
18	Mabunda	Planning expansion of citrus by 400ha (planning done in house with entity)	47 958	200
19	Mariveni farm Coop	Planning and designing of packhouse (planning done in house with entity)	42 000	200
20	Makepisi	Planning expansion of irrigation for 75ha citrus. (planning done in house with entity)	8 992	200
21	Maswele Farming	Packing facility; Procurement of 2 big Tractors, 1 disc Hydraulic, 1 boom spray, 2 cutter bars, 1 ridger.	15 000	200
	Total Mopani		202 222	1 900

(2) Department of Social Development

	Project / Programme Name	Description of Project / Programme	Local Municipality	Village/wards	2019/20 Budget allocation (R'000)	2020/2021 (R'000)
1	Dzumeri Office accommodation	Construction of office accommodation	GGM	Dzumeri	25 000	0
2	Maintenance	Maintenance of existing facilities	All districts	All districts	5 245	0

(3) Department of Transport

	Project / Programme Name	Description of Project / Programme	Local Municipality	Village/wards	2019/20 Budget allocation (R'000)	2020/2021 (R'000)
1	Subsidised bus transport	Bus subsidy	GTM, MLM, GLM, GGM		770m (the whole province)	0
2	Electronic vehicle monitoring syst.	Vehicle monitoring system	GLM		28m (the whole province)	0
3	Tzaneen registering Authority	Registering authority	Tzaneen		500 000	0
4	Maintenance of traffic stations	Maintenance of traffic stations	All stations in Mopani		4.815 (the whole province)	0

(4) DEPARTMENT OF EDUCATION

No	Project Name	Project Description	Municipality	Location	Funder	Costing/ Budget Estimates				
						2019/20 R '000	2020/21 R '000	2021/22 R '000	2022/23 R '000	2023/24 R '000
1	Khutjwana prim ord 915540591	IDT Build 2x 4classroom blocks for grade R, 2x 4classroom blocks, medium admin, 10x waterborne toilets for grade R, 1-x enviroloo seats, gate house and civil works (paving, fencing, sewer, water reticulations, storm water). Renovate 1x 2 classroom block, 1x 3classroom block, 1x 4classroom block, 1x 5classroom block, small school hall and 10x enviroloo toilet blocks (as per IDT invoice monthly report).	GTM	Khujwana	Educational Infrastructure Grant (EIG)	5 000				
2	Lebaka prim ord 918520511	LDPWRI-PMU Build medium admin, 5x 4classroom blocks, 12x enviroloos, disabled toilets, guard house. Refurbish 4xclassrooms. Site works (as per Practical Completion cert).	GLM	Lebaka	EIG	5 000				
3	Mawa prim ord	IDT Build 4x 3classroom blocks, small admin	GTM	Mawa	EIG	10 000				

	918511005	block, nutrition facility, 3x grade R classrooms, enviroloo toilets. Demolition of all existing mud structures (as per IDT invoice monthly report).								
4	Motupakgomo prim ord 918511173	IDT Renovations of 20 classrooms and 12 enviro loos, construction of 1x 4 classroom block, 4 ECD classrooms, administration block, nutrition centre, 26 waterborne toilets and site works (as per IDT invoice monthly report).	GTM	Motupa	EIG	15 000				
5	Nyavana prim ord 915530983	IDT Build Medium Admin. Renovate 3x 4classroom blocks, 1x 4classroom block, 2x 4seat toilet blocks, fencing with gate and guard house. Demolish admin block (as per IDT invoice).	GTM	Nyavana	EIG	5 000				
6	Phakeng prim ord 918521255	IDT Build 2x 4classroom & 1x 3classroom blocks, 1x Grade R facility, admin block, nutrition centre. Demolish 2x 3 classroom blocks, pit toilets & makeshift kitchen. Renovate 1x 3classroom block & existing toilets (as per IDT invoice monthly report).	Mopani		EIG	10 000				
7	Thabeng prim ord 926541235	IDT Build 2x 4classroom blocks, medium admin building, nutrition centre, 3x 8seater toilet block, 1x 4seater toilet block. Renovate 2x 4classroom blocks, 3x 3classroom blocks (as per IDT invoice).	Mopani		EIG	5 000				

DEPT OF ENVIRONMENT AFFAIRS: EPIP NEW FUNDING CYCLE: APPROVED PROJECT

	Project Name	Project Description	Local Municipality	Focus Area	Applicant	Budget (R)
1	LP-Lekgalameetse	Construction of staff village, camp site, picnic site, bulk water supply	Maruleng LM	People & Parks	LEDET	40 000 000
2	LP-Mahumane Nature Reserve	Establishment of community nature reserve adjacent to the KNP. The reserve requires an electrified game reserve, roads, water reticulation.	Greater Giyani LM	Biodiversity Economy	Mahumani Traditional Council	15 000 000
3	LP-Cultivating and protecting wild harvested medicinal plants	Establishment of primary processing facility for indigenous plants including marula and baobab, as well as medicinal plants.	Greater Tzaneen LM	Biodiversity Economy	The Retsogile Permaculture Education & Training Trust	15 000 000
4	LP-Hihanyile Essential Oil Development	The project aims to expand the existing cultivation and processing of Lippia javanica for essential oils and mosquito repellent candles in Giyani	Greater Giyani LM	Biodiversity Economy	Hihanyile Essential Oil Pty Ltd	5 000 000
5	LP-Vahlave Community	Establishment of lodge accommodation for 100 guest; environmental education centre, construction of 5 lecture halls and environment resource	Greater Giyani LM	People and Parks	Mabunda Traditional Council	20 000 000

	Conservation Project	centre, nursery 3 ha growing of indigenous trees, 5 boreholes, erection of 40km fence, 22 strands electric fence, paving of area from the access gate to the reception, picnic site, construct visitors information centre, construct 5km access road, construct security gate, bicycle track of 10km within the gate reserve, establishment of 10km hiking track electricity, upgrade reticulation and installation of solar energy system with gysers, air conditioning and reticulation				
6	LP-Serala Community Property Association	Construction of security guard room & the guest house, fencing of camping site, installation of gate at Serala and western side of Wolberg Nature Reserve, construction of information centre for tourists, rehabilitate the mountain club houses, construct hiking trails, pave 15km road to mountain club, debushing and construction of a bridge from George's valley to Letaba river, rehabilitation of Rerala CPA wetland, reticulation of water and electricity for bush camps and all the surrounding facilities withing Wolkberg Nature Reserve and Resala CPA	Greater Letaba LM	People and Parks	Serala Community Property Association	25 000 000
7	LP-Modjadji Infrastructure Project	Upgrading of 21 km hiking trails around the reserve and construction viewpoints, excavation of the dam and grading of the road for tourists. Signage will also be upgraded along the tourist road and hiking trails. construction of staff cottages; construction of 9 cottages personel with one bedroom, bedroom and a kitchen/dining room with bricks and corrugated iron sheets. The cottage will be equipped with kitchen unit, solar geyser and built-in wardrobe and bath set; the fencing of 26km in Modjadji project, erection of game fence with one sliding tourist gate. Te fencing will require a bonnox on 1.8m high x 100m length, with 50m interval between, 2 fence posts, 10 standard posts and 22 droppers. The fence will require 2126 angle strut, 43 corner posts, 81040 fencing posts, 5200 standard posts and 11440 droppers.	Greater Tzaneen LM	People and Parks	LEDET	15 000 000
8	LP-Conversion Of Illegal Dumping Areas to Recreational Parks	Conversion of illegal dumping areas to recreational parks which include benches, swings, coffee shop, jungle gym, fencing, irrigation, tree planting, utilizing solar energy, vegetable gardens & umbrellas	Greater Giyani LM	Greening and Open Space Management	Greater Giyani LM	5 020 000
9	LP-Development & Greening the Area Between Khalanga Lodge & Valoyi Vatsonga	Development of recreational park with the required amenities and green both Khalanga Lodge and Valoyi Vatsonga Cultural Village.	Greater Tzaneen LM	Greening and Open Space Management	Chief Nwamitwa Traditional Council	15 000 000
10	LP-Lebaka Land	Rehabilitation of land through control of soil erosion and gabion construction	Greater	Working For	Lebaka Land	10 000 000

Restoration	(Enhancing soil structure and function)	Letaba LM	Land	Restoration	
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SAPS: Community projects

PROJECT		PROJECT ALLOCATED BUDGET	ALLOCATED BUDGET	PROJECT LOCATION	
				DISTRICT MUNICIPALITY 112	LOCAL MUNICIPALITY
YCOP	Obtaining youths involvement in crime prevention.(4 Months ,during festive session (Sep-Dec)	R226 800	226 800	MOPANI	Greater Giyani
		R159 600	159 600		Greater Tzaneen
		R58 800	58 800		Greater Letaba
		R134 400	134 400		Baphalaborwa
		R50 400	50 400		Maruleng
CRIME PREVENTION THROUGH ENVIRONMENTAL DESIGN (CPTED) EPWP HOTSPOTS	Cleaning up areas identified as contact crime hotspot.(3 Months)120 participants.	500 000	500 000	MOPANI 120 Participants	Giyani hotspot
TOTAL		630 000	630 000		
CSF	Aim a joint safety promotion.	238 000	56 000	MOPANI	Greater Tzaneen
			56 000		Greater Giyani
			56 000		Greater Letaba
			56 000		Ba-Phalaborwa
			14400		District
CPF	Aim at promoting good relation between the community and police	666 400	229 075	Letsitele ,Ritavi, Tzaneen, Maake, Haenetzberg	Greater Tzaneen

			62 475	Giyani	Greater Giyani
			166 600	Sekgosese, Modjadiskloof, Bolobedu, Mokwakwailai	Greater Letaba
			166 600	Lulekani, Phalaborwa, Namakgale, Gravelotte	Ba-Phalaborwa
			41 650		Provincial Board
		666 400	666 400	14	

INTEGRATION PHASE

INTEGRATION PHASE: In this section we provide summaries of the available sector plans of the municipality as approved by Council.

6.1. BACKGROUND

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

TABLE 73: LIST OF KEY SECTOR PLANS IN PLACE

No.	SECTOR PLAN	DATE DEVELOPED/ LAST REVIEWED (Date approved by Council)	
		Developed	Last Reviewed
1.	Performance Management Framework	28 February 2003	31 st March 2008
2.	District Health Plan	22 February 2005	28 February 2008 / Nov. 2010
3.	Integrated Transport Plan	15 December 2004	22 August 2007
4.	Workplace skills plan	12 December 2003	12 December 2008
5.	Local Economic Development Strategy	27 October 2006	March 2016
6.	Disaster Management Framework	3 October 2008	
7.	Disaster Management Plan	30 September 2009	
8.	HIV & AIDS Policy	12 December 2003	
9.	HIV & AIDS Strategy	(Plan under development)	
10.	Tourism Development Strategy	27 October 2006	-
11.	Spatial Development Framework	31 March 2008	March 2016
12.	Water Services Development Plan	28 February 2003	
13.	Integrated Waste Management Plan	28 April 2006	-
14.	Institutional Plan	3 October 2008	-
15.	Employment Equity plan	30 July 2009	-
16.	5 Year Financial Plan	12 December 2008	-
17.	Poverty Alleviation Plan	-	-
18.	Social Crime Prevention Strategy	(Plan under development)	-
19.	Children's Rights plan of Action		-
20.	Disability Framework	12 December 2009	-
21.	Communication Strategy	12 December 2009	-
22.	Anti-corruption/ Fraud prevention strategy	31 May 2012	23 June 2015
23.	Air Quality plan	March 2016	March 2016

The operational details of all these plans, programmes, systems and strategies are well-articulated in the programmes and projects detailed in the Projects Phase. The following plans are earmarked to be developed or reviewed during the 2017/18 financial year:

- Infrastructure plan
- Environmental Management Framework

It should be noted that despite the absence of these plans, there are projects and programmes that are components of these plans, e.g. there are infrastructure projects in the absence of an Infrastructure plan.

6.2. SECTOR PLANS ANNEXURES

Hereunder are the briefs on all sector plans that have been approved by Mopani District Council.

6.2.1. SPATIAL DEVELOPMENT FRAMEWORK

(approved on 31 March 2016)

1.1 Purpose of the Report

An IDP Strategic Objective of Mopani District Municipality is to “Plan for the Future”. Planning for the future begins with an understanding of the current state of Mopani District Municipal area as it is now. That includes understanding the place, the people, its resources, and the economic, social and environmental forces underlying the trends that are shaping the District’s development. Development growth and changes in development patterns are inevitable. Development pressures and challenges are a given in the District. However, a District with foresight and insight can guide and manage public and private investment to ensure the most sustainable outcome for its inhabitants. The overall intention of the Mopani District Municipality Spatial Development Framework, is to spatially represent the District’s Vision and how it intend to reach it. It provides direction towards a future District spatial structure and form that can facilitate sustainable growth and development at the economic, community and environmental dimensions.

INTRODUCTION

1.2 Structure of the Report

The Mopani District Municipality identified the need to develop a Spatial Development Framework (SDF) on community scale that will serve as a spatial development guide for the entire Mopani District development perspective. A key purpose of the review of the District SDF is to provide baseline information for the development of local municipal SDF’s and local area plans. The SDF guides the potential population and household growth of each settlement, and the potential direction for the future extension of each settlement. The concept is unique and will assist municipalities and their political structures, in their formulation of IDP projects and consultations with the individual communities.

The outcomes required from the Mopani District Municipality for the SDF are as follow:

- ▣ A concise description of the study area;
- ▣ Mapping on a topographical map (1:50 000) the general land uses of each community, with the general land uses prescribed as settlement, conservation and agriculture;
- ▣ An analysis of the spatial, economic, social and environmental dimension of the settlement in a concise manner;
- ▣ Projecting the population and household growth of the community over the 5 year term;
- ▣ Development proposals that guide the potential development direction for the future extension of the community, taking cognisance of the environmental sensitive areas. the land with high agricultural potential and future transport/activity corridors. The purpose is not to draft a general district-wide status quo analysis and spatial development framework, but to plan on community scale. It is further not the outcome to develop spatial development plans or local area plans, as this detail planning will be done on local municipal level as a subsequent step to the District SDF. The SDF will therefore aim to serve as an indicative, flexible and forward planning tool to guide spatial decision-making that promotes orderly development necessary for sustainable development and service delivery at community or town scale.

1.3 Status of the Report

The Structure of the Community based SDF for Mopani District Municipality is described as follow:

a) The Community SDF comprises of the main report that describes the following:

- ▣ the project purpose,
- ▣ the study area,
- ▣ the legislative requirements, and
- ▣ strategic directions.

b) The report thereafter consists of a section for each local municipality that includes the following:

▣ a concise description of the local municipality,

- ▣ a Map of the Municipal area and its Wards,
- ▣ a table listing the settlements contained in each Ward,
- ▣ a Settlement Information Sheet for each settlement that is referred to as Settlement Development Guidelines, this sheet should be read with the relevant Map referenced on the sheet.

c) The Map Book consists of two maps per area with same number :

- the Settlement Map shows status quo analysis data,
- the Spatial Development Framework Map indicate development proposals.
- an Index of each settlement, its Map reference number, Ward Number and settlement category.

This report serves as the Draft Spatial Development Framework of the Mopani District Municipality.

The report further includes development proposals for the future extension of each settlement, taking cognisance of the occurrence of recorded environmental sensitive areas and moderate to very high agricultural land capability. These development proposals are to be used as a flexible tool to guide spatial decision making and forward planning by local municipalities, and do not serve the purpose to overwrite any policy or Council decision relating to land use development by local municipalities. Detailed feasibility studies and land use planning on local level, should confirm the suitability of the areas for development.

The SDF further provides direction in terms of prioritisation of demarcation of sites and housing provision, based on calculated backlogs.

Spatial Development Vision Statement

Spatial Development within Mopani District will support a development pattern that provide a conducive, functional and sustainable environment for the District to optimise the full potential of its natural resources found in world renown tourism destinations, high potential agriculture land, and mining activities. A functional hierarchy of settlements and development nodes, will be interlinked through a well-defined network of development corridors that provide regional and cross-border accessibility and development linkages between the district and economic activity or growth areas. Lastly, the spatial development framework seek to establish an integrated and sustainable spatial pattern and improved accessibility to social, infrastructural, economic and municipal services to all communities in the district.

3.4 Spatial Development Goals

Spatial Development within Mopani District will support a development pattern that provide a conducive, functional and sustainable environment for the District to optimise the full potential of its natural resources found in world renown tourism destinations, high potential agriculture land, and mining activities. A functional hierarchy of settlements and development nodes, will be interlinked through a well-defined network of development corridors that provide regional and cross-border accessibility and development linkages between the district and economic activity or growth areas. Lastly, the spatial development framework seek to establish an integrated and sustainable spatial pattern and improved accessibility to social, infrastructural, economic and municipal services to all communities in the district.

The spatial development goals emanating from the spatial vision statement are defined as follow:

- The establishment of an optimal, functional and integrated spatial pattern, integrating the urban and rural areas.
- To strengthen and develop the district growth points and prevent urban sprawl.
- To establish sustainable settlements that are able to generate economic activities.
- To create a conducive environment for the establishment of tourist destination opportunities.
- To establish strong economic and transportation linkages with Sub-Saharan countries and regional, national and international tourism markets.
- To protect natural resources and development areas from any development that may sterilize or have significant negative impact on it.
- Spatial Justice
- Spatial Sustain-ability Spatial Resilience
- Good Admini-stration

The Mopani District Municipality appointed Kayamandi Development Services (Pty) Ltd to undertake a Local Economic Development Strategy (LED) for the District. The LED is a component of the Municipality's overall strategic plan as outlined in the Integrated Development Planning process. The strategy provides the District Municipality with guidelines to create and facilitate economic development, realise the underlying economic development potential, and encourage private sector investment and job creation. The LED Strategy is under review.

Furthermore, as part of the study a survey of 300 formal and informal businesses were undertaken in the District. The majority of businesses in Ba-Phalaborwa, Greater Giyani and Maruleng are in the retail sector and in Greater Letaba and Greater Tzaneen there are slightly more businesses in the Agriculture sector. Certain development constraints in the District include inter alia lack of education and skills, poverty, lack of infrastructure, lack of municipal capacity, access to funding, etc. These constraints need to be addressed to ensure sustainable economic growth and development in Mopani District.

Numerous opportunities exist for economic development in the District. These opportunities were identified through gaps in the business sector and overall needs of the surrounding population that are currently not met. Support to SMMEs is highlighted with regards to training, access to markets, access to funding and access to information. Support should also be given to small-scale farmers who are currently struggling with access to funding, implements (inputs), a market for their produce and a lack of agricultural skills and administration.

Forward and backward linkages also present opportunities for development. Agricultural inputs and outputs create opportunities in the manufacturing and processing sector. Furthermore the availability of raw materials and resources creates the opportunity for small-scale mining (minerals), tourism (water sources and natural beauty) and processing (Agricultural products). The District should also tap into the global market and needs to ensure that they harness the available external opportunities.

In light of the key sectors identified in the District and the existing opportunities identified the LED strategy developed seven strategic thrusts for economic development. These thrusts had been identified during the process of consultations with various roleplayers including government departments, the community, businesses and workshops.

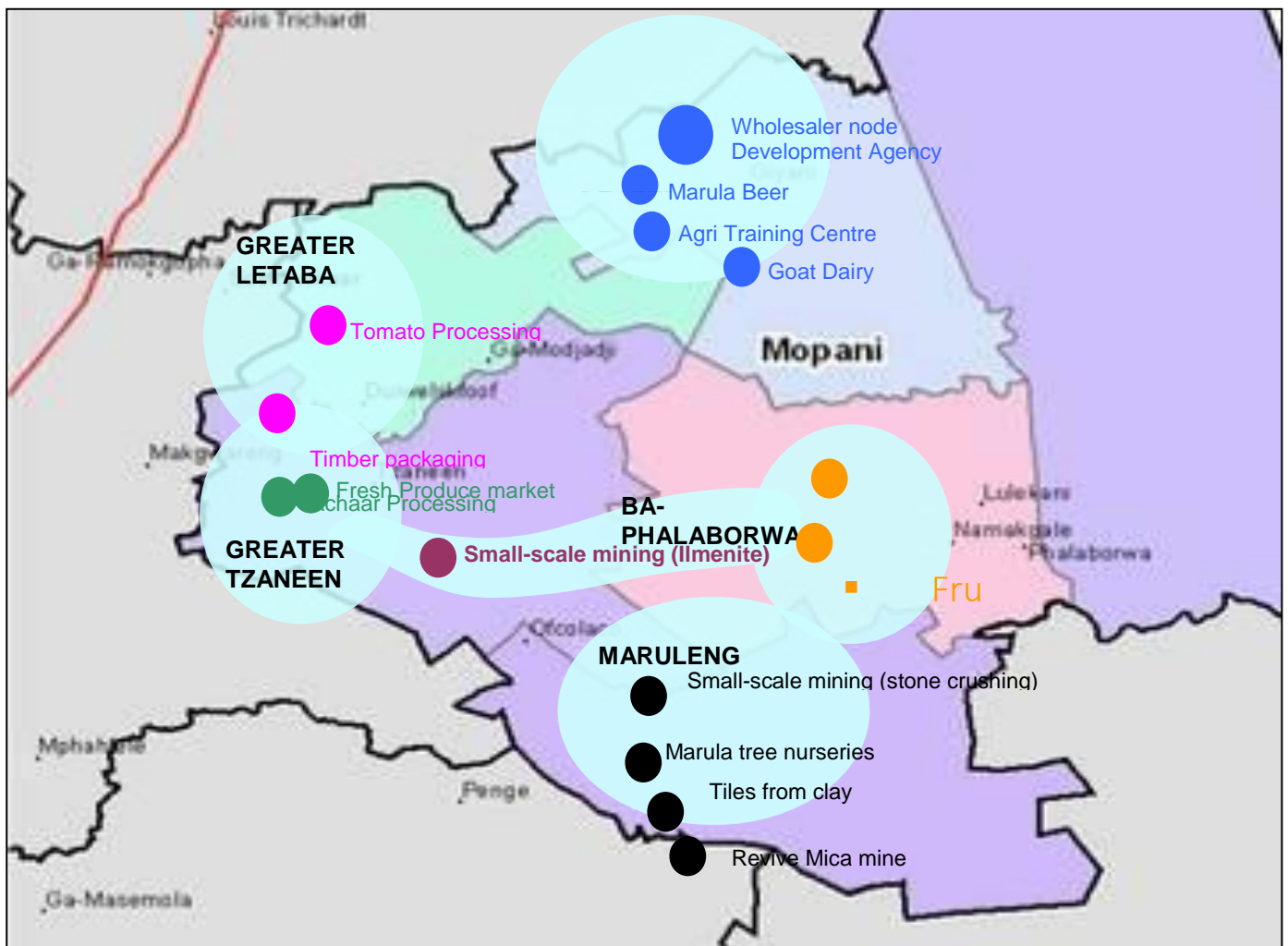
These thrusts and programmes are furthermore supported by projects. The projects that have been identified in the LED are aimed at economic development in the District. A number of these projects need to be facilitated by the District and local municipalities before it can be implemented. Furthermore the implementation of the projects that had been identified will ensure that more job opportunities are created, skills development takes place and that opportunities are created for SMME development. The aim of these projects is also to address poverty relief and to increase community ownership. Priority projects were identified based on job creation, skills development, community involvement, SMME development and overall economic impact on District level. Below is indicated the Thrusts along with the Programmes identified.

Table S1: Economic thrusts

THRUST	PROGRAMME
Economic Infrastructure Support	Not part of LED mandate. Development facilitation from District LED unit required.
	Entrepreneurial & SMME development and procurement
	Development of District level economic database and local business support structures/ services
	Matchmaking and networking development
	Establishment of depots of National wholesalers
	Retail Trade Development
	Agricultural Diversification
	Development of other agricultural resources for farming and agro-processing
	Revitalisation of irrigation scheme activities
	High technology farming practices and methods
	Expansion of small-scale farming
	Skills development and training
	Agro-processing development
	Mineral beneficiation and processing development
	Mining Service Development
	Agriculture service and product development
	Ethnic and cultural activity development
	Eco- tourism and adventure tourism development
	Art and craft development, manufacturing and promotion
	Marketing of tourism potential
	Internal LED capacitation
	Establishment of a Local Development Agency (LDA)

The following Map indicates the priority projects and their preferred locations. A number of these projects should be located in urban areas such as the Wholesaler node and the Development Agency while other projects such as the Tomato Processing and Marula Beer brewery can be located in more rural areas. The projects that will be situated in the more rural areas will give the community much needed economic growth, and skills development. It is however evident that the priority projects for the District are well dispersed throughout the whole District.

Map 3: Location of anchor projects



6.2.3. TOURISM DEVELOPMENT STRATEGY

Tourism is internationally recognized as one of the world's fastest-growing industries. After years of isolation, South Africa has emerged as a highly attractive tourism destination, full of promises and potential, and striving to position itself as a major player in this high-growth, global industry.

To this end, municipalities have a legislative mandate to promote their localities in order to attract investment and tourists who will then inject cash into the local economy, thus create jobs. In line with this mandate, the Mopani District Municipality has developed the Tourism-marketing strategy for the Mopani area of jurisdiction. The strategy focuses on the important issue of branding and notes that the creation of an effective and acceptable branding for the Mopani destination, as a whole, is a process that required full participation by the tourism industry as well as other key stakeholders.

It is proposed that the "Valley of the Olifants" be adopted as the main brand for the Mopani tourism destination, but this still requires discussion and full acceptance amongst all role players. The tourism strategy also provides a summary of the key attractions of each local municipality and matches these to the most likely growth markets. There is also an outline plan on how implementation of the marketing plan could be achieved and this is matched with a summary of the marketing tools that would be needed as well as the suggested budget for the first three years.

Whilst it is accepted that Mopani has some major competitors and as such there is a suggestion that Mopani could capitalize on the

movement of Gauteng residents, for example, into Vhembe and Mpumalanga by promoting the special or unique characteristics of Mopani. In this regard, Mopani is encouraged to take a lead in helping establish tourism forums within those communities that either have sufficient mass of tourism products or that show the most potential for the growth of new products. This initiative needs to be handled sensitively because there must be no hint of a “heavy hand” trying to impose a system or process on any community. It is known that the Department of Economic Development, Environment and Tourism has already tried to establish local tourism forums but without any marked degree of success. Thus, building up a structure that will work for tourism in Mopani must start, not at the top, but at grassroots level.

Growth of tourism, as a contribution to the district’s well-being, can be achieved in various ways, and the Provincial Growth and Development Strategy (PGDS) note possible yardsticks or barometers by which the health of the industry could be measured and monitored.

6.2.4. WATER SERVICES DEVELOPMENT PLAN

(Approved 28 February 2003)

This Water Services Development Plan (WSDP) has been prepared simultaneously with the IDP in compliance with the Water Services Act. The WSDP is a sectoral plan that falls within the inter-sectoral umbrella plan of the IDP and responds to the water and sanitation challenges raised in the analysis phase. The Mopani District Municipality is the new Water Service Authority (WSA) in the district and has appointed EVN Africa Consulting Services (Pty) Ltd. to review its previous WSDP. The WSDP is not only a legal tool, but also is a tool towards achieving sustainable water services (where water includes both water supply and sanitation services).

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

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

The consumer development in the district requires the eradication of backlogs and the establishment of formal housing with improved services. Increased population numbers coupled with increased economic activities would result in increased levels of water supply and sanitation, particularly in the fringes surrounding urban towns where such services lag behind those provided in town. With the exception of Giyani, 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 foretentions to the bulk distribution of water from Middle Letaba dam, Silwane Nondweni towards Giyani, Modjadji and Ritavi (Letaba) to the respective service areas. There is also inadequate management of water supply systems as well as non-payment of water services. There is a need for urgent management and infrastructural development of the major Middle Letaba RWS. Mopani District is a joint user of some water sources with Vhembe district and this necessitate liaison with that adjacent municipality for co-planning and co-funding purposes.

Lepelle Northern Water is the bulk water service provider for:

- Phalaborwa-Namakgale-Lulekani
- Pietersburg Government RSW (Ebenezer Pipeline)

The other water services providers in the district are:

- Ba-Phalaborwa Local Municipality for Phalaborwa and the surrounds
- Greater Tzaneen Local Municipality for Tzaneen, Thabina, Tours
- Lepelle Northern Water for Modjadji, Ga-Kgapane, Nkowankowa and surrounds.

The Water Services Directorate in the Department of Water Affairs and Environment are still assisting as the Water Services Provider to all rural areas not described above. All assets are in the process of being transferred to the district municipality as the new Water Services Authority. Ground water would remain an important source for primary use and to augment the surface sources in future. The economy of scale makes regional surface water schemes more acceptable with ground water augmentation as standby source during drought sequences or supply interruptions.

The increasing profile of sanitation within the IDP allows for closer integration across sectors sanitation and water, housing, health, local economic development, and so on. MDM is now developing strategies for intergrated sanitation improvement, premised on a long-term vision, secure medium-term funding, and consensus on what the immediate priorities and resources are.

In conclusion, the district municipality is serious about taking over the water services provision and ensuring a sustainable supply of these services in the district. However, serious external financial injection is required in order to enable the municipality to live up to its mandate as a WSA as required by legislation and citizens of the district.

6.2.5. INTEGRATED TRANSPORT PLAN

The National Land Transition Transport Act (NLTTA) (Act no 22 of 2000) makes provision for transport authorities to develop transport plans. The district municipality is in the process of reviewing its Integrated Transport Plan for the district and the public transport information highlighted in the analysis phase will serve as a basis for the development of a reviewed Transport Plan that responds to the mobility trends of the district populace.

The policy of apartheid has moved the poor away from job opportunities and access to amenities. This has burdened the workforce with enormous travel distances to their places of employment and commercial centres, and thus with excessive costs. There is also inadequate public transport infrequencies and routes coverage, poor coordination, and other infrequencies. The Mopani District Municipal area is characterised by inadequate public transport despite the fact that the majority of the population is reliant on 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.

INTRODUCTION

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

For this plan to be effective, it is important that all concerned parties be made aware of its provisions and that every official, role player, and department at personnel be prepared to carry out their assigned functions and responsibilities before, during and after emergency. The following paragraphs provide an overview of the background and some of the highlights of this plan. This plan serves to confirm the arrangements in the Mopani Disaster Management approach to effectively prevent disasters from occurring and to lessen the impact of those hazards that cannot be avoided.

Disaster Management is a continuous and integrated multi-sectoral and multi-disciplinary process of planning and implementation of measures aimed at disaster prevention, mitigation, preparedness, response, recovery, and rehabilitation (Disaster Management Act 57 of 2002)

The preventative elements of this plan must be implemented and maintained on a continuous basis. The emergency or reactive elements of this plan will be implemented in the Mopani District Municipality whenever a major incident or disaster occurs or is threatening in its area of jurisdiction.

The responsibility for the coordination of the overall implementation of the plan is that of the Head of the Disaster Management Centre.

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

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

The plan must:

- Form an integral part of the District IDP
- Anticipate the likely types of disaster that might occur in the District area and their possible effects.
- Identify the communities at risk.
- Provide for appropriate prevention and mitigation strategies.
- Identify and address weaknesses in capacity to deal with possible disasters.
- Facilitate maximum emergency preparedness/prevention/ Mitigation
- Establish the emergency management policy framework and organization that will be utilized to mitigate any significant emergency or disaster affecting the Mopani District.
- Establish the operational concepts & procedures associated with day to day operational response to emergencies by Districts municipal departments.
- Contain contingency plans and emergency procedures in the event of a disaster, providing for-

- (i) The allocation and co-ordination of responsibilities allocated to the various role players.
- (ii) Prompt disaster response and relief,
- (iii) Disaster recovery and rehabilitation focused on risk elimination or mitigation.
- (iv) The procurement of essential goods and services,
- (v) The establishment of strategic communication links.
- (vi) The dissemination of information.

CURRENT REALITY

The Corporate Plan makes provision in a generic sense of hazards that will impact on the District economy, cultural, welfare, sustainable development and sustainable livelihoods.

Hazard profiles, associated vulnerabilities and risk (probability or lost) will determine the priorities for Disaster Management programmes and projects. The possible cost benefit to be derived from a project in terms of lives protected, livelihoods secured and property or natural resources defended, will be the criteria that determines priorities.

In a generic sense, the following hazards on the economic, cultural, welfare, sustained development and sustained livelihoods plans were found to pose the greatest risks in the District.

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

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

Communities in rapid growing informal settlements are the most vulnerable to many of these risks, but proximity to certain installations or facilities also exposes other communities to risks.

Environmental degradation, especially deforestation and overgrazing, also pose a major threat to sustainable economic development and sustainable livelihoods. In terms of capacity to address and therefore reduce risks, there currently is a strong emphasis on preparedness and response planning. This means that capacity and planning in terms of mitigation and prevention should be strengthened.

The following have been identified as critical Disaster Management issues and should receive priority attention in the IDP especially in terms of local economic development and land use management.

Identified hazards for the District Municipality area:

- ✓ Aircraft accidents – Tzaneen and Ba Phalaborwa areas.

- ✓ Explosions – All petrol depots (high risk) and petrol stations all over the District. Two fuel depots particularly at risk are the BP depots situated in Tzaneen and Phalaborwa. Here, large amounts of fuel, lubricants and gas (Phalaborwa) are stored and transported to and from by road and rail. Both are within close proximity to water sources enhancing the danger of environmental pollution in the event of a large spillage.
- ✓ Dam failure – all the dams in the District will have an impact on communities downstream. Two dams for which emergency preparedness plans have been drawn up by DWAF indicate that several communities would be in grave danger should there be a breach of the wall of either of these dams. The dams are Tzaneen Dam and Thabina Dam. Development within the floodlines of all dams must be taken into consideration before any new development is approved.
- ✓ Floods – all river systems and communities adjacent to the rivers. Letaba, Thabina, Tours, Middle Letaba, Nsami, Molototsi, Blyde, Olifants and Kudu rivers.
- ✓ Drought – the entire District will be affected; people, animals, agriculture, industry and the economy would all suffer as a result of a drought.
- ✓ Epidemics – affects all communities; examples are cholera, malaria, diarrhoea, XDR-TB, typhoid etc.
- ✓ Animal diseases including communicable diseases – foot and mouth disease, rabies, new castle disease, avian influenza, etc would all have a negative impact on the Mopani District and could all spread with relative ease if not detected within the early stages.
- ✓ Fire – the entire District is vulnerable to veld and forest fires as well as structural fires in residential areas, but those areas most vulnerable to fires include the plantation growing areas which dot the landscape within the Greater Tzaneen and Greater Letaba Municipal areas. The eucalyptus plantations in particular are at a greater risk as a result of the *Thaumastocoris australicus* infestations (louse-like insect)
- ✓ Fires in informal settlements – Mokgoba and Talana Villages
- ✓ Hazardous materials and oil spills – spills on all the main roads railway lines and river systems.
- ✓ Traffic – accidents on all the main roads. Particular problems were identified on the Magoebaskloof, George's Valley, Tzaneen /Mooketsi, and Tzaneen – Lydenburg roads. Also of great concern are the high numbers of accidents on the roads within the Greater Giyani Municipal area which are caused by stray animals on the roads. Within this area, the highest numbers of accidents for 2006 were recorded on the Giyani / Mooketsi and Giyani /Dzumeri roads.
- ✓ Mining accidents – Ba Phalaborwa mines and Gravelotte.
- ✓ Environmental pollution – Giyani, Modjadjiskloof and Kgapane
- ✓ Power failure – all main power lines and substations.
- ✓ Fire hydrants: a pilot study of the fire hydrants in a section of a residential area in Phalaborwa, which borders on an industrial area, showed that just two hydrants were fully functional. This begs the question that if this is the case in Phalaborwa, what is the situation like in the rest of the town and indeed, in the rest of the district. Without sufficient water, fire services are powerless to fight a fire effectively.
- ✓ 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, Bellevue, Mthabaneng.

HAZARD, VULNERABILITY AND RISK ASSESSMENT, DISASTER MANAGEMENT PLAN.

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

DISASTER MANAGEMENT OBJECTIVES

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

- Responding to reduce personal injury and the loss of life.
- Preventing damage to property and the environment (disaster risk reduction) and
- Assisting society to recover and continue with normal activities (resilience).

In order to successfully implement disaster risk reduction measures and to begin to effectively realize comprehensive and integrated disaster management as a fundamental policy process in Mopani District Municipality the following are immediate objectives of the MDM:

Disaster Management Objectives

- *To utilize and maintain existing and the further development of infrastructure that will effectively satisfy disaster management needs.*
- *To constantly and orderly identify risks and emergencies of potential disaster situations relating to the Mopani District Municipality and to evaluate the possible consequences*
- *To develop and implement coordinated response and recovery plans to restore normality as rapidly and cost effectively as possible. (Disaster risk reduction plans)*
- *To develop and implement a training process that involves the acquisition of skills, the understanding of concepts, rules and attitudes to increase preparedness so as to deal effectively with an emergency or potential disaster situation.*
- *To establish a culture of and creating an understanding of the need for regular evaluation and audit of the disaster management plan.*
- *To develop and implement a risk mitigation plan to effectively deal with potential losses*
- *To develop and maintain a district information management system that enhances pre-disaster risk reduction and post disaster recovery and rehabilitation measures.*
- *To ensure sufficient funding for the implementation of disaster risk reduction measures as well as effective response, recovery and rehabilitation.*

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

Disaster Management centre objectives

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

Pre - Disaster Risk Management.

Institutional capacity building.

- Appointment of DMAC.
- Establishment of DMC.
- Develop a disaster management policy.
- Ensure stakeholder participation.
- Arrangements for regional cooperation.

Disaster Risk assessment.

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

Disaster Risk reduction.

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

Post – disaster Response, Recovery and Rehabilitation.**Response.**

- Early warnings.
- Integrated response.
- Impact assessment, classification and declaration.

Recovery.

- Coordination of recovery efforts.
- Emergency coordination.
- Media liaison.
- Regulation of relief measures.

Rehabilitation.

- Implementation of long term mitigation measures.
- Ensure stakeholder involvement.
- Rehabilitation impact analysis.

Data collection and verification.

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

Education, training, public awareness and research.

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

DISASTER MANAGEMENT STRATEGIES

In preparing the strategies it was of the utmost importance to:

- Review past practices to determine which activities worked and those that did not work and in both the cases results produced.
- Look at activities employed by other organizations in the same field of practice.

People contribute to, exacerbate and modify hazards. This is brought about by cultural practices, socio-economic factors (predisposition) as well as political influences.

Hazards cannot cause loss, but the extent of vulnerability of communities and eco-systems is in direct relation to the extent of loss. This then implies that most hazards cannot be prevented but circumstances can be managed in order to decrease vulnerability and risk of loss.

The question then arises: "What are the factors that lead to greater vulnerability?" These factors are:

- Rapid growth and inadequate planning.
- Overpopulation of certain (especially urban) areas.
- Over-utilization of natural resources (environmental degradation).
- Poor building methods.
- Concentration of resources and economic activity.
- Dependency on infrastructure and services.
- Lack of awareness, education and skills.

The listed factors contributing to vulnerability will increase risk. Risk then is the probability that significant losses will be suffered by those affected.

From the above it is clear that vulnerability can be defined as the susceptibility to losses due to exposure to a hazard and risk as the convolution of exposure, hazard and vulnerability.

Taking the inkling of the Disaster Management Act into consideration there are four strategies that must be followed:

Pre-disaster Risk reduction / Offensive approach

- Prevention strategy
- Mitigation strategy
- Preparedness strategy

Post disaster / Defensive

- Rehabilitation.

Disaster Management Strategies.

- Establish disaster management committees at district and municipal levels.
- Establish a Disaster Management Centre for Mopani District and local municipalities.
- Establish a communication network in the Mopani District down to ward level.
- Establish a GIS and information management system for Mopani District Municipality to secure efficient base line access.
- Execute hazard vulnerability and risk analysis and as well as continues planning for potential disasters as an ongoing basis.
- Institute appropriate training and awareness for disaster committees, ward representatives and volunteers as an ongoing process
- Develop appropriate disaster management plans ling to identified hazards, vulnerabilities and risks in the District.
- Institute a replacement and maintenance programme for Disaster Management facilities equipment and resources.
- Establish and maintain a Disaster Relieve Fund for Mopani District Municipality on an ongoing basis.

6.2.12 REVIEWED FIVE YEAR FINANCIAL PLAN, 2013-2018

FIVE-YEAR FINANCIAL PLAN

INTRODUCTION

The five year financial plan of the district serves as a mid-term financial framework for managing revenue management and expenditure planning. It includes capital and recurrent expenditure and is crucial for ensuring a close planning-budget link.

FINANCIAL MANAGEMENT ARRANGEMENTS

POLICIES AND PROCEDURES

Policy and procedures manuals were implemented to maintain and adhere to internal control measures and financial sustainability. The following were implemented:

- Accounting and budget policies;
- Bank reconciliation;
- Asset management policy;
- Creditors system;
- Receipt, depositing and control over cash funds;
- Cash management and investment policy;
- Sundry creditors;
- Policy on the writing off of irrecoverable debts;
- Credit control policy;
- Indigent policy;
- Budgeting procedures and control;
- Travel and subsistence policy;
- Overtime policy
- Supply Chain Management policy;
- Tariff policy
- Virement policy

FINANCIAL STRATEGY

Revenue rising

The income for the municipality is mainly on the fire services charges and the grants. The plan is to raise some income from the water services function as assigned to the local municipalities in terms of retail and Lepelle Northern Water Board regarding the bulk supply.

Capital expenditure

Capital Expenditure - Standard	2013/2014	2014/2015	2015/2016	2016/2017	2017/2018
<i>Governance and administration</i>	4'642'000	1'907'020	13'069'871	13'723'365	14'409'533
<i>Community and public safety</i>	15'280'000	1'250'000	6'560'000	6'888'000	7'232'400
<i>Economic and environmental services</i>	500'000	350'000	-	-	-
<i>Trading services</i>	80'689'000	86'915'000	83'167'000	87'325'000	91'692'000
<i>Other</i>	442'582'000	423'000'000	456'303'000	479'118'000	503'074'000
Total Capital Expenditure - Standard	543'693'000	513'422'020	559'099'871	587'054'365	616'407'993

Asset Management Strategy

The objective of Asset management is to implement accrual accounting in terms of prevailing accounting standards and apply asset management practice in a consistent manner and in accordance with the legal requirements and recognised good practice.

The Asset register adopted by the municipality must meet not only financial compliance requirements, but also set a foundation of improved infrastructure assets management practice.

REVENUE AND EXPENDITURE FORECAST

The financial position of Council stabilised over the past seven years with a positive bank balance. The strategy for the past seven years was to increase revenue collection when RSC Levies were still applicable and thereby building a strong reserve. The budget was then planned to equal the amount the municipality was receiving as income which then assisted in the allocation of more funds for service delivery. The medium term expenditure framework addresses the estimated income over the next few years on the different services currently rendered.

FUTURE FINANCIAL IMPLICATIONS OF THE BUDGET

Expenditure By Type	2013/2014	2014/2015	2015/2016	2016/2017	2017/2018
Employee related costs	306'137'180	326'036'458	347'228'256	364'589'669	382'819'152
Remuneration of councillors	9'085'243	9'675'784	10'159'573	10'667'552	11'200'929
Debt impairment	19'530'801	19'957'641	21'234'929	22'296'675	23'411'509
Depreciation & asset impairment	137'510'403	144'385'923	151'605'216	159'185'477	167'144'751
Finance charges	650'000	682'500	716'652	752'485	790'109
Bulk purchases	69'080'645	73'501'806	78'205'922	82'116'218	86'222'029
Other materials	112'229'706	141'510'464	156'378'301	164'197'216	172'407'077
Contracted services	13'465'551	11'775'346	12'644'768	13'277'006	13'940'857
Other expenditure	106'479'523	98'482'770	90'390'462	94'909'985	99'655'484
Capex	543'693'400	513'422'020	559'099'871	587'054'365	616'407'993
TOTAL	1'317'212'452	1'339'941'440	1'365'565'643	1'433'843'925	1'505'536'121

Revenue By Source	2013/2014	2014/2015	2015/2016	2016/2017	2017/2018
Service charges - water revenue	122'733'535	100'919'512	107'375'351	112'744'119	118'381'324
Service charges - sanitation revenue	21'784'818	21'832'263	27'945'041	29'342'293	30'809'408
Service charges - other	35'000	37'100	39'326	41'292	43'357
Interest earned – external investments	1'050'000	1'600'000	1'650'000	1'732'500	1'819'125
Interest earned-outstanding debtors	19'311'403	20'547'343	21'862'373	22'955'492	24'103'266
Transfers recognized - operational	539'549'000	612'444'000	680'573'000	714'601'650	750'331'733
Other revenue	4'130'000	4'104'900	4'679'749	4'913'736	5'159'423
Transfer-capital grant	471'099'000	516'752'000	651'393'000	683'962'650	718'160'783
TOTAL	1'179'703'906	1'323'510'008	1'490'775'045	1'565'313'797	1'643'579'487

OPERATING FINANCIAL STRATEGY

The Municipal Systems Act, 2000, makes provision for municipalities to review and decide on mechanisms to provide municipal services. Municipalities have the following options, which they can decide upon:

- Public-Private Partnerships;
- Public-Public Partnerships with other public institutions including other municipalities and;
- Partnerships with CBO's and NGO's.

However when entering into a public-private partnership municipalities should consider the following criteria:

- Strategic development weight;
- Political control;
- Cost-efficiency
- Jobs;
- Community influence and;
- Income generation

The partnership can be based according to the following options:

- ✓ BOT: Build-operate-transfer which means that the asset or business activity is transferred back to the municipality after an agreed to timeframe;
- ✓ BOOT: Build-own-operate-transfer which means that the contractor owns the asset or business activity for a particular period of time and then transfers it back to the municipality;
- ✓ BOTT: Build-operate-train-transfer means that the contractor is responsible for ensuring that the staff of the municipality is trained to operate the asset or the function, and then transfer the function or asset back to the municipality.

CONCLUSION:

The municipality is currently in the process to establish the Water Entity and the Fresh Produce Market wherein these options will be thoroughly examined for the municipality to make an informed decision in line with the criteria outlined.

Background

The Constitution of the Republic of South Africa, Act 108 of 1996 provides that municipalities must strive, within its financial and administrative capacity, to achieve the objects set out in section 152. However, the establishment of an effective administration cannot be over-emphasised for the achievement of the Integrated Development Plan of the municipality.

Challenges Faced by the district

The district municipality was established in 2000 with little or no resources in certain areas. This has been a major challenge since its establishment however there are other constraints which are listed below.

a) Capacity to review and update municipal policies

- ▷ Review of policies: While most policies have been developed, the greatest challenge is to review them so as to catch up with the changes in legislative and other guidelines.

b) Lack of adequately skilled personnel

- ▷ The main function of the district is support and coordination and this requires a high level of competency if it is to be realised but under the current situation, the district still has to build that required skill on most of its personnel.

c) Retention of skilled personnel

- ▷ Our district is located in one of the rural areas of the province and as result, once staff has acquired some skills, they get attracted to other institutions within the affluent areas. This is affecting the rate in which the municipality can retain better qualified people.

d) Office accommodation

- ▷ The municipality does not own any building and is currently accommodated at the government building owned by the Department of Public Works. The building is not adequate enough to accommodate the staff compliment as per the structure. In this regard the municipality is unable to plan properly for an effective and efficient institution.

Powers and Functions

The powers and functions of the District Municipality in terms of the Provincial Notice No. 309 of 2000, Government Gazette 615 1st October 2000, are as follows:

- Integrated development planning for the district municipality as a whole, including a framework for integrated development plans for local municipalities within the area of the district municipality, taking into account the integrated development plans of those local municipalities,
- Bulk water supply that affect a proportion of municipalities in the district,
- Bulk electricity supply that affects a significant proportion of municipalities in the district,
- Bulk sewerage purification works and main sewerage disposal that affects a significant proportion of municipalities in the district,
- Solid waste disposal sites serving the area of the district municipality as a whole,
- Municipal roads which form an integral part of road transport system for the area of the municipality as a whole,
- Regulation of passenger transport,

- Municipal airports serving the area of the district municipality as a whole,
- Municipal health services serving the area of the district municipality,
- Fire fighting services serving the area of the district municipality as a whole,
- The establishment, conduct and control of fresh produce markets and abattoirs serving the area of the district municipality,
- The establishment, conduct and control of cemeteries and crematoria serving the area of the district municipality as a whole,
- Promotion of local tourism for the area of the district municipality as a whole,
- Municipal public works relating to any of the above functions or any other functions assigned to the district municipality and,
- The receipt, allocation and, if applicable, the distribution of grants made to the district municipality.

INSTITUTIONAL CAPACITY

Structures of Council

The Mopani District Council comprises of the political and administrative components responsible for decision-making and implementation respectively. The Executive Mayor and the Speaker head the political component of the municipality. The Mopani District Council consists of 44 Councilors, 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:

Name of Committee	Support Department	Cluster
Finance	Finance Directorate	Governance and Admin
Governance & Admin.	Corporate Services	Governance and Admin
Social Services	Community Services	Social and Infrastructure
Strategy, Planning & IDP	Planning & Development	Economic Development
Roads and Transport	Technical Directorate	Social and Infrastructure
Water and Sanitation	Technical Services	Social and Infrastructure
Energy	Technical Directorate	Social and Infrastructure

FULL-TIME COUNCILLORS

The District Council has designated some Councillors to serve Council on a full-time basis. The deployment of Fulltime 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

Councillors in the Portfolio Committees) and implementing Council resolutions. Hence there has been identified a need for Councillors to lead from the front.

MANAGEMENT OF THE MUNICIPALITY

The management of the municipality is led by the Municipal Manager and is made up of all the Directors and their Assistants. The main focus of the management team is to implement Council resolutions and report on the performance of the municipality to Council and other government structures as required by legislation.

STAFF DATA

In terms of the approved organisational structure, the table below will illustrate the statistics in terms of positions approved, filled and vacant posts.

TABLE S4: PERSONNEL COMPLIMENT

Approved Positions	283
Filled Positions	133
Vacant Positions	142
Unfunded positions	0

RECRUITMENT

The Municipality is targeting to fill all vacant position by the December 2008.

EMPLOYMENT EQUITY PLAN (Developed in 30 July 2009)

The municipality has developed its employment equity policy and plan, however both the plan and the policy needs to be reviewed. In terms of the targets as set in the plan, the municipality has only managed to improve in terms of some targets while the others are still far behind. The table below will outline the representation within the municipality per category.

Table S5: Staff representation per category

Occupation Categories	Male			Female				White Male	Foreign Nationals		TOTAL
	A	C	I	A	C	I	W	W	M	F	
Legislators, Senior Officials & Managers	15			5				1			21
Technicians & Associate Professionals	14			9							23
Clerks	17			30	1		2	5			55
Service & sales workers											
Skilled agricultural & fishery workers											
Craft and related trades workers	12			6							18
Plant & machine operators and assemblers											
Elementary occupations	2			12							14
TOTAL PERMANENT											
Non-permanent employees											
GRAND TOTAL	60			64	1		2	6			133

As can be noticed from the foregoing figures, compliance have been on other Occupational Categories whilst targeted recruitment is being made on the appointment of females on Management level as well as disabled in general.

ADMINISTRATIVE OFFICE BUILDING/ STRUCTURE

Since establishment in October 2000 the municipality has been utilizing the government building in Giyani which is owned by the Department of Public Works. During the early years of its establishment, the building was able to accommodate all the staff members and Council. However due to the increasing responsibilities as per the Integrated Development Plan of the municipality, the structure has been reviewed and as such the projected staff compliment will not be accommodated in the current building.

On the other hand the municipality is busy introducing some new technologies in order to improve on its capacity to achieve good governance. These includes issues such as electronic record management system, security system and IT systems in general. In order to become more effective and efficient this municipality need to construct its own administrative building.

Table S6: LIST OF PROJECTS

Name	Target	Source of funding
Training: Council	CLLRS	Equitable share
Management Lekgotla	Managers	Equitable share
IDP/Budget/PMS Strategic planning session	Management	Equitable share
Performance Assessment Reports	Managers	Equitable share
District Managers Forum	Managers	Equitable share
Project Consolidate Funding	Project Consolidate municipality	Equitable share
Upgrading of SCM Database	Service Providers	Equitable share
Five Year Financial Plan	Finance	Equitable share
Upgrading of Financial Systems	Budget & Treasury	Equitable share
Review of Financial Policies and Procedures	Employees	Equitable share
Asset Management Implementation Plan	Staff	Equitable share
Master Systems Plan	MDM & Locals	MSP Grant
Conversion of GAMAP/GRAP Implementation Plan	MDM	Provincial Treasury
Free Basic Water	ALL LMs	MIG
Master Systems Plan	MDM	Equitable share
IDP Review	Government	MSIG
Branding	Investors	MDM/ Equitable share
O.R. Tambo games	Youth	MDM
Indigenous games	Abled and disabled, youth, men, and women	MDM
Wellness Day	Aged people	MDM
Junior Dipapadi Festival	Pre-school learners between ages 3 and 6 yrs.	MDM
Promotion of multilingualism	All the citizens of Mopani	MDM
World environment day	Women & youth	MDM
School of Environment	School youth	MDM
Development of Air quality Plan	All residents of MDM	MDM
Environmental management framework	MDM	MDM
Fire Services: Public Awareness Campaigns	All citizens of MDM	MDM

World Aids Day	All people	Equitable Share
Candlelight memorial	All people	MDM
World food day celebration	Women, Children Disabled	MDM
Food hygiene workshops	Street traders (women & youth)	MDM
District Food control	Women, youth and disabled persons	MDM
Food sampling	All Mopani residents	MDM
Water sampling and analyses	All Mopani residents	MDM
Initiation schools monitoring	Youth	MDM
Water week celebration	Women & children and the disabled	MDM
Cleaning up campaigns	Women & youth	MDM
Support of NGOs	NGO's dealing with HIV and AIDS	MDM
District Aids Council	All citizens of MDM	MDM
Moral regeneration movement	Community, Youth, People with disability and Aged	MDM
Awareness campaigns –Health promotion -Cancer month & world diabetic day - Wellness Day	Chronic clients ,the aged and people with disability	MDM
Health and Hygiene Awareness	All	MDM
Victim Empowerment centre support	Victims, NGO's and community	MDM
Housing	MDM	MDM
Support of drop in centres	MDM	MDM
Early Childhood Development	Early childhood development Associations	MDM
Radio, Communication, Info. Management System	MDM Households	Equitable Share
Awareness Campaigns	MDM Households	Equitable Share
Development of Disaster Management Plans	MDM Households	Equitable Share
Risk Analysis	MDM Households	Equitable Share
Disaster Relief support	MDM Households	Equitable Share
Conference system	Support services	Equitable Share
Electronic filing system	Support services	Equitable Share
Security Services	Support services	Equitable Share
Information Management and GIS	MDM (institution)	Equitable Share
LGW- SETA		LGW- SETA Grant
Retention & Succession Strategy	Community and Municipalities	
Institutional Plan	Community	
Employment Equity Plan	Designated group	MDM/ Equitable share
Long Service Recognition	Staff	MDM/ Equitable share
Employee Assistance Programme	Employees	MDM/ Equitable share
Performance Management System	Staff/ District Municipality	MDM/ Equitable share
Task Job Evaluation	Staff	Equitable share
Training: Staff	Staff	Equitable share
District Mayor's Forum	Local Mayors	MDM/ Equitable share

Local House of Traditional Leaders	Traditional Leaders	MDM/ Equitable share
Anti-Corruption Forum	Business, Labour & Civil Society	MDM/ Equitable share
Mayor's Charity Cup	Football Clubs, Charity Org., Tourists	MDM/ Equitable share
Excellence Awards	Stakeholders & Public Servants	MDM/ Equitable share
District Disability Forum	Disabled People's Organisations	MDM/ Equitable share
Disability Campaigns and Awareness	Rural Households	MDM/ Equitable share
Elders Day	Elderly People	MDM/ Equitable share
Elders Forum	Elderly People	MDM/ Equitable share
Gender Forum	Gender-Based Organizations	MDM/ Equitable share
Men's Forum	Men and Boys	MDM/ Equitable share
Women's Month	Women	MDM/ Equitable share
16 Days of Activism	Women & Children	MDM/ Equitable share
SAWID	Women	MDM/ Equitable share
Children's Rights Parliament	Children	MDM/ Equitable share
Youth Civic Education/Campaigns	Youth	MDM/ Equitable share
Youth Council	Youth Organisations	MDM/ Equitable share
Youth Month	Youth	Equitable share
District Children's Rights Day	Children	Equitable share
Public Participation	Communities	MDM/ Equitable share
Support to LMs-Ward	Communities	MDM/ Equitable share

INTERGOVERNMENTAL RELATIONS

- Speakers Forum
- Traditional Leadership
- District Managers Forum
- District IGF
- Internal Audit

PERFORMANCE MANAGEMENT SYSTEM

Business Plan

Intervention Plan

Given the challenges facing the municipality in terms of building its capacity for the sole purpose of meeting the Constitutional mandate, it is very important to embark on the programmes and projects identified above. This finding has assisted the municipality in developing the MTEF budget which is reviewed annually. The principle underlying the allocation is that for the municipality to deliver quality services to the community, there is a need to strengthen the capacity of the institution by having policies and the human resources to ensure implementation.

CONCLUSION: The institutional plan takes into consideration the issues around the HIV & AIDS infection within the district and how it will affect the capacity of the municipality in achieving its developmental goal. It must be noted that given all the resources planned, it is hoped that the municipality must be able to improve its capacity and the understanding of its community.

■ 6.2.14. CHILDREN 'S RIGHTS PLAN OF ACTION
(AS PER THE NATIONAL CHILDREN'S RIGHTS PERFORMANCE TARGETS 2007/8)

MDM has developed the Plan of Action for Children's rights. The plan is aimed at ensuring that children's rights are protected and taken seriously in all matters of governance. The plan bears the following KPAs linked to the Activity plan.

KPA 1: INSTITUTIONAL CHILDREN'S RIGHTS TRANSFORMATION. MAINSTREAMING OF A CHILD CENTRED GOVERNANCE APPROACH.
KPA 2: CAPACITY BUILDING FOR CHILDREN 'S RIGHTS FACILITATION, COORDINATION AND OVER SIGHTS.
KPA 3: MONITORING AND EVALUATION
KPA 4: SERVICE DELIVERY DELIVERY ON THE CONSTITUTIONAL MANDATE.
KPA 5: CIVIL SOCIETY CHILDREN 'S RIGHTS STRUCTURE

NB: The plan is implemented and managed within the Directorate, Community Services (Mopani District Municipality for further reference.

6.2.15 DISABILITY FRAMEWORK

(developed in 2009, now under review)

Central to developmental local government is the commitment to work with disadvantaged groups of people to find sustainable solutions to their social, economic and material challenges, and improve the quality of their lives. Government commitment is largely derived from the Integrated development plan and the Performance management system, as encapsulated in the Local government Municipal Systems Act 32/ 2000. The drive underpinning that, is the Constitutional mandate (Chapter 2) as well as the UN Convention on the Rights of Persons with Disabilities and the draft National Disability Policy. Despite legislative imperatives, barriers such as widespread ignorance, fear and stereotypes have resulted in people with disabilities being unfairly discriminated against society and in employment. The implementation of policies has had a marginal impact on the lives of the majority of people in South Africa.

Mopani District Municipality has, as on 12 December 2009, adopted the Disability Framework for local government 2009 – 2014, that was developed by the Department of Cooperative Government and Traditional Affairs (CoGTA), in partnership with SALGA, and launched on 17th March 2009. The Framework was developed with the sole aim of supporting and enabling local government to implement the National Disability Strategy and other policies as an integral part of the local government mandate.

Principles governing the Framework are as follows:

- Respect for the human dignity of people with disabilities
- General access to service delivery, information and the physical environment
- Equality of opportunities for both men and women with disabilities
- Full and effective participation by and inclusion of people with disabilities society
- Respect for the evolving capacity of children with disabilities and respect for their rights to preserve their identity.
- The need to contribute to changes in negative attitudes and stereotypic beliefs about disability in the local government, communities and workplace.

The Framework is currently (year 2012) under review to adapt to changing circumstances. The overall objective of the Framework is to ensure that disability issues are mainstreamed into policies, plans, programmes and activities of Local Government, thus significantly helping to enhance the quality of life, full participation, and empowerment of men, women, youth, the elderly and children with disabilities in all spheres of life.

Study by CoGTA on disability mainstreaming 2007, reveals that most policy documents of municipalities give very little or no attention to

disability concerns, and in rare instances where disability is mentioned, it is expressed in generic terms and as part of broad categorisation of designated groups or the poor. Mopani has undertaken an assessment in 2008 where it was found that disabled Councilors make 2,5% of the Municipal Councils and only 22 wards out of 118 have disability people in their Ward committees. During 2008/9 the Employment ratio was 1,3% against the national minimum of 2% as recommended by White Paper on Transformation of the Public Service 1995.

Content of the Framework

- ❖ Principles, Objectives, Outcomes and the rationale for developing the Framework
- ❖ Legislative instruments that inform the Framework
- ❖ Outline of the key performance areas for Local Government, for the purpose of mainstreaming disability in local government, both internally and externally.
- ❖ Guidance on what should be done, when and by whom.
- ❖ Monitoring and Evaluation

Air Quality Management Plan

(March 2016)

Executive Summary

The Air Quality Management Plan (AQMP) for the Mopani District Municipality (MDM) has been developed to comply with the National Environmental Management: Air Quality Act, 39 of 2004 (AQA). A baseline assessment was undertaken in the development of the AQMP in order to assess and evaluate the current air quality status of Mopani District.

The development of the district's AQMP is set out in different phases with the first phase comprising an evaluation of the status quo of air quality in the MDM. This includes a description of the study area, identification of sources of air pollution and major pollutants of concern within the district. The capacity of the district pertaining to air quality management is also discussed in this section. Phase two discusses the gaps and problems identified during the status quo assessment. The gaps and problems identified include air quality monitoring, emission inventory, air quality management, the licencing function and insufficient stakeholder consultation. The final phase is the compilation of an AQMP for the MDM.

A baseline assessment based on available information was conducted to identify sources of ambient air pollution within the district. The information was collected from a number of different sources. These include meteorological data from South African Weather Services (SAWS), list of emission sources from the MDM and local municipalities, information of Atmospheric Emission Licences (AEL) and applications from Limpopo Economic Development Environment and Tourism (LEDET). The Project Steering Committee (PSC) was established to oversee the project and provide guidance. Cooperative governance and public participation also formed an essential component of the AQMP development process.

The baseline assessment undertaken confirmed that the MDM was rated as one of the district municipalities having poor or potentially poor air quality (State of the Air Report, DEA, 2005) due to the excessive SO₂ emissions in the Ba-Phalaborwa area. Mopani District Municipality has only recently commissioned (May 2014) a continuous ambient air quality monitoring station in Greater Tzaneen Municipality (GTM). Therefore, the data from this monitoring station is not sufficient to determine long term emission trends. There is limited information regarding the other three local municipalities due to lack of monitoring of ambient air pollution.

7. PERFORMANCE MANAGEMENT SYSTEM

Due to the provisions of S88 of the Systems Act which provides as follows:

“(1) A district municipality and the local municipalities within the area of that district municipality must co-operate with one another by assisting and supporting each other. “ The Mopani District Municipality has embarked upon a revolutionary process of integrating the IDP's and Performance Management Systems of municipalities within the Mopani District.

For that reason as well as for integration purposes, the Strategic Intent (Vision, Mission and Strategic Objectives) and Strategy Maps of the municipalities within the Mopani District in relation to that of the Mopani District Municipality correlate with each other and are complementary. As has been mentioned in the different phases of this IDP document above, the integration of the IDP and Performance Management Systems of all the municipalities within the Mopani District took place throughout all the phases of the IDP.

The principle of Integrated Strategic Planning is depicted in diagram below:



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**©² 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©³ ensures co-ordinated planning and development in the district. Data is collected, monitored, evaluated, assessed, audited and reported on, for informed decision-making and better service delivery - in other words, for better corporate governance.

1.3 THE 11-STEP APPROACH TO MUNICIPAL EXCELLENCE

Within the Tripod Integrated Management System for District Governance©, Mopani has followed the 11-Step Approach to Municipal Excellence©, a methodology developed by its partners in performance management, the Institute for Performance Management (IPM). The methodology offers a clear roadmap for municipalities seeking to comply with municipal acts and regulations.

The 11 Step approach as per the methodology is briefly dealt with below:

Step 1: Public Participation

Legislation is clear on the need to deepen democracy, through involving the public in the setting of strategic objectives and Key Performance Indicators, among others. Through various public forums, including portfolio committees and some ward committees at local level, Mopani is paving the way for community involvement in Performance Management. On this subject, a pilot is being implemented whereby ward scorecards have been developed in consultation with identified ward committees in some of the local municipalities.

Step 2: Integrated Development Planning

The Strategy of the municipality, aligned to the five Key Performance Areas for Local Government are contained in a Strategy Map which indicates how value will be created for stakeholders, communities and citizens and it provides a visual representation of the Strategy. Accountability and measurements are developed for each Strategic Objective which are aligned to the KPA's. There is full alignment of the projects listed in the Projects phase of the IDP and the budget as well as the SDBIP. These projects are also aligned with the Strategic Objectives contained on the Strategy Map by means of the Scorecard.

Step 3: SDBIP

The Service Delivery and Budget Implementation Plan (SDBIP), as prescribed by the Municipal Finance Management Act is the integral tool for monitoring the implementation of the Strategic and operational strategies, Budget and Performance Management System.

Clear service delivery indicators are aligned to the Strategy, resulting in a real connection between the IDP and SDBIP.

Step 4: Lower SDBIP

The real breakthrough this year will be the introduction of Performance Based Budgeting and business processes. It is in this step where specific emphasis will be placed on input, process and output indicators that provide intelligence on outcome, impact and results.

Step 5: Monitoring, Assessment, Evaluation and Review

The Performance Management System will enable the Mopani District Municipality to **Report, Monitor and Review** the implementation of the Strategy through the monitoring of the progress with the strategic and operational strategies and once an automated Performance Management System has been developed and implemented, benchmarking amongst other municipalities within the Mopani District will take place.

Step 6: Performance Auditing

Audit Committee was appointed on April 2018 in order to ensure accuracy and completeness of reporting and transparency, the Institutional and Departmental performance reports are also audited and verified by Internal Auditing and reports are presented to council.

Step 7: Municipal Reporting

Because of the lack of an automated system, the work to date was done manually through an Excel spread sheet system – in itself, a remarkable feat considering the scope of the system. This unfortunately hampers the turn-around time of performance reports.

Different reports can be generated from the same data repository, i.e. monthly management reports, quarterly SDBIP reports, mid-term and performance reports as part of the annual report. The system has managed to report according to the different KPA's and to add scores in terms of the reporting to the Department of Corporative Governance and Traditional Affairs (CoGTA). The municipality is able to align its indicators and targets to that which are required by CoGTA to be reported on.

The District Municipality, who is currently funding the development of the Performance Management Systems of its own municipality as well as the local municipalities in the District, has made an assessment of all mid-market performance management products in South Africa and is lobbying for approval at Provincial level to acquire an electronic system, which will result in a quantum leap forward in reporting at the municipalities.

Step 8: District Integration and Co-ordination

For the progress of the all the municipalities within the district, coordination and real integrated and forward planning amongst all the municipalities are necessary. District wide strategic planning sessions occur annually.

Step 9: Leadership and Change Management

Performance management is inseparable from change management. To this end, it is important that Leadership is involved in the development and implementation of the IDP and also in the monitoring and evaluation of such development and implementation. Ownership by the Leadership for all the processes of the municipality is vital and this can only be achieved through the constant facilitation of change management in the organisation. Taking ownership has been witnessed during a district wide strategic planning session, where the state of the municipalities in the district was discussed and plans were made together on how to take the whole district area forward.

Step 10: Employee Performance Management System

The Employee Performance Management Policy has been adopted by Council during 2007 and is being implemented. The essence of this policy is the full alignment of the Organisational and Employee Performance Management System. Performance Agreements and Plans are developed for and concluded annually by S57 Managers and these Agreements are totally aligned to the Organisational Strategy and Organisational Performance Management System, with half yearly organisational as well as employee performance

assessments and evaluations.

Step 11: Capacity Building throughout the Development of the System

In the Mopani District Municipality a core group of people have been extensively exposed to Performance Management and every year that core group is being expanded upon. Capacity building thus far on Performance Management has been extended to the Mayoral Committee, Portfolio Committee and Extended Management (Directors and Assistant Directors).

7.4 BALANCED SCORECARD AND THE 11-STEP APPROACH TO MUNICIPAL EXCELLENCE

The 11-Step Approach to Municipal Excellence© uses the Balanced Scorecard Methodology, trusted by more than 65% of private and public organisations worldwide to improve performance. (Fortune 500).

The Balanced Scorecard is an approach to strategic management that was developed in the early 1990's by Drs. Robert Kaplan and David Norton. It has been used to describe the activities of Mopani District Municipality through a number of measures for each of four perspectives (Community Satisfaction, Financial Results, Internal Processes and Learning and Growth).

It is a management system (not only a measurement system) that enables organisations to clarify their vision and strategy and translate them into action. It provides feedback around both the internal business processes and external outcomes in order to continuously improve strategic performance and results. When fully deployed, the Balanced Scorecard transforms strategic planning from an academic exercise into the nerve centre of an enterprise.

Mopani District Municipality is a pioneer in aligning and integrating the Balanced Scorecard methodology and the Key Performance Areas as identified by the Department of Local Government (DPLG), within the 11-Step Approach.

Balanced Scorecard has also been used to ensure that Mopani complies with legislation governing performance management, in particular, Chapter 6 of the Local Government Municipal Systems Act 32 (2000), which states: that a municipality must establish a performance management system that is -

- i. within its resources
- ii. best suited to its circumstances
- iii. in line with the priorities, objectives, indicators and targets contained in its IDP.

However, more than ensuring that the performance management system at Mopani is in line with the priorities, objectives, indicators and targets contained in its IDP, as is prescribed by S38 (3) of the Act, it is the performance management system itself, that has ensured that the IDP accurately reflects the priorities, objectives and indicators necessary to fulfil its objective of service delivery to the community it serves.

7.5 MONITORING, ASSESSMENT, EVALUATION AND REVIEW

Monitoring can be defined as the regular observation and recording of activities taking place in a project or programme. It is a process of routinely gathering of information on all aspects of the objectives, programmes or projects; it also involves giving feedback about the progress of the project to the donors, implementers and beneficiaries. At Mopani District Municipality, monitoring is currently being done whereby the Administration on a regular basis, gather relevant data on progress made with their KPI's and projects and report such progress to Council. The role of Council is to scrutinize these reports, verify whether what was reported on actually took place, especially progress with capital projects, and give feedback to Administration and the Community on their findings. Furthermore, it is an auditing function to also monitor and verify what was reported on.

Assessment can be seen as a process of measuring or *quantifying* the level of attainment of set targets. Scores are allocated to see how well the themes, objectives, KPI's and projects have been achieved. The Regulations of 2006 prescribe that assessment should take place each quarter, of which two of these assessments can be informal assessments, but formally assessments should take place

half yearly. During these assessments, the performance of the Municipality as a whole based on the Strategic and Institutional Scorecard is assessed as well as formal assessments of the performance of individuals (S57 and contractually appointed managers). Quarterly performance assessment reports, based on the SDBIP are developed and submitted to Council as well as half yearly and annual reports on the outcome of Strategic, Institutional and individual performance.

Evaluation is the determination of value, or the measurement of value added, in other words if the desired outcomes of the different processes have been achieved – asking the question: all the work done and money spent, was there an impact on the community? Annually Council should evaluate, against the identified desired outcomes, whether the activities undertaken by the municipality and the money spent, had a sufficient impact on the community.

Review means to look at something again critically, to re-examine something to make sure that it is adequate, accurate, or correct it with an aim of improving the results. Annually, through the IDP and Performance Management processes, based on the situation of the municipality each year, the Strategy is reviewed as well as the plans to address gaps, with specific focus on taking the municipality forward. This then culminates into the review of the Scorecard, to improve on the measurements and to ensure that action is taken in response to actual performance to make outcomes better than they would otherwise be.

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

CONCLUSION

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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