

MOPANI DISTRICT MUNICIPALITY

REVIEWED INTEGRATED DEVELOPMENT PLAN 2006 - 2011



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

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EXECUTIVE MAYOR'S FOREWORD

This document - the Integrated Development Plan (IDP) - is the result of many months of consultation within the organs of Mopani District Council and with various institutions and stakeholder organizations in the district. This consultation has resulted in the District Policy Framework contained in this document. Thus, this IDP, as reviewed, is a 5-Year developmental, but, politically-driven Plan, developed to guide socio-economic development in the district. It is an overarching plan that defines the synergy between various priority needs and the sector plans that addresses these needs in a manner that allows government in three spheres to participate.

The 2007/8 IDP review process coupled with the hosting of the District Land Summit and the HIV & AIDS, have further assisted the district municipality to appraise the developmental situation in its area of jurisdiction. It has also assisted in determining community and stakeholder needs, prioritising developmental objectives and seeking better ways to implement programmes to achieve key objectives and measuring municipal performance. The municipality has set its focus on addressing the needs of, particularly, the rural poor, in order to graduate them from the prejudices and legacy of apartheid 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, all driven by the popular vision; "the food basket of Southern Africa and the Tourism destination of choice".

The Spatial Development Framework (SDF) and the Local Economic Development (LED) Strategy give us a comprehensive description of our environment and its spatial characteristics. They also reflect on the district's comparative advantages and opportunities as confirmed during the District Growth and Development Summit held on 26 – 27 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, there have been ongoing processes to review the institutional arrangements of both the political and administrative structures of Council to enable the municipality to rise to the developmental challenges as per its Constitutional mandate. Council is also improving its communication, participatory and decision-making mechanisms to ensure that the IDP remains a popular roadmap to a better life for all.

We hereby present this Plan as a developmental plan for all government and clear strategical reference to every activity carried out within the District, by the municipality, private sector as well as other organs of the state. It is indeed the living document that captures aspirations of our communities and it is in no way intended to be static, rather dynamic. This requires an accelerated degree of intergovernmental action and alignment to ensure that all developmental players in the district align their plans to government-wide priorities. On behalf of Council, I would once more, like to appreciate and thank all role players for their commitment, contribution and patience during the review, and amendment of this document.

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

.....
M.H. Mokgobi
Executive Mayor

MOPANI DISTRICT MUNICIPALITY STRATEGIC INTENT

This is an 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 DPLG Guidelines for Performance Management the relationship between the Integrated Development Planning processes and Performance Management are described as follows:

- The IDP process and the Performance Management System should appear to be seamlessly integrated;
- IDP fulfils the planning stage of Performance Management ; and
- Performance Management fulfils the implementation, management, monitoring and evaluation of the IDP.

Therefore the IDP Review, Performance Management System and Budget processes had to roll out concurrently so that the final plan is authentic, measureable 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 new delimitation that incorporates Maruleng Local municipality and Kruger National Park (North of Lepelle river) being part of Mopani District Management area.

Due to the fact that Statistical information is a constraint in that it is outdated and still based on the 2001 Census and 2003 demarcation statistical information, it has been a challenge to identify the current developmental status of Mopani District. For that reason various internal analysis processes took place, namely the determination of a number of critical success factors such as impact of projects implementation in the past years, 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 voice 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 external opportunities and threats which may have an impact on service delivery. The analysis is clearly outlined to indicate areas that need the most and urgent attention, for all role players to allocate resources accordingly.

During the Strategies Phase, the overall Strategy of the municipality was reviewed, which consists of Strategic Themes (also known as KPAs) and Strategic Objectives. The Strategic Themes and Objectives 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 and this Strategy Map is based on the Balanced Scorecard Methodology. During this process Strategic Key Performance Indicators were reviewed, indicating clearly what the municipality intends to achieve in a period spanning to year 2011. In order to strengthen impact, strategic projects have been identified where investors and any value adding organ of state, parastatal, etc. could put their resources.

For implementation purposes, in the Projects Phase, the Operational Strategies of the municipality were determined by means of identification of projects and initiatives which will ensure the achievement of the Intend of the municipality. A crucial element of this phase is to ensure that the budget is aligned and integrated through allocating and provisioning 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 will be the integral tool for monitoring the implementation of the IDP, as reviewed.

Performance Management System of MDM is integrated with the IDP and simultaneously take the annual review process and it is enabler for MDM to Report, Monitor and Review the implementation of IDP for better accountability and benchmarking amongst its municipalities.

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

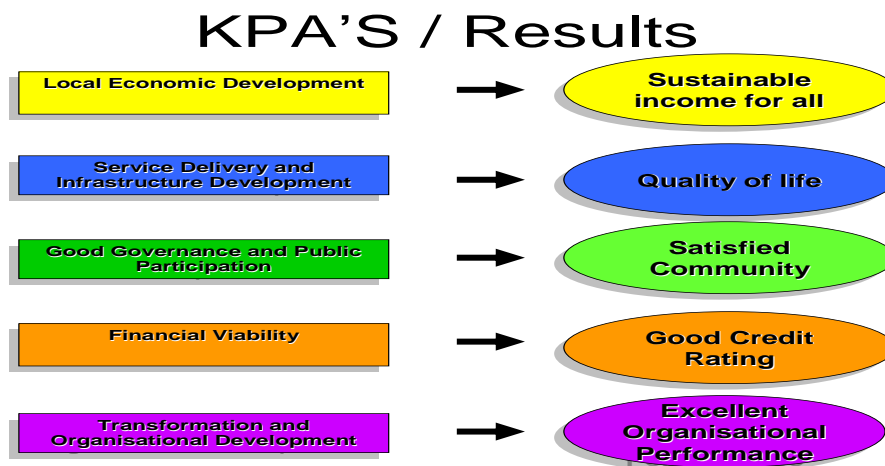
“To be the Food Basket of Southern Africa and the Tourism Destination of Choice”



The Mission of Mopani District Municipality

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

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



The value system of Mopani District municipality include the following:

- ◆ Service Standards
- ◆ Access
- ◆ Courtesy
- ◆ Information
- ◆ Openness and transparency
- ◆ Integrity
- ◆ Redress
- ◆ Value for Money
- ◆ Sense of urgency
- ◆ Accountability
- ◆ Faith and Trust

1. PREPARATORY PHASE

PREPARATORY PHASE: In this section, we provide a brief overview of (1) legislative context within which the 2008/9 IDP review process took place, (2) the basis for IDP review process, (3) institutional arrangements that are in place to drive the IDP process, (4) process overview in terms of steps and events, (6) and inter-governmental relations protocol that would assist in the alignment, coordination and integration of service delivery programs in the district.

1.1 LEGISLATIVE BACKGROUND

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

The *White Paper on Local Government* expects from municipalities to be “working with citizens and groups within the community to find sustainable ways to meet their social, economic and material needs and improve the quality of their lives”. Integrated Development Planning reinforces this decentralised system of government. IDP is, thus, not just another planning exercise, but will essentially link public expenditure to new development vision 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 for the development of its municipality. This plan should link, integrate and coordinate plans and take into account 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:

- 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 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,

1.2. FRAMING THE 2008/09 – 2011 IDP

The 2008/09 IDP Review was prepared within the legal and policy requirements, opportunities provided and challenges posed by the local, provincial and national contexts.

1.2.1. The National Planning Context

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

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

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

As suggested by Cabinet around aligning the NSDP, PGDS 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 decisive on the areas of need and development potential in the district and start playing 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. We trust that the output of the project will inform better the IDP for the coming years.

1.2.2 The Provincial Planning Context

The primary influencing factor in the provincial domain is the Limpopo Growth and Development Strategy (LGDS). The LGDS sees the competitive advantage of the province in mining, agriculture, tourism and manufacturing. Clustering is viewed as key to success in these sectors. In the case of Mopani, the strategy emphasises investment in agriculture (agro-processing), forestry and tourism (also golf-tourism), and to a lesser extent, trade.

The key objectives of the LGDS, with its focus on the year 2020, are to:

- 1 Improve the Quality of Life of the Provincial Population;
- 2 Promote Sustainable Economic Growth;
- 3 Raise the Institutional Efficiency of the Provincial Government; and
- 4 Address Unique Priorities as they arise, including Black Economic Empowerment, HIV/AIDS-TB and poverty reduction.

The LGDS also argues that IDPs should, in addition to the municipal focus, also 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 LGDS emphasises the need for a focus on the spatial dimension when rolling out projects and programmes. This view is tied up to a so-called “Spatial Rationale”, which has been informed by the National Spatial Development Perspective (NSDP) which calls for a focus on a few growth points in every district from which economic growth will be spread to the more remote areas of the district and province. This approach does suggest that over time the migration of a significant number of those currently residing in villages to larger towns – a process that is already under way – will accelerate.

1.2.3. The Local Planning Context

At the local level, a number of fundamental issues impact on the planning processes of the district municipality. Firstly, as with all other district municipalities, the MDM does not have a distinct area of its own, but shares the same operational area with the Greater Tzaneen, Greater Letaba, Greater Giyani, Ba-Phalaborwa and Maruleng local municipalities. These local municipalities are also engaged in integrated development planning in their own respective municipal areas. However Mopani has a District Management area which is specialized entity, viz nature conservation area. It is part of South African National Parks.

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 service 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, the private sector and parastatals harmonise their developmental work through consensus-seeking dialogue during the IDP-preparation, implementation and review processes. 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 areas which do not correspond with district boundaries and which 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 recent successful incorporation of the Maruleng Local Municipality (Presidential Rural node) and the Kruger National Park (District Management Area) into the Mopani district. That has added Mozambique and Zimbabwe as the countries bordering Mopani District Municipality which will also have ripple impact to the development.

The 2008/9 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) the 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 Growth and Development Strategy (PGDS) 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 2008/9 IDP is the challenge and commitment to (1) deepen local democracy, (2) enhance political and economic leadership, (3) accelerate service delivery, (4) build a developmental local government and (5) ensure that municipal planning and implementation are done in an integrated manner. All of which can only be attended to in an environment of cooperative governance between MDM and (1) the Local Municipalities in its area of jurisdiction and (2) provincial and national line departments.

1.3. BASIS FOR IDP REVIEW PROCESS

The preparation and review of the IDP is a continuous process providing a frame 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 2008/9 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 2008 State of the Nation Address and the State of the Province Address;
- Implementation of resolutions attained in the DGDS, Land Summit, Budget Lekgotla and the SDBIP;
- Aligning Sector Departments' strategic plans to the district-wide priorities and service delivery programmes;
- Meeting targets in terms of the KPAs of the Five year Local government strategic agenda;
- Responding to issues raised during the national, provincial and own assessments (SWOT);
- Strengthening focused community and stakeholder participation in the IDP processes;
- Updating and developing pending sector plans and programmes of the IDP;
- Reviewing the current vision, mission, objectives, strategies, programmes and projects; and
- Alignment of IDP, Budget and PMS activities of the district with those of the local municipalities.

1.4 INSTITUTIONAL ARRANGEMENTS TO DRIVE THE IDP PROCESS

It is the primary responsibility of Council, its Councillors, 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. 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. The day-to-day management of the IDP process has been delegated to the Office of the Municipal Manager. The IDP Manager deals with coordination of the day-to-day issues relating to the IDP and often chairs the IDP Steering Committee on behalf of the Municipal Manager. The IDP Steering Committee is a technical working team of dedicated officials, at senior management level, who together with the Municipal Manager and/or the IDP Manager must ensure a smooth compilation and implementation of the IDP.

The IDP Steering Committee compiles the IDP document through consultation with various sets of information and direct their output to the IDP Representative Forum via Portfolio Committee on Strategy, Planning and IDP, for debates and further inputs and refinement of the plan. The Portfolio Committee provides political oversight to the entire IDP processes. The municipality has established three development Clusters and their technical committees to deal with district-wide intergovernmental (alignment) issues, i.e Economic Cluster, Social and Infrastructure and Governance and Administration. There also exists the IDP Technical Committee which comprises of IDP Managers/ Coordinators of all municipalities in the district and the structure is under consideration for inclusion of planners from other sector Departments and parastatals, which will form what is called District Planners' Forum.

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 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. The final output (IDP document) is submitted to the Mayoral Committee for ratification and then to Council for approval.

1.5 PROCESS OVERVIEW: STEPS AND EVENTS

The IDP Review Framework and the Process Plan was approved by the Mopani District Council on 20 August 2007. Broadly, Municipalities (including the District) have not adhered to the IDP Review Framework and process plans due to the broad challenges of inter-municipal relations and the demand on IDP implementation by all government. However, municipalities have been compelled to align their IDPs, budgets and Performance Management Systems through the district-wide IDP/Budget/PMS sessions as coordinated by the Institute for Performance Management. During these sessions, the local municipalities worked together with the district municipality to review the Strategy Map of the District with clear roles for both the district and the local municipalities.

The activities that transpired during the Mopani IDP review process are presented in Table 1:

| Phase | Activities and Purpose | Date |
|------------------------------------|--|---|
| Preparatory | Advertising for Stakeholder registration | July 2007 |
| | Confirmation of registered stakeholders for IDP Rep forum | End July 2007 |
| | Drafting of IDP Framework, Process plan and Code of Conduct | 04 July 2007 |
| | Code of Conduct for IDP Rep. forum | 06 August 2007 |
| | IDP Framework Review | 06 August 2007 |
| | Process Plan for the 2007/08 IDP Review | 06 August 2007 |
| | Council approve the IDP Framework and Process Plan | 20 August 2007 |
| Analysis phase | Collation of new information from Sector Departments | Sept – October 2007 |
| | Collation of new information from District Management Area (KNP) | Sept – October 2007 |
| | Collation of new information from Local municipalities | Sept – October 2007 |
| | Concerns from communities through IDP Rep Forum | 19 Sept 2007 |
| | Consolidation and Analysis of information to complete Analysis phase in terms of the current realities. | November 2007 |
| Strategies phase | Steering committee meeting to confirm the existing Vision and mission. | 11 October 2007 |
| | Cluster meetings to review strategies and objectives: Economic cluster, Social and infrastructure and Governance and Administration. | 8-9 January 2008 |
| Project phase | Provincial Planning forum held meeting with District and Local municipalities to confirm projects that are envisaged for the next MTEF. | 24 November 2007 |
| | Collation of multi-year programmes and projects from different administrative Units of the district and local municipalities, including the District Management Area | Dec 2007- January 2008 |
| | IDP Steering committee to synthesise the information. | 14 March 2008 |
| | IDP Rep. forum to be informed, comment, debate and provide critical view for further process. | 19 March 2008 |
| Integration phase | Inclusion of IDP Sector plans (summary) into the IDP. | 13 March 2008 |
| Approval phase | Council adoption of the Draft 2008/09-2013 IDP, PMS and Budget | 28 March 2008 |
| | Publication of the draft IDP document | April 2008 |
| | Public Participation road-shows on IDP/ Budget/ PMS: | |
| | - Greater Giyani | 12 th May 2008 |
| | - Greater Letaba | 13 th May 2008 |
| | - Greater Tzaneen | 14 th May 2008 |
| | - Maruleng | 15 th May 2008 |
| - Ba-Phalaborwa | 16 th May 2008 | |
| | Consolidation of public comments on draft IDP/ Budget/ PMS | 19 th -20 th May 2008 |
| | Finalisation of the draft IDP/ Budget/ PMS..IDP Rep. Forum | 27 th May 2008 |
| Final adoption of the Reviewed IDP | Council approves the 2008/09-2011 reviewed IDP / Budget / PMS | 30 th May 2008 |

1.6 PUBLIC PARTICIPATION

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

The following gaps are acknowledged:

- There has not been sufficient and effective engagement of the IDP Rep Forum during the IDP review processes;
- There has been adverse non-adherence to IDP process by District and Local municipalities;
- Limited continuity on the part of local municipalities to engage in the District IDP meetings. and
- There is lack of implementation monitoring of the 2007/08 IDP and its review process.

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. It is hoped that the concern will be lifted as the Provincial Planning forum visited Mopani in November 2007, interacting with officials with respect to projects allocated to the District. There is also a need for the development of an inter-governmental monitoring mechanism to ensure accountability with regard to the implementation of sector departmental projects as submitted for inclusion in the IDP.

1.6.1 COMMUNITY DEVELOPMENT WORKERS

These units 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.

| CDW Numbers per Municipality | | | |
|------------------------------|-----------|---------------------|-----------------------|
| Local Municipality | Permanent | Due to be permanent | New entrants in place |
| Greater Tzaneen | 26 | 8 | 6 |
| Greater Giyani | 15 | 10 | 8 |
| Greater Letaba | 15 | 10 | 7 |
| Maruleng | 11 | 1 | 3 |
| Ba-Phalaborwa | 13 | - | 6 |
| Total | 80 | 29 | 32 |

1.7 INTER-GOVERNMENTAL RELATIONS

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



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

The relationship between the district municipality, the local municipalities and sector departments in Mopani is improving. There

2. DEVELOPMENTAL ANALYSIS

are also inter-municipal structures (i.e. Mayors' Forum, Speakers' Forum and Municipal Managers' Forum) that have been established to coordinate issues cutting across all municipalities.

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, MDM cannot hold any sector department accountable for the non-implementation of projects which are submitted for inclusion in the IDP document. The following are "political" inter governmental structures that facilitates inter-governmental relations within the province, between the district, province and local municipalities:

| Intergovernmental structures | Participants | Responsibility |
|--|--|---|
| Premier's Intergovernmental Forum [Premier/Mayors' Forum] | Premier Mayors Heads of Departments Municipal Managers | Co-ordination of inter-governmental relations (Provincial and Local Government) |
| District Intergovernmental Forum [Mayors' Forum] | Executive Mayor Mayors Traditional Leaders 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 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 Departmental Officials Municipal Senior Managers (Directors) Municipal Officials | Provide inter-governmental inputs into the work of Clusters |
| Provincial Planners Forum | Sector Departmental Planners IDP Managers Spatial Planners Town Planners | Provide for a coherent inter-governmental planning framework and alignment and integration of development plans in the province |

ANALYSIS PHASE: In this section, we (1) provide an overview of the important demographic indicators of the Mopani District Municipality, the overall perspective of the area, its trends and tendencies (2) highlighting key areas of concern and (3) identify the district municipality's strengths in realising its vision.

2.1. BACKGROUND

The analysis phase of the IDP reflects the status quo of socio-economic and institutional situation within the geographical area of the Mopani District municipality, inclusive of Maruleng Local Municipality (nodal point) and the District Management area (Kruger National Park). 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.

Due to the fact that statistical information is a constraint in that it is outdated and still based on the 2001 Census and 2003 demarcation statistical information, it has been a challenge to scientifically determine the current developmental status of Mopani District. For that reason various internal analysis processes took place, namely the determination of a number of critical success factors which the organisation needs to deal with: by means of an Improvement Survey; the establishment of the ultimate factors contributing to a performing organisation and to analyse whether the Mopani District Municipality is ready to improve on its performance. STATSSA Survey of February 2007 have been released towards the end of this Review process and will thus be utilised to inform our developmental analysis in the next IDP Review.

Building on the assessment of the IDP Representative Forum which was reconstituted in the 2006/7 and reviewed in 2007/8 financial year, stakeholder analysis was conducted to ensure that the relevant stakeholders partake in the activities of the municipality. That began with the identification of the relevant stakeholders and the support which they render to the municipalities as well as the influence which those stakeholders exert on decision-making. An advert was published to call for stakeholder registration. The list was then analysed and confirmed. Finally, an analysis was done to determine the internal strengths and weaknesses of the municipality as well as the external opportunities and threats which may have an impact on service delivery.

2.2. GEOGRAPHIC LOCATION AND KEY FEATURES

The Mopani District municipality is situated in the North-eastern part of the Limpopo Province, 70 km from Polokwane (main City of the Limpopo Province). It is bordered in the east by Mozambique, in the north, by Zimbabwe and Vhembe District Municipality, in the south, by Mpumalanga province through Ehlanzeni District Municipality and, to the west, by Capricorn District Municipality and, in the south-west, by Sekhukhune District Municipality. The district has been named Mopani because of abundance of nutritional Mopani worm found in the area. The district spans a total area of 2 534 413 ha (25 344,13 km²), inclusive of Kruger National Park, 15 urban areas (towns and townships), 325 villages (rural settlements) and a total of 118 wards. The Mopani District, by virtue of the Kruger National Park as part of the District Management Area, is also 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. If the communities are well positioned, advantages that come with neighbourliness of the two countries, will be harnessed in Mopani. The converse is also true. It is still a challenge to municipalities to align with the advantages.

The map below depicts the local municipalities and the District Management area of Mopani District municipality.

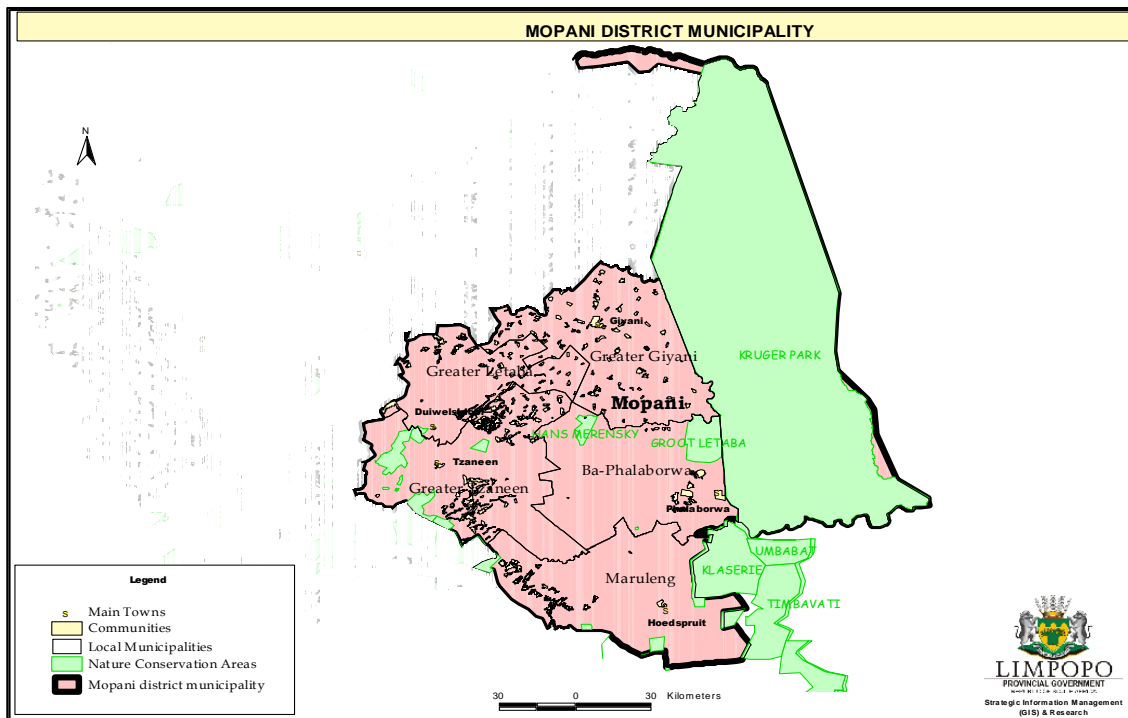


Table 3 below shows the extent of Mopani and its components in terms of Wards, Villages and Urban areas. It will be seen that the District Management Area alone occupy almost 43% of the entire district municipality, devoted solely to nature conservation. Both Maruleng and Ba-Phalaborwa are least in terms 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 348 in a period of six years imposing a high demand in the provision of basic services facilities.

Table 3: Wards per local municipality in Mopani, as revised during 2005 boundaries re-determination

| Local Municipality | Total Area | Wards | Villages | Urban Areas |
|--------------------------------|---------------------------------|---------------------------------|------------|-------------|
| Greater Tzaneen | 3 240 km ² | 34 | 121 | 5 |
| Greater Letaba | 1 891 km ² | 26 | 80 | 3 |
| Greater Giyani | 2 967.27 km ² | 30 | 93 | 1 |
| Ba-Phalaborwa | 3 004.88 km ² | 16 | 23 | 5 |
| Maruleng | 3 247 km ² | 12 | 31 | 1 |
| District Management area (DMA) | 10 993.98 km ² | 5 camps of Kruger National Park | | |
| Mopani / Total | 25 344,13 km² | 118 | 348 | 15 |

2.3. DEMOGRAPHICS

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

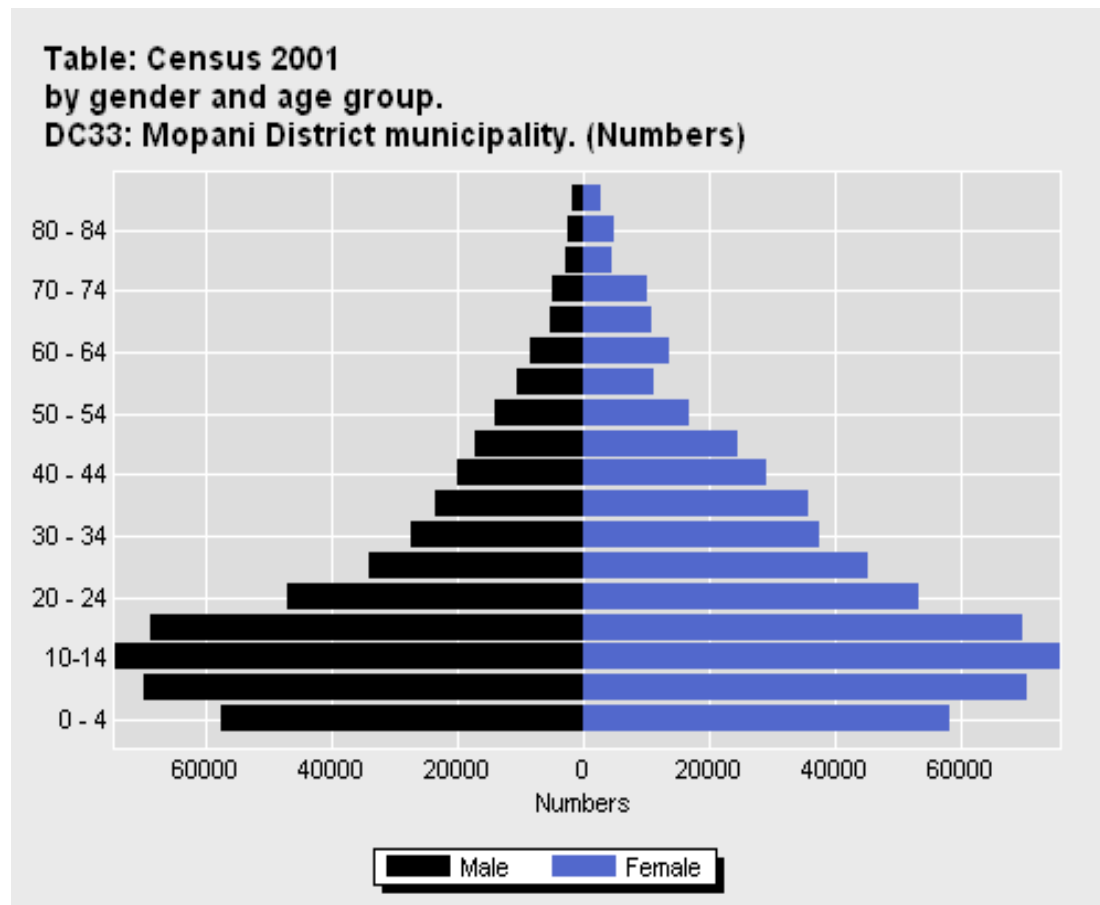
2.3.1. Population Characteristics

The reconciled total population of the Mopani District Municipality for 2007 is 1 224 873. The population for each municipality within Mopani District is presented in Table 4. Out of the district's population of 1 224 873, 81% resides in rural areas, 14% resides 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.

From the table below, it is clear that the majority of the people in Mopani live in Greater Tzaneen municipality, while only a limited number of people in Mopani reside in Maruleng and most limited live in the District Management area. In terms of resource allocations it would be best to consider this population distribution earnestly, albeit with all factors taken into account in other areas, e.g service backlogs, identified growth areas, etc.

| Table 4: Estimated Population, 2006 | | | | | | |
|--|---------------------------------|-------------------|---------------------------------|--------------------------|-------------------------|---------------------------|
| Municipality | Area/ Extent | Population | Pop. Density per hectare | Rural population | Urban population | Farming population |
| Greater Giyani | 2 967. 27 km ² | 276 668 | 22 | 247 585 | 29 083 | 0 |
| Greater Tzaneen | 3 240 km ² | 442 282 | 24 | 362 453 | 45 836 | 33 993 |
| Greater Letaba | 1 891 km ² | 260 286 | 25 | 245 523 | 14 763 | 0 |
| Ba-Phalaborwa | 3 004.88 km ² | 137 264 | 25 | 49 633 | 69 950 | 17 681 |
| Maruleng | 3 247 km ² | 107 247 | 16 | 95 162 | 2 494 | 9 591 |
| District Management Area | 10 993.98 km ² | 1 126 | | Nature conservation area | | |
| Mopani/ Total | 25 344,13 km² | 1 224 873 | 23 | 1 000 356 | 162 126 | 61 265 |
| | | 100% | | 81% | 14% | 5% |

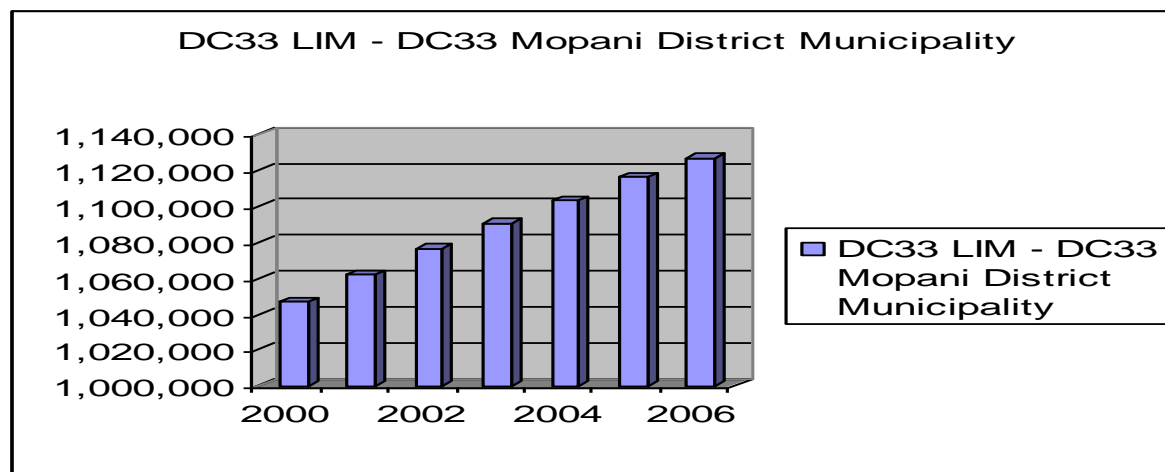
2.3.2 Age and Gender Distribution



Although the data informing the above population pyramid is from STATSSA 2001, the proportion of population numbers per age categories still prevail to date. The average ratio male to female is 46% to 54%. There is proportional balance between boys and girls from age zero to 20 and thereafter for every age category females outnumber males. An analysis of the demographics of the district indicates that most of the residents are still at a very young age and the most are females. Population numbers decrease with increase in age, 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 steadily been growing at a decreasing rate since the year 2000 to-date. The growth itself is a threat to the economic growth in terms of available land space. However since the growth is at a decreasing rate, there is hope that Mopani will experience population decline in size. Already the provincial trends are that population is decreasing. Since the main source of population growth is birth rate and emigration, programmes geared at combating children pregnancies and those of dealing with illegal emigration should be strengthened.

Population growth/ trends, 2000 - 2006



2.3.3. People with disabilities in the district

There is a total of 1 177 people with disabilities in the district, constituting 0,1% of the entire population, who are often less considered in the provision of services. Most of the disabled people in Mopani district are incapacitated with regard to their sight, 11,8%, hearing, 11,0%, mental, 10,4%, physical, 60,8% and multiple, 6,0%, according to the empirical survey data of 2007 by the CDWs during Disability Month, and further analysed by the MDM-Office of Executive Mayor. It is further notable that distribution depicts the following: GGM: 457, GTM: 294, BPM: 223, GLM: 131 and MLM: 72 disabled people. In terms of gender in MDM, disabled Males out-number Females, i.e Males: 648, Females: 529. In terms of age categories for MDM, 0 – 13 yrs : 9,6%; 14 – 35yrs: 41,5%; 36 – 60 yrs: 35,7% and 61+ yrs: 13,2%. Community participation in different structures depicts the following spread: Political structures: 5,5%, Municipal structures: 7,4%, Sector Depts: 3,9%; CBOs: 5,2% and Non-participating: 78%.

There are 3 special schools in the district that caters for learners with special needs, namely the blind, the deaf and the physically challenged. There are also two flagship life-care centres in the district, namely Vuxakeni and Shiluvana Lifecares that cater for homeless disabled people and severely disabled people. In addition, there are 171 normal schools that have infrastructure access facilities for disabled. The total constitutes 24% of all schools in Mopani. So, an endeavour in integrating disabled in the normal schools is still a challenge in most areas due to shortage of supporting infrastructure.

Yet, the major challenges facing people with disabilities in the district ranges 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 inaccessibility of 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.

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, public education and raising awareness on disability issues. The district municipality does not have a disability policy and strategy. However, there is one disabled official within the staff of Mopani district municipality. One milestone of the MDM Council is the inclusion of sign language in every Council sitting. Important documents are also translated into Braille for the blind Councillors. These facilities are also made available during public participation meetings or imbizos.

2.3.4. Level of Education

The literacy levels in the Mopani District are very low. As much as 37.8% of the adult population (other than 20 years of age) has not received any form of schooling with a further 13.7% only having completed some form of primary education. These figures imply that more than 50% 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.

| Educ. Level | Service type | MDM | GTM | GLM | GGM | MLM | Ba-Phal |
|------------------|--------------------------|-----|-----|-----|-----|-----|---------|
| Primary school | Learner/ Teacher ratio | | | 37 | 35 | | |
| | Learner/ Classroom ratio | 46 | | | | | 39 |
| Secondary school | Learner/ Teacher ratio | | 32 | 34 | | | |
| | Learner/ Classroom ratio | | 39 | | | | 53 |

STATSSA 2001

With regard to the teacher pupil ratio for primary schools, Greater Giyani is the lowest with only 34.2 pupils per teacher while Greater Letaba is worse off with 37 pupils per teacher. Greater Tzaneen has the lowest pupil to teacher ratio for secondary schools with only 31.3 pupils per teacher while Greater Letaba 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 students 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 (1:38.15), 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 students per classroom). The learner to classroom ratio is above the national norm for all four local municipalities with Greater Tzaneen being 1:38,24 learners per classroom and Ba-Phalaborwa, worse off, with 1:52,23 learners per classroom. The learner to classroom ratios within Mopani therefore did not comply with the norms of the Department of Education, meaning that there was a serious shortage of classrooms in the four municipalities for both primary as well as secondary schools in 1996.

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. 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, the general economy and their ability to pay for services, etc.

SCHOOLS CATEGORIES

| SCHOOLS | No. of existing schools in Mopani | Class rooms needed |
|-------------------------|-----------------------------------|--------------------|
| Secondary | 255 | |
| Primary | 457 | |
| Combined | 22 | |
| LSEN | 2 | |
| TOTAL CLASS ROOM | | 2378 |

2.3.5. Employment

People in the Mopani district are employed in the following sectors: Farming, Industry, Mining, Trade, Government, Transport, Tourism, Manufacturing, Construction and Energy. The Government Sector is the largest employer in the district e.g. 39% of the employed in Greater Giyani work for government. The second largest employer in Mopani district is the farming sector with 25.9% of the employed people. This, however, is 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 36.8% of the population not being employed. The number of people unemployed as a percentage of the total population is the lowest in Greater Letaba with only 28.0%. It is however important to note that of the unemployed people in the district, approximately 60% are women.

2.3.6. Income Categories

Income from employment determines the overall living standards of people. By far the majority of people in the district live in rural areas (84.1%) and the majority 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. It seems the majority 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.

This means that the economically inactive, 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 urbanisation in Ba-Phalaborwa and the presence of mines.

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

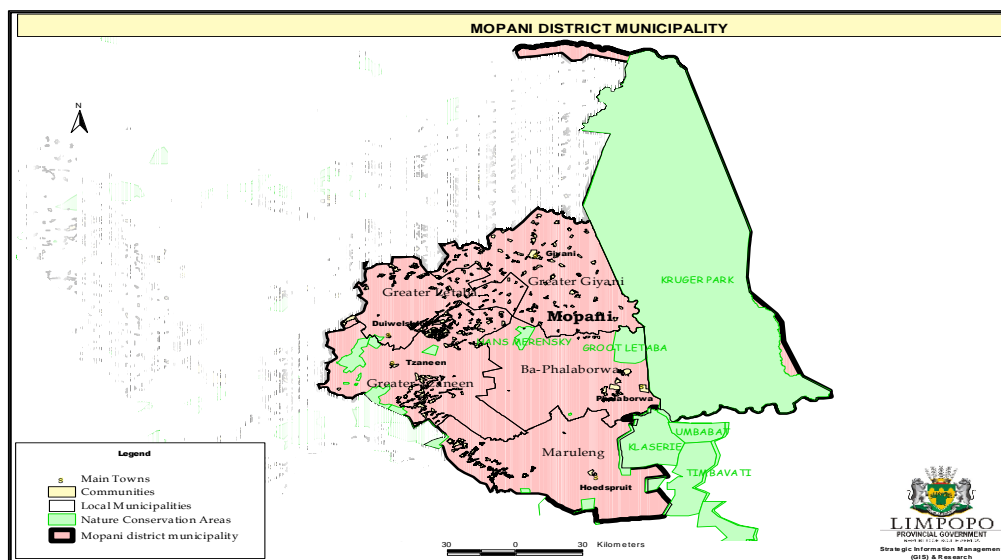
| Tsonga | N.Sotho | Afrikaans | Sotho | English | Venda | Zulu | Swati | Tswana | Xhosa | Ndebele | Others |
|--------|---------|-----------|-------|---------|-------|-------|-------|--------|-------|---------|--------|
| 48,6% | 46,4% | 1.88% | 1,4% | 0,6% | 0.47% | 0,22% | 0,21% | 0.11% | 0.09% | 0.03% | 0.10% |

2.4. SPATIAL ANALYSIS

2.4.1. Background

The spatial analysis exercise provides a visual picture of the existing spatial pattern (that is nodes, networks and areas) that has 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, 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. Hereunder is Map 1. indicating local areas within the district:

Map 1: Local Municipalities and District Management Area (Kruger National Park) within Mopani District



DESCRIPTION OF THE MUNICIPAL AREA

The main characteristics of the 5 local municipalities in the district are summarised below:

Greater Tzaneen

The Greater Tzaneen Municipality is situated in the eastern quadrant of the Limpopo Province within the district's area of Jurisdiction, together with Greater Giyani, Ba-Phalaborwa, Maruleng and Greater Letaba. Polokwane to the west, Greater Letaba to the north, Ba-Phalaborwa and Maruleng to the east, and Lepelle-Nkumpi to the south, border the Greater Tzaneen Municipality and Giyani border. The Greater Tzaneen Municipality comprises a land area of approximately 3240 km², and extends from Haenertsburg in the west, to Rubbervale in the east (85km), and just south of Modjadjiskloof in the north, to Trichardtsdal in the south (47km). The municipal boundaries form an irregular, inverted T-Shape, which results in certain developmental implications for the municipality, and more specifically the distance to markets, difficulties in respect of service provision, and constraints to implementing the development strategy of the municipality.

The Greater Tzaneen Municipality area encompasses the proclaimed towns of Tzaneen, Nkowankowa, Lenyenye, Letsitele and Haenertsburg. In addition, there are 125 rural villages, concentrated mainly in the south-east, and north-west, of the study area. 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.

| Table Economic growth points of Greater Tzaneen municipality | | |
|---|-----------------|------------------|
| Provincial | District | Municipal |
| Tzaneen | Nkowankowa | Letsitele |
| | Lenyenye | Burgersdorp |
| | | Haenertzburg |

Greater Letaba

The Greater Letaba Municipality area is the smallest local municipality in the district in terms of land area and is situated in the west of the Mopani District. The Municipality incorporates the proclaimed towns of Modjadjiskloof, Ga-Kgapane and Senwamokgope, which are situated in the South. 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 and nature reserves. The Municipality can capitalize on these resources as well as the more intensive economic activities in Tzaneen.

The incidence of rural settlements is 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% of the land area of the Letaba Municipal area is taken up by agricultural activity. These include tomatoes (central), Timber (south and south east), game and cattle (central and north west).

| Economic Growth points of Greater Letaba | | |
|---|-----------------|------------------|
| Provincial | District | Municipal |
| Modjadjiskloof | Ga-Kgapane | Senwamokgope |
| | | Mokwakwaila |

Greater Giyani

Greater Giyani Municipality is located in the North of the Mopani District Municipality with Giyani as its only town. Giyani is also the home of the District Municipal offices and previously housed the administrative offices of Gazankulu homeland. Giyani town is the largest centre of population concentration, employment opportunities, shopping and recreational facilities in the local municipality. The economic activity that mostly takes place in Greater Giyani both formal/informal are: small-scale agriculture (maize, vegetables, tomatoes, beef), services, transport and retail development.

There are however, number of factors impacting on the economic growth such as geographical location (distance to markets), shortage of skills, poor infrastructure, climatic conditions and diseases. 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).

| Growth points of Greater Giyani: | | |
|---|----------|-----------|
| Provincial | District | Municipal |
| Giyani | Ndhambi | Xawela |

Ba- Phalaborwa

The town of Phalaborwa and the nearby Namakgale/ Lulekani towns and surrounding villages constitute the major population concentration area in Ba- Phalaborwa. Another smaller rural concentration is Selokane/Nondweni with the tourist resort of Eiland nearby. The area has a unique natural environment comprising conservation areas and eco- tourism development together with the bordering Kruger National Park. This and the large mining development form a key economic driver.

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.

There is a large amount of land in Ba-Phalaborwa that is currently under land claims. This is land that can potentially be developed for especially tourism.

| ECONOMIC GROWTH POINTS | | |
|-------------------------------|------------|-----------|
| Provincial | District | Municipal |
| Phalaborwa | Namakgale | Lulekani |
| | Gravelotte | |

Maruleng

The Maruleng Municipality is situated in the south-eastern quadrant of the Limpopo Province within the Mopani District. The municipal area extends over 324 699ha and is bordering Kruger National Park to the east, The Ba-Phalaborwa and Greater Tzaneen to the North, the Lepelle Nkumpi Municipality to the west, and the Tubatse Municipality and Bushbuckridge Municipalities to the south. The municipal area is characterised by typical Lowveld vegetation and is evenly sloped with isolated kopies and ridges. To the south, the municipal area also borders the Drakensberg escarpment. Population densities vary from sparse in the east, to relatively dense in the South – West.

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 and separate locations. Within Mopani, black people have since been concentrated in the former homeland areas of Lebowa 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 severed by distance from their place of work. These areas experience severe poverty and low human development potential due to high illiteracy rates, low income and a general low life expectancy, accompanied by low levels of social and engineering services.

| ECONOMIC GROWTH NODES | | |
|------------------------------|-----------------|------------------|
| Provincial | District | Municipal |
| Hoedspruit | | Metz |

2.4.2. SETTLEMENT PATTERNS IN THE DISTRICT

The district municipality has approximately 348 settlements, which include 81 first order settlements and 30 second order settlements, 190 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 to roads and internal street networks. The Mopani district is well-served by major arterial routes which links Giyani to Tzaneen, Polokwane, Modjadjiskloof, Phalaborwa and Lydenburg.

The settlements identified as District growth points in the area include Namakgale, Gravelotte, 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 should include smaller government offices for service delivery. Social facilities such as schools, health facilities and police stations should also be 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).

Lulekani, Xawela, Senwamokgope, Haenertsburg, Burgersdorp and Letsitele have been identified as Municipal Growth Points in the District. The Municipal growth points have a relatively small economic sector providing 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 surrounds 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.

Ten of the sixteen growth points in the District are situated in the Greater Tzaneen Municipality and the Ba-Phalaborwa Municipality. 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:

- Approximately 68% of the total population of Ba-Phalaborwa Local Municipality are situated within first order settlements (growth points);
- Ba-Phalaborwa Local Municipality has approximately 90% of its total population residing in growth points and population concentration points;
- Greater Tzaneen Local Municipality has approximately 65% of its total population residing in growth points and population concentration points;
- Greater Letaba Local Municipality has approximately 60% of its total population residing in growth points and population concentration points;
- Greater Giyani Local Municipality has only approximately 28% of its total population situated in growth points and population concentration points;
- More than half (55%) of the total population in the District Municipality are situated in Growth Points

It is evident from the above that focus should be placed on concentrating economic development within these 16 Growth Points to increase urbanization in the District. The current dispersed settlements pattern constrains sustainable development in the area. These villages should be linked and economically dependent on each other to create a larger area for economic development.

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 potential around 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. The district municipality is in the process of developing a Land Use Management System and all the locals are expected to do same.

2.4.3. LAND CLAIMS AND THEIR SOCIO-ECONOMIC IMPLICATIONS

Land ownership in the district is still a contentious problem in the district. There are a total of 349 land claims have been received in the district. Of the total number of claims received within the 5 local municipal areas, Greater Letaba has by far the majority of these land claims (159) and Greater Giyani the least (11 land claims). It is, however, not the number of claims as such that is very important but the extent of the land claimed as restitution. Approximately 140189ha representing approximately 46,73% of the total local municipal area of Ba-Phalaborwa is subject to land claims. It is followed by Greater Letaba with approximately 91812ha representing 48,55% of the total area of the municipality which is subject to land claims. Only approximately 6,28% of the Greater Giyani Local Municipality area is subject to land claims, representing 18633ha.

In total approximately 298000ha (representing 26,85% of the total area of the Mopani District) is subject to land claims. The extent of land claims in this district and the potential impact it may have depending on the outcome of investigations is quite substantial and may impact heavily on the spatial development framework of the district municipality, and specific local municipalities such as Ba-Phalaborwa and Greater Letaba.

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 not well planned and managed within the context of a spatial development framework that considers all these factors.

2.4. ECONOMIC ANALYSIS

2.5.1. Background

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

2.5.2. A 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 have been 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 activity, others find themselves excluded from such markets altogether and eke out a survival through dependence on welfare grants and the barter of goods and services.

2.5.3. Locating the Mopani District Economy within the Provincial Economy

Limpopo is the second poorest Province in the country. Approximately 77% of the population lives below the poverty income line, and the Province also has the lowest HDI (0.485) in the country. Although the number of unemployed people has declined, the percentage of people with no income in Mopani is still higher than that of the Limpopo Province. With regards to education the percentage of people with no education has declined from 30% in 1996 to 22% in 2001 in the Mopani District. The Capricorn and Mopani district are seen as the main economic engines of the province, with Polokwane, Phalaborwa and Greater Tzaneen identified as the principal economic centres. The provincial development strategy, vision 2020, sees the economic heart of the province as formed by the circle of towns stretching from Mogalakwena, Polokwane, Makhado, Thohoyandou, Giyani, Phalaborwa, Tzaneen, Lebowakgomo and other smaller towns and villages within this circle. The area covers one quarter of the province, accommodates the majority of the population, and accounts for approximately 80% of the Gross Geographic Product (GGP) of the province.

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. The Mopani District also has a large number and of diverse under exploited tourism assets e.g. the northern portion of the Kruger National Park. A national park, nature reserves and game farms cover almost half of the district, identified as one of the five best conserved ecosystems in the world, providing ample opportunity for Eco Tourism and SMME development. The district also has comparative advantages in agriculture, manufacturing and trade. Hereunder is an analysis of the district economy.

2.5.4. Economic Sector Analysis

The sector, which contributed the most to the GDP in Mopani District, is the Mining sector (30%) followed by the General Government Services Sector (17%) and Finance and Business services Sector (15%). This shows the same trend as in the Limpopo Province where Mining is by far the largest contributor to the GDP. The contribution of Agriculture to the GDP has grown more on Provincial and District level than on National level. The mining sector has grown on National level as well as on District level while the manufacturing sector has grown slightly less on regional level.

The primary sectors, which include the Agriculture and Mining sectors, have shown positive growth with regards to GGP

contribution to the District. The Agriculture Sector showed the most growth in Greater Giyani (9.6%) and a negative growth rate of -0.6% in Ba-Phalaborwa while there was growth of between 5% and 6% in the Greater Tzaneen, Greater Letaba and Maruleng Municipalities. In Greater Giyani and Ba-Phalaborwa the mining sector both indicated a growth rate of approximately 5% while there was less growth in Greater Tzaneen and Maruleng Municipalities. Greater Letaba was the only municipality with a negative growth rate of -2.6% in the mining sector

The retail sector is one of the most important secondary economic sectors in the District. Retail is especially important in the Giyani area as it serves a large rural area including areas across the District border. It had been indicated in the business surveys conducted in the municipality that there is currently a lack of wholesalers in the municipality. This results in shop owners having to travel to towns such as Tzaneen, Polokwane and even as far as Johannesburg to obtain their stock.

Agriculture is the most important economic sector in Greater Tzaneen, Greater Giyani, Maruleng and Greater Letaba. Citrus fruit such as oranges and grapefruit are produced commercially and small-scale in the Greater Tzaneen Municipality. The fruit are either exported out of the District in its raw state or sold for further processing into juice, pulp and dried fruit. Furthermore sub-tropical fruit including mangoes, avocados and bananas are grown in the Greater Tzaneen, Maruleng, Greater Letaba and Greater Giyani areas. In Greater Giyani bananas are mostly grown within the Middle Letaba Irrigation Scheme. These sub-tropical fruits are also either sold to outside markets or used for further processing such as juice, Atchar, dried fruit and pulp. The ZZ2 farms which are located in the Greater Letaba Municipality (Mooketsi area) produce approximately 60% of the tomatoes grown in the country. These tomatoes are exported or processed into juices, puree, paste, etc.

Mining is the most important sector in the Ba-Phalaborwa municipality. Copper is mined by the Phalaborwa Mining Company and further processing of by-products and phosphates are undertaken by Sasol Nitro and Foskor. These mining institutions currently employ a large number of the people in the municipality. There exist ample opportunities for small-scale mining of minerals that can be found in the Murchison and Giyani Greenstone Belts. These minerals include Vermiculite, Ilmenite, Gold, Emeralds, etc. Furthermore, the processing of clay and cladding stones also creates the opportunity for economic development and the establishment of SMMEs in the manufacturing sector.

The manufacturing sector is mostly focused on further processing of products from the mining and agricultural sectors. Agro-processing creates opportunities for skills developments and also supplies a market for small-scale farmers who currently do not have access to the market. The further processing of tomatoes, fruit and timber are currently practiced in the District although there are more opportunities in this field.

The Tourism Sector has become increasingly important in the province as well as in the district. The rich cultural heritage of the area, natural beauty, proximity to the Kruger National Park, large dams, waterfalls and the climate are just some of the elements that can be utilised to promote and develop tourism in the District. The Municipality of Ba-Phalaborwa especially lends itself to tourism as it is situated next to the Kruger National Park and already hosts a large number of game farms. Other attractive areas within the District include the Haenertsburg and Magoebaskloof area and Tzaneen and surrounds. These areas are already focussed on the tourism industry although there are more opportunities for tourism development.

2.5.5. Constraints in the District Economy

According to the Limpopo Spatial Rational (2002), approximately 55% of the 301 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 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:

Greater Giyani

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

Large areas of land in the District forms part of the former Lebowa and Gazankulu homelands and are held in trust for tribal and community authorities. These traditional authorities play a very important role in terms of their traditional culture and therefore also have a major influence in the manner in which land is made available to individuals for settlement, as well as the use thereof for economic purposes (e.g. agriculture, tourism, etc.). Most of these decisions are made on an ad hoc basis and usually without any consideration of the impact it may have on the spatial pattern and the rendering of 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 a specific profession.

Greater Letaba

The percentage of economically active population is relatively small at 49.4%. Nearly 100% of the population (99.4%) resides in non-urban areas. This indicates that there are few potential growth points for the economy as the largest Town in the municipality is Modjadjiskloof which is extremely small. 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. Land claims are a major factor influencing development in the District. Many claims have as yet not been investigated and gazetted as required in terms of the Land Restitution Act. A total of approximately 297997ha (representing 26,85% of the total area of the District) is subject to land claims. Most of the claims and land affected by these claims are situated in the Ba-Phalaborwa and Greater Letaba Local Municipality areas.

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 from 1996 to 2001. This indicates that processing is being conducted outside of the area.

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. This is land that can potentially be developed for especially tourism.

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. 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. 18,5% of the municipal area is subject to 45 registered Land claims. There is also a general infrastructure backlog which hampers potential new economic infrastructure development in the area.

2.5.6. Opportunities in the District Economy

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

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 has also increased from 10.1% in 1996 to 13.8% in 2001.

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.

Greater Tzaneen

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.

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.

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 local in relation to the Maputo Corridor, positions it to attract investment in its area.

2.6. INFRASTRUCTURE ANALYSIS

2.6.1. BACKGROUND

The success of local economic development is tied to the provision of basic and other types of infrastructure 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 and housing provision, roads and public transport, waste management and telecommunications – all of which underpins socio-economic development and determines a people's quality of life. The provision of adequate municipal infrastructure remains a challenge throughout the district.

WATER

The Mopani district is characterized by low rainfall, especially in the lower-lying areas of the district, namely, Greater Giyani and Ba-Phalaborwa. This results in limited water resources culminating in severe water shortages and regular drought conditions. Subsequently, there is stiff competition between the different water users such as agriculture, mining and forestry. To this end, water use for domestic purposes becomes critical. The main surface water resources for Mopani district are Letaba River catchment and all its tributaries. There is a huge potential for usage of borehole water as an augmentation to the surface water resources.

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

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

Ba-Phalaborwa municipality has adequate reticulation system, followed by Greater Tzaneen Municipality, Greater Letaba Municipality and then Greater Giyani Municipality. The limited availability in 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. 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 primarily observed in rural areas than the more urban areas. High water usage is generally observed in most of the areas, amounting to more than 150 litres per person per day in both towns and rural areas.

The majority of households in Ba-Phalaborwa (77.3%) have access to RDP standard water source with households in Greater Tzaneen at 53.6%, Greater Letaba at 60.7%, Greater Giyani at 57.3%, 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 residing here, 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 the municipalities in the district are providing free basic water (6000 litres per household per month) with almost none providing free basic sanitation. To eradicate the water backlog, Mopani district has prioritised water services as the first service among all the other services. The Department of Water Affairs and Forestry (DWAf) is currently commissioning the building of the Nwamitwa Dam and the raising of the wall of the Tzaneen Dam to address the water shortage problem in the district.

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.

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 fact that nearly all villages in the district do not have RDP level sanitation 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 to no basic services at all. 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 primarily found in rural areas.

Most people in the district use pit latrines, followed by those without any sanitation services at all. The situation is worse in Greater Giyani with 54% of the households not having access to any sanitation. Greater Letaba has the highest usage of Pit Latrines at 51.5%, while flush toilets are more prevalent in Ba-Phalaborwa with 39.8%, which correlates with the availability of piped water within the houses. The district municipality has the constitutional responsibility to provide access to sanitation services. To this end the municipality commissioned which indicates that R232 million would be required to eradicate the sanitation backlog by 2010.

There are many 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. DWAf is responsible for dealing with school sanitation.

ENERGY AND ELECTRICITY

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

In Mopani, electricity is largely generated and distributed by ESKOM as well as local municipalities. The 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 poor households in the district. Each poor household is entitled to 50KWh per month. The configuration of all customers was finalized by April 2007 and Eskom is distributing tokens to the beneficiaries. It has been found that most of the people in rural areas and amongst low income households, many electrified households continue to use a range of energy sources to meet their needs. 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 5: Basic needs backlogs in the district | | | | | |
|--|-------------------|---------------|-----------------|----------------|-------------------|
| Service | Households | Access | % Access | Backlog | % Backlogs |
| Sanitation | 315 259 | 158,754 | 49,71% | 160,604 | 50,28% |
| Water | | 212,240 | 67,32% | 103,019 | 32,68% |
| Electricity | | 243,949 | 77,38% | 71,310 | 22,62% |
| Roads | 3164,9km | 975,1 km | 31% | 2189,8 km | 69% |

INDIGENT HOUSEHOLDS RECORD PER MUNICIPALITY

| Local Municipality | INDIGENT REGISTER IN PLACE | HOUSEHOLDS |
|---------------------------|-----------------------------------|-------------------|
| Greater Tzaneen | Yes | 28 552 |
| Greater Giyani | Yes | 21 007 |
| Greater Letaba | Yes | 27 324 |
| Maruleng | Yes | 8 249 |
| Ba-Phalaborwa | Yes | 11 744 |
| Total | | 96 876 |

2.6.2 ROADS AND PUBLIC TRANSPORT

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. roads for which resources should be committed for re-gravelling, tarring, lining, signage, etc. Roads in Mopani District are classified as National, Provincial, District or local roads.

The Mopani District area has 3135.55 kilometers of roads. In the Greater Tzaneen Municipality the total length of tarred roads is 439.56 km and gravel roads is 593.44 km. The grand total kilometers of roads in the Greater Tzaneen area is 1033 km. For Greater Letaba Municipality, the distance of tarred roads is 150.5 km, whereas, the distance of gravel roads is 535.65 km; the total kilometers for the entire municipal area is 657.15 km. The kilometers of tarred roads in the Greater Giyani Municipality are 113 and the gravel roads distance is 605.8 km, totaling 718 for the entire municipality. The Ba-Phalaborwa Municipality has roads totaling 489.86, with 223.66 km of tarred roads as opposed to 266.2 km of gravel roads. Maruleng has 48.4km of tarred road and 188.7km of gravel roads and its total kilometers of roads is 237.54km.

This reflection indicates that 975.06km of these roads are tarred and 2149.79 km are gravel. 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, and as such, hinder the proper transportation of people, goods and services to these areas.

The major roads found in Mopani District are highlighted in Table 6 hereunder:

| Table 6: 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 |
| 1 | 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 |

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

- Makgobaskloof – Polokwane
- Tzaneen – Hoedspruit
- Tzaneen – Gravelotte – Phalaborwa
- Tzaneen – Modjadjiskloof – Mooketsi
- Sekgopo – Polokwane
- Mooketsi – Giyani

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 in the district.

The lowly serviced areas are mainly found in Greater Tzaneen Municipality and Greater Giyani Municipality. In Greater Tzaneen Municipality, the affected areas are the Boyne/Sedan areas and also Julesburg. Another area of concern is the Nwamitwa 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.

Taxi Facilities

In the Mopani district, taxis form a high percentage of public transport. In the Greater Tzaneen area there are 36 taxi facilities, in Ba-Phalaborwa there is 12 taxi facilities, in Greater Letaba they are 15 and 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

The major public transport facilities are as follows:

- Tzaneen Pick 'n Pay Taxi Rank (Formal)
- Tzaneen Sanlam Centre Taxi Rank (Formal)
- Phalaborwa Taxi Rank (Formal)
- Modjadjiskloof Taxi Rank (Formal)
- Giyani Shoprite Taxi Rank (Formal)
- Giyani Spar Taxi Rank (Formal)
- Giyani Score Taxi Rank (Formal)
- Rita Taxi Rank (Informal)
- Hoedspruit Taxi Rank (Formal)
- Die Ox Taxi Rank
- Metz Taxi Rank

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

Bus Terminus

The bus facilities in the Mopani 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.

Rail Facilities

There is minimal usage of railway operations as mode of public transport. Rail is used mainly as goods carriers and is mainly found in the Greater Tzaneen, Greater Letaba and Ba-Phalaborwa areas. There is a link from Groenhout to Mooketsi, running to Modjadjiskloof, Tzaneen, Letsitele, Gravelotte through to Maputo. The dominating mode of public transport in Mopani District is the usage of taxi and bus operations

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. As much as 21.6% of households in the area have access to a cell phone but the proportion of households with an in-house telephone within their dwelling is limited to just over 6%. 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. With respect to cell phones operation, there are three service providers (MTN, Vodacom and Cell C) whose network covers a sizeable area in the district. There are, however, some areas where there is no network coverage.

2.7. ENVIRONMENTAL ANALYSIS

2.7.1. BACKGROUND

The Mopani District Municipal area is faced with environmental risks and trends that lead to environmental degradation. The environmental analysis is a key aspect to determine if there is a balance between environmental considerations, social development and economic growth in the district. The challenge is, therefore, to regulate development in such a manner that the disturbance of eco-system is avoided, or where this is not possible, the disturbance be minimized and remedied. Mopani has not yet commissioned a study 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 and risks.

2.7.1.1. AIR POLLUTION

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

2.7.1.2. WATER POLLUTION

Water pollution in the district affects most people as many of them stay in the rural areas and depend on river water. The major cause of water pollution is the sewage leakage and release of industrial waste into streams as well as illegal solid waste dumping along the river system. People washing their clothes in rivers using detergents also cause water pollution. The usage of herbicides and pesticides by farmers results in these chemicals finding their way into rivers and, thus, increase the growth of algae and reduces oxygen levels in water. This negatively affects natural plants and marine/aquatic life and the wellbeing of domestic and wild animals. 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 Greater Letaba rivers as well as Molotodzi which is highly choked with solid waste. Further information is needed to determine other problem areas.

2.7.1.3. DEFORESTATION

Deforestation is one of the identified major environmental problems affecting most areas in the district. This is a problem affecting almost every forest or veld in the District. This problem is caused by irresponsible traditional healers, wood carvers, firewood collectors, farmers and villagers residing around forest areas. This can be attributed to poverty, lack of knowledge, unemployment, unclear land policy, traditional practices and economic gains.

2.7.1.4. VELD FIRES

The Mopani area often experiences uncontrolled veld fires during winter. These fires have a negative environmental and economic impact. The veld fires are also a threat to human and animal life. The major cause of this problem is poaching, firewood collection, uncontrolled burning for green bite, lack of knowledge about veld fire destruction, lightning and negligence.

2.7.1.5. SOIL EROSION

Soil erosion has a negative effect on the environment as it affects the larger part of the Mopani area. This affects people residing around eroded areas, by worsening floods and decreasing agricultural production. The major causes of this condition are deforestation, overgrazing and poor land use management.

2.7.1.6. CHEMICAL SPILLS AND HAZARDOUS ACCIDENTS

There are numerous areas in the district that are subject to chemical spills and hazardous accidents that have a detrimental impact on the lives of people. This occurs mainly near industries and along major routes, polluting the air and ground.

2.7.1.7. OVERGRAZING

Overgrazing on agricultural land around villages in the district is a common phenomenon. The major cause of this condition is overstocking by farmers as well as drought and floods.

2.7.1.8. INFORMAL SETTLEMENTS

Informal settlements have major negative effect to the environment in that through its practice the vegetation is destroyed when buildings are built. It affects the whole of Mopani District. The major cases of informal settlements are poverty, unemployment, population growth and urbanization. It is clear from the above that Mopani District Municipality is faced with many environmental problems. To be successful, development efforts should be cautious not to exacerbate but reduce environmental degradation in the district. There is also a need to establish integrated human settlements with proper basic services and thriving local economies that are able to create jobs.

2.7.2 WASTE MANAGEMENT

2.7.2.1 Refuse Removal

Most people in Mopani reside in rural areas where municipalities do not remove waste. Residents in these areas dispose refuse on their own, often in an uncontrolled way. This practice has adverse consequences for their health. Unlike the rural areas, refuse removal services in the urban areas are provided by the local municipalities.

The percentage of households whose refuse is 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 more than 70% of the population of Mopani District reside in rural areas, where the municipalities have thus far not delivered such services. It is therefore not surprising that 59.7% of the households in Mopani district utilized their own dump in 1996, this increased to 61.5% in 2001.

2.7.2.2 Waste Disposal

All municipalities in the district have their own waste disposal sites and all the sites within the respective local municipalities are not authorized for operation by DWAF. However, Greater Tzaneen and Ba-Phalaborwa applied for authorization (permits) and Tzaneen disposal site has been approved by DWAF. In addition to the available disposal sites in the district, there are numerous illegal dumping sites that are utilized by the community 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 in the district. The local municipalities have a responsibility to deal with waste removal in their areas of jurisdiction.

2.7.2.3 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 land fill 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 is a health hazards and also needs closure and rehabilitation;
- Two identified Wetlands 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 litter and uncontrolled dumps.

2.7.2.4 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.

2.7.2.5 Greater Giyani

The Giyani town is the most polluted in the district, with a lot of shacks and open fires. This is caused by the following factors:

- Uncontrolled and unlicensed street traders;
- There is no proper refuse disposal site and the newly identified landfill site is under land claim;
- There is one wetland at Siyandhani village, which is destructed by pollution, overgrazing and alien invader plants;
- There are two 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.

2.7.2.6 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 only shortcoming with this municipality, like other municipalities, is that it does not service rural communities within its area. There is also a problem of street traders who also contribute to the problem of pollution. There are two informal settlements with 2 493 dwellings who need basic services as well.

2.6.2.7 Maruleng

The municipality provides waste collection services in three urbanised areas: Hoedspruit, Kampersrus and Drakensig for a total of 660 households. This account for collection from about 3% of households and in both commercial and residential areas collection takes place once a week. There is no refuse removal provided in 29 villages and these households rely mostly on backyard dumping, burial and burning. These practices adversely impact on human health and the environment, specifically:

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

2.8. SOCIAL ANALYSIS

2.8.1. BACKGROUND

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

2.8.1.1. HOUSING

The housing profile within the district indicates that just over 61% of all households are residing in houses on separate stands representing a total 133 578 households. The proportion of households residing in traditional dwellings constructed of traditional materials is 31.2% and in informal settlements 3.4%. This implies that the potential housing need within area includes a total 9 277 households residing in informal dwellings either in informal settlements or in backyards and more than 68 000 residing in traditional dwellings. Many of these traditional dwellings are constructed of traditional material and thus do not satisfy minimum housing provision requirements.

Conversely, the widespread occurrence of traditional dwellings within the tribal authority areas within the Greater Giyani Municipality indicates that 53.3% of all households in this area reside in traditional dwellings. The largest numbers of people residing in informal settlements or in backyards are located in the Greater Tzaneen and Greater Letaba municipalities. Both areas have in excess of 3 000 households falling in this category. Although the proportion of households in the Greater Tzaneen area residing in traditional dwellings is only 27%, it still represent a significant figure of 23 000 households. The comparative figure in the Greater Giyani municipality is 27 848.

2.8.1.2. EDUCATION

The information depicted in the table below indicates that there are a total of 457 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 45.4.

There are a total of 255 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 22. The pupil-classroom ratio at these combined schools is approximately 35 learner 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 need urgent attention.

2.8.1.2.1 INFRASTRUCTURE BACKLOG FOR SCHOOLS IN MOPANI DISTRICT MUNICIPALITY

Due to high backlog on infrastructure (buildings) for schools, the following situation prevails in Mopani District municipality:

| MUNICIPALITY | MDM 712 | | Gr. Tzaneen Nos | Gr. Giyani Nos | Maruleng Nos | Gr. Letaba Nos | Ba-Phalaborwa Nos |
|-------------------------------|---------|-------|--------------------|-------------------|-----------------|-------------------|----------------------|
| | Nos | % | | | | | |
| Under trees | 39 | 5,5% | 14 | 8 | Nil | 13 | 4 |
| Shacks | 30 | 4,2% | 11 | 7 | Nil | 12 | Nil |
| Dilapidated/ Life threatening | 112 | 15,7% | 21 | 35 | 8 | 43 | 5 |
| Over-crowded | 130 | 18,3% | 46 | 24 | 5 | 44 | 11 |

2.8.1.2.2 ADULT BASED EDUCATION

There are 141 ABET centers in Mopani District Municipality, spread as follows:

| Municipality | MDM | Gr. Tzaneen | Gr. Giyani | Maruleng | Gr. Letaba | Ba-Phal | Kruger National Park |
|---------------------|-----|-------------|------------|----------|------------|---------|----------------------|
| ABET centres | 141 | 28 | 30 | 12 | 58 | 21 | Nil |

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 for 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 has started with research for possible establishment of ABET in the KNP. Programmes will unfold in the year 2008/09.

2.8.1.2.3 EARLY CHILDHOOD DEVELOPMENT (ECD)

There are 429 ECD sites that are recognized and the teachers are subsidized by the Dept. of Education within the entire Mopani District Municipality. They are spread as follows:

| MUNICIPALITY | GTM & Maruleng | GTM | GGM | GLM | Ba-Phal | Kruger National Park |
|----------------|----------------|-----|-----|-----|---------|----------------------|
| Learning sites | 107 | 46 | 98 | 126 | 52 | Nil |

Challenges: - All sites/ centres for Pre-schools have staff that is under qualified. There is a serious need for skilling and educating them specially for the pre-school level.

- Institutional (organizational) structure is not yet determined.

- There are many privately-owned Pre-schools that are not registered with DoE and thus not accounted for by government i.t.o health, hygiene, quality of education, etc.

- For Grades 1 & 2 there are qualified educators but they re very few compared to the need. The ratio is inexplicable.

- ECD is not yet introduced in Kruger National Park. Department of Education has started with research for possible establishment of ECD in the KNP. Programmes will unfold in the year 2008/09.

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.

DISABLED COMMUNITIES

There are three special schools for the Disabled in the District, located at Greater Tzaneen, Ba-Phalaborwa and Greater Giyani. However, in the new schools that have been built recently, there are infrastructure provisions for the disabled. These constitute 24,44 %. 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 curtailed if existing schools are not adaptive to disabled's needs.

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

2.8.1.3. 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 caring 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.

The availability of hospitals on a district municipality level for the total population in the district is a better indication of the availability of hospitals. There are 7 district hospitals and 2 regional hospitals, 7 health centres and 93 clinics. Accordingly, there are approximately 99000 people per hospital in the district. The latter does not include private hospitals. If private hospitals are included the ratio will improve, although the majority of people do not have access to private hospitals due to cost implications. The average number of people per clinic amounts to 1 clinic for every 9600 people.

2.8.1.3.1 PREVALENT DISEASES IN MOPANI DISTRICT

Diarrhea
Pneumonia
Tuberculosis
HIV and AIDS
Malaria

2.8.1.3.2 HEALTH AMENITIES AND SERVICES

| | MDM | Ba-Phal | GTM | GLM | MLM | GGM | KNP |
|------------------------------|-----------|---------|-----|-----|-----|-----|-----|
| Available Prov. Hospitals | 1 | | 1 | | | | |
| Available District Hospital | 8 | 2 | 2 | 2 | 1 | 1 | |
| No. Clinics + health centres | 94 + 1 | 9 | 33 | 20 | 9 | 24 | |
| Provide 24-hour service | 77 (81%) | | | | | | |
| No. of Clinics requested | 2 | | | | | | |
| No. H/ centres needed | 1 | | | | | | |
| Clinics with water | 77 | 9 | 30 | 15 | 9 | 15 | |
| Without Water | 18 | 0 | 3 | 6 | 0 | 9 | |
| Clinics with sanitation | 72 | 7 | 23 | 14 | 6 | 22 | |
| Without sanitation | 23 | 2 | 9 | 7 | 3 | 2 | |
| Available mobile teams | 26 | 3 | 11 | 4 | 4 | 4 | |
| Visiting points | 900 | 12 | 457 | 190 | 161 | 78 | 2 |
| No. mobile teams needed | 2 | | | | | | |
| No. visiting points needed | | | | | | | 3 |

Backlogs reflected in terms of number of Clinics without water and those without sanitation pose 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 that need to be covered per time. It will be necessary to have more mobile clinics established for quality service and full coverage to communities. Kruger National Park is currently served with two mobile clinic points whereas it has five camps. More findings need to be made for full coverage.

Mopani has progressed considerably with Clinics infrastructure. Only two Clinics and one health centre are needed for the communities to be fully provided. However, those will as well add to the backlog on water and sanitation. It will be seen that Mopani has 81% of its clinics servicing communities 24hours. The remaining 19% is largely attributed to infrastructure and staff management problems.

An analysis of the availability of health facilities per municipality indicates that the Greater Giyani Local Municipality is in the best position as it has 1 clinic for every 8600 people, Ba-Phalaborwa, Greater Tzaneen and Greater Letaba Local Municipalities are in a very similar situation with approximately 1 clinic for every 10 000 people. Maruleng has 1 hospital and 11 clinics in its area of jurisdiction.

Serious diseases affecting the Mopani population include HIV/AIDS, Malaria, TB and other waterborne diseases such as typhoid

and other diarrheal diseases. There are also 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. The Annual, initiation schools open and there are often reports of initiates getting mutilated, sick and dying. This issue requires immediate intervention by the relevant government role players.

2.8.1.3.3 Greater Tzaneen

There are a total of 39 health facilities within the area of jurisdiction of Greater Tzaneen Municipality rendering a comprehensive primary health care service. These facilities are supplemented by 314 visiting points, which are serviced by six mobile clinic teams. The municipality is directly responsible for one clinic, which has an average of 2150 visits per month with excursions of up to 300.

2.8.1.3.4. Ba-Phalaborwa

There are two hospitals in the Ba-Phalaborwa municipality, one in Phalaborwa town and another in Namakgale (Maphutha L Malatji Hospital). The hospital in Phalaborwa has 54 beds with an average occupancy rate of 48% while the Maphutha hospital has 204 beds with an average occupancy rate of 78%. The Ba-Phalaborwa municipal area is serviced by 22 clinics, 16 within the 5km radius and 6 within the 5 km radius.

2.8.1.3.5. Greater Letaba

There are 2 hospitals, 1 health centre and 19 clinics within the Greater Letaba Municipal area. 42% of communities reside within 20 km of a hospital, 4% of communities reside within 10 km of a Health Centre and 91 % of communities live within 5 km of a clinic. With the exception of the very low Health Centre statistics, Greater Letaba compares favourably with the other local municipalities in the Mopani District. The distance norm to rate accessibility does not take into consideration other restrictive factors, such as bad state of roads, and therefore health facilities are in all probability less accessible to communities than reflected by the Department of Health criteria.

Many of the residents of the municipal area make use of health facilities in adjacent areas, such as the Letaba Hospital at Nkowankowa, the Van Velden Hospital at Tzaneen and the Pietersburg Private Hospital, for a variety of reasons. The area is well served by clinics although primary health care is relatively inaccessible to people in the villages, as there is only one mobile clinic in use that operates from the Ga-Kgapane Hospital. The Phelophepa train visited Modjadjiskloof in 2000 and again in 2004 providing Dental services, Eye care, etc.



Picture 1 : **Health for All** - Nkhensani Hospital has been accredited to provide for Anti Retroviral Drugs (ARV)

2.8.1.3.6. Greater Giyani

The current situation in Greater Giyani Municipality shows that there is one (1) Nkhensani Hospital, two (2) health centers, seventeen (17) clinics and ten (10) satellite clinics each allocated one (1) personnel and four 4 mobile clinics. Some of the villages have no health facilities and; therefore, community members are compelled to travel long distances to access health facilities.

2.8.1.3.7. Maruleng

Maruleng Local Municipality has approximately 75% of communities situated within a 20km radius and 70,83%, of the communities situated within a 5km radius of a clinic. The main factor contributing to the large number of communities outside the 5km radius norm applied for clinics is that there are a large number of settlements scattered throughout a large area in these mostly non-urban local municipality. Many of the smaller settlements have mobile clinic services, which is more appropriate. It is not cost effective to build a clinic in every settlement, (especially at less than 1000 residents). At the moment there is 1 Hospital at Sekororo and 11 Clinics at various villages.

Welfare policies and programmes form an important part of government's anti poverty strategy, with most of the budget being allocated to provinces. Social grants have been the most important instrument used by government to directly alleviate poverty. They are indeed vital for most poor households in the district, without which they would fall into destitution. These include the pension grant, the disability grant and the child support grant – the latter having been instituted in 1998 to replace the maintenance grant. However, with the exception of the pension grant, there is still limited knowledge of, and access to these grants, especially in rural areas in the district. To this end, a sizable number of poor households are currently not receiving any form of social assistance and the child support grant has failed to respond to the deepening problem of child poverty.

2.8.1.4. 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.

| Mopani District Municipality (Progression in five years) | | | | | | |
|--|------|------|-------|-------|-------|------|
| Year | 2002 | 2003 | 2004 | 2005 | 2006 | 2007 |
| Trend | 23% | 23% | 22,5% | 29,8% | 24,8% | 23% |

| Prevalence in year 2006/7 per Municipality | | | | | |
|---|-------|-------|-------|----------|----------------------|
| Ba-Phalaborwa | GLM | GGM | GTM | Maruleng | Kruger National Park |
| 27,3% | 17,5% | 21,3% | 28,5% | 26,8% | No data |

2.8.1.4.1 LIST OF HIV & AIDS INTERVENTION PROGRAMMES AND TARGETS

| PROGRAMME | TARGET | SUPPORT NEEDS |
|--|--|--|
| Home based care | Sick or Terminal patients | HR, Funds and Facilities |
| Condom distribution | Prevention of spread, to all sexually active population | Resources to manufacture & distribute |
| Awareness campaigns | Schools, work places, clinics, public facilities, NGOs, FBOs, etc. | Resources to intensify the campaigns. Sector Departments to play their part. |
| Prevention of Mother to Child Transmission (PMTCT) | Pregnant women not to transmit HIV to children | Training and skills development support |

| | | |
|--------------------------------------|--|-----------------------------------|
| Voluntary Canselling & Testing (VCT) | All sexually active people to know their status and conduct their lives accordingly. | Infrastructure/ Counseling rooms |
| ARV Roll out | HIV positive people | Human Resource and Infrastructure |

2.8.1.4.2 SERVICE LEVEL NEEDS IN VIEW OF 2010

| | |
|----------------------------|--|
| 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 7 below.

| TABLE 7: Statistics on HIV/AIDS Prevalence in South Africa, 2005 | | | | |
|---|--------------------------|--------------------------|--------------------------|--------------------------|
| Province | 2002 prevalence % | 2003 prevalence % | 2004 prevalence % | 2005 prevalence % |
| KwaZulu-Natal | 36.5 | 37.5 | 40.7 | 39.1 |
| Gauteng | 31.6 | 29.6 | 33.1 | 32.4 |
| Mpumalanga | 28.6 | 32.6 | 30.8 | 34.8 |
| Free State | 28.8 | 30.1 | 29.5 | 30.3 |
| Eastern Cape | 23.6 | 27.1 | 28 | 29.5 |
| North West | 26.2 | 29.9 | 26.7 | 31.8 |
| Limpopo | 15.6 | 17.5 | 19.3 | 21.5 |
| Northern Cape | 15.1 | 16.7 | 17.6 | 18.5 |
| Western Cape | 12.4 | 13.1 | 15.4 | 15.7 |

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. According to the Provincial Department of Health and Welfare 2005 Summary Report, the Mopani district has the highest HIV prevalence of 29.8%, with Waterberg at 28.5%, Sekhukhune at 17.6%, Capricorn at 22.2% and Vhembe at 13.9%. The prevalence of HIV/AIDS has resulted in the increase of child-headed families without any source of income.

The most urgent health problems in the five local municipalities are Sexually Transmitted Diseases (STDs), Tuberculosis (TB) and HIV/AIDS. The contributory factors for high prevalence of HIV/AIDS and related diseases are indicated as:

- Poverty, gender inequality and orphan-hood;
- Rapid urbanization and cultural modernization;
- Cross border gates and national routes;
- Dynamics of a growing economy;
- Increase in the commercialization of sexual activities;
- 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. With infection rates on the increase, all institutions (public and private) in the district have to prepare themselves (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 following hospitals have been accredited to provide Anti Retroviral Drugs (ARV):

- Nkhensani Hospital
- Dr C.N. Phatudi Hospital
- Kgapane Hospital
- Maphutha Malatji Hospital

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 draft institutional HIV and AIDS policy to manage these diseases within the Mopani District Council. 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 HIV and AIDS scourge within the district.

2.8.1.5. SAFETY AND SECURITY

The Mopani District is characterized by high rate of crimes, such as, murder, attempted murder, rape, robbery with aggravated circumstances, assault and so forth. The South African Police Service (SAPS) is responsible for the 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 the community.

The number of police stations per local municipality is presented in Table 8.

| Table 8: Number of police and civilians per police station in the district | | | | |
|---|--------------------|------------------------|-----------------|----------------------------|
| | | POLICE STATIONS | | MAGISTERIAL OFFICES |
| | | MOTHER | SATELITE | |
| Ba-Phalaborwa | Seloane | 0 | 1 | 0 |
| | Gravelotte | 1 | 0 | 0 |
| | Lulekani A & B | 1 | 0 | 1 |
| | Namakgale | 1 | 0 | 1 |
| | Phalaborwa | 1 | 0 | 1 |
| | Sub - Total | 4 | 1 | 3 |
| Greater Giyani | Babangu | 0 | 0 | 0 |
| | Dzumeri | 0 | 1 | 0 |
| | Giyani | 1 | 0 | 1 |
| | Hlaneki | 0 | 1 | 0 |
| | Homu- North | 0 | 1 | 0 |
| | Makhuva | 0 | 1 | 0 |
| | Muhlahandlela | 0 | 1 | 0 |
| | Ndengeza | 0 | 1 | 0 |
| | Nkuri | 0 | 1 | 0 |
| | Sub- Total | 1 | 7 | 1 |
| Greater Letaba | Bellevue | 0 | 1 | 0 |
| | Modjadjiskloof | 1 | 0 | 0 |
| | Kgapane | 1 | 0 | 1 |
| | Sekgopo | 0 | 1 | 1 |
| | Thakgalane | 1 | 0 | |
| | Worcester | 0 | 1 | 0 |
| | Sub-Total | 3 | 3 | 2 |
| Greater Tzaneen | Haenertzburg | 1 | 0 | 0 |
| | Lenyenye | 0 | 0 | 1 |
| | Letsitele | 1 | 0 | 0 |
| | Maake | 1 | 0 | 0 |
| | Matlala | 1 | 0 | 0 |
| | Nkambako | 0 | 1 | 0 |
| | Nkowankowa | 1 | 0 | 1 |
| | Rhelela | 0 | 1 | 0 |
| | Serolorolo | 0 | 1 | 0 |
| | Tzaneen | 1 | 0 | 1 |
| | Sub-Total | 6 | 3 | 3 |

| | | | | |
|-----------------|--------------------|-----------|-----------|----------|
| Maruleng | Hoedspruit | 1 | 0 | 0 |
| | Metz | 0 | 1 | 0 |
| | The Oaks | 0 | 1 | 0 |
| | Sub – Total | 1 | 2 | 0 |
| Mopani | Total | 15 | 16 | 9 |

Source: SAPS Mopani Area Office, 2006

According to SAPS in Mopani, there are not enough police officers in the district. It is, however, difficult to quantify the shortcomings since the population served by each police station is not available. Information regarding the reported cases of crime (murder, robbery, theft, rape, assault and burglary) received from the SAPS for the period 2004 -2005 indicates that more people are murdered in Bolobedu, Ritavi and Maake while cases of attempted murder is higher in Maake and Ritavi.

For the district to achieve economic growth, safety and security is required to attract investments and thus create jobs and poverty alleviation. 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 in the district.

2.8.1.6. SOCIAL AMENITIES

2.8.1.6.1. Sports and recreation

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

The development of sports in the district is still a challenge. Of all the fifty-three (53) sporting codes, soccer 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 an adequate budget for development programmes. For recreational purposes, communities also participate in various indigenous games such as: ncuva, morabaraba, kgati, khokho, jukskei. The municipality is represented 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 9 is a list of sports centres in the Mopani District:

| Table 9: Sports Centres in the Mopani District | | |
|---|----------------------------|--|
| Name | Location | Status |
| T.K. Khuvutlu Sports Centre | 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 is under renovations. |
| Gawula Sports Centre | Gawula Village | The facility has a soccer field, a grand stand with a carrying capacity of 500 people as well as toilet facilities. It is recommended that the facility be upgraded, change rooms be provided and be supplied with water and electricity. |
| Shawela Sports Centre | Shawela Village | The status of the centre and the recommendations are the same as above. |
| Khani Sports Centre | Khani Village | The centre has one rocky soccer field, ablution block, change rooms and is well maintained. It is recommended that the soccer field be grassed and the centre be electrified. It is also recommended that a steel grand stand and other complimentary sporting facilities be erected |
| Ndengeza Sports Centre | Mavuza Village | The status of the centre and the recommendations are the same as above. |
| Julesburg Sports Centre | Julesburg Village | This facility is still under construction but already has a soccer field, netball courts, administration block and change rooms. |

Source: Submission by the District Office of the Department of Sport, Arts and Culture, 2006

STADIA

The following 8 stadia are found in the district municipal area:

| Table 10: Stadia in the Mopani District | | |
|--|----------------------|-----------------|
| Name | Location | Capacity |
| Giyani Stadium | Giyani Township | 20 000 |
| Mokwakwaila Stadium | Mokwakwaila Village | 2 000 |
| Kgapane Stadium | Ga-Kgapane Township | 5 000 |
| Lenyenye Stadium | Lenyenye Township | 5 000 |
| Nkowankowa Stadium | Nkowankowa Township | 10 000 |
| Lulekani Stadium | Lulekani Township | 10 000 |
| Namakgale Stadium | Namakgale Township | 5 000 |
| Sekgosese Stadium | Senwamokgopi Village | 1 500 |

Source: Submission by the District Office of the Department of Sport, Arts and Culture, 2006

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, Greater Giyani having started with the renovation of Giyani Stadium, there is information to the effect that no 2010 Soccer World Cup practice sessions will take place at Giyani stadium. However tourism activities are anticipated which may require improvement on our infrastructure such as access roads, water, health facilities, communication and electricity.

2.8.1.6.2. 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 museums representing the cultural diversity in the district. 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. 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.

With regard to culture, there is an annual district Arts and Cultural competition, where locals 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 Tsonga kraal, Modjadji cycads forest (where the Rain Queen resides), Baleni (where traditional salt is produced) and the commonwealth forest in Greater Tzaneen Municipality.

2.8.1.6.3. LIBRARY FACILITIES

There are 18 libraries in the district municipal area, all managed by the local municipalities except for the one that is managed by the South African National Defence Force (SANDF). There are three libraries in the Greater Giyani Municipality, five in the Ba-Phalaborwa Municipality, four in Greater Tzaneen Municipality, four in Greater Letaba Municipality and two in the Maruleng Municipality, with one managed by SANDF. All the local municipalities have their own libraries 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 have been earmarked for Mobile Libraries:

Places for Mobile libraries through Office of the Premier, funded through Limpopo First Lady Trust (Premier of Limpopo)

| CENTRE | Village/ Municipality |
|----------------------------|------------------------------|
| Lehadima Creche | Metz/ Maruleng |
| Ditsepu Creche | Loss/Maruleng |
| Sekgosese Circuit Offices | Ga- Mamaila/ Greater Letaba |
| Mohodiela Day Care Centre | Mamokgadi/ Greater Letaba |
| Hletelo Creche | 14C Giyani/ Greater Giyani |
| Ritavi Circuit Offices | Nkowankowa/ Greater Tzaneen |
| Phephani Day Care Centre | Pharare/ Greater Tzaneen |
| Thabina Circuit Offices | Lenyenye/ Greater Tzaneen |
| Phalaborwa Circuit Offices | Namakgale/ Ba- Phalaborwa |
| Majeje Creche | Majeje/ Ba- Phalaborwa |

2.8.1.6.4. HERITAGE SITES

There are a number of government owned reserves in the district such as Letaba, Lekgalametse and Modjadji. The most important privately owned reserves are Klaserie, Thorny Bush and Timbavati. Registered natural heritage sites include, Westfalia Estates, Manotsa and Madrid and Shiluvane. The district also boasts of indigenous forests, biospheres, wetlands, endangered species (Modjadji cycads) as well as cultural heritage.

2.8.1.6.5. MULTI-PURPOSE COMMUNITY CENTRES

There are 10 Multi-Purpose Community Centres (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 advanced stage of construction in Maruleng. Greater Tzaneen MPCC is the most functional one in all respects whereas others are still having various challenges.

The district, local municipalities and sector departments have a critical challenge of ensuring that these MPCCs are functional and serves 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 role 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.

2.9. INSTITUTIONAL ANALYSIS

2.9.1. 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. The 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.

2.9.1.1. POWERS AND FUNCTIONS OF THE MOPANI DISTRICT MUNICIPALITY

The powers and functions of the District Municipality in terms of the Provincial Notice No. 309 of 2000, Govt 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,
- The receipt, allocation and, if applicable, the distribution of grants made to the district municipality,

The division of powers and functions between the district municipalities 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 Provincial Gazette No. 878, dated 07 March 2003. The following District municipal powers and functions were transferred to local municipalities:

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

2.9.1.2. POLITICAL 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.

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



Picture 2 : **On behalf of the people:** Council of the Mopani District 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, forward them to Council for adoption. Through Portfolio Committees, Councilors are able to give political direction to the administrative programmes of Council. Table 38 highlights the Portfolio Committees that have been established to contribute to effective decision-making in processes of governance and ensure effective implementation of service delivery projects and monitoring thereof:

| Table 11: List of Portfolio Committees in Mopani District Municipality | | | |
|---|------------------------------------|---------------------------|---------------------------|
| Name of Committee | Chairperson & Members | Support Department | Cluster |
| Finance | Chairperson: Cllr MN Makhurupetji | Finance Directorate | Governance and Admin |
| Governance & Admin. | Chairperson: Alderman S Ramaremela | Corporate Services | Governance and Admin |
| Social Services | Chairperson: Cllr NV Mathonsi | Community Services | Social and Infrastructure |
| Strategy, Planning & IGR | Chairperson: Alderman MM Mukhabele | Planning & Development | Economic Development |
| Roads and Transport | Chairperson: Cllr S Tindane | Technical Directorate | Social and Infrastructure |
| Water and Sanitation | Chairperson: Cllr MO Moagi | Technical Services | Social and Infrastructure |
| Energy | Chairperson: Cllr E Ndlovu | Technical Directorate | Social and Infrastructure |

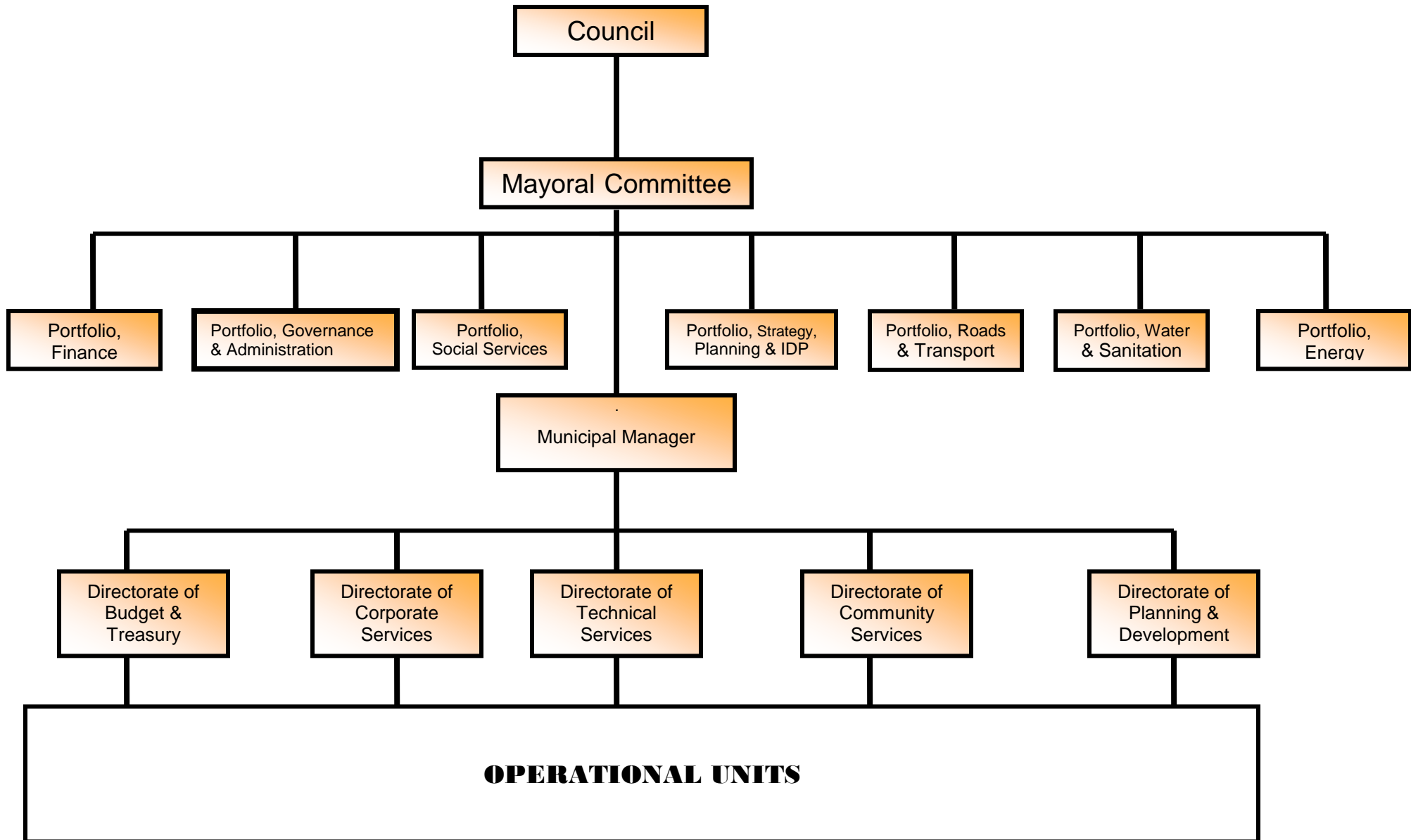
2.9.1.3. FULL-TIME COUNCILLORS

The District Council has designated some Councillors to serve Council on a full-time basis. The deployment of Fulltime Councilors is intended to ensure that Council is “hands-on and politically focused” in influencing and impacting on activities of the administration. This is based on the understanding that the electorate elected public representatives to govern on their behalf and with them. But at the same time, Councilors would require the technical advice from the appointed officials who are responsible for co-initiating (together with Councilors in the Portfolio Committees) and implementing Council resolutions. Hence there has been identified a need for Councilors to lead from the front.

2.9.1.4. ADMINISTRATIVE STRUCTURE OF COUNCIL

The administration of Mopani District comprises of five Directorate units and respective sub units in diagram 1:

MOPANI DISTRICT MUNICIPALITY ORGANOGRAM - MANAGEMENT



The management arrangements of the institution still need to be consolidated in terms of filling the vacant positions and 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 with distinction:

- Providing administrative support to the political components of Council;
 - Council sittings;
 - Executive Mayor's Office;
 - Speaker's Office;
 - Chief Whip's Office; and
 - Portfolio Committees.
- Providing administrative support to the 5 Directorates of Council;
- Providing administrative support to inter-municipal *political* structures (e.g. the District Mayors Forum);
- Coordinating the activities of the inter-municipal *technical* structures (e.g. Finance Technical Committee);
- Coordinating the district administrative IGR structures (e.g. the District Manager's Forum);

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

- Baseline information and Business Intelligence – it is no good if the systems are not in place but that the values and data are in place for monitoring and reporting purposes and to develop trends and scenarios for the data;
- Forward planning and project management – co-ordination and planning is vital for project implementation as well as the fact that projects be managed and monitored;
- Human Capital Development – appointment of skilled and competent people; and
- Project Prioritisation – it is important that the budget speaks to the projects as identified through the strategic intent of the municipality as well as the fact that proper costing be done prior to project submission.

A District Area Strategic Planning session was held from 17 – 19 October 2006. This landmark event was attended by Councillors of the Mopani District Municipality, Members of the Executive Committees and Executive Management of all the municipalities within the Mopani District area (Greater Letaba, Giyani and Tzaneen municipalities, Maruleng Local and Ba-Phalaborwa Municipalities). The purpose of this session was to establish a strategy for the Mopani District as a whole for integration purposes and to identify the focus areas for the District area. A strategy map for the district as a whole was developed.

A Strategic Planning session was then held from 28 – 29 November 2006 by the Mopani District Municipality itself and was attended by members of Council and Executive Management. During this session the critical success factors were dealt with according to the Themes which were determined during the District Wide Strategic session and they are:

- Economic Growth
- Social, Environmental sustainability and Infrastructure development
- Good Governance and Administration

During the two Strategic Planning sessions a number of critical success factors were dealt with and the outcomes of the different sessions are dealt with in the following sections. To ensure that Mopani District Municipality is a Performance Driven Organisation, it was concluded that the ultimate factors contributing to a performing organisation were:

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

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

- 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 community needs;
- 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.

2.9.1.5. 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 12 : 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 |
| Prov Sector Depts | 2.0 | | 2.0 |
| Nat Sector Depts | 1.8 | | 2.5 |

The outcome was that the Community and Political Parties support and influence decisions appropriately. Traditional Authorities 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 13: 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 |
| NGO's | 4.4 | | 5.0 |
| Youth | 5.3 | | 6.5 |
| Women | 4.7 | | 6.7 |
| Disabled | 4.6 | | 6.9 |
| Religious groupings | 2.5 | | 2.3 |
| Civic organisations | 4.5 | | 6.3 |
| Tourism Forum | 2.9 | | 5.5 |

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

- **Local Municipalities:** in that the District Municipality needs the support from the local municipalities and their influence on decision-making should be improved, specifically because Mopani District Municipality is the Water Services Authority in all local municipal areas and Services Provider for the Project Consolidate Municipalities;
- **Business Community:** in order to grow the economy, support from and influence by the Business Community is crucial;
- **Provincial Sector Departments:** due to the fact that the District Municipality is dependent on the support from Provincial and National Sector Departments;

- **Employees:** in that staff members are the foundation of a municipality and if the municipality does not have the support of the employees, constraints will be experienced in service delivery to the community;
- **Mining Forum:** because mining is an important contribution to the economic growth of the District area, it is important to get them on board in order to support the municipality in its endeavours;
- **Agricultural Forums:** due to the fact that the vision of the Mopani District area has direct relevance to agriculture, it is crucial that good relations are established and maintained with Agricultural Forums for mutual support;
- **Religious groupings:** in order 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:** as the realisation of the Vision of the District as the Tourism destination of choice, good relationships need to be established with Tourism Forums.

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

2.9.1.6. DISTRICT-WIDE S.W.O.T ANALYSIS

| Table 14: District-Wide SWOT Analysis | |
|--|--|
| STRENGTHS | WEAKNESSES |
| 1. Progress in Service Delivery | 1. Poor communication within and amongst municipalities |
| 2. Committed Councillors and Officials | 2. Disintegrated Planning |
| 3. Political Stability | 3. Small revenue base, grants dependant and poor collection of rates and taxes |
| 4. Policies are in place | 4. Not spending capital budget fully |
| 5. Municipal buildings (assets) owned by Municipalities | 5. Inconsistent and delayed reporting |
| | 6. Skilled staff, but not optimally utilised and shortage of staff in key positions |
| | 7. Poor relationship with Traditional Leaders, not involving the Traditional Leaders in Council decision making. No participation of Traditional Leaders in portfolio committees. Lack of administrative support for Traditional Authorities |
| | 8. By-Law are in place, but lack of strategies and resources to enforce by-laws |
| | 9. Absence of and inability to implement or administer systems |
| OPPORTUNITIES | THREATS |
| 1. Agriculture production and beneficiation | 1. HIV and AIDS |
| 2. Eco-cultural tourism, gateway to Kruger National Park | 2. Crime (theft, housebreaking, rape, murder, family violence) Poor safety and security |
| 3. Public Private Partnerships | 3. Land Restitution, delay in finalisation, lack of strategies for sustainability of successfully claimed land |
| 4. Trans-frontier Border | 4. Disasters (Drought, floods, windstorms, fire, chemical spills) |
| 5. Mining in some areas | 5. Illiteracy, Unemployment, Lack of skills amongst community members and poverty |

| | |
|----------------------|--|
| 6. Natural Resources | 6. Insufficient water sources and bulk supply |
| | 7. Pollution (air, soil, water, illegal dumping) |
| | 8. Influx of illegal immigrants |
| | 9. Land ownership – most of land are either under the control of Traditional Authorities or in private ownership |
| | 10. Youthful area due to migration of workforce to cities. Because HIV is more prevalent amongst youth it can have impact on future population and development in the area |
| | 11. Corruption and fraud in public and private sector |

The conclusions that can be drawn from this analysis are:

- Utilising the SDF for improved integrated 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;
- The clear strategic intent to be used as a marketing tool to attract investors and thus grow the economy;
- Using the Water Service Plan in integrated planning to reach national targets, addressing the threat of insufficient bulk water and to develop a 5 year financial plan;

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

2.9.1.7. PAINS AND ENABLERS

The following Pains (those processes, systems and technologies which hold back service delivery) and Enablers (those processes, systems and technologies that promote service delivery) were analysed and it was established that the determination and maintenance of Baseline Information is crucial for planning, prioritisation and implementation of service delivery. The roles and responsibilities (output driven) of employees and Council structures have to be clearly outlined, and everyone must understand where their roles and responsibilities begin and end, and how to implement it. Forward Planning and Project Management are important processes; specifically planning with local municipalities and the consideration of Spatial Development Framework and the Provincial Growth and Development Strategy of Limpopo.

A Client Relations Management System should be implemented, and can be expanded and integrated amongst the municipalities within the Mopani District by having a central CRM to co-ordinate activities and link it to project management. The establishment of Data warehousing can contribute to the development, implementation and sustainability of Business Intelligence. Alignment between local and district programmes are essential. Change Management interventions should be undertaken, including the identification of structures that are essential to achieving change.

Based on this analysis, extreme care and focus must lead to the identification of the Strategic Projects. Key strategic projects need to be identified to ensure that the economy in Mopani area really grows and that Social and Infrastructural Development takes place in a sustainable manner and that it considers the impact on the environment. For Good Governance and Administration, they must analyse what has been done before, and ensure that human capital support what need to be achieved.

2.9.1.8. PRIORITISATION OF KEY DEVELOPMENTAL ISSUES IN MDM

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

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

2.9.1.8.1. 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 the following:

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

2.9.1.8.2. Broad Priorities of Local Municipalities in the district

The local municipalities and other stakeholders in the district identified the following issues as their priorities:

- Provision of water and sanitation services;
- Curbing HIV and AIDS;
- Local Economic Development (LED);
- Provision of health services;
- Provision of energy;
- Provision of roads and public transport;
- Provision of emergency services;

- Disaster management;
- Institutional development;
- Provision of educational infrastructure and services;
- Provision of environmental management services;
- Safety and security;
- Provision of housing; and
- Provision of social amenities.

2.9.1.8.3. District-Wide Priority Issues

Based on the priorities identified by the local municipalities, the MDM identified the following issues as district-wide priorities:

- Growing the economy;
- Provision of infrastructure and social services;
- Promoting the interests of marginalized groups;
- Provision of disaster management and emergency services;
- Institutional development;
- Provision of environmental management services; and
- Provision of safety and security.

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 Developmental 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 Developmental Analysis are critical for the way forward because they are the foundation on which strategies, projects and implementation are based. In this manner, the outputs of the analysis phase serves as inputs for the strategy formulation phase.

3. STRATEGIES

STRATEGIES PHASE: In this section, the strategies that will assist us in attending to our key priority areas and reaching our strategic objectives and implementation strategies are provided.

3.1. BACKGROUND

The first phase of the IDP development process focused on analyzing the development status as well as the identification of critical success factors that need to be addressed within the District area and the institution itself and to identify the support and influence of the different stakeholders. The purpose of developing strategies is to enable the Mopani District Municipality to effectively plan on how it will be able to deliver and address the identified needs.

3.2 INTRODUCTION

In this phase of the IDP, the Mopani District Municipality will reset the direction it intends to take on the short as well as the long term, to indicate its purpose, values that Councillors and Administration ascribe to, as well as what the municipality intends to achieve by means of objectives and desired results.

VISION

At the Commencement of setting the Strategic Intent of the municipality, a picture of the future for that municipality must be determined. A Vision provides direction, it defines what one hopes to achieve in 5 or 10 years and it is the most ambitious dream for the organisation. The Vision of Mopani District Municipality as confirmed through the Strategic Planning session is:

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



This Vision is based on the premise of: “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 bushveld, as well as the fact that it embraces Kruger National Park and a gate way to Mozambique, it creates the ideal opportunity to promote the District as the tourist growth point in the Limpopo Province”

MISSION

The Mission of an organisation defines the core purpose or reason for existence of the organisation and answers the question: “*what is our purpose?*”

The Mopani District Municipality, during the annual Strategic Planning session has reviewed the Mission in relation to the Constitutional Mandate and resolved that the Mission need not change and was reconfirmed as being:

- ◆ 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

VALUES

Values are deeply held views that act as guiding principles for individuals and organizations, when declared and followed; they are the basis of trust. A value system answers the question: “what image do we want to adhere to and portray to our community?” They strengthen the like-mindedness, commitment and devotion of both councilors and officials to influence their behaviour positively.

During Strategic Planning the Values of Mopani District Municipality, based on what is portrayed through the Vision and Mission, were reviewed and confirmed as follows:

- | | |
|-----------------------------|--------------------|
| ◆ Consultation | ◆ Value for Money |
| ◆ Service Standards | ◆ Sense of urgency |
| ◆ Access | ◆ Accountability |
| ◆ Courtesy | ◆ Faith and Trust |
| ◆ Information | |
| ◆ Openness and transparency | |
| ◆ Integrity | |
| ◆ Redress | |

3.3 LOCALISED STRATEGIC GUIDELINES

In developing the development strategies of Mopani District Municipality, cognisance is made, over and above national and provincial frameworks, of developmental issues that are pertinent to the characteristics and brand of Mopani as a region. The purpose for this exercise is to ensure that cross cutting dimensions such as spatial development principles, local economy, environmental sustainability, poverty alleviation, gender equity and institutional aspects are adequately considered when aligning national and provincial plans to local level situations, to the extent that where need arises customisation may be applied.

3.3.1 Localised Spatial Strategic Guidelines

Despite the awesome development input made by government and all partners in development, to date, the apartheid spatial legacy still characterizes the spatial pattern of the district with huge disparities in levels of services provided to different areas and target groups and also in terms of economic activities. The spatial legacy also reflects distance between places of residence and places of work for the majority of the population in the district. New land development within the district should emphasise an attempt to minimize the distances between places of residence and work, or when and where possible, should integrate this uses. The new approach to human settlement development, BREAKING NEW GROUNDS concept, will hopefully address these developmental distortions.

Secondly, there are currently 394 land claims in the Mopani district. The extent of these claims in the district and the potential impact they may have, depending on the outcome of investigations, is quite substantial and will impact heavily on the Spatial Development Framework (SDF) of the district municipality, taking cognisance of the fact that spatial planning in areas whose claims are not settled, would often be a risk that depend on the outcome of the claim resolutions.

Thirdly, development in Mopani is affected by the fact that most human settlement areas, especially in Greater Giyani municipality are not surveyed and it is difficult to quantify the number of households and the amount of land occupied versus the areas available for new development. Every approach in land development compels the process to start from physical planning which is costly to attain before visible development is started. The same problem applies to strategies to get investors be drawn to our municipalities. The question of cadastre of the land and the processes involved in accessing those parcels of land for development purposes leave much to desire and tend to guide how development is to be approached under circumstances as they dictate.

Fourthly, the localized spatial strategic guidelines should take cognizance of the fact that the Mopani District Municipality is faced with the mushrooming of unplanned settlements because of illegal occupation of land. It is within this context that the municipality finds it difficult to deliver services such as water, sanitation and roads to unplanned settlement. In most areas there are no land use management systems in place. A thorough consultative process should be carried out whenever a development is proposed for every piece of land so that mutual agreements are attained without encroaching into individual rights. Land for settlement should be provided at a rate that meets the demand and housing needs and land to meet these needs should be identified according to the guidelines as contained in the Provincial Spatial Rationale and the District Spatial Development Framework.

New land development should promote the establishment of a range of different types of land uses. All land development initiative should also minimize interference with the natural environment and avoid settlement in places of high risk. The policy framework of the district municipality should encourage public-private partnerships for land development.

3.3.2. Localised Environmental Strategic Guidelines

The rationale behind having *localized strategic environmental guidelines* is to ensure that environmental features and places are taken into consideration when strategies and projects are designed. The Mopani District Municipality continues to experience the problem of air and water pollution, deforestation, uncontrolled fires, and overgrazing, among other environmental problems. Therefore, the municipal strategies and projects have to comply with the principle of a sustainable development process that would balance the economic and developmental needs of communities with sound ecological and cultural management of the environment as a whole.

Firstly, Environmental management must place people and their needs at the forefront of its concern and serve their physical, psychological, developmental, cultural and social interests equitably. This means that during the planning processes, environmental concerns of the people and their cultural orientation should be considered, taking into consideration the impact of their needs on the natural environment. The identification, assessment and management of natural environment require that the Mopani District Municipality pay attention to the following:

- Avoid pollution and degradation of the environment;
- Avoid waste by ensuring recycling takes place or that disposal is done in a safe and responsible manner;
- Minimize and remedy negative impacts on the environment;
- Ensure that the consequences of the exploitation of non-renewable natural resources be adequately considered and managed;
- Avoid jeopardising renewable resources and ecosystems;
- Pay specific attention to sensitive, vulnerable, highly dynamic or stressed ecosystems;
- Apply bio-diversity planning.

Secondly, Mopani District Municipality is also imbued with a rich cultural heritage. This heritage is under constant threat due to vandalism and its degradation. There is a need to avoid or minimize the disturbance of landscapes and sites that constitutes the community's cultural heritage. Therefore, the identification, assessment and management of heritage resources must:

- Take account of all relevant cultural values and indigenous knowledge system (living heritage) within the district;
- Take account of material or cultural heritage value and involve the least possible alteration or loss of it;
- Promote the use and enjoyment of access to heritage resources in a way consistent with their cultural and conservation needs;
- Contribute to social and economic development;
- Safeguard the options of present and future generations;
- Be fully researched, documented and recorded.

An Environmental Analysis/Scoping Report based on Environmental Impact Assessment (EIA) and Heritage Impact Assessment (HIA) should be compiled during the planning of new projects that indicates the impact on the environment and cultural heritage sites. If the EIA is not done, then an HIA must be conducted in the following circumstances:

- Any linear development exceeding 300 meters (a pipeline, powerline, etc);
- Any construction of a bridge or structure longer than 50 meters;
- Any development exceeding 5000 square meters; and
- Any rezoning, change of land use or township establishment in terms of local by-laws or the DFA.

Thirdly, environmental justice must be pursued so that adverse environmental impact shall not be distributed in such a manner as to unfairly discriminate against any person, particularly vulnerable and disadvantaged persons. The participation of all interested and affected parties in environmental governance must be promoted and all people must have the opportunity to develop the understanding skills and capacity necessary for achieving equitable and effective participation. Participation by vulnerable and disadvantaged persons must also be ensured. Nature conservation areas that do not allow day visits for environmental awareness should reconsider this concern.

3.3.3. Localised Economic Strategic Guidelines

The purpose of the “*localized economic strategic guidelines*” is to ensure that economic development aspects in general and local economic development (LED) strategies in particular are taken into consideration when strategies are designed and projects are planned.

The Mopani District Municipality is engaged in LED activities to enhance life in its area of jurisdiction through the creation of jobs and alleviation of poverty. The LED approach of the municipality capitalizes on the comparative advantages of the municipal area and should take into account the provincial, national, regional and global context, and be designed in a way that assists the district municipality to respond to these contexts creatively.

There are a number of economic instruments (strategies) that Mopani District Municipality can utilize to boost its economic activity. The municipality should consider engaging in place marketing to promote and advertise its local area, so that people, businesses and industries can see the area as a desirable place to visit, invest, live in and work in. The municipality has to embark on industrial recruitment to attract new industries to the local area. According to the Provincial Industrial Development Strategy (PIDS) there are numerous industrial parks in the district that are under-utilised. The strategy indicates that “Nkawkowa has one of the biggest industrial parks in the province”. It is further indicated in the strategy that “a recent survey by the Directorate: Industry indicates that there are also vacant industrial sites in Tzaneen and Phalaborwa”.

Industrial recruitment is vital to the Mopani District situation in that it will help reduce the high infrastructure backlog. Industrial recruitment strategies assume that business and industry locate in areas where production costs are lower, and consider as to whether there is a local market for their products. In this regard, the Mopani District has relatively adequate road infrastructure in the key routes which links the area with other part of the province, Gauteng, Mpumalanga, Mozambique as well as Zimbabwe.

MDM has potential in terms of tourism, agriculture, mining, manufacturing and trade. The District municipal area embraces almost half of Kruger National Park which is directly a gate way to Mozambique, through Phafuri and Girondo Border Posts. There is also Great Limpopo Transfrontier park with numerous tourism activities at international level. It also boasts of the Modjadji Cycads forest, Makgobaskloof indigenous forest, the Phalaborwa Spatial Development Initiative, all of which have a potentiality for positive spin-offs for the district. Tapping on international experience, which can apply locally, the district Council can introduce tax incentives, traditional land incentives (e.g. land acquisition, cleaning and sale), infrastructure support (e.g. water and sewer infrastructure), transportation (e.g. improved streets parking and security services) to attract investment to benefit local people.

The Mopani District Municipality has many Small Micro Medium Enterprises (SMMEs) in its area of jurisdiction that needs the support of the District Council. The District municipality and the local ones should focus on creating a conducive environment for SMME to ensure that they develop and grow. These include the provision of business infrastructure (e.g. stalls), the provision of finance, technical support through business advice centres, involving SMMEs in government contracts, especially on infrastructure delivery and targeting sectors where SMMEs involvement is enhanced through linkages and networks. This can easily be enhanced by encouraging SMMEs to enter into co-operatives to venture into new business activities.

The District Council has to consider embarking in human resource development and skills enhancement to ensure the economic development of communities. This initiative should be biased towards alleviating poverty by improving the capabilities of disadvantaged communities (especially women, the disabled, and the youth) to create sustainable livelihood for them. The economic development of the community is very crucial for the Mopani District Municipality in that the majority of women and a young population characterize the district. The District Council should ensure the growth of the district economy to accommodate and create employment opportunities for women and the young population. The desks on gender, youth and disability in the Mayor's Office (alluded to in the analysis phase) should play a key role in this regard.

3.3.4 Localised Poverty Alleviation and Gender Equality Strategic Guidelines

The purpose of developing *"localized poverty alleviation and gender equality" strategic guidelines* to ensure that poverty alleviation and gender equity policies are applied when strategies are designed and projects are planned. Mopani District Municipality is characterised by a high rate of poverty. A large number of people in the District earn less than R10 000.00 per annum, and there is a significant proportion of dependency ratio.

This can be attributed to the fact that economic development in the district is constrained by the rural economy, hence high unemployment and poverty levels. Poverty mainly affects women as they are the ones left behind at home with children when their husbands have left to major cities to work or look for job opportunities. There is also a substantial number of households which are headed by females with no income. The youth are also affected by underdevelopment and limited economic space in this district.

Furthermore, it is imperative that municipalities promote poverty alleviation in communities and ensure a safety net to the most vulnerable. The poverty alleviation strategies of municipalities within the district should take into account the reality that women, youth and the disabled are the majority of the poor and are particularly vulnerable to poverty. Therefore, the municipalities should offer services that can improve their quality of life through, for example, affirmative procurement, provision of free basic services and other social amenities. There is also a need to affirm people with disability, women and youth when employing personnel in the municipality. There is also a need to consider gender and disability when constructing public facilities and provision of public service within the district. Although the situation has improved much still need to be done in this aspect.

3.3.5 Localised Institutional Strategic Guidelines

The purpose of developing “*localized institutional strategic guidelines*” is to ensure that the IDP strategies address the institutional deficiencies and constraints, which are affecting service delivery, rather than focusing only on physical investment projects. The Mopani District Municipality has a constitutional responsibility to provide equitable, accessible and affordable quality services to the community. To be able to do so, the municipality is encouraged to develop its own institutional transformation programme and adopt options, which are best suited to its circumstances.

Taking cognisance of the limited skills resources in the District, the municipality needs to explore the various internal and external mechanisms, which it could use for the provision of services. The District Council has an option to decide on the different options for service delivery which Council may use in future such as partnerships with CBO’s and NGO’s, contracting out of services, leasing and concessions, public-private partnerships, and building on existing capacity. As Council decides on the best options to render services, it should ensure that the provision of basic services to the public is done without discrimination, whilst taking into consideration the historically disadvantaged communities. The municipality should ensure the provision of basic services at the RDP level for the rural communities.

The municipality should also provide political and administrative leadership that is responsive to the emerging needs of the community. An investigation is currently underway to look into the existing organizational arrangements, cultures, procedures and practices in line with the developmental priorities to determine and address the level of institutional preparedness for implementation and service delivery. There is also a need to ensure that the human resource capacity is developed to a level that enables the municipality to perform its functions and exercise its powers in an economical, effective, efficient and accountable way. The capacitation of the administration should be done through the implementation of the skills development plan and by accessing funding from Sector, Education and training authority – Local Government, Water and Related Services (SETA – LG). Mopani District Municipality should consider developing three set of capacities in order to improve performance, which are:

- 1 Strategic capacity to assess, plan and develop innovative programmes;
- 2 Directing or integrating capacity and the resources; and
- 3 A community orientation to inform a user friendly, relevant and quality service to the community

The development of new capacities and approaches should go hand in hand with measures to enhance accountability of the administration and build relationships of mutual respect and confidence between Councilors and administration. The municipality should also ensure that internal communication systems are set in place to ensure that all staff is part of most strategic planning processes. The administration must carry out its functions assigned to it by Council and be involved in all management decisions within their competency. The municipality should also provide a working environment which is equitable, fair, open and non discriminatory.

In project prioritisation Mopani District Municipality should be guided by the institutional readiness or capabilities in as far as resources, viz. skills, capital, and financial, are available, for the execution or implementation of those projects.

Chapter 6 of the Municipal Systems Act, 2000, makes provision for the establishment of the Performance Management System (PMS), and outlines the core components of such a system. Performance management is critical in ensuring that plans are being implemented, have the desired developmental impact and that resources are being used efficiently. The senior management within the institution should sign performance agreements and the Municipal Manager must provide job descriptions for each post within the policy framework determined by the Council and subject to any applicable legislation.

There is a need for the Mopani District Municipality to develop a culture of municipal governance that encourages active public participation in the IDP process, monitoring and reviewing the performance of Council, in the preparation of the budgets through the IDP process, and the provision of municipal services. This would require it to set in place appropriate communication mechanisms to communicate with the community. The municipality should contribute to building the capacity of the community to enable it to participate in the affairs of the municipality. That could be achieved through making ample access to necessary information by the communities. The Mopani District Municipality should establish clear relationships and facilitate co-operation, co-ordination and communication between political structures, the administration and the community.

3.4 STRATEGIC THEMES OR PRIORITIES

Before Strategic Objectives can be developed, the Strategic Themes of the municipality must first be determined.

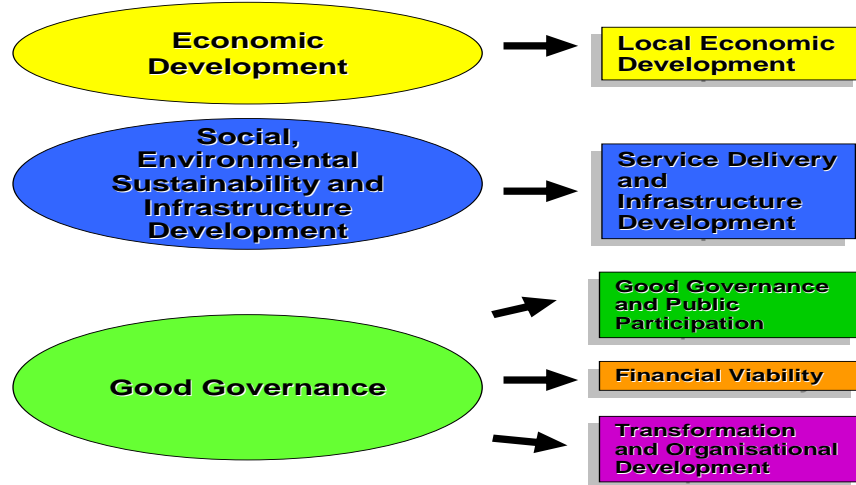
The Strategic Themes / Key Performance Areas are the focus of strategic processes that need to be addressed in line with the vision and mission. They are the major focus areas: "Pillars of Excellence", also known as Key Priority Areas.

Themes should be complementary, reflecting both the Growth Strategy as well as the Excellence Strategy of the municipality. The previous year(s) Strategic Themes of Mopani District Municipality were Economic Growth, Social and Environmental sustainability and Infrastructure development (as the Growth Strategy) and Good Governance (as the Excellence Strategy). But during a District Wide strategic planning workshop attended by representatives of all the municipalities within the Mopani District area, it was resolved, although the direction or Strategy of the municipality has not changed, to broaden the scope by following the Key Performance Areas for local government as determined by the Five Year Strategic Agenda for local government which is a national program of the government that was approved by the Cabinet Lekgotla in January 2006. The goal of the program over the medium term is acceleration of basic services provisioning and to meet the targets set for universal access as outlined in the Millennium Goal Development, Vision 2014.

The Strategic Themes or Key Performance Areas have thus been altered as follows:

Diagram 2: Strategic Themes to KPA's

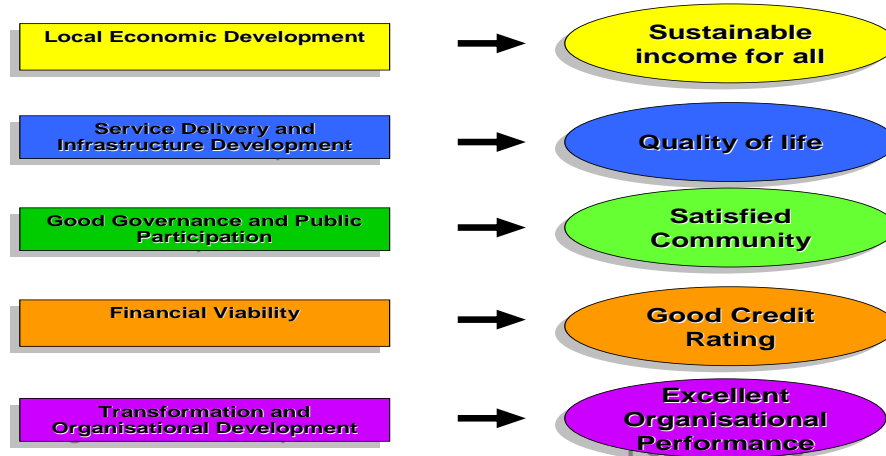
Strategic Themes / KPA'S



3.4.1 STRATEGIC RESULTS

To add meaning and purpose to Strategic Themes or Key Performance Areas, it is necessary to determine desired result statements for each theme. Strategic Result statements answer the questions: What will be the result (outcome) if we successfully implement this Strategic Theme; what are we trying to accomplish; if we have achieved this result, have we achieved everything? Therefore the desired results for the KPA's were established as follows:

KPA'S / Results



3.4.2 MOPANI COUNCIL S.W.O.T ANALYSIS

SWOT Analysis is a strategic planning tool used to evaluate the **Strengths, Weaknesses, Opportunities, and Threats** involved in an organisation. A SWOT analysis consists of the determination of:

- **Strengths:** *internal* attributes of the organisation that are helpful to achieving the objective
- **Weaknesses:** *internal* attributes of the organisation that are harmful to achieving the objective
- **Opportunities:** *external* conditions that are helpful to achieving the objective
- **Threats:** *external* conditions that are harmful to achieving the objective

Identification of SWOT is essential because it determines what the real priority areas of the municipality are.

Following the determination of the Strategic Themes or Key Priority Areas of the District, a SWOT analysis of the municipality was done. In order to determine the real issues within the institution, the SWOT exercise included the determination of the pains (actions, technology, processes, skills, resources, etc. that prevent service delivery) and enablers (actions, technology, processes, skills, resources, etc. that enhance service delivery).

The SWOT, in terms of the Strategic Themes / Key Performance Areas is indicated below:

TABLE 15

| STRENGTH | WEAKNESSES | OPPORTUNITIES | THREATS |
|---|--|---|--------------------|
| LOCAL ECONOMIC DEVELOPMENT | | | |
| Economic database with baseline information | Skills and capacity to deal with LED | PPP's | Low literacy level |
| LED Strategy | LED Plan | LED Agency | HIV & AIDS |
| | Searching for investors | Anchor projects identified | Rabies |
| Budget | Analysis of economic trends | Skilled available in community | Unemployment |
| | Incentive Strategy | | Malaria prevalence |
| | Accessing of job creation information from PPP's | Trans-frontier park initiatives | Unpatriotic media |
| Availability of Spatial Development Framework | Data Management | High demand for raw materials and natural resources | Poverty |
| | Implementation of LED projects | | |
| Political stability | Skilled LED co-ordination is required | | |
| | Professional Economist | | |
| | Lack of LED Forum | | |
| | Poor infrastructure | | |
| | Scattered settlement | | |
| | | | |

| STRENGTH | WEAKNESSES | OPPORTUNITIES | THREATS |
|--|---|---------------|--|
| BASIC SERVICES AND INFRASTRUCTURE | | | |
| Water and Sanitation | | | |
| Municipal Infrastructure Grant | Not enough money necessary for bulk infrastructure | | Bulk water |
| PMU | Planning | | |
| Local Municipal Support | Prioritisation | | |
| Water Services Development Plan | Implementation of projects | | |
| Roads | | | |
| Integrated Transport plan | Poor coordination | | |
| | Service level of implementation | | Skills and capacity of service providers |
| Social Services | | | |
| Political Will | Personnel Transfer | | Slow progress of Land Reform |
| Budget | | | Availability of land |
| Sector Programmes | | | Land under Traditional Authorities |
| Support of other clusters | | | Information on land ownership |
| Electricity | | | |
| | | | Bulk electricity |
| FINANCIAL VIABILITY | | | |
| | Own revenue sources | | |
| | Implementation of supply chain procedures | | |
| | Centralised information | | |
| | Asset management system | | |
| | Skills to operate system | | Unreliable electricity supply |
| GOOD GOVERNANCE AND PUBLIC PARTICIPATION | | | |
| Imbizo's | Audit disclaimers | | |
| Ward Committee Forum | Policy compliance | | |
| Cluster System | Updated Policies | | |
| IGR Structures | | | |
| TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT | | | |
| Performance Management System | Credible IDP | | |
| Performance Audit Committee | Appointment of competent and qualified people | | |
| Competent Skills Development Facilitator | Vacancies in critical positions | | |
| Competent Municipal Manager | Equity employment | | |
| Adherence to Skills Development Plan | Capacity and Skills | | |
| | Low stakeholders involvement in issues of governance. | | |

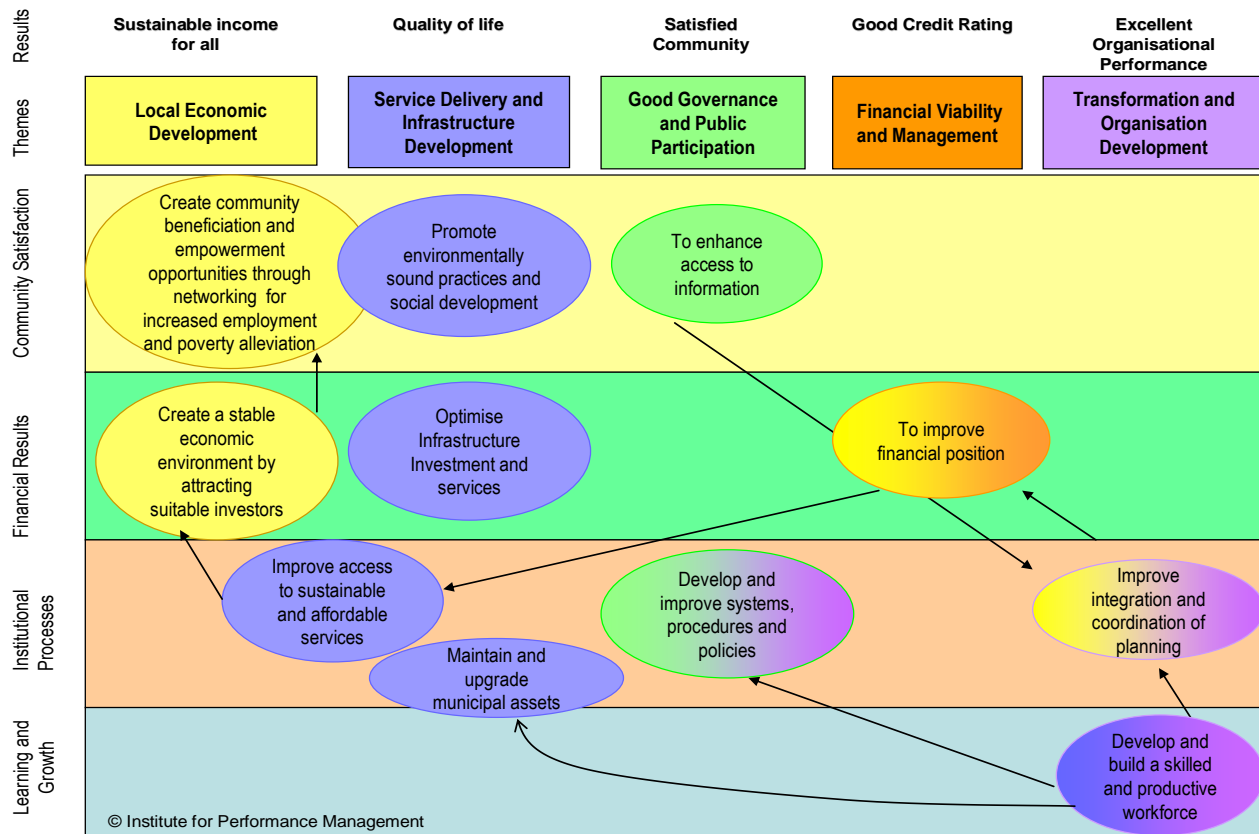
3.5 STRATEGIC OBJECTIVES

For each of the Strategic Themes / Key Performance Areas, and to address the issues that came out of the SWOT, Strategic Objectives were developed that indicate what the institution intends to achieve. Strategic Objectives are also known as High-level Objectives. The relevance of the Strategic Objectives developed during the previous year has been reviewed in order to ensure that the desired results of the Themes / KPA's are achieved. For the development of Strategic Objectives, the Balanced Scorecard Methodology, as adopted by Mopani District Municipality previously, has also been applied for the review thereof.

The Balanced Scorecard Methodology mainly revolves around the development and measurement of Strategic Objectives based on four perspectives, namely Learning and Growth, Institutional, Financial and Customer or Community Perspectives. The reason being that in Local Government the performance and progress that a municipality makes, cannot only be determined by its financial results, but also in terms of the attention it renders to the growth and development of their employees. Once the knowledge and skills of employees, which are the foundation for all innovation and improvements, have been developed, these empowered employees will be able to improve the way they work through improved internal processes. The improved internal processes will then lead to better allocation and utilisation of financial resources, proven by better financial results. The improved use of financial resources will ultimately lead to increased community satisfaction.

The Strategy of the municipality is then built as building blocks towards achieving the desired results or outcomes of each Strategic Theme or Key Performance Area, by establishing the Strategic Objectives in terms of each of the four perspectives, considering the cause and effect amongst the objectives. The Strategy of Mopani District Municipality is depicted on a Strategy Map, as visual representation of what the municipality intends to achieve over the next few years. The cause and effect as well as the assimilation which the different Strategic Objectives will have on each other and on the attainment of the desired results are represented through arrows and combination of colours as can be seen on the Strategy Map in the next page.

MOPANI DISTRICT STRATEGY MAP



3.5.1 OBJECTIVE OUTCOMES

Outcomes are changes or benefits for individuals, families, groups, businesses, organizations, and communities. Outcomes occur along a path from shorter-term achievements to longer-term achievements (impact). Outcomes help us answer: "So what... what difference are we making with what we do?" Based on this, the desired outcomes of the Strategic Objectives have to be determined and monitored in order to establish the extent to which efforts and money spent, impact on the community served.

The desired Objective Outcomes were determined during the review process with members of portfolio committees of Mopani District Municipality and are reflected below:

TABLE 16

| STRATEGIC OBJECTIVE | OBJECTIVE OUTCOMES |
|--|--|
| LOCAL ECONOMIC DEVELOPMENT | |
| Create community beneficiation and empowerment opportunities through networking for increased employment and poverty alleviation | Decrease in indigent people |
| Create a stable economic environment by attracting suitable investors | Sustainable local economy |
| BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT | |
| Promote environmentally sound practices and social development | Healthy and dignified community |
| Optimise infrastructure investment and services | Cost effective and sustainable infrastructure |
| Improve access to sustainable and affordable services | Sustainable services for all |
| Maintain and upgrade municipal assets | Sustainable and quality assets |
| GOOD GOVERNANCE AND PUBLIC PARTICIPATION | |
| To enhance access to information | Increased involvement of all stakeholders in decision making processes |
| Develop and improve systems, procedures and policies | Compliance to legislation that will lead to good financial and sound governance |
| FINANCIAL VIABILITY | |
| To improve financial position | Increased revenue |
| TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT | |
| Improve integration and coordination of planning | Integrated settlement for communities, equal opportunities and services for all, forward and integrated planning |
| Develop and build a skilled and productive workforce | Efficient and effective local governance to meet expectation of community and stakeholders |

To ensure that these desired outcomes are achieved, the municipality has to devise its strategy further by aligning its day-to-day activities to the Strategy of the municipality and this is done through the application of the “Tripod” Integrated Management System for District Governance ©, incorporating the 11-Step Methodology for Municipal Excellence©¹ discussed under Organisational Performance Management System.

3.5.2 KEY FOCUS AREAS AND STRATEGIC PROJECTS

In order to attain the abovementioned strategic objectives, and ultimately the desired results for each Key Performance Area, based on the SWOT analysis, the Key Focus Areas of the municipality were established. To address these, Strategic Projects were identified. These are mainly discretionary projects or initiatives, mainly funded from the operational budget’s general expenses, which are aimed at taking the municipality forward. The intention is that these projects or initiatives will serve as ‘quick wins’ for the municipality and they can be of vital importance to the success of the objective and strategies. While the Capital Projects are addressed in the Projects Phase in the IDP, it is deemed appropriate to list the Strategic Projects in terms of the consequentially identified Key Focus Areas, here in the Strategy Phase of the IDP.

| KEY FOCUS AREAS | STRATEGIC PROJECTS |
|--|--|
| LOCAL ECONOMIC DEVELOPMENT | |
| Acceleration of economic growth | Establishment of Development Agency |
| Markets establishment | Fresh Produce market S 21 company established |
| Data Management - Planning | Data Management |
| LED Project Management | Resourcing of LED Unit |
| BASIC SERVICES AND INFRASTRUCTURE | |
| Releasing of land | Land audit |
| Energy provision | Alternative Energy solutions |
| District interconnectedness | Incorporating Airport function into District Municipal Function |
| PUBLIC PARTICIPATION AND GOOD GOVERNANCE | |
| Document management and control | Automated records management system |
| Consistent Policy implementation and compliance | Training workshop of staff and councillors on policies |
| FINANCIAL VIABILITY | |
| Access funding for expansion for bulk infrastructure | 5 year Infrastructure Investment Plan |
| Asset Management (Acquisition, control, maintenance) | Asset Management System |
| TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT | |
| Credible IDP | Institutional Plan |
| | Financial Plan |
| | Environmental Management Plan |
| Integrated IT infrastructure for business intelligence | Integrated IT system |
| | Resourcing Communication unit |
| Building and capacitating best human capital | Filling of critical positions with appropriately skilled personnel |
| | Training and capacitating of staff - induction |

These projects will mainly be driven by the Municipal Manager and will form part of the Municipal Manager's personal performance plan.

4. PROJECTS

PROJECTS PHASE: In this section we provide a detailed list of municipal projects identified for the next year.

4.1. BACKGROUND

This Section is the process whereby the Strategy is being operationalised and comprises of the following:

- An indication of Strategic and Developmental Projects;
- Budgets; and
- Prioritisation

A Strategy Map enhances quality programmes in the sense that it is only well developed strategies that can integrate the vision to the mission, to the value system, to the objectives, to the strategic goals, to the measurement system to the initiatives (programmes, projects and activities) to the budget. All of this is brought together into a unified systematic approach. It aims to translate the relevant municipal objectives and goals into implementable development programmes. The programmes are a result of the assessment of the state of the municipality and what will be needed from different areas in the municipality to realise the objectives and goals. Benefits of a programme approach include:

- Identification of commonalities and grouping issues across the Mopani District Municipality;
- Recognition of unique approaches required for each area or issue;
- Facilitation of linkages to other planning processes;
- Integration and co-ordination of inputs from various processes;
- Comparison of “wish lists” and budget realities is possible;
- Identification of short term catalytic initiatives; and
- Provision of the basis for monitoring of progress and impact.

4.2. PROJECTS PER PROGRAMME (MDM)

Through the strategic planning processes in the Mopani District Municipality a number of needs have been identified. They range from long term and strategic needs and initiatives to short term and operational. In order to address these needs and to ensure that Mopani District Municipality orientates itself to the future, the vision, mission and objectives have been identified and agreed on. Addressing these needs will be through the implementation of a number of projects at both a developmental and institutional level. The previous section already described how it will be ensured that implementation happens in an integrated fashion. The purpose of this section is to systematically identify all projects that will address the identified needs and order them in such a manner that quality monitoring and measurement can be achieved in line with the Organisational Performance Management processes.

During the development of the Strategic Scorecard of the Mopani District Municipality, taking constraints identified during the Strategic Planning sessions into consideration, some issues have been identified that need urgent attention and are viewed as solutions to bottlenecks and have been elevated as Strategic Projects. The proposed Capital and Operational projects for 2008/09 – 2010/11 financial years are listed in Table 17 below in terms of Strategic Themes, Objectives and Programmes.

Table 17: MDM PROGRAMMES AND PROJECTS

PROGRAMME : GOVERNANCE

FUNDER : MDM

IMPLEMENTING DEPARTMENT : COUNCIL (001)

| No | Name | Category | Target | Location | Source of funding |
|-----------|-------------------|-----------------|---------------|-----------------|--------------------------|
| 1 | Training: Council | Governance | CLLRS | MDM | Equitable share |

PROGRAMME : Governance

FUNDER : MDM

IMPLEMENTING DEPARTMENT : MUNICIPAL MANAGER'S OFFICE (005)

| No | Name | Category | Target | Location | Source of funding |
|-----------|---|-------------------|---------------|-----------------|--------------------------|
| 1 | Management Lekgotla | Governance | Managers | MDM | Equitable share |
| 2 | IDP/Budget/PMS Strategic planning session | Governance | Management | MDM | Equitable share |
| 3 | Performance Assessment Reports | Governance | Managers | MDM | Equitable share |
| 4 | District Managers Forum | Governance | Managers | MDM | Equitable share |

PROGRAMME : GOVERNANCE
FUNDER : MDM
IMPLEMENTING DEPARTMENT : BUDGET AND TREASURY (020)

| No | Name | Category | Target | Location | Source of funding |
|----|--|-------------------|----------------------------|---------------|---------------------|
| 1 | Project Consolidate Funding | Budget & Treasury | Project Consolidate munics | GGM, GLM, MLM | Equitable share |
| 2 | Upgrading of SCM Database | Budget & Treasury | Service Providers | MDM | Equitable share |
| 3 | Five Year Financial Plan | B & Treasury | Finance | MDM | Equitable share |
| 4 | Upgrading of Financial Systems | Budget & Treasury | Budget & Treasury | MDM | Equitable share |
| 5. | Review of Financial Policies and Procedures | Budget & Treasury | Employees | MDM | Equitable share |
| 6 | Asset Management Implementation Plan | Budget & Treasury | Staff | MDM | Equitable share |
| 7 | Master Systems Plan | B & Treasury | MDM & Locals | MDM | MSP Grant |
| 8 | Conversion of GAMAP/GRAP Implementation Plan | Budget & Treasury | MDM | MDM | Provincial Treasury |
| 10 | Free Basic Water | Budget | ALL LMs | MDM | MIG |
| 11 | Master Systems Plan | Budget | MDM | MDM | Equitable share |

STRATEGIC INTENT : CREATE A STABLE ECONOMIC ENVIRONMENT BY ATTRACTING SUITABLE INVESTORS
FUNDER : MDM
IMPLEMENTING DEPARTMENT : PLANNING AND DEVELOPMENT (030)

SPATIAL DEVELOPMENT PLANNING (030)

| No | Name | Category | Target | Location | Source of funding |
|----|----------------------------------|------------------|------------------|--|----------------------|
| 1 | Sites Demarcation Support to LMs | Spatial Planning | Human settlement | Nkambako Ntata Mariveni Muhlaba Mugwazeni Giyani Nkowankowa Lenyenye Ga-Kgapane Namakgale Lulekani | MDM/ Equitable share |

LOCAL ECONOMIC DEVELOPMENT (035)

| No | Name | Category | Target | Location | Source of funding |
|----|---|----------------------|---|-----------------------------|----------------------|
| 1 | Fresh Produce Market | Economic Development | Farmers | Nkowankowa | MDM/ Equitable share |
| 2 | Moshupatsela programme: (- Atchaar Factory - Dried Fruit Factory - Orchard Management - Vegetables and Chilli production) | Economic Development | Emerging Farmers | Tzaneen | MDM/ Equitable share |
| 3 | Greater Giyani Natural Resource Development Programme (GGNRDP) | Economic Development | Local Farmers | Giyani | MDM/ Equitable share |
| 4 | International marketing and exhibitions | Economic Development | International investors | International exhibitions | MDM/ Equitable share |
| 5 | Formalisation of Informal markets. | Economic Development | Street Hawkers | Letsitele, Giyani, Mooketsi | MDM/ Equitable share |
| 6 | Tunnel dried tomatoes | Economic Development | Farmers | Mooketsi | MDM/ Equitable share |
| 7 | Feasibility studies facilitation | Economic Development | Mining Tourism Manufacturing | MDM | MDM/ Equitable share |
| 8 | Support to SEDA | Economic Development | SMME | District -wide | MDM/ Equitable share |
| 9 | Summits: LED, Agric, Tourism and Mining | Economic Development | Farmers, Tourism Operators, Mining houses SMMEs, Investors. | MDM | MDM/ Equitable share |
| 10 | Alternative Source of Energy | Economic Development | Communities, Mining, Agriculture, Business | District -wide | MDM/ Equitable share |
| 12 | Economic Development Agency | Economic Development | Business, SMMEs | District -wide | MDM/ Equitable share |

INTEGRATED DEVELOPMENT PLANNING (040)

| No | Name | Category | Target | Location | Source of funding |
|----|------------|----------|------------|----------|----------------------|
| 1 | IDP Review | IDP | Government | MDM | MDM/ Equitable share |

COMMUNICATION (045)

| No | Name | Category | Target | Location | Source of funding |
|----|----------|----------------------|-----------|----------------|----------------------|
| 1 | Branding | Economic Development | Investors | District -wide | MDM/ Equitable share |

STRATEGIC INTENT : IMPROVE ACCESS TO SUSTAINABLE AND AFFORDABLE SERVICES
FUNDER : MDM
IMPLEMENTING DEPARTMENT : TECHNICAL SERVICES (050)

TECHNICAL SERVICES (050)

| No | Name | Category | Target | Location | Source of funding |
|----|---------------------------------------|-------------------------|-------------|------------|-------------------|
| 1 | Extension of Mopani Municipal Offices | Social & Infrastructure | MDM | Tzaneen | MDM |
| 2 | Kgapane Stadium | Social & Infrastructure | Sport | Ga-Kgapane | MDM |
| 3 | Lenyenye Stadium | Social & Infrastructure | Sport | Lenyenye | MDM |
| 4 | Namakgale Stadium | Social & Infrastructure | Sport | Namakgale | MDM |
| 5 | Maruleng Fire Station | Social & Infrastructure | Communities | The Oaks | MDM |
| 6 | Disaster Management Centre | Social & Infrastructure | Communities | Tzaneen | MDM |

WATER SERVICES (055)

| No | Name | Category | Target | Location | Source of funding |
|----|--|-------------------------|-------------|--------------------------|-------------------|
| 1 | Infrastructure Water(O&M) | Social & Infrastructure | Communities | MDM | DWAF |
| 2 | Water conservation and demand management | Social & Infrastructure | Communities | MDM | MIG |
| 3 | Refurbishment of water schemes | Social & Infrastructure | Communities | MDM | DWAF |
| 4 | Water Indaba | Social & Infrastructure | Communities | MDM | MDM |
| 5 | Establishment of Water utility | Social & Infrastructure | Communities | MDM | MIG |
| 6 | Thabina RWS | Social & Infrastructure | Rural H/H | GTM | MIG |
| 7 | Maruleng Central Bulk | Social & Infrastructure | Rural H/H | Maruleng | MIG |
| 8 | Modjadji Outfall Sewer | Social & Infrastructure | Rural H/H | GLM | MIG |
| 9 | Modjadji Sewer Reticulation | Social & Infrastructure | Rural H/H | GLM | MIG |
| 10 | Water reticulation to villages in GGM: extensions & upgrading | Social & Infrastructure | Rural H/H | GGM | MIG |
| 11 | Upgrading of Kgapane Sewerage plant and Modjadjiskloof outfall sewer | Social & Infrastructure | Rural H/H | Kgapane & Modjadjiskloof | MIG |
| 12 | Mopani Rural Household sanitation | Social & Infrastructure | Rural H/H | MDM | MIG |
| 13 | Mametja Sekororo RWS | Social & Infrastructure | Rural H/H | Mametja Sekororo | MIG |
| 14 | Sekgosese Ground water development scheme(Township) | Social & Infrastructure | Rural H/H | Sekgosese | MIG |
| 15 | Lenyenye sewerage works(plant and outfall sewer) | Social & Infrastructure | Rural H/H | Lenyenye | MIG |
| 16 | Extension and upgrading of Giyani water works | Social & Infrastructure | Rural H/H | GGM | MIG |

| | | | | | |
|----|--|-------------------------|-----------|-----|-----|
| 17 | Boyelang water supply and reticulation | Social & Infrastructure | Rural H/H | BPL | MIG |
| 18 | Giyani system N(Mapuve) and bulk supply main Siyandani | Social & Infrastructure | Rural H/H | GGM | MIG |
| 19 | Sefototse to Ditshosine/ Ramahlatshi bulk line and reticulation | Social & Infrastructure | Rural H/H | GLM | MIG |
| 20 | LP002 Tours bulk water scheme(upgrading of pump station and reservoirs linking Lephepane | Social & Infrastructure | Rural H/H | GTM | MIG |
| 21 | LP149 Ritavi RWS(upgrading and extension to existing plant, raising weir, additional pump mains) | Social & Infrastructure | Rural H/H | GTM | MIG |
| 22 | Jopie- Mawa Block 12- Ramotshinyadi bulk pipeline and reticulation | Social & Infrastructure | Rural H/H | GTM | MIG |
| 23 | Kampersrus Water Supply | Social & Infrastructure | Rural H/H | MLM | MIG |
| 24 | Hoedspruit bulk water supply | Social & Infrastructure | Rural H/H | MLM | MIG |
| 25 | Upgrading and extension to Hoedspruit sewage plant | Social & Infrastructure | Rural H/H | MLM | MIG |
| 26 | Kampersrus sewage plant | Social & Infrastructure | Rural H/H | MLM | MIG |
| 27 | Upgrade of water reticulation and extension: MLM | Social & Infrastructure | Rural H/H | MLM | MIG |
| 28 | Upgrade of water reticulation and extension: BPL | Social & Infrastructure | Rural H/H | BPL | MIG |
| 29 | Upgrade of water reticulation and extensions: GTM | Social & Infrastructure | Rural H/H | GTM | MIG |
| 30 | Upgrade of water reticulation and extension: GLM | Social & Infrastructure | Rural H/H | GLM | MIG |
| 31 | Free Basic Water: LMs support | Social & Infrastructure | Rural H/H | LMs | MIG |

Roads and Transport (065)

| No | Name | Category | Target | Location | Source of funding |
|----|------------------------------------|-------------------------|--------|----------|-------------------|
| 1 | Matsotsoesela Bridge & Access Road | Social & Infrastructure | MDM | GGM | MDM |
| 2 | Dzumeri – Kheyi road | Social & Infrastructure | MDM | GGM | MDM |
| 3 | Xikukwane – Xivulana road | Social & Infrastructure | MDM | GGM | MDM |
| 4 | Mohlava- Moime cross road | Social & Infrastructure | MDM | GTM | MDM |
| 5 | Modjadji to Mavele road upgrade | Social & Infrastructure | MDM | GTM | MDM |
| 6 | Lephepane - Khujwane road | Social & Infrastructure | MDM | GTM | MDM |
| 7 | Thabina to Maake upgrade | Social & Infrastructure | MDM | GTM | MDM |

| | | | | | |
|----|------------------------------------|-------------------------|-----|-----|-----|
| 8 | Metz – Bismark road | Social & Infrastructure | MDM | MLM | MDM |
| 9 | Calais – Julesburg road | Social & Infrastructure | MDM | MLM | MDM |
| 10 | Moshate Balloon Trichardtsdal road | Social & Infrastructure | MDM | MLM | MDM |
| 11 | Kgweetsi-Tours Access rd | Social & Infrastructure | MDM | GTM | MDM |
| 12 | D1329(near Rabothata) | Social & Infrastructure | MDM | GLM | MDM |
| 13 | D1330 (Moshakga- Lenokwe) | Social & Infrastructure | MDM | GLM | MDM |
| 14 | D1331(Mothobeki- Moshakga) | Social & Infrastructure | MDM | GLM | MDM |
| 15 | Maseke road phase iv | Social & Infrastructure | MDM | BPL | MDM |
| 16 | Harmony to gravelotte rd | Social & Infrastructure | MDM | BPL | MDM |
| 17 | Makhushane-Namakgale rd | Social & Infrastructure | MDM | BPL | MDM |
| 18 | Transport Indaba | Social | MDM | MDM | MDM |

STRATEGIC INTENT : PROMOTE ENVIRONMENTALLY SOUND PRACTICES AND SOCIAL DEVELOPMENT
FUNDER : MDM
IMPLEMENTING DEPARTMENT : COMMUNITY SERVICES (070)

| No | Name | Category | Target | Location | Source of funding |
|----|------------------------------|----------|---|---------------------|-------------------|
| 1 | O.R. Tambo games | Social | Youth | Phalaborwa | MDM |
| 2 | Indigenous games | Social | Abled and disabled, youth, men, and women | Ga-Kgapane | MDM |
| 3 | Wellness Day | Social | All people | LM | MDM |
| 4 | Junior Dipapadi Festival | Social | Pre-school learners between ages 3 and 6 yrs. | Giyani | MDM |
| 5 | Promotion of multilingualism | Social | All the citizens of Mopani | BPM,MLM,GGM,GTM,GLM | MDM |

ENVIRONMENT MANAGEMENT (060)

| No | Name | Category | Target | Location | Source of funding |
|----|------------------------------------|----------|----------------------|---------------------|-------------------|
| 1 | World environment day | Social | Women & youth | GGM | MDM |
| 2 | School of Environment | Social | School youth | BPM,MLM,GGM,GTM,GLM | MDM |
| 3 | Development of Air quality Plan | Social | All residents of MDM | BPM,GTM,GLM | MDM |
| 4 | Environmental management framework | Social | MDM | MDM | MDM |

FIRE SREVICES (075)

| No | Name | Category | Target | Location | Source of funding |
|----|---|----------|---------------------|---------------------|-------------------|
| 1 | Fire Services: Public Awareness Campaigns | Social | All citizens of MDM | BPM,MLM,GGM,GTM,GLM | MDM |

HEALTH SERVICES (085)

| No | Name | Category | Target | Location | Source of funding |
|----|--|----------|--|----------------------|-------------------|
| 1 | World Aids Day | Social | All people | MDM | Equitable Share |
| 2 | Candlelight memorial | Social | All people | MDM | MDM |
| 3 | World food day celebration | Social | Women, Children Disabled | GGM | MDM |
| 4 | Food hygiene workshops | Social | Street traders (women & youth) | BPM,MLM,GGM,GTM,GLM | MDM |
| 5 | District Food control | Social | Women, youth and disabled persons | GGM,GLM,GTM,MLM,BPM | MDM |
| 6 | Food sampling | Social | All Mopani residents | BPM,MLM,GGM,GTM,GLM | MDM |
| 7 | Water sampling and analyses | Social | All Mopani residents | BPM,MLM,GGM,GTM,GLM | MDM |
| 8 | Initiation schools monitoring | Social | Youth | BPM,MLM,GGM,GTM,GLM | MDM |
| 9 | Water week celebration | Social | Women & children and the disabled | MLM | MDM |
| 10 | Cleaning up campaigns | Social | Women & youth | BPM,MLM,GGM,GTM,GLM | MDM |
| 11 | Support of NGOs | Social | NGO,s dealing with HIV and AIDS | BPM,MLM,GGM,GTM,GLM | MDM |
| 12 | District Aids Council | Social | All citizens of MDM | BPM,MLM,GGM,GTM,GLM | MDM |
| 13 | Moral regeneration movement | Social | Community, youth, People with disability and Aged | BPM,MLM,GGM,GTM,GLM | MDM |
| 14 | <u>Awareness campaigns –Health promotion</u> -Cancer month & world diabetic day - Wellness Day | Social | Chronic clients ,the aged and people with disability | BPM,MLM,GGM,GTM,GLM | MDM |
| 15 | Health and Hygiene Awareness | Social | All | BPM,MLM,GGM,GTM,GLM, | MDM |
| 16 | Victim Empowerment centre support | Social | Victims, NGO's and community | BPM,MLM,GGM,GTM,GLM | MDM |
| 17 | Housing | Social | MDM | BPM,MLM,GGM,GTM,GLM | MDM |
| 18 | Support of drop in centres | Social | MDM | BPM,MLM,GGM,GTM,GLM | MDM |
| 19 | Early Childhood Development | Social | Early childhood development Associations | BPM,MLM,GGM,GTM,GLM | MDM |

STRATEGIC INTENT: PROMOTE ENVIRONMENTALLY SOUND PRACTICES AND SOCIAL DEVELOPMENT

FUNDER: MDM

IMPLEMENTING DEPARTMENT: DISASTER MANAGEMENT (080)

| No | Name | Category | Target | Location | Source of funding |
|----|---|--------------------|----------------|-------------------------|-------------------|
| 1 | Radio, Communication, Info. Management System | Emergency Services | MDM Households | Tzaneen | Equitable Share |
| 2 | Awareness Campaigns | Emergency Services | MDM Households | All Local Municipality. | Equitable Share |
| 3 | Development of Disaster Management Plans | Emergency Services | MDM Households | Whole District | Equitable Share |
| 4 | Risk Analysis | Emergency Services | MDM Households | Whole District | Equitable Share |
| 5 | Disaster Relief support | Emergency Services | MDM Households | Whole District | Equitable Share |

IMPLEMENTING DEPARTMENT: CORPORATE SERVICES (090)

| No | Name | Category | Target | Location | Source of funding |
|----|--------------------------------|-----------------|-------------------|--------------------|-------------------|
| 1 | Conference system | Governance | Support services | Municipal building | Equitable Share |
| 2 | Electronic filing system | Governance | Support services | Municipal building | Equitable Share |
| 3 | Security Services | Governance | Support services | Municipal building | Equitable Share |
| 4 | Information Management and GIS | Governance (IT) | MDM (institution) | Institutional | Equitable Share |

HUMAN RESOURCES MANAGEMENT (095)

| No | Name | Category | Target | Location | Source of funding |
|----|---------------------------------|------------|------------------------------|---------------|----------------------|
| 1 | LGW- SETA | Governance | | Institutional | LGW- SETA Grant |
| 2 | Retention & Succession Strategy | Governance | Community and Municipalities | Institutional | |
| 3 | Institutional Plan | Governance | Community | Institutional | |
| 4 | Employment Equity Plan | Governance | Designated group | Institutional | MDM/ Equitable share |
| 5 | Long Service Recognition | Governance | Staff | Institutional | MDM/ Equitable share |
| 6 | Employee Assistance Programme | Governance | Employees | Institutional | MDM/ Equitable share |
| 7 | Performance Management System | Governance | Staff/ District Municipality | Institutional | MDM/ Equitable share |
| 8 | Task Job Evaluation | Governance | Staff | Institutional | Equitable share |
| 9 | Training: Staff | Governance | Staff | Institutional | Equitable share |

STRATEGIC INTENT: SUSTAINABLE QUALITY OF LIFE

IMPLEMENTING DEPARTMENT: OFFICE OF THE EXECUTIVE MAYOR (110)

| No | Name | Category | Target | Location | Source of funding |
|----|------------------------------------|-------------------------|--|----------|----------------------|
| 1 | District Mayor's Forum | Governance | Local Mayors | LM | MDM/ Equitable share |
| 2 | Local House of Traditional Leaders | Governance | Traditional Leaders | LM | MDM/ Equitable share |
| 3 | Anti-Corruption Forum | Governance | Business, Labour & Civil Society | LM | MDM/ Equitable share |
| 4 | Mayor's Charity Cup | Social & Infrastructure | Football Clubs, Charity Org., Tourists | LM | MDM/ Equitable share |
| 5 | Excellence Awards | Governance | Stakeholders & Public Servants | LM | MDM/ Equitable share |

DISABILITY DESK (116)

| No | Name | Category | Target | Location | Source of funding |
|----|------------------------------------|----------|---------------------------------|----------|----------------------|
| 1 | District Disability Forum | Social | Disabled People's Organisations | LM | MDM/ Equitable share |
| 2 | Disability Campaigns and Awareness | Social | Rural Households | LM | MDM/ Equitable share |

GENDER DESK (118)

| No | Name | Category | Target | Location | Source of funding |
|----|---------------------|----------|----------------------------|----------|----------------------|
| 1 | Elders Day | Social | Elderly People | LM | MDM/ Equitable share |
| 2 | Elders Forum | Social | Elderly People | LM | MDM/ Equitable share |
| 3 | Gender Forum | Social | Gender-Based Organizations | LM | MDM/ Equitable share |
| 4 | Men's Forum | Social | Men and Boys | LM | MDM/ Equitable share |
| 5 | Women's Month | Social | Women | LM | MDM/ Equitable share |
| 6 | 16 Days of Activism | Social | Women & Children | LM | MDM/ Equitable share |
| 7 | SAWID | Social | Women | LM | MDM/ Equitable share |

YOUTH DESK (119)

| No | Name | Category | Target | Location | Source of funding |
|----|---------------------------------|-------------------------|---------------------|----------|----------------------|
| 1 | Children's Rights Parliament | Social | Children | LM | MDM/ Equitable share |
| 2 | Youth Civic Education/Campaigns | Social | Youth | LM | MDM/ Equitable share |
| 3 | Youth Council | Social & Infrastructure | Youth Organisations | LM | MDM/ Equitable share |
| 4 | Youth Month | Social & Infrastructure | Youth | LM | Equitable share |
| 5 | District Children's Rights Day | Social & Infrastructure | Children | LM | Equitable share |

PROGRAMME

: GOVERNANCE

IMPLEMENTING DEPARTMENT

: OFFICE OF THE SPEAKER (112)

| No | Name | Category | Target | Location | Source of funding |
|----|----------------------|------------|-------------|---------------|----------------------|
| 1 | Public Participation | Governance | Communities | District wide | MDM/ Equitable share |
| 2 | Support to LMs-Ward | Governance | Communities | District wide | MDM/ Equitable share |

SECTOR DEPARTMENTS PROJECTS 2008 – 2013

TABLE 18 : SECTOR DEPARTMENTAL PROJECTS

| No. | Mun. | Project | Location | Budget | 2008/09 | 2009/10 | 2010/11 |
|---|------|---------------------------------------|--|-------------|------------|-------------------------|-------------------------|
| Department of Local Government and Housing | | | | | | | |
| 1. | MDM | Blocked Projects | MDM | 168,341,785 | 76 669 275 | 91 672 510 | - |
| 2. | MDM | Settlement upgrading | MDM | 109,923,909 | 51 402 660 | 58 521 249 | - |
| 3. | MDM | PHP | MDM | 9,882,985 | 3 871 520 | 6 011 465 | - |
| 4. | MDM | Institutional | MDM | 5,933,632 | 2 053 079 | 3 880 553 | - |
| Road Agency Limpopo | | | | | | | |
| 1. | MDM | Upgrading to tar(Gy- Phalaborwa road | GGM | 69 000 000 | - | 33 000 000 | 36 000 000 |
| 2. | MDM | Upgrading – gravel to tar | Mamitwa to Mavele, Xihoko to Gawale, GaMokgwathi to Dzumeri, Mushiyanani to Makhuva | 53 000 000 | 35 000 000 | - | 18 000 000 |
| 3. | MDM | Upgrading –gravel to tar | Modjadjji-Mokwakwaila- Bambeni-Nkomo | 53 000 000 | 35 000 000 | - | 18 000 000 |
| 4. | MDM | Upgrading –gravel to tar | Rita/Tickyline -Burgersdorp, Julesburg/ Rhulani – Hoveni, Calaise - Balloon to Sekororo | 53 000 000 | - | 33 000 000 | 20 000 000 |
| 5. | GTM | Upgrading gravel to tar | Mooketsi – Houtbosdorp | 48 000 000 | - | 15 000 000 | 33 000 000 |
| 6. | GGM | Upgrading: Gundu Lashu | Homu14b Homu 14a ,Mapayeni- Mahlathini & Mapayeni to Vuhehli | 6 300 000 | - | - | 6 300 000 |
| 7. | MDM | Upgrading gravel to tar | Thomo/Altein – Khakhala -Gwula - Mahlathi- Ndindani Hlomela –Phalaubeni. Mbawula -Phalaborwa | 53 000 000 | 5 000 000 | 15 000 000 | 33 000 000 |
| 8. | MLM | Upgrading – gravel to tar rd | Hoedspruit to Timbavati Reserve | 29 000 000 | - | 10 000 000 | 19 000 000 |
| 9. | GGM | Upgrading gravel to tar rd | Thomo to Altein to Shangoni gate | 61 000 000 | - | 33 000 000 | 28 000 000 |
| 10. | GLM | Upgrading : Gundu lashu | Nakampe – Botshabelo- Skhiming | 10 950 000 | - | 7 500 000 | 3 450 000 |
| 11. | MLM | Upgrading : Gundu lashu | Mulalane- Crossing Mabins | 7 500 000 | - | 7 500 000 | - |
| 12. | GLM | Upgrading : Gundu lashu | Mafarana – Gabaza | 7 000 000 | - | 7 000 000 | - |
| 13. | MLM | Upgrading : Gundu Lashu | Tickyline – Sofaya | 3 500 000 | - | 3 500 000 | - |
| 14. | GGM | Upgrading : Gundu lashu | Jokong – Shimange | 5 700 00 | - | - | 5 700 000 |
| 15. | MDM | Maintenance of Gundu lashu | MDM | 2 000 000 | - | 1 000 000 | 1 000 000 |
| 16. | MLM | Upgrading gravel to tar rd | Ofcolaco – Lydsdorp(P17/3) | 32 000 000 | - | 20 000 000 (2011/12) | 12 000 000 (2012/13) |

| | | | | | | | |
|----|-------------|--------------------------|---|------------|---|-------------------------|-------------------------|
| 17 | GLM | Upgrade gravel – tar rd | Deerpak-Moruji- Mokwakwaila | 20 000 000 | - | - | 20 000 000 (2012/13) |
| 18 | Ba-Phal | Upgrade gravel to tar rd | Eiland – Letaba Ranch | 55 000 000 | - | 20 000 000 (2011/12) | 35 000 000 (2012/13) |
| 19 | GTM/BP L | Upgrade gravel to tar rd | Burgersdorp-Gravelotte | 20 000 000 | - | - | 20 000 000 (2012/13) |
| 20 | GTM | Upgrade gravel to tar rd | Deerpak –Mamitwa-Nkambako | 55 000 000 | - | 20 000 000 (2011/12) | 35 000 000 (2012/13) |
| 21 | GTM | Upgrade gravel to tar rd | Makgobaskloof roads | 20 000 000 | - | - | 20 000 000 (2012/13) |
| 22 | GLM | Upgrade gravel to tar rd | Maphalle-Blinkwater/Msengi-Ximawusa- Mahlahlandlela-Phikela-Ndengeza- Babangu | 20 000 000 | - | - | 20 000 000 (2012/13) |
| 23 | GGM | Upgrade gravel to tar rd | Giyani-Nkuri-Malonga—Hanani | 55 000 000 | - | 20 000 000 (2011/12) | 35 000 000 (2012/13) |

Roads and Transport

| | | | | | | | |
|----|---------|--------------|-----------------------------------|------------|------------|------------|-------------|
| 1 | GTM | Regravelling | P 17/3- P112/2- D1826 (30.44km) | 1 510 358 | 1 510 358 | - | - |
| 2 | GTM | Rgravelling | Ramochinyali – Mokgwati (8 km) | 396 940.40 | - | 396 940.40 | - |
| 3 | GTM | Regravelling | Grootbosch – D1801(6.68 km) | 331 445.20 | - | - | 331 445.20 |
| 4 | GTM | Rgravelling | D1714:P17/3- P43/3-D978(10.76km) | 55 884.40 | - | - | (2011/2012) |
| 5 | GTM | Regravelling | D1498:P17/2-D548 (10 km) | 496 175.50 | - | - | (2012/2013) |
| 6 | GTM | Regravelling | D3769:Myakayaka-B/dorp (10km) | 496 175.50 | - | - | (2013/2014) |
| 7 | MLM | Regravelling | P194/1 – D1909 (28.6) | 1 419 052 | 1 419 052 | - | - |
| 8 | MLM | Regravelling | P194/1- Control Gate (11 km) | 545 793.10 | - | 545 793.10 | - |
| 9 | MLM | Regravelling | P116/1 – Effex (8.6 km) | 426 710.90 | - | - | 426 710.90 |
| 10 | MLM | Regravelling | D3887 The Ox-Final (9.3km) | 461 443.20 | - | - | (2011/2012) |
| 11 | MLM | Regravelling | D1828:P181/1-D202 (12.3km) | 610 295.90 | - | - | (2012/2013) |
| 12 | MLM | Regravelling | D3878 Sekororo-Balloon (9.4km) | 466 405 | - | - | (2013/2014) |
| 13 | Ba-Phal | Regravelling | From D726 (5 km) | 248 087.80 | 248 087.80 | - | - |
| 14 | Ba-Phal | Regravelling | Gravelotte- Leysdorp (12.56km) | 623 196.40 | - | 623 196.40 | - |
| 15 | Ba-Phal | Regravelling | P112/1 – Letaba Ranch (26 km) | 1 290 056 | - | - | 1 290 056 |
| 16 | Ba-Phal | Regravelling | P43/3 Eiland- Letaba Ranch (17km) | 843 498.40 | - | - | (2011/2012) |
| 17 | Ba-Phal | Regravelling | P43/3 Eiland- Letaba Ranch (20km) | 992 351 | - | - | (2012/2013) |
| 18 | Ba-Phal | Regravelling | Mashishimale via Maseke (17km) | 843 498.40 | - | - | (2013/2014) |
| 19 | GLM | Regravelling | Wholesale- Soekmekaar (9 km) | 446 558 | 446 558 | - | - |

| | | | | | | | |
|----|-----|---------------------------------|---------------------------------|------------|------------|-----------|-------------------------|
| 20 | GLM | Regravelling | Rekwareng – Abel (9 km) | 446 558 | - | 446 558 | - |
| 21 | GLM | Regravelling | Block 17 – Ramodumo (10 km) | 496 175.50 | - | - | 496 175.50 |
| 22 | GLM | Regravelling | Rotterdam-Sekgosese (10km) | 496 175.50 | - | - | (2011/2012) |
| 23 | GLM | Regravelling | Mokwakwaila-Mawa Block 8 (9km) | 446 558 | - | - | (2012/2013) |
| 24 | GLM | Regravelling | D447Modjadjiskloof (8km) | 396 940.40 | - | - | (2013/2014) |
| 25 | GGM | Regravelling | Malonga – Sifasonke (12 km) | 595 410.60 | 595 410.60 | - | - |
| 26 | GGM | Regravelling | Constantia- Xitlakati (24.6 km) | 1 220 592 | - | 1 220 592 | - |
| 27 | GGM | Regravelling | Lekgwareni – Mbaula (15 km) | 744 263.30 | - | - | 744 263.30 |
| 28 | GGM | Regravelling | Matsotsosela-Khashane (11km) | 545 793.10 | - | - | (2012/2013) |
| 29 | GGM | Regravelling | Babangu-Msengi | 942 733.50 | - | - | (2013/2014) |
| 30 | GGM | Driver's license testing ground | Giyani | 1 200 000 | - | - | 1 200 000 |
| 31 | GGM | Provincial Traffic Station | Giyani | 10 000 000 | - | - | 10 000 000 |
| 32 | MLM | Weighbridge | Maruleng | 15 000 000 | - | - | 15 000 000 (2013/14) |

Department of Health and Social Development (Infrastructure Planning)

Social Development Infrastructure projects

| | | | | | | | |
|---|-----|-------------------------|----------------|------------|-----------|------------|-----------|
| 1 | GGM | Children's Home Upgrade | Greater Giyani | 20 000 000 | 2 000 000 | 10 000 000 | 8 000 000 |
|---|-----|-------------------------|----------------|------------|-----------|------------|-----------|

Health Infrastructure Projects

| | | | | | | | |
|----|---------|-----------------------------|----------------------|-------------|------------|------------|------------|
| 2 | GTM | Letaba Hospital | Nkowankowa | 70 245 000 | 60 000 000 | 10 245 000 | - |
| 3 | Ba-Phal | Maphuta Malatji Hospital | Namakgale | 104 214 000 | 58 788 000 | 39 512 000 | 5 914 000 |
| 4 | GGM | Evuxakeni Hospital | Giyani | 98 686 000 | - | 25 486 000 | 73 200 000 |
| 5 | GGM | Nkhensani Hospital | Giyani | 14 325 000 | 14 325 000 | - | - |
| 6 | GTM | Mopani Central Laundry | Greater Tzaneen | 50 000 | - | - | 50 000 |
| 7 | GLM | Modjadji Clinic | Modjadji | 6 000 000 | 3 467 000 | 2 403 000 | - |
| 8 | MLM | Sekororo Clinic | Sekororo | 6 000 000 | 3 467 000 | 2 403 000 | - |
| 9 | MLM | Vleifonnein Clinic | Vleifontein | 4 500 000 | 3 300 000 | 1 200 000 | - |
| 10 | GTM | Loloka Clinic | Loloka | 6 500 000 | 800 000 | 431 000 | - |
| 11 | GGM | Matsotsosela/Mzilela Clinic | Matsotsosela/Mzilela | 6 500 000 | 800 000 | 431 000 | - |
| 12 | Ba-Phal | Mashishimale Clinic | Mashishimale | 6 500 000 | 800 000 | 431 000 | - |
| 13 | GGM | Shivulani Clinic | Shivulani | 6 500 000 | 800 000 | 431 000 | - |
| 14 | GLM | Shotong Clinic | Shotong | 6 500 000 | 800 000 | 431 000 | - |
| 15 | GGM | Basani Clinic | Basani | 6 500 000 | 800 000 | 431 000 | - |
| 16 | GTM | CN Phatudi EMS | | 4 689 000 | 3 689 000 | - | - |
| 17 | GLM | Kgapane Hospital Mortuary | Kgapane | 8 800 000 | 7 497 000 | 703 000 | - |

| Department of Agriculture | | | | | | | |
|-----------------------------------|---------|--|----------------|-----------|-----------|-----------|---------|
| 1 | GGM | Develop an abattoir and canning facilities for livestock farmers in FMD controlled areas | Giyani | 25 000 | | | 25 000 |
| 2 | MLM | Metz | Metz | 7 756 | 7 756 | - | - |
| 3 | GGM | Mid-Letaba | Greater Giyani | 2 027 | - | - | 2 027 |
| 4 | MLM | Maruleng | Maruleng | 5 000 | 5 000 | - | - |
| 5 | MLM | Sekororo/Sofia | Sekororo/Sofia | 5 000 | - | 5 000 | - |
| 6 | GLM | Bolobedu | Bolobedu | 5 000 | - | 5 000 | - |
| 7 | GTM | Rehabilitation and commercialization of Makgoba Tea Estate | Tzaneen | 64 000 | - | - | 64 000 |
| Department of Public Works | | | | | | | |
| 1 | GGM | Refurbish Giyani Cost Centre | Giyani | 5 087 500 | 5 087 500 | - | - |
| 2 | MDM | Renovation of 53 houses | MDM | 250 000 | 250 000 | - | - |
| 3 | GGM | Construction of 30 houses at Nsami | Giyani | 882 000 | 882 000 | 882 000 | - |
| 4 | GGM | Construction of palisade fence at Giyani cost centre | Giyani | 770 000 | 770 000 | - | - |
| 5 | GGM | Development of grounds at Mopani District office | Giyani | 826 720 | 826 720 | - | 280 000 |
| 6 | MDM | Acquisition construction and garden equipments | Mopani | 650 000 | 650 000 | - | - |
| 7 | GTM | Refurbishment of Tzaneen cost centre | Tzaneen | 1 045 000 | - | 1 045 000 | - |
| 8 | MDM | Renovation of 59 houses | Mopani | 290 000 | - | 290 000 | - |
| 9 | GTM | Construction of palisade fence at Tzaneen cost centre | Tzaneen | 338 800 | - | 338 800 | - |
| 10 | GGM | Development of grounds at Giyani Cost Centre | Giyani | 3 826 720 | - | 3 826 720 | 900 480 |
| 11 | MDM | Acquisition of construction equipments | Mopani | 500 000 | - | 500 000 | - |
| 12 | MDM | Renovation of 44 houses at Mopani | Mopani | 200 000 | - | - | 200 000 |
| 13 | Ba-Phal | Construction of 30 camp houses at Benfarm | Lulekani | 882 000 | - | - | 882 000 |
| 14 | GLM | Construction of palisade fence at Sekgosese | Sekgosese | 279 510 | - | - | 279 510 |
| 15 | MDM | Acquisition of construction equipments | Mopani | 400 000 | - | - | 400 000 |
| 17 | MDM | Renovation of 66 houses at Mopani | Mopani | 150 000 | - | - | 150 000 |
| 18 | GTM | Construction of 30 camp houses at Shikwambana | Shikwambana | 882 000 | - | - | 882 000 |
| 19 | GGM | Construction of palisade fence at Kremetart new flats | Giyani | 204 976 | - | - | 204 976 |
| 20 | MDM | Acquisition of construction equipments | Mopani | 100 000 | - | - | 100 000 |

Department of Education

| No. | Mun. | Project | Location | Budget | 2008/09 | 2009/10 | 2010/11 |
|--|------|-----------------------|-----------------------|------------|-----------|-----------|-----------|
| Off Shoot Schools | | | | | | | |
| 1. | BM | Mashavele Primary | Ben Farm | 11 500 000 | 4,500 000 | 3,500 000 | 3,500 000 |
| 2. | BM | Chuchekani Primary | Matiko Xikaya | 17 500 000 | 5,500 000 | 6,000 000 | 6,000 000 |
| 3. | GTM | Mabje-a-Kgoro Primary | Relela | 13 000 000 | 6,000 000 | 3,500 000 | 3,500 000 |
| 4. | MM | Rakgolwane | Enable | 16 000 000 | 4,000 000 | 6,000 000 | 6,000 000 |
| Circuit Offices | | | | | | | |
| 1. | GGM | Mamaila Village | Mphotwane | 19 200 000 | 9,600.00 | 9,600.00 | |
| | MM | Sekhuroro | Hlohlokwe | 30 600 000 | 9,600.00 | 10,000.00 | 11,000.00 |
| Condemned/Congested Schools (Additional Classrooms & Sanitation Facilities) | | | | | | | |
| 1. | BM | Scietochtt Primary | Thabanapedi | 5 900 000 | 2,800 000 | 1,500 000 | 1,600 000 |
| 2. | GGM | Northhampton Primary | Ga-Mamatlepa Block 18 | 4 500 000 | 1,400 000 | 1,500 000 | 1,600 000 |
| 3. | GGM | Majozi Secondary | | 3 800 000 | 700 000 | 1,500 000 | 1,600 000 |
| 4. | GLM | Ratseke Primary | Ratseke | 3 800 000 | 700 000 | 1,500 000 | 1,600 000 |
| 5. | GLM | Mpatatla Secondary | Mamanyoha | 4 500 000 | 1,400 000 | 1,500 000 | 1,600 000 |
| 6. | GTM | Mamoding Secondary | Mookgo Block 7 | 3 800 000 | 700 000 | 1,500 000 | 1,600 000 |
| 7. | GTM | Unity Primary | Tzaneen Flora Park | 3 800 000 | 700 000 | 1,500 000 | 1,600 000 |
| 8. | GTM | Senwabakgololo Sec. | Mabjepilong | 4 500 000 | 1,400 000 | 1,500 000 | 1,600 000 |
| Condemned/Congested Schools- (2nd Phase – Admin Blocks) | | | | | | | |
| 1. | BM | Jassi Primary | Jassi Farm | 1 550 000 | 750 000 | | 800 000 |
| 2. | BM | Prieska Primary | Majeje | 1 550 000 | 750 000 | | 800 000 |
| 3. | BM | Ntshuxeko Primary | Ben Farm | 1 550 000 | 750 000 | | 800 000 |
| 4. | BM | Namakgale Primary | Namakgale Township | 1 550 000 | 750 000 | | 800 000 |
| 5. | GGM | Maloba Primary | Sekhiming | 1 550 000 | 750 000 | | 800 000 |
| 6. | GGM | Bvuma Primary | Loloka | 1 550 000 | 750 000 | | 800 000 |
| 7. | GGM | Makhuva Primary | Makhuva | 1 550 000 | 750 000 | | 800 000 |
| 8. | GGM | Rirhandzu Primary | Nkomo A | 1 550 000 | 750 000 | | 800 000 |
| 9. | GLM | Munnik Primary | Sekgopo | 1 550 000 | 750 000 | | 800 000 |
| 10. | GLM | Makhabeni Primary | Sekgopo | 1 550 000 | 750 000 | | 800 000 |
| 11. | GLM | WM.Kgatla Primary | Ga-Kgapane | 1 550 000 | 750 000 | | 800 000 |
| 12. | GLM | Mamokgadi Primary | Ga-Mamokgadi | 1 550 000 | 750 000 | | 800 000 |
| 13. | GLM | Maufota Primary | Ga-Maupa | 1 550 000 | 750 000 | | 800 000 |

| | | | | | | | |
|--|-------|---|-----------------------------|------------|-----------|-----------|-----------|
| 14. | GTM | Mushothi Primary | Lefara | 1 550 000 | 750 000 | | 800 000 |
| 15. | GTM | Vhulakanjhani Primary | Nkambako | 1 550 000 | 750 000 | | 800 000 |
| 16. | GTM | Nyavana Primary | Xihoko | 1 550 000 | 750 000 | | 800 000 |
| 17. | GTM | Botludi Primary | Mothomeng | 1 550 000 | 750 000 | | 800 000 |
| Upgrading & Revitalise Infrastructure | | | | | | | |
| 1. | GTM | Hudson Ntsanwisi P. | Nkowankowa | 2 100 000 | 6000 | 7000 | 8000 |
| Water to Schools | | | | | | | |
| 1. | MDM | Allowance for Water to Schools | | 27 500 000 | 7,500.00 | 8,500.00 | 11,500.00 |
| Mobile Classrooms | | | | | | | |
| 1. | MDM | Allowance for Mobile Classrooms | | 45 000 000 | 12,000.00 | 15,000.00 | 18,000.00 |
| Emergency Renovation & Maintenance | | | | | | | |
| 1. | MDM | Allowance for Emergency & Maintenance | | 16 985 000 | 4,405.00 | 5,780.00 | 6,800.00 |
| Department of Sport, Arts and Culture | | | | | | | |
| 1 | Ba-Ph | Maintenance of Muti wa Vatsonga | Eiland | 331 000 | 100 000 | 110 000 | 121 000 |
| 2 | GGM | Maintenance of Archive Depots | Giyani | 80 400 | 17 000 | 26 700 | 36 700 |
| 3 | GGM | Upgrading of community libraries | Giyani | 352 550 | 352 550 | - | - |
| 4 | Ba-Ph | Upgrading of community libraries | Ba-Phalaborwa | 200 000 | - | 200 000 | - |
| 5 | GLM | Upgrading of community libraries | Greater Letaba | 550 000 | - | 550 000 | - |
| 6 | GTM | Upgrading of community libraries | Greater Tzaneen | 550 000 | 550 000 | - | - |
| 7 | GGM | Networking of community libraries | Greater Giyani | 608 532 | 387 600 | 220 932 | - |
| 8 | Ba-Ph | Networking of community libraries | Ba-Phalaborwa | 608 532 | 387 600 | 220 932 | - |
| 9 | MLM | Networking of community libraries | Maruleng | 193 800 | 193 800 | - | - |
| 10 | GLM | Networking of community libraries | Greater Letaba | 662 796 | - | 662 796 | |
| 11 | Ba-Ph | Maintenance of community libraries | Ba-Phalaborwa | 160 000 | 160 000 | - | - |
| 12 | GLM | Maintenance of community libraries | Greater Letaba | 237 000 | 20 000 | 217 000 | - |
| 13 | GTM | Maintenance of community libraries | Greater Tzaneen | 180 000 | 10 000 | 60 000 | 110 000 |
| 14 | GGM | Maintenance of community libraries | Greater Giyani | 180 000 | 10 000 | 60 000 | 110 000 |
| 15 | GGM | Upgrading of Security system at libraries | Greater Giyani | 665 840 | - | 665 840 | - |
| 16 | Ba-Ph | Upgrading of Security system at libraries | Ba-Phalaborwa | 665 840 | 203 000 | 462 840 | - |
| 17 | MLM | Installation of security system | Maruleng and Metz | 406 000 | 406 000 | - | - |
| 18 | GLM | Installation of security system | M/skloof, Soetfontein & GLM | 694 260 | - | 694 260 | - |
| 19 | GGM | Maintenance of Mopani Arts Centre | Giyani | 292 000 | 42 000 | 125 000 | 125 000 |

| Department of Economic Development, Environment and Tourism | | | | | | | |
|--|--------|---|-----------------------------------|-----------------------------------|-----------------------------------|---|---|
| 1 | MDM | Royal route development | Makgoebaskloof, Mamitwa, Modjadji | 250 000 | 250 000 | - | - |
| 2 | GLM | Upgrading of Modjadji Royal Kraal and Lebjene Lodge | Modjadji | 250 000 | 250 000 | - | - |
| 3 | MDM | Escarpment cluster development | MLM, GTM, GLM | 30 000 000 LTP 1 000 000 LEDET | 30 000 000 LTP 1 000 000 LEDET | - | - |
| 4 | Ba-Ph | Letaba Ranch/Hans Merensky cluster development | Phalaborwa | 30 000 000 | 30 000 000 | - | - |
| 5 | DMA | Makuya, Pafuri, Madimbo Corridor | Makuya, Pafuri, Madimbo Corridor | 30 000 000 | 30 000 000 | - | - |
| 6 | MDM | Mefakeng Tourism Project | GLM, GTM | 13 000 000 | 13 000 000 | - | - |
| 7 | GGM | Mahlathi Cultural Village | Mahlathi | 1 500 000 | 1 500 000 | - | - |
| 8 | Ba-Pha | Bush to Beach Route development | Ba-Phalaborwa | 850 000 | 850 000 | - | - |
| 9 | MDM | Development of Agri-tourism route | GLM/GTM/GGM | 1 350 000 | 1 350 000 | - | - |

4.2.1 SUMMARY BUDGET 2008-2011

| No | Department | Vote | Salaries | General Exences | Repairs and maintenance | Capital | Infrastructure | 2007/08 | 2008/09 | 2009/10 | 2010/11 |
|----|---------------------------|------|-------------------|--------------------|-------------------------|--------------------|----------------|--------------------|--------------------|--------------------|--------------------|
| 1 | Council | 1 | 5,821,455 | 1,561,000 | - | - | - | 8,246,838 | 7,382,455 | 1,675,860 | 1,776,412 |
| 2 | MM | 5 | 4,758,594 | 1,172,400 | - | - | - | 2,064,166 | 5,930,994 | 6,328,060 | 6,750,263 |
| 3 | Budget & Treasury | 20 | 9,785,854 | 65,800,000 | 40,000 | 870,615 | - | 55,075,033 | 76,496,469 | 60,971,466 | 66,943,472 |
| 4 | Planning | 30 | 3,684,435 | 760,000 | - | - | - | 2,618,848 | 4,444,435 | 7,097,501 | 10,374,831 |
| 5 | LED | 35 | 1,371,652 | 12,404,900 | 1,800,000 | 3,350,000 | - | 11,350,534 | 18,926,552 | 12,401,151 | 7,654,488 |
| 6 | IDP | 40 | 958,261 | 230,000 | - | - | - | 641,518 | 1,188,261 | 1,613,507 | 1,816,702 |
| 7 | Communications | 45 | 1,442,292 | 1,000,500 | - | - | - | 1,047,900 | 2,442,792 | 2,578,360 | 2,721,462 |
| 8 | Technical | 50 | 2,581,596 | 1,195,000 | - | 33,610,000 | - | 12,593,115 | 37,386,596 | 2,950,992 | 3,136,632 |
| 9 | Water | 55 | 4,102,457 | 6,525,000 | 42,233,777 | 192,645,953 | - | 185,750,647 | 245,507,187 | 281,930,862 | 323,057,593 |
| 10 | Health Services | 60 | 3,884,663 | 852,247 | - | - | - | 5,045,153 | 4,736,910 | 4,956,637 | 5,333,433 |
| 11 | Electrical | 64 | 962,218 | - | - | - | - | 188,950 | 962,218 | - | - |
| 12 | Roads & Transport | 65 | 1,999,653 | 370,000 | - | 41,781,375 | - | 43,372,732 | 44,151,028 | 53,926,632 | 50,895,310 |
| 13 | Community | 70 | 2,624,713 | 413,200 | - | - | - | 5,782,943 | 3,037,913 | 3,205,368 | 3,424,122 |
| 14 | Fire | 75 | 12,861,663 | 1,406,060 | 978,300 | - | - | 18,518,888 | 15,246,023 | 16,189,286 | 17,207,844 |
| 15 | Disaster | 80 | 6,077,589 | 1,321,860 | 66,500 | 2,494,100 | - | 13,489,627 | 9,960,049 | 10,649,494 | 11,726,206 |
| 16 | Corporate | 90 | 2,322,800 | 131,550 | - | 1,860,000 | - | 1,065,851 | 4,314,350 | 3,422,168 | 3,647,998 |
| 17 | HR | 95 | 2,589,911 | 7,448,300 | - | - | - | 9,091,946 | 10,038,211 | 9,231,806 | 9,106,824 |
| 18 | Administration | 100 | 6,317,794 | 2,320,700 | 250,000 | - | - | 4,946,165 | 8,888,494 | 10,422,762 | 11,349,674 |
| 19 | Legal | 105 | 876,959 | 1,586,000 | - | - | - | 2,355,000 | 2,462,959 | 2,610,737 | 2,767,381 |
| 20 | Office of the Exec. Mayor | 110 | 2,140,229 | 1,517,600 | - | - | - | 1,875,411 | 3,657,829 | 4,146,999 | 4,399,317 |
| 21 | Office of Speaker | 112 | 503,835 | 442,000 | - | - | - | 1,052,702 | 945,835 | 1,002,585 | 1,062,740 |
| 22 | Office of Chief Whip | 114 | 503,835 | 24,000 | - | - | - | 185,798 | 527,835 | 559,505 | 593,075 |
| 23 | Disability Desk | 116 | 218,658 | 405,000 | - | - | - | 357,923 | 623,658 | 721,777 | 771,584 |
| 24 | Gender Desk | 118 | 218,658 | 804,250 | - | - | - | 443,423 | 1,022,908 | 2,104,062 | 1,242,764 |
| 25 | Youth Desk | 119 | 218,658 | 558,500 | - | - | - | 423,923 | 777,158 | 944,287 | 908,943 |
| | | | | | | | | | | | |
| | | | 78,828,432 | 110,250,067 | 45,368,577 | 276,612,043 | - | 387,585,034 | 511,059,119 | 501,641,863 | 548,669,069 |

4.2.2 MOPANI DISTRICT FUNDING INCOME SOURCES

| VOTES | DESCRIPTION | 2008/09 | 2009/10 | 2010/11 |
|-------------------------|--|--------------------|--------------------|--------------------|
| 020/100/3000 | Equitable shares | 234,250,000 | 287,983,000 | 345,878,000 |
| 020/100/3201 | FMG | 250,000 | 750,000 | 1,000,000 |
| 020/100/3300 | Interest on Call Account | 80,000 | 84,8000 | 89,888 |
| 020/100/3310 | Interest on Current Account | 1,200,000 | 1,272,000 | 1,348,320 |
| 020/100/3335 | Registration on Supplier-Database | 150,000 | 159,000 | 168,540 |
| 020/100/3355 | Tender Documents | 500,000 | 530,000 | 561,800 |
| 020/100/3375 | DWAF O & M | 68,303,000 | - | - |
| 020/100/3390 | Department of Health | 10,000,000 | 10,650,000 | 11,183,000 |
| 020/100/3445 | MSIG | 735,000 | - | - |
| 020/100/3475 | MIG | 164,461,000 | 185,415,000 | 151,934,000 |
| 020/100/3505 | LGWSETA | 300,000 | 318,000 | 337,080 |
| 020/100/3510 | Donations | 100,000 | 106,000 | 112,360 |
| 020/100/3512 | Insurance Claims | 50,000 | 53,000 | 56,180 |
| 020/100/3525 | Interest on Outstanding debts | 10,000 | 10,600 | 11,236 |
| 020/100/3542 | Fire Services Charges | 300,000 | 318,000 | 337,080 |
| 020/100/3556 | Mayor's Charity Cup | 500,000 | 530,000 | 560,000 |
| 020/100/ | Regional Bulk Water (Mameŋja Sekororo Water Works) | 10,000,000 | - | 21,000,000 |
| 020/100/ | Ba-Phalaborwa Connections | 20,000,000 | 25,000,000 | 30,000,000 |
| | | | | |
| Income | | 511,189,000 | 513,179,400 | 564,577,484 |
| Expenditure | | 511,059,119 | 501,641,863 | 548,669,069 |
| Surplus/ Deficit | | 129,881 | 11,537,537 | 15,908,415 |

| | | | | |
|-----------------------|--------------------|-------------|--------------------|-------------|
| | R | % | R | % |
| Salaries & Allowances | 78,828,432 | 15% | | |
| Repairs & Maintenance | 45,368,577 | 9% | | |
| General Expenditure | 110,250,067 | 22% | 234,447,076 | 46% |
| Capital | 276,612,043 | 54% | 276,612,043 | 54% |
| | 511,059,119 | 100% | 511,059,119 | 100% |

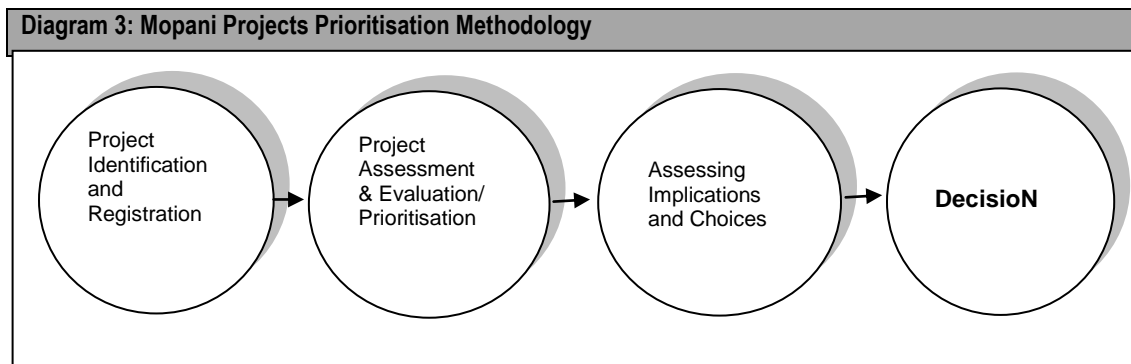
4.3 PROJECTS PRIORITISATION

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.

Taking the above into account, a basic prioritization process will at least include the following:



Each of the steps leading up to the final decision is important but the first step of project identification and registration forms the basis of any prioritization process. By identifying and registering a project the following is assumed:

- The projects are part of comprehensive departmental planning processes where the need and sequence of projects have been assessed.
- Projects went through a detailed feasibility exercise.
- Project information is accurate

4.4. PROJECT IDENTIFICATION AND REGISTRATION

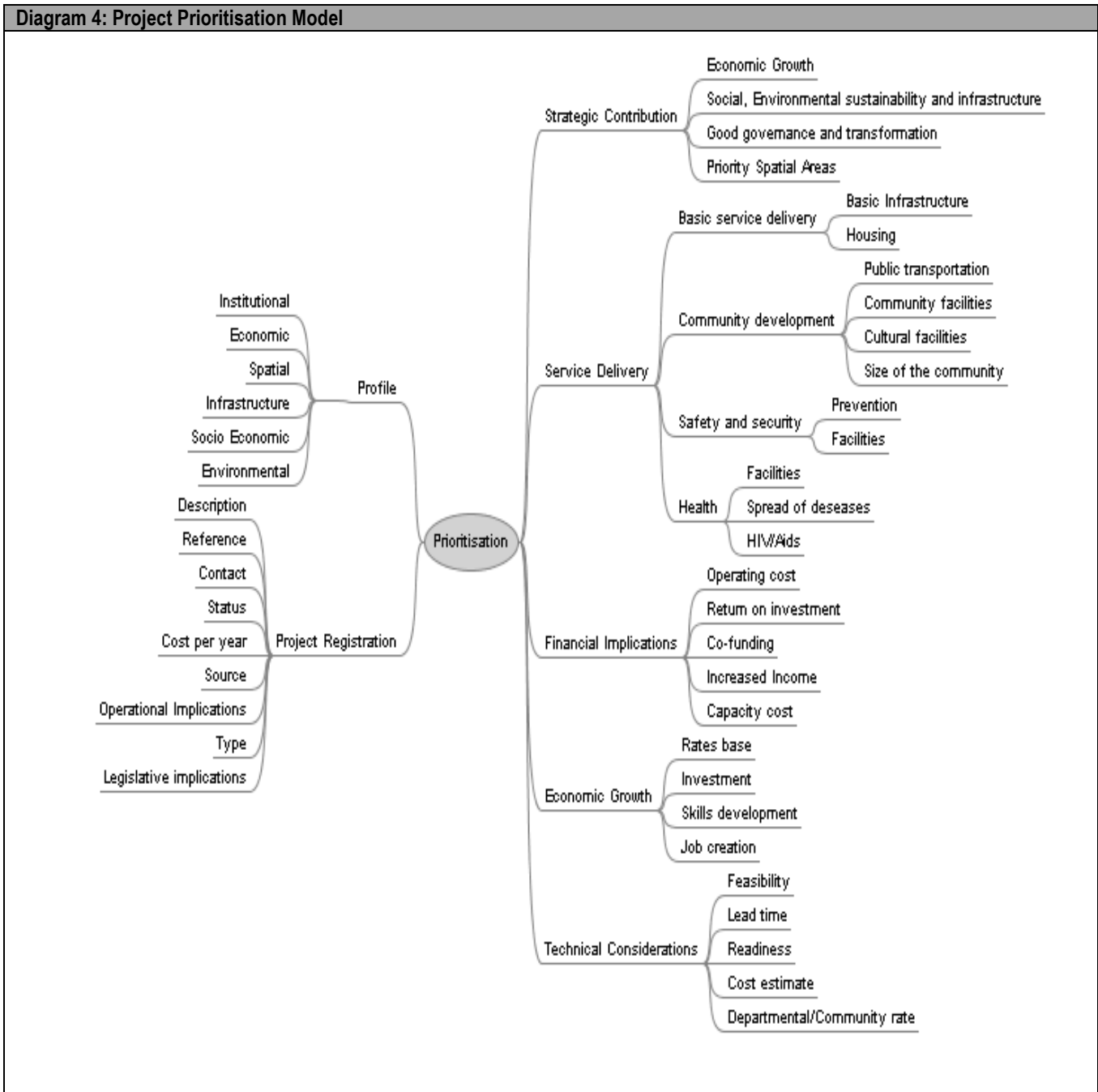
Project registration is critical for any prioritization process. Without accurate information it is nearly impossible to complete a relevant and appropriate prioritization process. Accurate profile information and registration will result in the following:

- 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

These are indicated on the left hand side of Diagram 4 below.

4.5. 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.



4. INTEGRATION

INTEGRATION PHASE: In this section we provide (1) summaries of the available sector plans of the municipality as well as (2) sector departmental projects

5.1. 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 priorities issues that constitute the district's challenges. The major output of the Integration Phase is the integration of plans and programmes which include:

- Local Economic Development Strategy
- Spatial Development Framework
- Tourism Development Strategy
- Water Services Development Plan
- Integrated Transport Plan
- Disaster Management Plan
- Integrated Waste Management Plan
- Social Crime Prevention Strategy
- District Health Plan
- HIV/AIDS Plan
- Poverty Alleviation and Gender Equity Plan
- Performance Management System

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 during the 2008/09 financial year:

- Institutional Plan
- year Financial Plan
- year Capital Investment Plan
- Infrastructure plan
- Environmental Management Plan
- The State of Environmental Report

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 financial projects in the absence of a 5 Year Financial Plan.

5.2. SECTOR PLANS

The Integration Phase outlines how MDM has integrated its plans and programmes, which include:

5.2.1. SPATIAL DEVELOPMENT FRAMEWORK

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

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

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

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

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

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

- First order Settlement (Growth Points) (GP)
 - Growth points are further divided into three categories, viz:
 - o Provincial Growth Point (PGP)
 - o District Growth Point (DGP)
 - o Municipal Growth Point (MGP)
- Second Order Settlements (Population Concentration Points) (PCP)
- Third Order Settlements (Local Service Points) (LSP)
- Fourth Order Settlements (Village Service Areas) (VSA)

- Fifth Order Settlements (Remaining Small Settlements) (SS)

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

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

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

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

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

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

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

Ba-Phalaborwa spatial development initiative (SDI)

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

Tzaneen – Letaba agricultural hub

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

Giyani sub-region

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

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

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

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

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

normal urbanization process.

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

Land Use Management System

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

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

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

5.2.2. LOCAL ECONOMIC DEVELOPMENT (LED) STRATEGY

The Mopani District Municipality appointed Kayamandi Development Services (Pty) Ltd to undertake a Local Economic Development Strategy (LED) for the District. The LED is a component of the Municipality's overall strategic plan as outlined in

the Integrated Development Planning process. The strategy provides the District Municipality with guidelines to create and facilitate economic development, realise the underlying economic development potential, and encourage private sector investment and job creation. The LED Strategy is under review.

Furthermore, as part of the study a survey of 300 formal and informal businesses were undertaken in the District. The majority of businesses in Ba-Phalaborwa, Greater Giyani and Maruleng are in the retail sector and in Greater Letaba and Greater Tzaneen there are slightly more businesses in the Agriculture sector. Certain development constraints in the District include inter alia lack of education and skills, poverty, lack of infrastructure, lack of municipal capacity, access to funding, etc. These constraints need to be addressed to ensure sustainable economic growth and development in Mopani District.

Numerous opportunities exist for economic development in the District. These opportunities were identified through gaps in the business sector and overall needs of the surrounding population that are currently not met. Support to SMMEs is highlighted with regards to training, access to markets, access to funding and access to information. Support should also be given to small-scale farmers who are currently struggling with access to funding, implements (inputs), a market for their produce and a lack of agricultural skills and administration.

Forward and backward linkages also present opportunities for development. Agricultural inputs and outputs create opportunities in the manufacturing and processing sector. Furthermore the availability of raw materials and resources creates the opportunity for small-scale mining (minerals), tourism (water sources and natural beauty) and processing (Agricultural products). The District should also tap into the global market and needs to ensure that they harness the available external opportunities.

In light of the key sectors identified in the District and the existing opportunities identified the LED strategy developed seven strategic thrusts for economic development. These thrusts had been identified during the process of consultations with various roleplayers including government departments, the community, businesses and workshops.

These thrusts and programmes are furthermore supported by projects. The projects that have been identified in the LED are aimed at economic development in the District. A number of these projects need to be facilitated by the District and local municipalities before it can be implemented. Furthermore the implementation of the projects that had been identified will ensure that more job opportunities are created, skills development takes place and that opportunities are created for SMME development. The aim of these projects is also to address poverty relief and to increase community ownership. Priority projects were identified based on job creation, skills development, community involvement, SMME development and overall economic impact on District level. Below is indicated the Thrusts along with the Programmes identified.

| 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 2: Location of anchor projects





5.2.3. 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 appointed the Sustainable Tourism Research Institute of Southern Africa cc (STRISA) to develop a 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 requires 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.

5.2.4. WATER SERVICES DEVELOPMENT PLAN

This Water Services Development Plan (WSDP) has been prepared simultaneously with the IDP in compliance with the Water Services Act. The WSDP is a sectoral plan that falls within the inter-sectoral umbrella plan of the IDP and responds to the water and sanitation challenges raised in the analysis phase. The Mopani District Municipality is the new Water Service Authority (WSA) in the district and has appointed EVN Africa Consulting Services (Pty) Ltd. to review its previous WSDP. The WSDP is not only a legal tool, but also is a tool towards achieving sustainable water services (where water includes both water supply and sanitation services). In addressing sustainable water services, there are three major goals that Mopani (as a WSA) has to achieve through:

- Delivery of sustainable water services;
- Integrated water resource management; and
- Efficient and effective water services institutional arrangement (WSA capacity and WSP arrangements).

The consumer development in the district requires the eradication of backlogs and the establishment of formal housing with improved services. Increased population numbers coupled with increased economic activities would result in increased levels of water supply and sanitation, particularly in the fringes surrounding urban towns where such services lag behind those provided in town. With the exception of Giyani, Modjadjiskloof, Tzaneen, Phalaborwa, Hoedspruit and other urban towns, most of the settlements do not have adequate access to potable drinking water and sanitary facilities.



Picture 3: **Water is Life** – Mopani rivers & dams are the source of life in the district (for the environment, people & economy)

The levels of services in these areas are either in terms of RDP standards or below such standards. Contributory factors include, inadequate infrastructure, malfunctioning of boreholes, on-going poor management and maintenance. Further to that, some rural settlements do not have access to water at all. These communities fetch drinking water from wells, pits or rivers. Such lack of access to adequate potable water has a direct effect on the health standards of the community in those areas, thus, increasing the rate of opportunistic diseases like cholera. Care must also be taken that pit latrines are not erected near locations where ground water is used as a source of drinking water.

Bulk water supply in Mopani is characterized by numerous water schemes in various stages of full development to all customer points. However, these schemes are not linked and this explains why there might be a shortage of bulk in one area, while a surplus exists in another. According to the WSDP, the Mopani District water needs at RDP level is 36% technical, 63% management and 65% sanitation.

It is estimated that more than 70% of the 825 000 in the rural areas of the Mopani District municipal area have water supplies below acceptable minimum standards, albeit the situation where the technical need is estimated at less than 40%. This is in the region where the potential exists of regional bulk supply schemes providing water to all localities.

The required water sector cash flow to meet target dates of 2008 for water services and 2010 for sanitation is as follows: Funding shortfalls are experienced forextentions to the bulk distribution of water from Middle Letaba dam, Silwane Nondweni towards Giyani, Modjadji and Ritavi (Letaba) to the respective service areas. There is also inadequate management of water supply systems as well as non-payment of water services. There is a need for urgent management and infrastructural development of the major Middle Letaba RWS. Mopani District is a joint user of some water sources with Vhembe district and this necessitate liaison with that adjacent municipality for co-planning and co-funding purposes.

Lepelle Northern Water is the bulk water service provider for:

- Phalaborwa-Namakgale-Lulekani
- Pietersburg Government RSW (Ebenezer Pipeline)

The other water services providers in the district are:

- Ba-Phalaborwa Local Municipality for Phalaborwa and the surrounds
- Greater Tzaneen Local Municipality for Tzaneen, Thabina, Tours
- Lepelle Northern Water for Modjadji, Ga-Kgapane, Nkowankowa and surrounds.

The Water Services Directorate in the Department of Water Affairs and Forestry 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.

5.2.5. INTEGRATED TRANSPORT PLAN

The National Land Transition Transport Act (NLTTA) (Act no 22 of 2000) makes provision for transport authorities to develop transport plans. The district municipality is in the process of reviewing its Integrated Transport Plan for the district and the public transport information highlighted in the analysis phase will serves as a basis for the development of a reviewed Transport Plan that responds to the mobility trends of the district populace.

The policy of apartheid has moved the poor away from job opportunities and access to amenities. This has burdened the workforce with enormous travel distances to their places of employment and commercial centres, and thus with excessive costs. There is also inadequate public transport infrequencies and routes coverage, poor coordination, and other infrequencies. The Mopani District Municipal area is characterised by inadequate public transport despite the fact that the majority of the population is reliant on busses. Generally the available modes of transport are not up to standard, nor safe, reliable, affordable or accessible. The public transport needs of the disabled are also not catered for as proposed in the ITP. There is an oversupply of taxis on tarred roads and an undersupply of taxis on rural gravelled roads; therefore these areas are fully dependent on bakkies.

Bus services throughout the district are unreliable and not available in certain areas, this is worsened by bad road conditions. Ba –Phalaborwa, for example, experience a serious scarcity of transport. This is as a result of the withdrawal of the former subsidised Lebowa Transport Services, leaving the general public reliant on expensive taxis. Formal and informal taxi ranks needs 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 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.

5.2.6. INTEGRATED WASTE MANAGEMENT PLAN

The Mopani District has appointed Bazisa Technical Waste Solutions to develop an Integrated Waste Management Plan for the district. This is premised on the fact that the district municipality and its local municipalities have reached a crossroads in the provision of waste management services. To date, all of the municipalities are continuing to pursue traditional practices that focus on waste after it has been generated. Conditions vary significantly between the four municipalities.



Picture 4: **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.

5.2.7. 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.

5.2.8. HIV AND AIDS PLAN

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 5: **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 has 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.

5.2.9. 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 6: **Labour maketh man:** Labour intensive methods create jobs and ensure skills transfer to communities

The municipal projects which are implemented using labour intensive methods include:

- 2 Water Services and Sanitation projects
- 3 Roads and Public Transport projects
- 4 Electricity and Housing projects
- 5 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.

5.2.10. 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.

5.2.11. REVIEWED DISASTER MANAGEMENT PLAN

DISASTER MANAGEMENT PLAN

INTRODUCTION

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

For this plan to be effective, it is important that all concerned parties be made aware of its provisions and that every official, role player, and department at personnel be prepared to carry out their assigned functions and responsibilities before, during and after emergency. The following paragraphs provide an overview of the background and some of the highlights of this plan.

This plan serves to confirm the arrangements in the Mopani Disaster Management approach to effectively prevent disasters from occurring and to lessen the impact of those hazards that cannot be avoided.

Disaster Management is a continuous and integrated multi-sectoral and multi-disciplinary process of planning and implementation of measures aimed at disaster prevention, mitigation, preparedness, response, recovery, and rehabilitation (Disaster Management Act 57 of 2002)

The preventative elements of this plan must be implemented and maintained on a continuous basis. The emergency or reactive elements of this plan will be implemented in the Mopani District Municipality whenever a major incident or disaster occurs or is threatening in its area of jurisdiction.

The responsibility for the coordination of the overall implementation of the plan is that of the Head of the Disaster Management Centre.

The Disaster Management Act requires the District to take the following actions:

- Prepare a disaster management plan for its area according to the circumstances prevailing in the area.
- Co-ordinate and align the implementation of its plan with those of other organs of state and institutional role players, and
- Regularly review and update its plan.(section 48)

The plan must:

- Form an integral part of the District IDP
- Anticipate the likely types of disaster that might occur in the District area and their possible effects.
- Identify the communities at risk.
- Provide for appropriate prevention and mitigation strategies.
- Identify and address weaknesses in capacity to deal with possible disasters.
- Facilitate maximum emergency preparedness/prevention/ Mitigation
- Establish the emergency management policy framework and organization that will be utilized to mitigate any significant emergency or disaster affecting the Mopani District.
- Establish the operational concepts & procedures associated with day to day operational response to emergencies by Districts municipal departments.
- Contain contingency plans and emergency procedures in the event of a disaster, providing for-
 - (i) The allocation and co-ordination of responsibilities allocated to the various role players.
 - (ii) Prompt disaster response and relief,
 - (iii) Disaster recovery and rehabilitation focused on risk elimination or mitigation.

- (iv) The procurement of essential goods and services,
- (v) The establishment of strategic communication links.
- (vi) The dissemination of information.

CURRENT REALITY

The Corporate Plan makes provision in a generic sense of hazards that will impact on the District economy, cultural, welfare, sustainable development and sustainable livelihoods.

Hazard profiles, associated vulnerabilities and risk (probability or lost) will determine the priorities for Disaster Management programmes and projects. The possible cost benefit to be derived from a project in terms of lives protected, livelihoods secured and property or natural resources defended, will be the criteria that determines priorities.

In a generic sense, the following hazards on the economic, cultural, welfare, sustained development and sustained livelihoods plans were found to pose the greatest risks in the District.

- Fire Risk
- Natural phenomena
- Technology
- Mass events
- Transport
- Service utility
- Environmental threats
- Health

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

Communities in rapid growing informal settlements are the most vulnerable to many of these risks, but proximity to certain installations or hazards also exposes other communities to risks.

Environmental degradation, especially deforestation and overgrazing, also pose a major threat to sustainable economic development and sustainable livelihoods.

In terms of capacity to address and therefore reduce risks, there currently is a strong emphasis on preparedness and response planning. This means that capacity and planning in terms of mitigation and prevention should be strengthened.

The following have been identified as critical Disaster Management issues and should receive priority attention in the IDP especially in terms of local economic development and land use management.

Identified hazards for the District Municipality area.

- ✓ Aircraft accidents – Tzaneen and Ba Phalaborwa areas.
- ✓ Explosions – All petrol depots (high risk) and petrol stations all over the District. Two fuel depots particularly at risk are the BP depots situated in Tzaneen and Phalaborwa. Here, large amounts of fuel, lubricants and gas (Phalaborwa) are stored and transported to and from by road and rail. Both are within close proximity to water sources enhancing the danger of environmental pollution in the event of a large spillage.
- ✓ Dam failure – all the dams in the District will have an impact on communities downstream. Two dams for which emergency preparedness plans have been drawn up by DWAF indicate that several communities would be in grave danger should there be a breach of the wall of either of these dams. The dams are Tzaneen Dam and Thabina Dam. Development within the floodlines of all dams must be taken into consideration before any new development is approved.
- ✓ Floods – all river systems and communities adjacent to the rivers. Letaba, Thabina, Tours, Middle Letaba, Nsami, Molototsi, Blyde, Olifants and Kudu rivers.

- ✓ Drought – the entire District will be affected; people, animals, agriculture, industry and the economy would all suffer as a result of a drought.
- ✓ Epidemics – affects all communities; examples are cholera, malaria, diarrhoea, XDR-TB, typhoid etc.
- ✓ Animal diseases including communicable diseases – foot and mouth disease, rabies, new castle disease, avian influenza, etc would all have a negative impact on the Mopani District and could all spread with relative ease if not detected within the early stages.
- ✓ Fire – the entire District is vulnerable to veld and forest fires as well as structural fires in residential areas, but those areas most vulnerable to fires include the plantation growing areas which dot the landscape within the Greater Tzaneen and Greater Letaba Municipal areas. The eucalyptus plantations in particular are at a greater risk as a result of the *Thaumastocoris australicus* infestations (louse-like insect)
- ✓ Fires in informal settlements – Mokgoba and Talana Villages
- ✓ Hazardous materials and oil spills – spills on all the main roads railway lines and river systems.
- ✓ Traffic – accidents on all the main roads. Particular problems were identified on the Magoebaskloof, George’s Valley, Tzaneen /Mooketsi, and Tzaneen – Lydenburg roads. Also of great concern are the high numbers of accidents on the roads within the Greater Giyani Municipal area which are caused by stray animals on the roads. Within this area, the highest numbers of accidents for 2006 were recorded on the Giyani / Mooketsi and Giyani /Dzumeri roads.
- ✓ Mining accidents – Ba Phalaborwa mines and Gravelotte.
- ✓ Environmental pollution – Giyani, Modjadjiskloof and Kgapane
- ✓ Power failure – all main power lines and substations.
- ✓ Fire hydrants: a pilot study of the fire hydrants in a section of a residential area in Phalaborwa, which borders on an industrial area, showed that just two hydrants were fully functional. This begs the question that if this is the case in Phalaborwa, what is the situation like in the rest of the town and indeed, in the rest of the district. Without sufficient water, fire services are powerless to fight a fire effectively.
- ✓ Extreme weather such as windstorms.
- ✓ Tzaneen Municipality – Lenyenyene, 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.*

DISASTER MANAGEMENT PROJECTS

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

**5.2.12. 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.

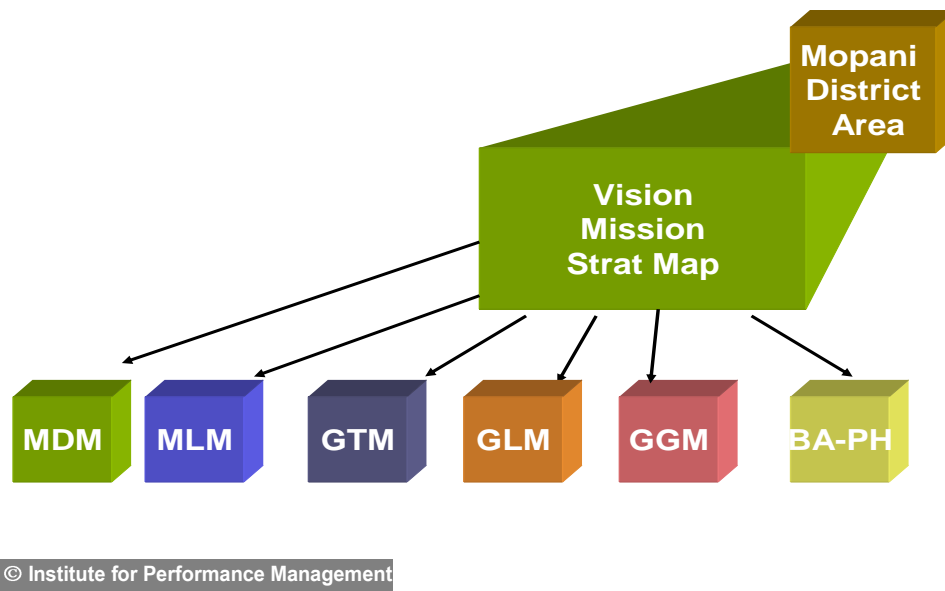
6. PERFORMANCE MANAGEMENT SYSTEM

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 5 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.

6.1 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.

6.2 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.

6.3 THE 11-STEP APPROACH TO MUNICIPAL EXCELLENCE

Within the Tripod Integrated Management System for District Governance©, Mopani has followed the 11-Step Approach to Municipal Excellence©, a methodology developed by its partners in performance management, the Institute for Performance Management (IPM). The methodology offers a clear roadmap for municipalities seeking to comply with municipal acts and regulations.

The 11 Step approach as per the methodology is briefly dealt with below:

Step 1: Public Participation

Legislation is clear on the need to deepen democracy, through involving the public in the setting of strategic objectives and Key Performance Indicators, among others. Through various public forums, including portfolio committees and some ward committees at local level, Mopani is paving the way for community involvement in Performance Management. On this subject, a pilot is being implemented whereby ward scorecards have been developed in consultation with identified ward committees in some of the local municipalities.

Step 2: Integrated Development Planning

The Strategy of the municipality, aligned to the five Key Performance Areas for Local Government are contained in a Strategy Map which indicates how value will be created for stakeholders, communities and citizens and it provides a visual representation of the Strategy. Accountability and measurements are developed for each Strategic Objective which are aligned to the KPA's.

There is full alignment of the projects listed in the Projects phase of the IDP and the budget as well as the SDBIP. These projects are also aligned with the Strategic Objectives contained on the Strategy Map by means of the Scorecard.

Step 3: SDBIP

The Service Delivery and Budget Implementation Plan (SDBIP), as prescribed by the Municipal Finance Management Act is the integral tool for monitoring the implementation of the Strategic and operational strategies, Budget and Performance Management System.

Clear service delivery indicators are aligned to the Strategy, resulting in a real connection between the IDP and SDBIP.

Step 4: Lower SDBIP

The real breakthrough this year will be the introduction of Performance Based Budgeting and business processes. It is in this step where specific emphasis will be placed on input, process and output indicators that provide intelligence on outcome, impact and results.

Step 5: Monitoring, Assessment, Evaluation and Review

The Performance Management System will enable the Mopani District Municipality to **Report, Monitor and Review** the implementation of the Strategy through the monitoring of the progress with the strategic and operational strategies and once an automated Performance Management System has been developed and implemented, benchmarking amongst other municipalities within the Mopani District will take place.

Step 6: Performance Auditing

A District-wide Performance Audit Committee was appointed in the middle of 2007 and also serves the local municipalities. In order to ensure accuracy of reporting and transparency, the Institutional and Departmental performance reports are also audited and verified by Internal Auditing.

Step 7: Municipal Reporting

Because of the lack of an automated system, the work to date was done manually through an Excel spread sheet system – in itself, a remarkable feat considering the scope of the system. This unfortunately hampers the turn-around time of performance reports.

Different reports can be generated from the same data repository, i.e. monthly management reports, quarterly SDBIP reports, mid-term and performance reports as part of the annual report. The system has managed to report according to the different KPA's and to add scores in terms of the reporting to the Department of Provincial and Local Government (DPLG). The municipality is able to align its indicators and targets to that which are required by DPLG 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).

6.4 BALANCED SCORECARD, MOPANI 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.

6.5 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.

7. CONCLUSION

Adherence to supporting legislation and regulations is not an easy task; problems associated with definitions, lack of skills, lack of funds, automation, and the need for expert advice, has left many South African municipalities lagging behind or not implementing true performance management at all.

Mopani's unwavering commitment to compliance with legislation governing municipal management has propelled the municipality to the forefront of local government in South Africa in 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 that are depicted below, will 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 DPLG 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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