

MOPANI DISTRICT MUNICIPALITY

REVIEWED INTEGRATED DEVELOPMENT PLAN 2006 - 2012



“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 IDP review process of 2008/09, coupled with the District Land summit and the HIV & AIDS summit of 2007, 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 of poverty into "better life for all". It has identified its key priority issues, objectives, strategies, programmes and projects to respond to the institutional and socio-economic challenges facing the district, 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, Traditional leaders as well as other organs of the state. It is indeed the living document that captures aspirations of our communities and it is in no way intended to be static, rather dynamic. 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.

.....
Joshua Matlou
Executive Mayor

MOPANI DISTRICT MUNICIPALITY STRATEGIC INTENT

This is the **executive summary** of what the Mopani District Municipality intends to achieve through its integrated planning process. The Mopani District Municipality has embarked upon a revolutionary process of integrating the IDP's, budget and Performance Management Systems of municipalities within the Mopani District. The issues that will be highlighted will be discussed in more detail in each of the relevant phases of this IDP document. In terms of the 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, measurable and realistic. The plan ensures that accountabilities of employees are integrated and sound. The IDP review process has progressed in alignment with the following phases: Analysis Phase, Strategies Phase, Projects Phase, Integration Phase and Approval Phase.

During the Analysis Phase, an analysis was conducted in terms of the current developmental status of Mopani District Municipality, with due consideration of the 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.

Due to the challenge of baseline information in most developmental focal areas, internal analysis processes took place, namely the determination of impact made by projects implementation in the past and current 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. These processes, coupled with data from Statistics South Africa provide baseline for our planning projections.

During the Strategies Phase, the annual Strategic sessions were held on 20-21 October 2008 to review the overall Strategy of the municipality, which consists of Strategic Themes (also known as KPAs) and Strategic Objectives. The Strategic Themes and Objectives are contained in 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 and over. In order to strengthen impact, strategic developmental corridors have been identified where investors and any value adding organ of state, parastatal, etc. could put their resources. The corridors are in support of the District growth nodes. For implementation purposes, in the Projects Phase, the Operational Strategies of the municipality were determined by means of identification of projects and initiatives which will ensure the achievement of the Intend of the municipality. A crucial element of this phase is to ensure that the budget is aligned and integrated through allocating and

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”














MISSION

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.

Table 1: SUMMARY OF KPAs AND STRATEGIC OBJECTIVES

Local Government KPA	Strategic Objectives
Municipal Transformation and Organisational Development	 Plan for the future  Manage through information  Build Intellectual Capacity  Develop entrepreneurial capability
Basic Service Delivery	 Improve Community well-being  Resource manage infrastructure and services for access and mobility
LED	 Grow the economy and halve unemployment  Develop partnerships
Municipal Financial Viability and Management	 Become financially viable
Good Governance and Public Participation	 Effective and efficient organization
*Spatial Rationale	 Economic use of land space

The value system of Mopani District municipality includes the following:

- ◆ innovation
- ◆ Excellence
- ◆ Commitment
- ◆ Care
- ◆ Ubuntu
- ◆ Batho-pele principles

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

1. PREPARATORY PHASE

PREPARATORY PHASE: In this section, we provide a brief overview of (1) legislative context within which the 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 aim through the system of government. IDP is, thus, not just another planning exercise, but will essentially link public expenditure to community priorities which are interpreted through vision, mission and strategies.

The *Municipal Systems Act (Act 32 of 2000)* defines the IDP as one of the core functions of a municipality and makes it a legal requirement for every Municipal Council to adopt a single, inclusive and strategic plan 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 2009/10 – 2012 IDP

The 2009/10 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 informative and decisive on the areas of need and development potential in the district and play a far greater role in decisions on infrastructure investment and development spending by all three spheres of government. Mopani District through the funding from Presidency has therefore engaged the service provider to do an in-depth analysis in socio-economy within its area of jurisdiction, with clear focus on ensuring that NSDP and IDPs are aligned. The output of the project will inform better the IDP for the coming years.

1.2.2 The Provincial Planning Context

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:

- (i) Improve the Quality of Life of the Provincial Population;
- (ii) Promote Sustainable Economic Growth;
- (iii) Raise the Institutional Efficiency of the Provincial Government; and
- (iv) 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 and benefit 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, 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, 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. We are yet to engage meaningfully with these countries.

The 2009/10 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 2009/10 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 framework for development planning activities in the district. As such the IDP is not only annually assessed in terms of delivery and the prevailing conditions in the municipality, but also improved upon each and every year. The following aspects informed the 2009/10 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 2009 State of the Nation Address, State of the Province Address and State of the District Address;
- ▢ Implementation of resolutions attained in the DGDS, Land Summit, Budget Lekgotla, Project Lekgotla and performance in terms of 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 Councilors, officials and staff to ensure that integrated planning is undertaken. The Mopani District Council is responsible for the approval of the IDP for the district and the responsibility cannot be delegated. Clear accountability and management of the IDP process belongs to the municipality and thus, should be owned and controlled by the municipality. 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. He provides leadership in the development and reviews of the IDP. The day-to-day management of the IDP process has been delegated to the Office of the Municipal Manager who consistently chairs the IDP Steering committee. The IDP Manager deals with coordination of the day-to-day issues relating to the IDP. These include adherence to IDP Framework and Process plan, coordination of stakeholders, support to Local municipalities and documentation of the IDP (plan). He further chairs the IDP Technical committee which forms the link between District and Local municipalities in terms of IDP. The IDP Steering Committee is a technical working team of dedicated senior management officials, 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 support to the entire IDP process. The municipality has established three development Clusters and their technical committees to deal with district-wide intergovernmental (alignment) issues in the IDP implementation, i.e Economic Cluster, Social and Infrastructure and Governance and Administration. The IDP Technical Committee comprises of IDP Managers/ Coordinators of all municipalities in the district and the middle managers of the District municipality. It is envisaged the structure will culminate into District Development Planning Forum, embracing representatives of sector Departments and State-owned enterprises.

The IDP Representative Forum is the structure that provides a platform for public participation through involvement of different community structure representatives, political leaders, traditional leaders and government entities which provide support. The profile of representatives in the structure requires the Executive Mayor or his delegate to chair the meetings and control the debates. The selection of members to the IDP Rep. Forum also ensures geographical, social and functional representation. The output of the IDP process should be understood by all stakeholders and have public buy-in. 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 3rd October 2008. Broadly, Municipalities (including the District) have not fully adhered to the IDP Review Framework and process plans due to the broad challenges of inter-municipal relations and the demands on IDP implementation by all government. However great improvement has been noted with the current Review process. Municipalities have been compelled to align their IDPs, budgets and Performance Management Systems through the district-wide IDP/Budget/PMS Strategic sessions as coordinated by the Institute for Performance Management on 5 – 7 September 2008. 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 2 below:

Phase	Activities and Purpose	Date
Preparatory	IDP Steering Committee drafting of IDP Framework, Process plan and Code of Conduct	08 July 2008
	IDP Technical Committee meeting to look into IDP Framework, Process plan and Code of Conduct	30 July 2008
	IDP Steering Committee meeting to finalise the Framework Process Plan and Code of Conduct	07 August 2008
	IDP Induction workshop for Traditional Leaders	08 August 2008
	IDP Rep. Forum to approve IDP Framework, Process Plan and Code of Conduct	14 August 2008
Analysis phase	IDP Steering Committee to develop the Analysis	08 September 2008
	IDP Technical Committee look into the Analysis phase	11 September 2008
	Council approves IDP/Budget Framework, Process Plan & Code of Conduct	3 October 2008
	IDP Steering Committee finalise the Analysis Phase	07 October 2008
	IDP Technical Committee update the Analysis Phase	14 October 2008
Strategies phase	IDP Steering Committee develops strategies	10 November 2008
	IDP Technical Committee update the strategies Phase	13 November 2008
	District Ward Committee Forum look into Framework and Process Plan	14 November 2008
Project phase	IDP Steering Committee identify projects	09 December 2008

	IDP Rep. Forum to look into Analysis and Strategies	21 January 2009
	IDP Technical Committee look into Projects	05 February 2009
	IDP Steering Committee to finalise projects	09 February 2009
	IDP Steering committee: Projects Lekgotla (confirming projects)	20 – 22 February 2009
Integration phase	IDP Steering Committee Integrating aproved Sector plans and finalising draft IDP document IDP Representative Forum: Projects & Integration phases (IDP 1 st draft)	09 March 2009
Approval phase	Council adoption of the Draft 2008/09-2013 IDP, PMS and Budget	31 March 2009
	Publication of the draft IDP document	2-30 April 2009
	Public Participation road-shows on IDP/ Budget/ PMS: - Greater Tzaneen - Greater Giyani - Greater Letaba - Ba-Phalaborwa - Maruleng	4-8 May 2009 13 May 2009 14 May 2009 15 May 2009 18 May 2009 19 May 2009
	Consolidation of public comments on draft IDP/ Budget/ PMS	11-29 May 2009
	IDP Steering Committee discuss first draft Framework and Process plan	14 May 2009
	Finalisation of the draft IDP/ Budget/ PMS..IDP Rep. Forum	27-28 May 2009
Final adoption of the Reviewed IDP	Council approves the 2009/10 reviewed IDP / Budget / PMS and Framework and Process plan	30 th May 2009

1.6 PUBLIC PARTICIPATION

In terms of the above process (schedule of IDP meetings), it is apparent that public participation had been entrenched full blast at the final phase of the process. There has been few Speakers and District Ward Committee meetings where IDP process updates and issues were presented to community representatives at grass roots level. 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:

- Robust engagements and discussions with the IDP Rep. forum in the IDP Process still need strong facilitation.
- There has been some evidence of non-adherence to IDP process schedule by District and Local municipalities;
- Limited continuity on the part of local municipalities to engage in the District IDP meetings. and
- There is lack of implementation monitoring of the 2008/9 IDP and its review process.
- There has been poor engagement of sector Department with the District IDP Process
- District Ward Committee forum meetings schedule was not followed and that limited community engagements in the IDP.

MDM has, however, engaged Sector Departments on their infrastructure Plans and projects. The usual challenge has been that Sector Departments identify projects without addressing issues prevailing in the municipalities. It is hoped that the concern will be lifted as the Provincial Planning forum visited Mopani on 19th November 2008, interacting with officials with respect to projects allocated to the District. The inter-governmental monitoring forum has been established 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 (CDW)

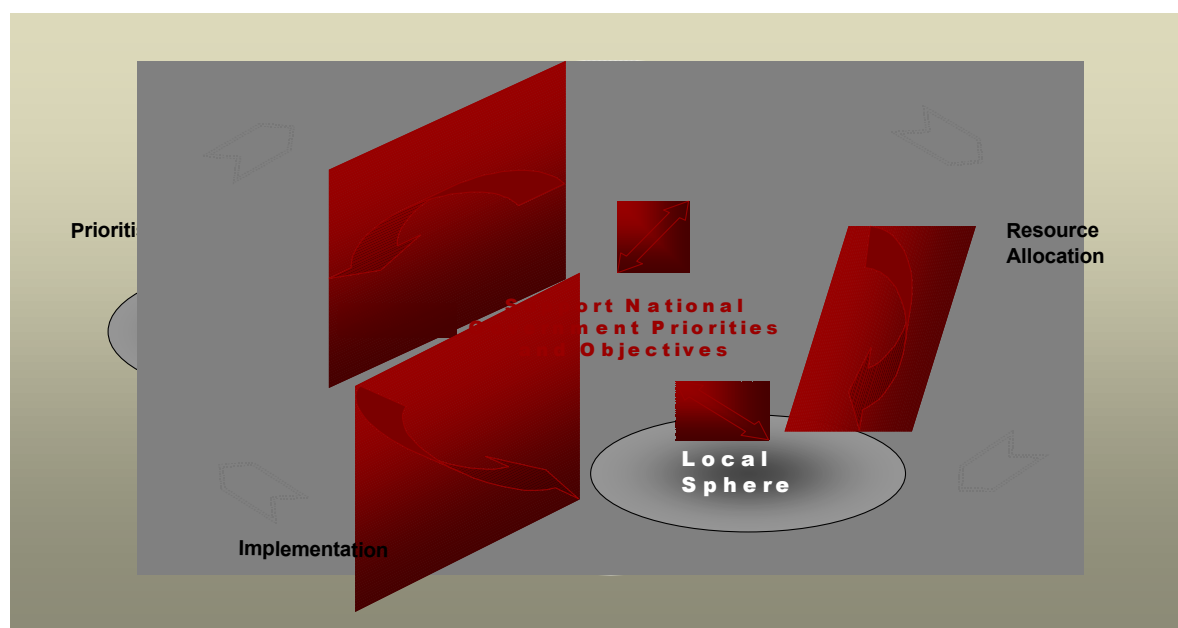
These units or officials are meant to assist communities to participate in issues of governance within their localities. Most often this is far less achieved. There is need to look closely into their structural arrangement and issues to add value to the intended responsibility. The current challenge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

Table 3: CDWs in Mopani District Municipality	
MUNICIPALITY	NUMBER
Greater Tzaneen	31
Greater Giyani	25
Greater Letaba	23
Maruleng	11
Ba-Phalaborwa	13
TOTAL	103

Source: Limpopo Premier's Office

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

The relationship between the district municipality, the local municipalities and sector departments in Mopani is improving. There are also inter-municipal structures (i.e. District Intergovernmental Forum, Speakers' Forum and Municipal Managers' Forum) that discuss and resolve on 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" and non-political inter-governmental structures that facilitates inter-governmental relations within the province, between the district, province and local municipalities:

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

2. DEVELOPMENTAL ANALYSIS

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

2.1. BACKGROUND

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

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

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

2.2 GEOGRAPHIC LOCATION AND KEY FEATURES

The Mopani District municipality is situated in the North-eastern part of the Limpopo Province, 70 km and 50km from Polokwane (main City of the Limpopo Province), along provincial roads R81 and R171 respectively. 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 which occupies 43%. There are 14 urban areas (towns and townships), 352 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. The communities of Mopani should be well positioned, in order to harness advantages that come with neighbourliness of the two countries. The converse is also true. Problems are even more apparent than advantages.

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

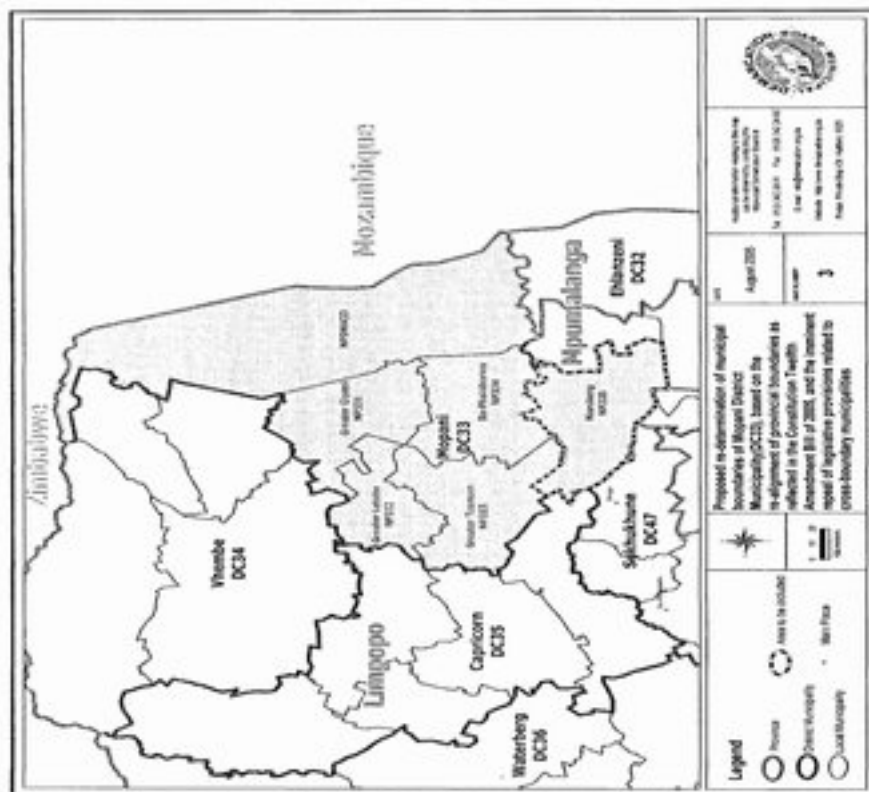


Table 5 below shows the extent of Mopani and its components in terms of Wards, Villages and Urban areas. It will be seen that the District Management Area, occupying 43% of the entire district municipality, is devoted solely to nature conservation. Both Maruleng and Ba-Phalaborwa are least in terms of 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 352 in a period of seven years imposing a high demand in the provision of basic services facilities.

Table 5: 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	125	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	4
Maruleng	3 247 km ²	12	31	1
District Management area (DMA)	10 993.98 km ²	5 main camps of Kruger National Park		
Mopani / Total	25 344,13 km²	118	352	14

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.

2.4 Population Characteristics

The reconciled total population of the Mopani District Municipality STATSSA Survey of 2007 is 1 068 569. The population for each municipality within Mopani District is presented in Table 6. Out of the entire district population, 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.

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

Table 6: Estimated Population						
Municipality	Area/ Extent	Population	Pop. Density per hectare	Rural population	Urban population	Farming population
Greater Giyani	2 967. 27 km ²	247 665	22	89,5%	10,5%	0
Greater Tzaneen	3 240 km ²	349 081	24	82%	10,4%	7,6%
Greater Letaba	1 891 km ²	247 745	25	94,3%	5,7%	0
Ba-Phalaborwa	3 004.88 km ²	127 307	25	36,2%	51,0%	12,8%
Maruleng	3 247 km ²	95 769	16	88,7%	2,3%	9,0%
District Management Area	10 993.98 km ²	1 002	Nature conservation area			
Mopani/ Total	25 344,13 km²	1 068 569	23	81%	14%	5%

Statssa, 2007

2.3.2 POPULATION NUMBERS BY GENDER

Table 7: Population numbers by gender

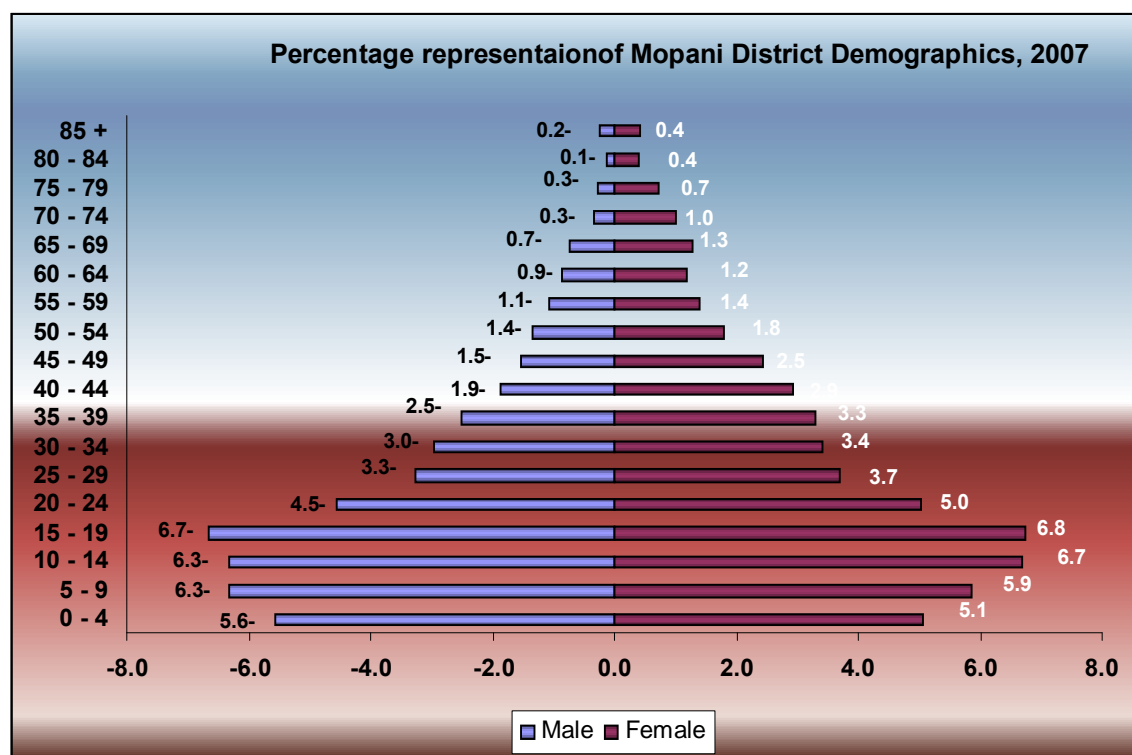
	GGM	GLM	GTM	BPM	MLM	DMA	Mopani	
Male	112770	112280	160466	64852	45953	626	496947	46%
Female	134895	135465	188615	62455	49816	366	571612	54%
Total	247665	247745	349081	127307	95769	1002	1068569	

Statssa, 2007

2.3.3 Age and Gender Categories (Number of people)

Table 8: Age and Gender categories (Community Survey, 2007 STATSSA)

	GGM		GLM		GTM		BPM		MLM		DMA		Mopani
Age(yrs)	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	(Persons)
0 . 4	16436	12151	14530	13554	18097	15798	6275	7418	4117	5165	53	31	113625
5 . 9	16424	16004	16506	13572	19590	20534	7456	6660	7469	5796	10	10	130031
10 . 14	14644	17696	16753	18010	22007	23446	6933	6883	7122	5538	3	0	139035
15 . 19	18353	18749	17551	17358	21911	23440	7252	6849	6208	5832	13	6	143522
20 . 24	11360	13071	10236	12735	16251	16792	6731	5612	3869	5564	26	43	102290
25 . 29	7031	8911	6175	7596	11993	14673	6561	4657	3042	3744	68	49	74500
30 . 34	6558	8084	8033	8197	9825	12866	4108	4415	3156	3069	120	50	68481
35 . 39	4436	7166	4388	8237	9076	11410	6014	5339	2647	3086	124	58	61981
40 . 44	3663	7039	3691	7207	6999	9977	3471	3923	1988	3018	76	53	51105
45 . 49	3426	5944	2737	6136	5534	9500	2955	2465	1698	2174	54	38	42661
50 . 54	2602	4825	3525	4334	4664	5727	2120	2793	1480	1594	51	18	33733
55 . 59	2173	3140	2734	3421	3907	5202	1788	1829	800	1317	17	7	26335
60 . 64	1203	2338	1727	3858	3652	4300	1479	1093	1046	1126	5	0	21827
65 . 69	1845	3473	1515	3894	3146	4431	972	1161	426	748	0	0	21611
70 . 74	1079	3026	740	2690	1335	3962	146	397	297	706	0	3	14381
75 . 79	883	1647	1014	1807	559	3045	234	631	297	642	3	0	10762
80 . 84	224	886	69	1249	589	1665	134	278	176	287	3	0	5560
85 +	430	745	356	1610	1331	1847	223	52	115	410	0	0	7119
Total	112770	134895	112280	135465	160466	188615	64852	62455	45953	49816	626	366	1068559

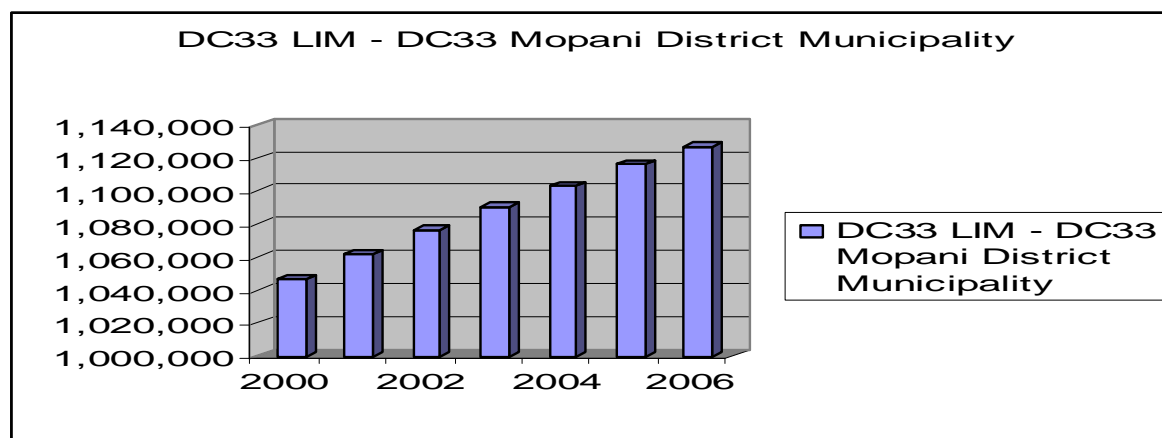


Although the data informing the above population pyramid is from STATSSA 2007, the proportion of population numbers per age categories still prevail to date. The highest population number exists in the age category 15-19 years whereas in the previous years the highest was in the category 10 - 14 years. 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 out-number males significantly.

An analysis of the demographics of the district indicates that 49,4% of the residents are still at a young age (0-19 years) and females and males are almost equal. 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 been growing steadily 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. Already the result from Community Survey, 2007 (statssa) indicate that the population size has dropped to 1 068 569.

2.3.4 Population growth/ trends, 2000 - 2006



2.3.5 People with disabilities in the district

Table 9: Number of disabled persons per municipality

MDM	GTM	GGM	GLM	BPM	MLM	DMA
43 698	14 879	7 396	12 946	5 137	3 340	-

Table 10: Participation of disabled persons in various structures

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

Source: Empirical data from municipalities through CDWs

2.3.6 Disability by Gender by Municipalities (No. of Persons)

Table 11: Disability by gender (Community Survey, 2007 STATSSA)

Type of disability	GGM		GLM		GTM		BPM		MLM		DMA		MDM
	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	
Sight	1210	645	1896	1773	1552	1576	643	547	295	116	0	0	10253
Hearing	596	504	839	1293	616	733	312	365	320	57	0	0	5635
Communication	325	293	295	265	459	322	80	57	331	124	0	0	2551
Physical	694	912	1803	1452	2104	3200	926	692	606	465	0	0	12854
Intellectual	164	0	825	195	876	571	422	230	0	57	0	0	3340
Emotional	962	630	1016	932	1321	933	260	460	463	347	0	0	7324
Multiple disabilities	56	405	155	207	256	360	82	61	102	57	0	0	1741
Total	4007	3389	6829	6117	7184	7695	2725	2412	2117	1223	0	0	43698

DMA figures not available from STATSSA

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. Further challenges are apparent in public amenities, e.g lack of facilities at taxi ranks, lack of walking lanes alongside main roads and general stigma that disabled persons are incomplete persons and would not have leisure needs.

The Mopani District Municipality has established the functional Disability desk in line with the provincial and national functions located in the Office of the Presidency and Office of the Premier. This function is one of the special programmes in the Office of the Executive Mayor with its major role of coordinating the implementation of the Integrated National Disability Strategy in the district. The Disability Desk intends to play advocacy role in highlighting the needs of disabled people with emphasis on the following key area: mainstreaming, capacity building, civic education and raising awareness on disability issues. The district municipality 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. The service is offered by one person who is not the staff member of Mopani, instead he is requested from time to time when need arises. Important documents are also translated into Braille for the blind members of Council. These facilities are also made available during public participation meetings.

2.3.7 Gender

In view of the fact that in every age category, females outnumber males, it is imperative that even in development, issues of gender are taken into account. The District has established Men's forum where issues of men are discussed, ranging from families to participation in communities and work place.

2.3.8 Labour Status by Gender by Municipalities

Table 12: Labour status (Community Survey, 2007 STATSSA)

	GGM		GLM		GTM		BPM		MLM		Mopani
	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Persons
Employed	16206	17360	19438	14598	31722	26142	19462	11110	7970	5660	169668
Unemployed	10919	16178	8815	14125	17820	24965	6749	8055	4521	5166	117313
Not economically active	31701	44720	32025	49663	41836	60910	15129	18668	12866	19218	326736
Not applicable	2247	1833	967	1136	3374	2527	1679	1202	760	603	16328
DMA figures not available from STATSSA, 2007											

2.3.9 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. Further breakdown on levels of education is depicted in **Section 2.8: SOCIAL ANALYSIS**.

Table 13: Learner/ Teacher ratio

Education 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.

2.3.10 CATEGORIES OF EXISTING SCHOOLS

Table 14: Categories of existing schools

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

2.3.11 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.

2.3.12 Income Categories

Table: 15: Monthly income by Geography for Person weighted

Statistics South Africa, Welfare 2007

	Greater Giyani	Greater Letaba	Greater Tzaneen	Ba-Phalaborwa	Maruleng	DMA33: Mopani	MOPANI
No income	130 547	114 748	157 491	54 960	50 245	-	507 991 (48%)
R 1 – R 400	62 076	71 903	89 530	30 753	23 034	-	277 296 (26%)
R 401 – R 800	9 968	20 201	25 205	6 815	4 231	-	66 420 (6%)
R 801 – R 1 600	24 584	25 784	47 402	13 467	11 753	68	123 058 (12%)
R 1 601 - R 3 200	5 010	2 894	6 639	5 893	2 163	337	23 036
R 3 201 - R 6 400	5 586	3 195	6 457	3 678	1 384	175	20 465
R 6 401 - R 12 800	4 280	3 839	5 138	3 123	905	35	17 320
R 12 801 – R 25 600	773	376	1 497	2 090	384	20	5 140
R 25 601 – R 51 200	56	336	403	587	57	4	1 443
R 51 201– R 102 400	59	-	340	18	69	-	486
R 102 401-R 204 800	65	-	63	-	-	-	128
R 204 801 or more	127	-	-	-	-	-	127
Response not given	3 040	3 966	6 200	3 845	863	-	17 914
Institutions	1 490	503	2 722	2 079	687		7 481

Income from employment determines the overall living standards of people and also the households affordability levels . These levels should be taken into account when setting service level targets. By far the majority of people in the district live in rural areas (at least 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.

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

Table 16: Language diversity in Mopani

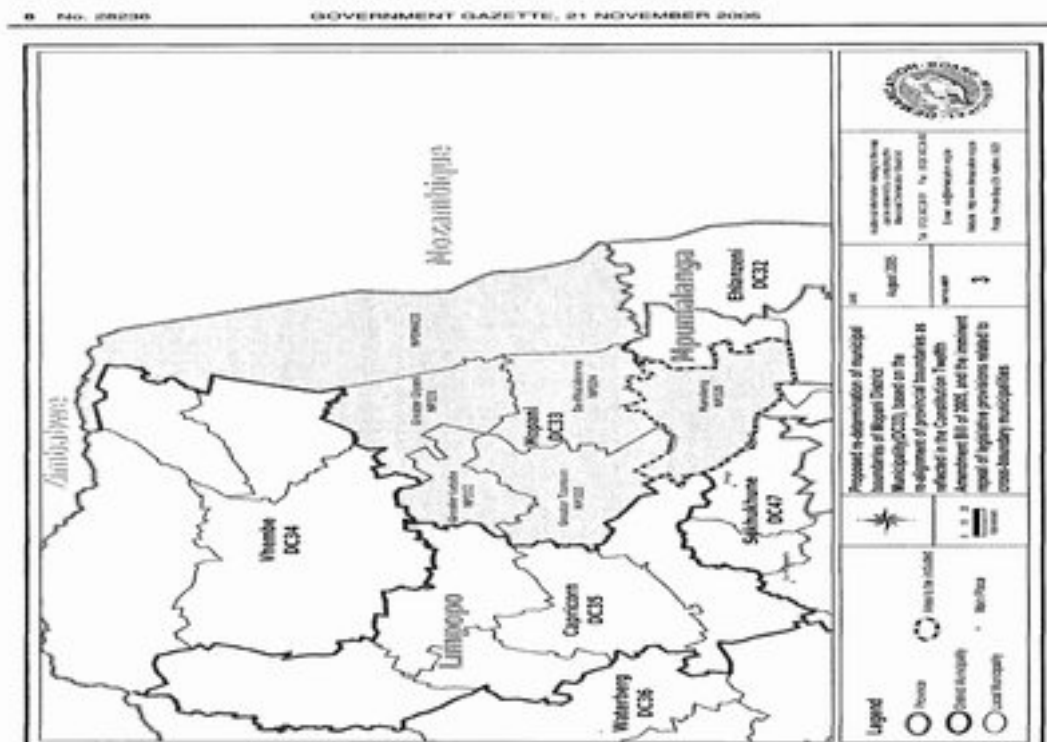
Tsonga	N.Sotho	Afrikaans	Sotho	English	Venda	Zulu	Swati	Tswana	Xhosa	Ndebele	Others
48,6%	46,4%	1.88%	1,4%	0,6%	0.47%	0,22%	0,21%	0.11%	0.09%	0.03%	0.10%

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



2.4.2 DESCRIPTION OF THE MUNICIPAL AREAS AND ECONOMIC GROWTH POINTS

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 Trichardsdal 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 17: Economic growth points of Greater Tzaneen municipality

Provincial	District	Municipal
Tzaneen	Nkowankowa	Letsitele
	Lenyenye	Burgersdorp
		Haenertsburg

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).

Table 18: 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).

Table 19: Economic Growth points of Greater Giyani

Provincial	District	Municipal
Giyani	Ndhambi	Xawela
		Nkomo
		Xikhumba

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 Seloane/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.

Table 20: Economic Growth Points of Ba-Phalaborwa

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.

Table 21: Economic Growth Nodes of Maruleng

Provincial	District	Municipal
Hoedspruit		Metz

2.4.3 SETTLEMENT PATTERNS IN THE DISTRICT

The district municipality has approximately 352 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, Modjadiskloof, 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.

2.4.4 LAND CLAIMS AND THEIR SOCIO-ECONOMIC IMPLICATIONS

Land ownership in the district is still a contentious problem. 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 impact it has is quite substantial and 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.

2.5 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, Lebogakgomo and other smaller towns and villages within this circle. The area covers one quarter of the province, accommodates the majority of the population, and accounts for approximately 80% of the Gross Geographic Product (GGP) of the province.

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

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

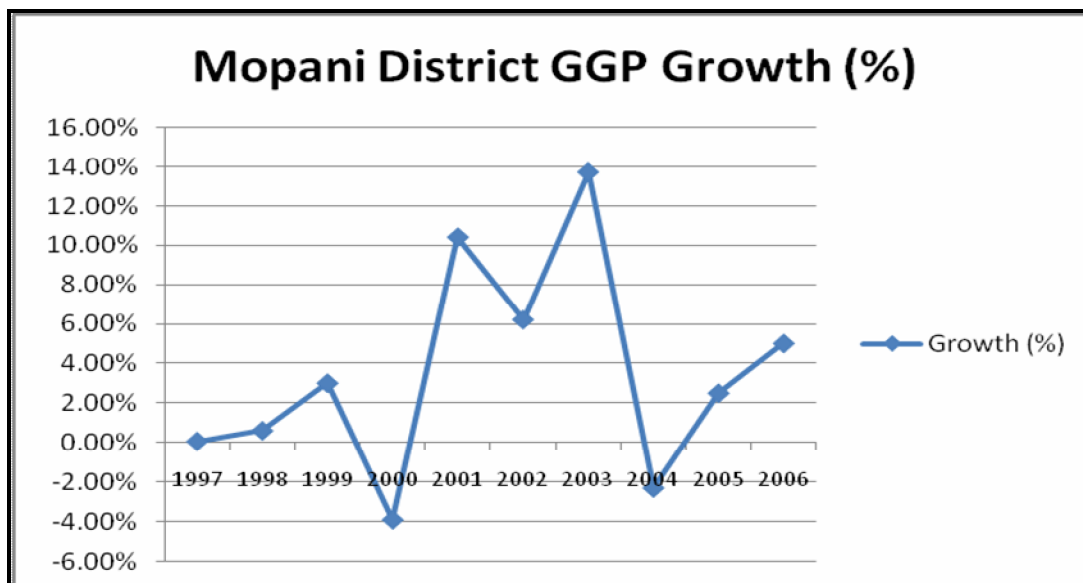


Figure 1

The aggregated statistics conceal the fact that economic opportunities in the district are highly concentrated around Phalaborwa (and to a lesser extent Tzaneen). Outside of these centres, Mopani contains some of the country's least developed and poorest communities. In 2006 11% of Mopani residents lived in a state of absolute poverty.

Admittedly poverty is a complex phenomenon, and can be difficult to measure, but a combination of measures all indicate the same economic features, namely co-existent wealth and underdevelopment and high inequality caused by a concentration of economic power in certain sectors in certain regions:

- 55%, 48% and 46% of the population of Greater Tzaneen, Greater Letaba and Greater Giyani fall into the provinces "most deprived 25% of the population" category, while 71% of the population of Ba-Phalaborwa are registered among the "least deprived 25%" of the provincial population.
- A reported Gini co-efficient for Mopani of 0.65 in 2006 – similar to the national figure (0.64).
- The Human Development Index – a composite of infant mortality, adult literacy and GNP – for Mopani was 0.5 in 2006 (the same as the previous year), which is below the provincial figure (0.52) and the national figure (0.62).
- The dualism and spatial and sectoral concentration of economic power are further reflected in the district's Tress Index which has deteriorated from 44.38 in 1996 to 53.08 in 2006 (Global Insight, 2008).

2.5.5 Key economic sectors

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

Mopani mining is concentrated in the Ba-Phalaborwa district. Mining in the district has been through 8 years of rapid expansion (see Figure 12), but oddly the secondary sectors that one might expect to support mining such as manufacturing, construction and transport have not experienced any significant growth. I

In Ba-Phalaborwa the formerly state owned mining cluster is now jointly owned by Rio Tinto (58%), Anglo-American (17%) and Palaborwa Mining Company (25%). In 2007 the mine hoisted over 11,8 million tons of which 0.7% was converted into ore. Copper accounts for between 75% and 80% of the mines activities, with Magnesite (10%-15%) and Vermiculite (10%) making up the

balance. The mine employs over 2,000 people and an additional 450 contractors, and contributes an estimated 80% of Ba-Phalaborwa Municipality's GGP (Asubonten, pers. comms)¹.

Historically, the international copper price has been notoriously volatile (see Figure 14), but in early 2003 the price of copper began to rise and is now over 4 times its 2002 level (Figure 15). This has had a marked impact on the viability of the Phalaborwa mine, allowing it to extend its activities and critically extend the timeframe that it intends to continue to mining in the region. The current outlook (as of July 2008) was that the mine will be hoisting copper for another 8 years, and vermiculite and magnesite for at least another 20 years. The mine's market share is constrained by the availability of rail freight on the existing routes to Richard's Bay and Maputo. More wagons and a more reliable service on these routes, it is claimed, would enhance the reach of the Phalaborwa mining sector and particularly the vermiculite trade (Asubonten, pers. comms).

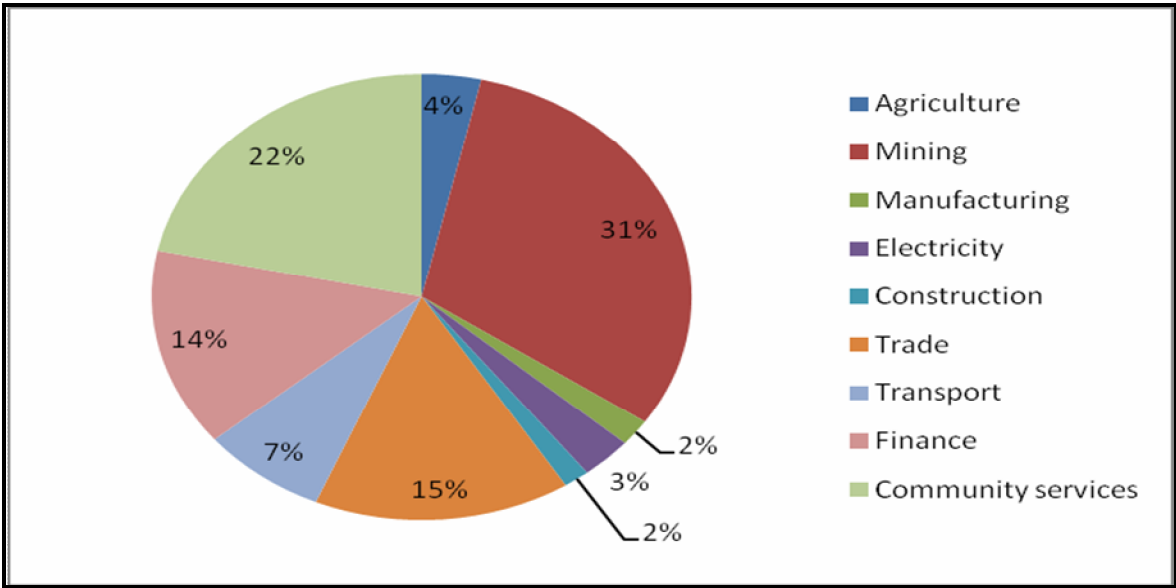


Figure 2: Economic contribution by sector, Mopani 2006. (Source: Global Insight)

Manufacturing

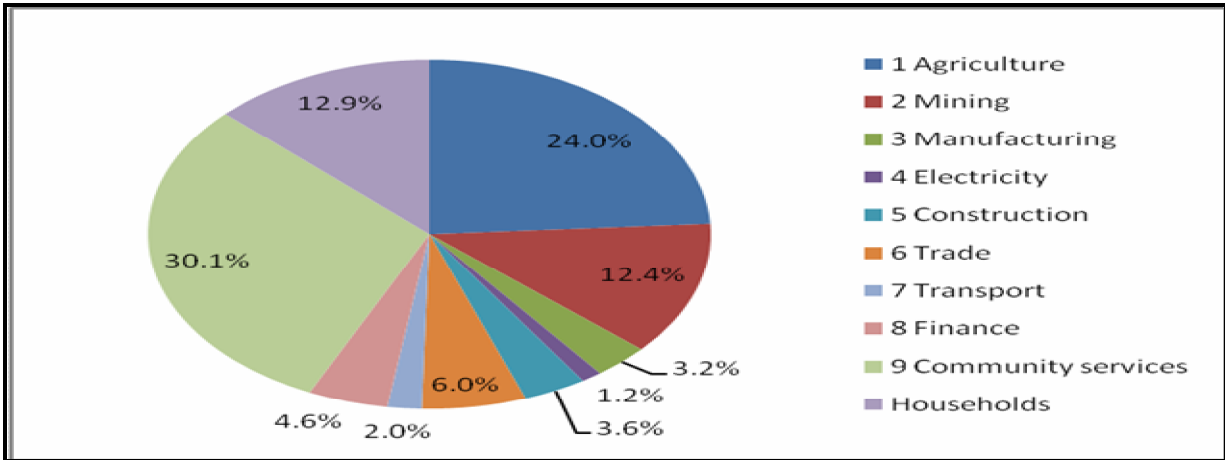


Figure 3: Contribution to Mopani employment by sector (Source: Global Insight)

Further breakdown of employment statistics are indicated in **paragraph 2.3.8 above**. Of the total population, 1 068 569, 15% are employed, 11% are unemployed and 30,6% are not economically active.

¹

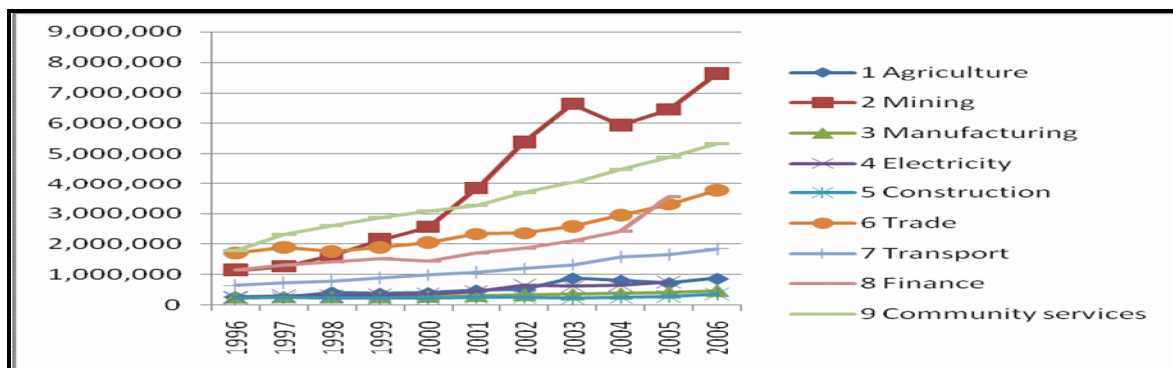


Figure 4: Growth of Mopani sectors 1996-2006 (Source: Global Insights)

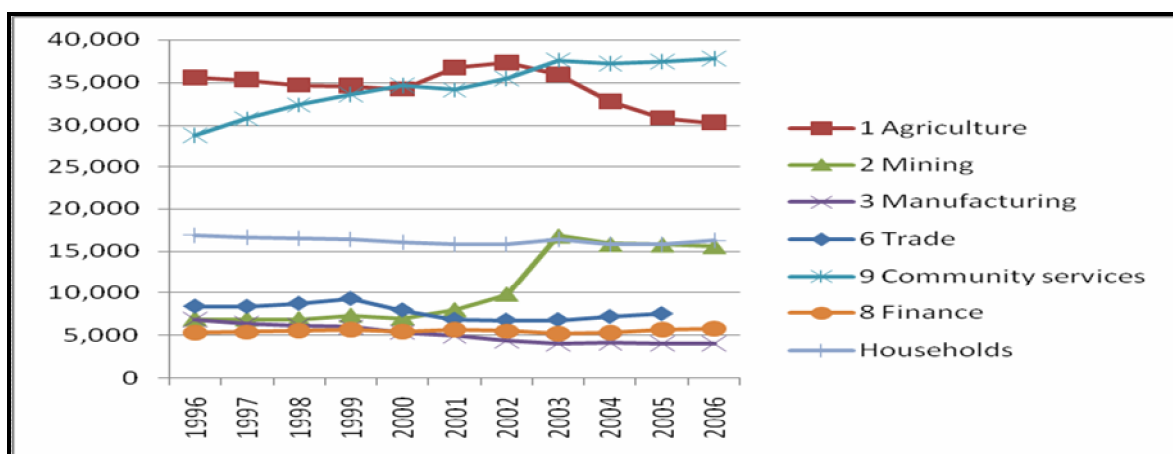


Figure 5: Growth in employment by sector (1996-2006)

Employment creation remains one of the key challenges for Mopani. In 2006 an estimated 41.6% of the economically active population was unemployed. The sectoral analysis suggests that support for value-addition in the agricultural sector and the retention of primary mineral resources in the district in order to process them, present the most scope for sustainable employment creation.

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

2.5.6. Constraints in the District Economy

According to the Limpopo Spatial Rationale (2007), approximately 55% of the 348 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:

(i) 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.

(ii) 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.

(iii) 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.

(iv) 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.

(v) 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.

2.5.7. 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:

(i) 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.

(ii) 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.

(iii) 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.

(iv) 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.

(v) 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 can attract investment in its area.

2.6 INFRASTRUCTURE ANALYSIS/ BASIC SERVICES

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.

Table 22: Basic needs backlogs in the district					
Service	Households	Access	% Access	Backlog	% Backlogs
Sanitation	265, 289	71 885	27,1%	193 404	72,9%
Water		124 313	46,9%	140 976	53,1%
Electricity		208 619	78,6%	56 670	21,4%
Housing		224 820	84,7%	40 469	15,3%
Roads	3385.47km	1313.64 km	38,8%	2071.83 km	61,2%
STATSSA, 2007, Community Survey & Road Management System (RAL), Municipal information.					

2.6.2 INDIGENT HOUSEHOLDS RECORD PER MUNICIPALITY

Table 23: Indigent Households

Local Municipality	Total Households	INDIGENT REGISTER IN PLACE	HOUSEHOLDS (percentage)				
Greater Tzaneen	89 832	Yes	28 552 (31,8%)				
Greater Giyani	57 538	Yes	21 007 (36,5%)				
Greater Letaba	59 539	Yes	27 324 (46,25)				
Maruleng	24 589	Yes	8 249 (33,5%)				
Ba-Phalaborwa	33 791	Yes	11 744 (34,8%)				
Total/ Mopani DM	265 289	Yes	96 876 (36,5%)				
Access to Free basic Services (Indigent H/H)							
	GGM	GLM	GTM	BPM	MLM	DMA	MDM
Water	3 711	18 526	11 673	9 735	1 687	0	45 332
Electricity	3 711	1 319	10 961	9 735	8 299	0	34 025
Sanitation	3 711	1 827	1 288	9 735	5 120	0	16 561

2.6.3 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 busy with 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.

Further breakdown on levels of services is depicted in Table 24 below:

Table 24: ACCESS TO WATER BY MUNICIPALITIES (No. of H/H (Community Survey 2007, STATSSA)							
Type	GGM	GLM	GTM	BPM	MLM	DMA	MDM
Piped water inside the dwelling	14031	5820	15301	12251	4271	n/a	51674
Piped water inside the yard	10346	17069	20402	17081	7856	n/a	72754
Piped water from access point outside the yard	23647	32443	40120	3812	9319	n/a	109341
Borehole	4333	1869	4503	413	1122	n/a	12240
Spring	49	714	2653	0	484	n/a	3900
Dam/pool	139	306	1688	0	117	n/a	2250
River/stream	2660	832	4531	0	1361	n/a	9384
Water vendor	535	368	368	0	0	n/a	1271
Rain water tank	0	0	113	0	60	n/a	173
Other	1798	118	153	234	0	n/a	2303
Total	57538	59539	89832	33791	24590	n/a	265290
DMA figures not available from STATSSA, 2007							

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.

2.6.4 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 District is on course 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.

Breakdown of levels of services per municipality is depicted in the following Table 25

Table 25: Toilet facilities by Municipalities (No. of H/H) (Community Survey, 2007 STATSSA)							
Type	GGM	GLM	GTM	BPM	MLM	DMA	MDM
Flush toilet (connected to sewerage system)	7618	5299	12115	14056	3659	n/a	42747
Flush toilet (with septic tank)	452	1686	2176	1090	584	n/a	5988
Dry toilet facility	1121	188	5930	208	246	n/a	7693
Pit toilet with ventilation (VIP)	2423	7488	11268	2868	4473	n/a	28520
Pit toilet without ventilation	22230	33752	44338	8958	10656	n/a	119934
Chemical toilet	248	0	306	0	0	n/a	554
Bucket toilet system	0	0	0	0		n/a	123
None	23445	11127	13699	6612	4970	n/a	59853
Total							265289

DMA figures not available from STATSSA, 2007

2.6.5 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 indigent households in the district. Each poor household is entitled to 50KWh per month. It has been found that most of the people in rural areas and amongst low income households, continue to use a range of energy sources like wood to meet their needs, irrespective of whether their houses are electrified or not. In addition, inefficient energy use compounds poverty: housing without ceilings and a complete lack of accessible information to users on appropriate and efficient energy use condemn poor households to a future of high energy costs.

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

Table 26: Energy Usage

(i) Energy usage for heating by Municipalities (No. of H/H)							
	GGM	GLM	GTM	BPM	MLM	DMA	MDM
Electricity	12433	13160	34802	20353	6353	0	87101
Gas	0	242	80	149	175	0	646
Paraffin	303	1119	2031	1741	180	0	5374
Wood	43866	44586	50672	11285	17645	0	168054
Coal	59	122	286	60	0	0	527
Animal dung	0	0	0	0	0	0	0
Solar	0	0	187	0	0	0	187
Other	876	310	1773	203	237	0	3399
Total H/H							265288

Community Survey, 2007, STATSSA. *DMA data not available from STATSSA, 2007

(ii) Energy usage for cooking by Municipalities (No. of H/H) (Community Survey 2007, STATSSA)							
Types	GGM	GLM	GTM	BPM	MLM	DMA	MDM
Electricity	11266	14621	32821	20315	7219	0	86242
Gas	45	187	201	319	8	0	760
Paraffin	430	2591	3062	2684	539	0	9306
Wood	45669	41713	53507	10413	16823	0	168125
Coal	66	428	179	60	0	0	733
Animal dung	0	0	0	0	0	0	0
Solar	0	0	62	0	0	0	62
Other	61	0	0	0	0	0	61
Total H/H							265289

*DMA data not available from STATSSA, 2007

(iii) Energy usage for Lighting by Municipality (No. of H/H) (Community Survey 2007, STATSSA)							
Type	GGM	GLM	GTM	BPM	MLM	DMA	Mopani
Electricity	46562	47813	73404	31012	20697	0	219488
Gas	0	122	181	0	0	0	303
Paraffin	3164	1121	1534	182	836	0	6837
Candles	7445	10299	13922	2541	2997	0	37204
Solar	62	0	63	0	0	0	125
Other	305	184	728	58	60	0	1335
Total							265292
DMA data not available from STATSSA							

2.6.6 ROADS AND PUBLIC TRANSPORT

(i) Roads Infrastructure

Road usage is a reflection of a people's mode of life. The routes, frequency and volume of passengers and goods should basically inform the criteria for the prioritisation of road works, i.e. 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 27 hereunder:

Table 27: 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

(ii) **Provincial and District Roads.**

Table 28: Service Levels

Municipality	Provincial Roads		District Roads		Totals	
	Tarred (km)	Gravel (km)	Tarred (km)	Gravel (km)	Tarred (km)	Gravel (km)
GTM	169,9	14,4	269,7	579,0	439,6	593,4
GLM	30,24		119,3	535,7	149,54	535,7
BPM	136,56	49,56	87,1	216,6	223,66	266,16
GGM	34,0		79,0	606,8	113,0	606,8
MLM	6,59		42,25	188,7	48,84	188,7
MDM	377,29	63,96	597,35	2 126,8	974,64	2 190,76

(iii) Specific Roads service levels

Road No.	Description	Total km
Provincial Tar Roads – GTM		
P112/2	Letsitele – Rubbervale	17.44
P43/2	Politsi – Tzaneen	8.88
P43/3	Tzaneen - D202	48
P181/1	P17/3 – Afcolaco	8.64
P17/1	Haenertzburg – Sawmeal	13.88
P17/2	P43/2 - Haenertzburg –Magoebaskloof	30.04
P17/3	Tzaneen - P181/1	40
P188/1	Tzaneen station - P43/3	3
Total		169.88
District Tar Roads – GTM		
D2499	Merenskyschool road -	0.36
D1267	Risaba – Letsitele	18
D447	D848 - D978	3.8
D548	Tzaneen -Haenertzburg-Georges valley	34.97
D1279	Letsitele valley – Agatha	19.02
D589	Tzaneen – Agatha	12.1
D523	Tzaneen – Agatha	11
D673	Tarentaal rand -Letsitele valley	26.1
D1350	Tarentaal rand –Deerpark	16
D978	Tzaneen – Deerpark	16.65
D848	D447 – Politsi	8.35
D1292	Taarentaal – D1267	18.73
D8	Letsitele - P17/3	19
D5011	Letsitele – Nkowankowa	13
D1801	Politsi -	3.9
D2283	D589 - P17/3	4
D2531	D617 - D668	9
D3890	Maake - C.N Phathudi	8.2
D3889	Sunnyside – Maake	4.4
D3895	Shilubane –Toursdam	7.2
D3889	Rita – Sunnyside	5.3
D3880	Lenyenye -	2.6
D3247	D1292 – Nwamitwa	4
D3184	D3180 - Nature reserve	4
Total		269.68
Provincial Gravel Roads- GTM		
P17/3	Leydsdorp – P181/1	14.44
Total		14.44
District Gravel Roads - GTM		
D202	P43/3 - P112/2	30.44
D617	Valkrans – Houtbosdorp	10.74
D3187	Lekgwareng – Mawa	10
D3768	D8 – Molati	6.7
D3767	D8 – Bonn	18.3
D3772	Rulani – Bordeaux	5.8
D3771	Hoveni - Juliesburg-Hoveni	40
D3897	Juliesburg – Agriculture	6.3
D3894	Mokgapeng – Solani	4.4
D4120	D4122 - D3892	3
D4122	D3886 – Mokgapeng	1
D3891	Newpapeng - D3770	2

D3893	D3890-D5014-Mokgapeng-Pharara-CN Phathudi	7.91
D3769	Myakayaka-Burgersdorp-Mafarane	10
D4139	Ramodike dam -Maake	6
D3888	Sepopo – Mojakaneng	2.3
D5014	Myakayaka-Makudiburg	1
D4062	Sunnyside – P1703	2
D3896	Malilani – Masoma	5.2
D3892	D3893 - D3770	2
D4132	D3890 – Shilubane	5
D3880	Lenyenye – Bokgakga	14.3
D3181	D3880 - D3889	3
D3870	Dan – Khujwana	14
D3762	D3870 - D4157	6.1
D4157	D3880 - P17/3	7
D3766	P17/3 - D8	12
D3767	D3766 – Sedane	6.3
D3763	Mohlaba – Headkraal	2
D3986	D5011 – Petenenge	3
D3770	Tickyline - Solani - Julesburg	13.2
D3764	P17/3 -D3763	9
D3881	D3880 – Lenyenye	1
D1714	P17/3 - P43/3 - D978	10.76
D2355	P43/3-	6.89
D3175	D1350 – Thabane	10.6
D1326	D1350 - D3127	3
D1327	D3175 - D3175	2
D3186	3175 - D3198	19
D3248	Nwamitwa -Mandlakazi	10.8
D3247	Nwamitwa -D3246 -Babanana	8
D3246	Mavele – Mosipana	9.1
D3249	Risava – Mosipana	13.8
D3252	Jopi – Xihoko	8.7
D3253	Xihoko – Xirolorolo	6
D3235	D3252 - D3198	3
D1350	D3180 – Mothabo	21
D1328	Modjadi - D1350	6
D3191	D1350 – Phijaphijamela	3
D3237	Modumane - Morapalala	6.33
D3215	Morapalala - Moogo 6	7
D3198	D3180 – Miragoma	40.12
D3200	Hlohlokwe – Mawa	10.24
D3202	Ramachinyadi - Mokwathi	8
D3984	D3766 – Mariveni	2
D21	Afcolaco - P17/3	7
D1826	D21 - D1827	13
D1402	Politsi road -	2
D591	Grootbosch –D1801	6.68
D668	D882 - P17/2	12.76
D549	P17/1 - D2531	14.1
D1498	P17/2 -D548	10
D1286	D548 - D1498	7
D2239	D548 -	2.09
D1279	D548 – Agatha	6.1
D523	Agatha from D1279 -	4.7
D1354	P17/1 - D558	5.44
D558	P17/1 - D23	0.8
D2531	D668 - D617	1
Total		579.00

Provincial Tar Roads - GLM		
P43/2	Mooketsi -Modjadjiskloof - Politsi	30.24
Total		30.24
District Tar Roads - GLM		
D9	Nwamangena – Mooketsi	53
D1034	D9 - P43/2	19
D1308	Mooketsi –Morebeng	14
D447	P43/2 - Kgapane- D848	20.2
D1380	Modumeleng – Modjadji	14.06
Total		119.26
District Gravel Roads		
D617	Mooketsi – Valkrans	12.8
D569	P43/2 - D1308	7
D3221	Lekgwareng – Abel	9.9
D3820	Msengi - Rotterdam - (D3205-D3164)	5
D3232	Ganke - Sekgosese (D15 - D3150)	15.37
D3231	Mamaila - Cross no.1 (D3232 -D3232)	2.82
D3230	Etieleng – Takgalang	4.03
D3734	Ga-Phooko	10
D3205	Maphalle – Blinkwater	7
D3164	Middelwater – Olifanthoek	29
D3160	Itieleng – Senwamokgope	4
D3209	Khani – Rivala	15
D3211	Nakampe – Skhiming	11.45
D3180	Mpepule – Modjadji	43.94
D3229	D3187 – Taulume	10
D3200	Lebaka – Gawela	24
D678	Mooketsi - D1034	16.6
D2673	P43/2 - D1034	6
D2672	D1034 - D1509	3
D1509	D447 -	12.28
D3184	Kgapane -	4
D841	D848 - D1543	9.44
D2674	Modjadjiskloof - D447	11
D839	P43/2	12
D1331	Mothobeki – Boshage	6
D1330	Moshage – Limokwe	2
D3181	Modjadji -	3
D3179	Modjadji -	8
D3197	Sanopelwa – Mothobeki	2
D3195	Maphalle -D3225	13
D3225	D3195 - D3200	4
D3196	D9 – Ditshosing	5
D11	Wholesale – D9	18
D3219	Taululme – Maekwe	4
D3216	Taululme - D3200	8
D3220	Sepharatleng – Mirekoma	14
D3212	Beliew – Mamokgadi	9
D3213	D3200 – Kgaretala	10
D3227	Block 9 – Mamanyoha	9
D3822	Ndengeza – Rivala	8
D3208	D9 -	2
D3207	D3820 – Sidibane	7.4
D3206	Sidibane – Maupa	5
D3243	Jamela - D3242	1
D3242	D3205 - D9	4
D1923	D9 - D11	8.74
D3222	D1923 – Middelwater	7.42

D3223	D3150 –Middelwater	5.63
D3210	D3150 – Senwamokgope	3.1
D3233	D3232 - D3150	2.82
D15	D3150 - D3734	23.91
D3241	Jamela – Jamela	1
D3189	Rabokgale -	9
D3191	Madumane – Byabya	3
D2654	D617 -	5
D1350	Thakgalang 2 - Olifanthoek	29
D1329	Sotong-	2
D1548	Modjadjiskloof - D447	7
Total		535.65
Provincial Tar Roads – Ba-Phalaborwa		
P11/1	Gravelotte – Phalaborwa	60
P11/2	Rubbervale – Gravelotte	6.56
P17/3	Gravelotte – Mica	33
P43/3	D202 – Eiland	37
Total		136.56
District Tar Roads – Ba- Phalaborwa		
D726	Phalaborwa – Mica	19.1
D4424	P112/1 – Madikoshikaya - Lulekani	10
D3782	P112/1 – Namakgale	8
D3790	Namakgale - D726	5
D86	D726 – Phalaborawa	7
D2105	D86 -	2
D3264	Phalaborwa -	7
D1267	Mphagani –Risaba	28
D1597	D1267 - P43/3	1
Total		87.1
Provincial Gravel Roads – Ba- Phalaborwa		
P43/3	Eiland - Letaba ranch	37
P17/3	Gravelotte – Leysdorp	12.56
Total		49.56
District Gravel Roads		
D202	P112/2 – Leysdorp	12.56
D4424	Matikoshikaya – Benfarm - Humulani	7
D2263	D726	5
D3786	D726 – Mashishimale - Maseke	17
D3794	Mashishimale R3 - Makhushane -R2	9
D3791	Namakgale - Makhushane -R2	2
D3792	D3791 - D3790	2
D3781	Mashishimale - R3 - P112/1	4
D1655	P112/1 – Nondweni	22
D1191	Murchison - D3260	33
D3782	D3790 – Namakgale	4
D3260	P112/2 - Letaba ranch	26
D1597	D1100 - P43/3	12
D1100	D202 - P43/3	36
D1827	Gravelotte – Harmony	19
D2512	Letaba river - P43/3	2.56
D3202	D1267 – Ramochinyadi	3.52
Total		216.64
Provincial Tar Roads – GGM		
P99/1	Gaza beef – Sterkrivier dam	34
Total		34

District Tar Roads – GGM		
D9	Makgagapatse - Mushwani junction	38
D1267	Kremetart - Constatia(D2512)	32
D3815	Masingita - D3641	4
D3812	D3815 – Vuxakeni	3
D3641	D3815 –Giyani college of education	2
Total		79
District Gravel Roads – GGM		
D3641	Giyani college of education -	24
D3812	Vuxakeni - Vuhehli road	20
D3635	D3809 -D3636(Mudavula)	20
D3634	Giyani – Malonga	29
D3810	Thomo -Hlomela road	34
D3802	Thomo –Shangoni	8
D3803	Mninginisi – Shingwedzi	13
D3801	Khakhala -Mhava Willem	8
D3800	Shangoni road -	26
D3809	Manombe - Makosha - Mahlangula	7
D3799	Shingwedzi – Muyexe	6
D3805	D9 - Nwazekudzeku -Shingwedzi	10
D3816	Siyandhani –Ngalalume -D3635	14
D3807	D3805 – Mavalani	5
D3633	Malonga - Sifasonke -D3635	12
D3804	Xikukwani - Mbatlo -Shangoni	18
D3814	14B - 14A	3
D3813	14A – Mapayeni	4
D3811	Vuhehli -Mahlathi gate	8
D3207	Ximausa – Sedibene	8
D3209	Rivala – Khani	9
D3238	Hlaneki – Gandlanani	8
D3206	Sedibene – Border	8
D3187	Lekwareni – Mbaula	49
D3836	Sikhunyane – Ngove	16
D3840	Kremetart - D3187	46
D3837	Nkomo – Shamriri	15
D2512	Constatia – Shitlakati	24.6
D3849	Matsotsosela –Molototsi	11
D3847	Kheyi – Khashane	16
D3848	Mushiyane – Xitlakati	8
D3981	Mbaula - Letaba river	8
D3982	Kheyi - D3187	2
D3854	Shiawela – Shikhumba	6.2
D3948	Mngongoma – Gidja	2
D3844	Mphagani - D1267	3
D3820	Babangu – Msengi	19
D3843	Mageva road -	3
D3842	Mngongoma – Maphata - Bambeni	10
D3853	Guwela - Shikhumba -Shawela	8
D3980	Makhuva gate – Letaba river	10
D3966	Mbaula – Phalaubeni	6
D3204	Skhiming – Dzingidzingi	9
D3234	Shimange - via - Dingamazi	10
D3211	Skhiming – Nakampe	16
D3983	D1267 – Bambeni	6
Total		606.8

Provincial Tar Roads - Maruleng		
P142/1	D2124 -D21	4.81
P142/1	P181/1 - D2124	1.78
Total		6.59
District Tar Roads - Maruleng		
D5016	P17/4&P116/1- D5012	0.69
D5012	D5016-	5.14
D5012	P17/4 -D5016	1.11
D5012	SADF CAMP-P17/4	0.2
D3901	D21-D3900	9.2
D2240	D1656-P17/3	1.1
D2189	D1803 -	1.71
D2189	P146/1-D1803	5.67
D2119	D1909-	0.1
D2119	P194/1-	0.11
D1803	P116/1 - D2189	12.87
D1185	P146/1-P116/1	4.35
Total		42.25
District Gravel Roads - Maruleng		
D70	P146/1 -D3934	7.81
D4164	D21- MUSIRUDI HIGH SCHOOL	2.4
D3914	D21 –D3912	2.49
D3913	D21 –D21	5.1
D3912	D3004 -	1.09
D3912	D3004 -D3004	0.71
D3912	D3914 -D3004	7.04
D3912	D21 – D3914	1.63
D3911	D21 -	5.38
D3909	D3908 -D3009	0.33
D3908	D21 -	1.51
D3908	D3909 -D21	8.25
D3908	D3009 - D3909	1.37
D3906	D21 -D21	4.96
D3905	D3900 -D3900	2.49
D3904	D3900 -D3900	2.48
D3903	D21 - D3902	1.93
D3902	D21 -D3903	4.5
D3900	D3901 -P181/1	3
D3900	D3905-D3901	4.48
D3900	D3905-D3905	0.87
D3900	D3904-D3904	0.09
D3900	D3904-D3904	1.25
D3900	D21-D3904	1.8
D3899	D21 -	3.82
D3898	D3878 -D21&D3003	3.6
D3887	P81-	11.25
D3009	D3909 -D21	4.81
D3009	D3908 -D3009	1.31
D3009	P181/1 -D3908	4.19
D3004	D3912-D3912	3.34
D3003	D21-D21	4.97
D240	P116/1-	8.36
D2259	D1909-	3.9
D2119		27.57
D202	D1828-P81/1	14.53
D202	D21-D3878	3.62
D1771	P194/1	14.61
D2124	P142/1 -D21	5.86

Total	188.7
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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.

2.6.7 Taxi Facilities

In the Mopani district, taxis form a high percentage of public transport. In the Greater Tzaneen area there are 24 taxi facilities, of which only two that are in Tzaneen Town are formal and the rest are informal. Ba-Phalaborwa there is 11 taxi facilities, of which one in Phalaborwa Town is formal. Greater Letaba they are 11, of which 4 are formal and they are in Modjadjiskloof, Ga-Kgapane, Sekgosese and Mokwakwaila in Greater Giyani are 18. More than 85% of taxi facilities are informal without necessary facilities.

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

- 51.0 % are on-street facilities
- 85.2 % are informal
- 7.4 % have lighting
- 16.0 % are paved
- 9.9 % have public telephones
- 2.5 % have offices
- 14.8 % have shelters
- 14.8 have ablution blocks

(i) Greater Tzaneen Municipality

- *Burgersdorp Minibus taxi rank*

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

- *Gabaza Minibus taxi rank*

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

- *Lenyenye Minibus taxi rank*

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

- *Leolo Minibus taxi rank*

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

- *Lephephane Minibus taxi rank*

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

- *Letsitele Minibus taxi rank*

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

- *Letaba Cross Minibus taxi rank*

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

- *Letaba Hospital (E) Minibus taxi rank*

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

- *Letaba Hospital (W) Minibus taxi rank*

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

- *Mafarana Minibus taxi rank*

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

- *N'wamitwa Minibus taxi rank*

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

- *Madumane Minibus taxi rank*

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

- *Moime Minibus taxi rank*

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

- *Mokgwathi Minibus taxi rank*

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

- *Motupa/Relela Minibus taxi rank*

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

- *Nkambako Minibus taxi rank*

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

- *Nkowankowa Minibus taxi rank*

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

- *Nwamahori Minibus taxi rank*

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

- *Petanenge Minibus taxi rank*

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

- *Rita 1 Minibus taxi rank*

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

- *Rita 2 Minibus taxi rank*

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

- *Thapane Minibus taxi rank*

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

- *Tzaneen Sanlam Centre Minibus taxi rank*

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

- *Tzaneen Pick 'n Pay Minibus taxi rank*

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

The far destine part of the minibus taxi rank is busy from morning peak until 16h00 as a transfer station. The most utilized route from this part of the minibus taxi rank is the D528 and P17 roads via George's Valley and Makgoebaskloof to Polokwane respectively.

(ii) **Ba-Phalaborwa Municipality**

- *Akanani Minibus taxi rank*

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

- *Lukelani Entrance Minibus taxi rank*

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

- *Majeje Minibus taxi rank*

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

- *Makhushana Minibus taxi rank*

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

- *Maseke Minibus taxi rank*

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

- *Mashishimale Minibus taxi rank*

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

- *Mica/Acornhoek Minibus taxi rank*

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

- *Mondzweni Minibus taxi rank*

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

- *Namakgale Entrance Minibus taxi rank*

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

- *Phalaborwa Minibus taxi rank*

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

- *Tzaneen Minibus taxi rank*

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

(iii) Greater Letaba Municipality

- *Modjadjiskloof Minibus taxi rank*

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

- *Ga – Kgapane Minibus taxi rank*

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

- *Mooketsi Minibus taxi rank*

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

- *Sekgopo Minibus taxi rank*

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

- *Sekgosese Minibus taxi rank*

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

- *Mokwakwaila Minibus taxi rank*

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

- *Skhimmini Minibus taxi rank*

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

- *Maphalle Minibus taxi rank*

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

- *Lebaka Minibus taxi rank*

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

- *Blinkwater Minibus taxi rank*

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

- *Phaphadi Minibus taxi rank*

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

(v) **Greater Giyani Municipality**

- *Giyani Shoprite Complex Minibus taxi rank*

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

- *Giyani Spar Complex Minibus taxi rank*

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

- *Giyani Score Minibus taxi rank*

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

- *Giyani Metro Complex*

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

- *Babangu Minibus taxi rank*

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

- *Gandlanani Minibus taxi rank*

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

- *Dzumeri Minibus taxi rank*

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

- *Nkomo Minibus taxi rank*

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

- *Shawela Minibus taxi rank*

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

- *Ngove Minibus taxi rank*

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

- *Thomo Minibus taxi rank*

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

- *Makosha Minibus taxi rank*

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

- *Homu 14A Minibus taxi rank*

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

- *Mapayeni Minibus taxi rank*

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

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

- Malonga Minibus taxi rank
- Homu 14C Minibus taxi rank
- N'wadzacu –Dzuke Minibus taxi rank
- Vuhehli Minibus taxi rank
- Maswanganyi Minibus taxi rank
- Zava Minibus taxi rank
- Tomu Minibus taxi rank
- Matsostosela Minibus taxi rank
- Makhuva Minibus taxi rank
- Jim – Ngalalume Minibus taxi rank
- Mshiyani Minibus taxi rank

(v) Maruleng Municipality

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

- *Metz Minibus taxi rank*

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

- *De Oaks Minibus taxi rank*

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

- *Sekororo Minibus taxi rank*

This is a formal rank situated at GaSekororo. It has the following facilities: information boards, shelter, loading bays, lights, ablution blocs which needs proper maintenance, no seating facilities, paved and has dustbins. The rank covers the following destinations:

Tzaneen, Phalaborwa, Hoedspruit and Johannesburg. Adjacent to this rank is another informal one under the trees.

- *Hoedspruit*

Hoedspruit has two informal minibus taxi ranks without any shelter. The routes are Phalaborwa, De Oaks and Acornhoek. The facility surveys conducted indicate that the Mopani District Municipality has a total of 64 minibus taxi facilities. **Table 3.8** shows the

number of minibus taxi ranks situated in the different local municipality areas, the number of formal ranks and the number of informal minibus taxi facilities per municipal area in relation to the total number of ranks in the Mopani District Municipality.

The major public transport facilities are as follows:

2.6.8 Major Transport Facilities in the Mopani District

Table 29: Transport facilities

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

Taxi Associations

Taxi Associations in Mopani are as follows:

- Phalaborwa Taxi Association
- Lulekani Taxi Association
- Hlaneki – Maswanganyi Taxi Association
- Rotterdam Taxi Association
- Giyani Town Taxi Association
- Nsami Taxi Association
- Bakgakga Taxi Association

- Nkowankowa Taxi Association
- Twananani 20 & 21
- Mooketsi Taxi Association
- Homu Taxi Association
- N'wamitwa Taxi Association
- Letaba Taxi Association
- De Oaks Taxi Association
- Bolobedu Taxi Association
- Giyani Taxi Association
- Molototsi Taxi Association
- Pusela Taxi Association
- Simajiku Taxi Association
- Tiyimeleni Taxi Association
- Tzaneen – Acornhoek Taxi Association

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

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

2.6.10 Mopani District Taxi Council

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

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

2.6.11 Powers and functions

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

2.6.12 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.

2.6.13 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.

2.6.14 Public Transport By-Laws

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

2.6.15 Telecommunications

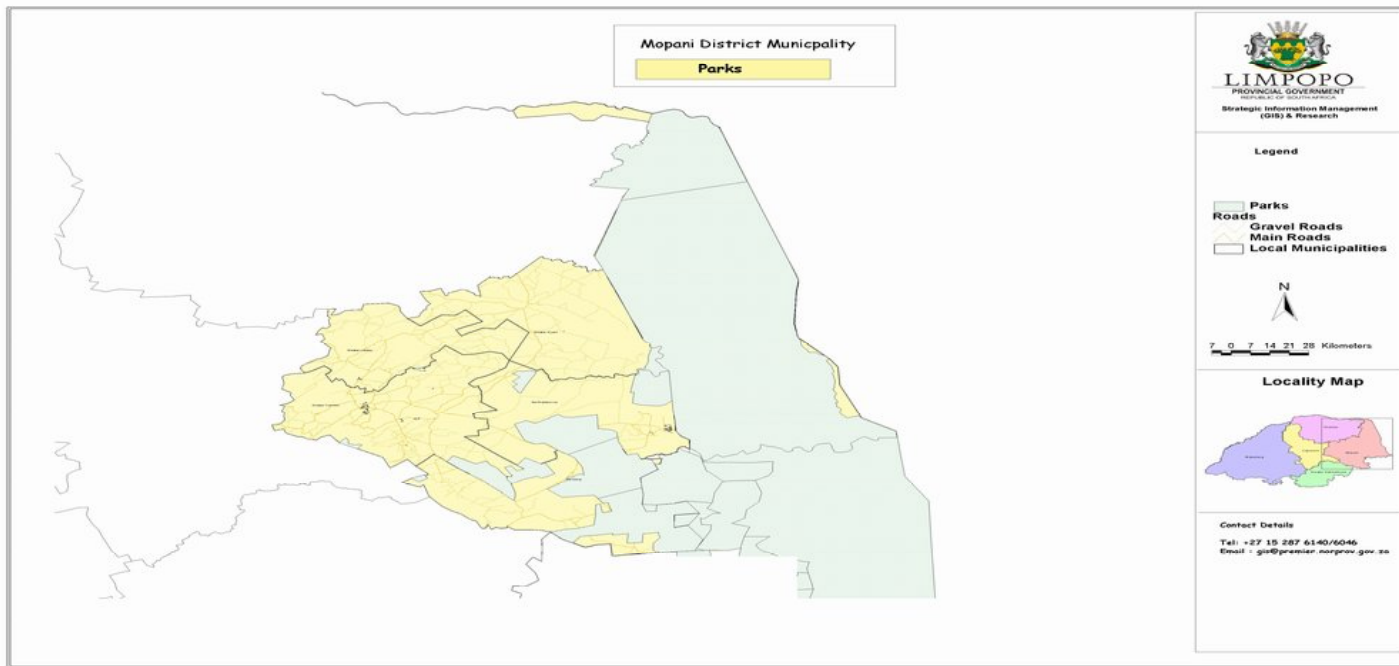
Telecommunication is an information infrastructure that plays a crucial role in the development of society. The telecommunication sector is an indispensable backbone for the development of other socio-economic sectors. Thus, an effective telecommunication infrastructure, that includes universal access, 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

2.7.1.1 Background

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



2.7.1.2 Climate

Most of the rain in Mopani district is received during summer (85% of the rain). The rain fall varies from the mountainous zones in the Drakensberg Mountains (2000 mm/a) and the dry low veld in the Kruger National Park (400 mm/a). The Temperature range from a high average of 21°C in the Mountainous areas to a very high average of 25°C in the dry low veld areas of Kruger National Park. Frost rarely occurs in Mopani District. The Mopani district falls within the Letaba Catchments area which is 13 670 km² and has a Mean annual precipitation of 612mm (State of Rivers Report, 2001).

2.7.1.3 Geomorphology and Geology

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

2.7.1.4 Natural Water Bodies (Rivers, wetland and dams)

There are several main Rivers in Mopani District and these include Rivers such as Groot Letaba, Politsi, Debengeni, Thabina and Letsitele. Tributaries of the Groot Letaba includes Klein Letaba, Middle Letaba, Nsama and Molototsi Rivers and most of these Rivers flows across the Kruger National Park where they join the Olifant River (Lepelle River) a short distance upstream of Mozambique border. There are several dams within Mopani District and these include Tzaneen Dam, Middle Letaba Dam, Ebenezer Dam, Magoebaskloof Dam, Nsami Dam and Modjadji dam (State of Rivers Report 2001). There are additional small dams within private properties in the district. Since KNP is a district Management area the Makuleke Flood plain has been declared wetland of international importance (Ramsar Site).

2.7.1.5 Environmental Conservation areas/ Natural Areas of Importance

Mopani District Municipality has good comparative advantage on Eco-tourism due to its proximity to Kruger National Park which is an Eco-tourism hotspot of international importance. There are other numerous environmental conservation areas or natural areas of importance including the Volksberg Wilderness area re-known as an important biodiversity hotspot, Debengeni waterfalls, Modjadji nature reserve where prehistoric plants Cycads are found, Manombe Nature Reserve, Provincial Merensky Reserve, Letaba Ranch Geothermal springs in Hans merensky Nature Reserve and Soutini Baleni (African Ivory Route in the district where traditional salt making activities takes place). Apart from all these natural areas of importance, there are several private owned game farms and nature reserves around Ba-phalaborwa and Maruleng Local Municipality. Mopani District is also considered the home of the big five due to abundance of such animals in Kruger National Park and surrounding private game farms and nature reserves.

2.7.1.6 Agriculture and Forestry

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

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

2.7.2 Priority Environmental challenges Identified in Mopani District Municipality

2.7.2.1 Improper Waste Management

The district municipality is still having a serious challenge with waste management function irrespective of the existence of the Integrated Waste Management Plans developed few years ago, for all local Municipalities in the district. Out of five local municipalities in the district it is only Greater Tzaneen local municipality that is having authorized waste management facility / landfill sites. Most of the waste management services is rendered in townships with majority of people staying in rural areas using own dumps or burning wastes in their own back yard which is not good for community wellbeing and the environment. Hazardous waste are transported to disposal facilities in Gauteng by private contractors from mines around Ba-phalaborwa and the Department of Health has hired a Private consultant to collect and transport medicinal waste from all hospitals and clinics in the district to waste disposal facilities in gauteng. The district municipality is intending to shift away from its current practices of waste management which is "End of Pipe" to an integrated approach in dealing with wastes. This will involve waste minimization at source, reuse, reduce, recycling and composting. The new approach will only collect and transport waste to landfill sites only those type of waste that cannot be reused, recycled or composted.

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

2.7.2.2 Water Pollution

The major cause of water pollution in Mopani District is uncontrolled illegal dumping of waste through out the district and unattended sewage spillages. Several cases of illegal dumping of waste along the river banks and in water bodies has been reported and observed in Greater Giyani and Greater Letaba local municipalities. According to the state of rivers report for Letaba and Luvuvhu produce by DWAF in 2001, water pollution in Mopani district is also worsened by deforestation activities associated with fuelwood collection and agriculture along the river banks and within the riparian zones in the catchments areas. In the past two years (2007 and 2008), two causes of water pollution has been reported in Mopani district. One around Greater Giyani were fish were found dying within a water body and another one within the District Management Area were crocodiles were dying. The lack of water-borne sewerage systems leads to the contamination of ground water.

The most noted water pollution takes place in the Murhogolo stream between Giyani shopping complex and government offices, the Thabina river from Mogoboya downstream, at the Klein and Greater Letaba rivers as well as Molotodzi which is highly choked with solid waste.

Water is life and its need to be conserved cannot be overemphasized or postponed since it cannot be created. Individual members

of communities, sector departments and private institutions need to take conscious decision on the conservation and prevention of water pollution.

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

2.7.2.3 Alien Invader Plants and animals

Alien invader plants are plants which are not indigenous to South Africa and they are either brought here in Mopani district or South Africa because of their Commercial values or as pet. Amongst the problematic alien invader plants identified in Mopani district include bugweeds, pines, eucalyptus, lantana, jacaranda and African wild potatoes. Alien plants invading the riparian habitats include peanut butter cassia, castor-oil plant, sesbania, ageratum and large cocklebur. The District and its local municipality in partnership with other sector departments need to prioritize programmes to deal with alien invader plants as they utilize large quantities of water, putting affected areas vulnerable to drought and fire hazards and out- compete indigenous plants (State of the Rivers Report: 2001).

Potable water is already a concern in some parts of the district communities. Therefore further loss of water to conserve nature may not be solved if the cause is not dealt with forthwith. Departments such as DEAT and DWAF could assist with programmes to combat the mushrooming of alien invader species to conserve the indigenous biological diversity in Mopani district Municipality.

2.7.2.4 Veld and forest fires

Fire is used as a resource management tool to stimulate green bite and for the survival of other plants communities which are dependent of fire for reproduction like the pyrrhic plants communities in a form of prescribed burning. Improper use of fire may cause serious damage to the environment including exposure of soil to forces of soil erosion, damage to biodiversity, atmospheric pollution, and loss of life and damage to property. The vegetation cover or communities of Mopani District and its local Municipality make its vulnerable to wild and forest fires especially human made fires. The dominant plant species, mopani plant and the existences of forestry plantations and grassland in the district makes the district vulnerable to fire hazards especially during winter due to the flammability of those fragile vegetation. In the previous financial year several cases of wild and forest fires have been reported around Greater Giyani local municipality which has cause serious damage to Manombe nature reserve. Fire has also been reported to have destroyed extensive forests plantations around Greater Letaba and Greater Tzaneen local Municipality. Wild fires have also been reported to have caused serious damage to mountain ecosystem around Maruleng Local Municipality along the Drakensburg Mountain ranges. Plans to deal with wild and forest fires have been prioritized in the Disaster Management Plan for Mopani District Municipality. The District Municipality is striving to improve the working relationship with communities, private institutions and sector departments in addressing the problems.

2.7.2.5 Integrated Environmental Management (IEM)

Integrated Environmental Management is the notion that, there should be a balanced consideration of environmental, socio-economic and cultural heritage in decision making, project planning and implementation including the formulation of programmes and policies. This is done to promote sustainable developments in municipal planning activities including projects planning and implementation. In order to ensure that there is balanced considerations of environmental and socio-economic in municipal projects planning, all infrastructure projects are screened to check if an Environmental Impacts Assessment might be required or not. This is in line with the New EIA regulations enacted under the National Environmental Management Acts No: 107 of 1998. Compliance of projects to other legal requirements as outlined by other acts and regulations is also screened before project implementation. This includes compliance with Acts and regulations such as the National Water Act No 36 of 1998, Minerals and Petroleum Resources Development Act No:28 of 2002, National Heritage Resources act No:25 of 199, section 24 of the Constitution of The Republic of South Africa of 1996 e.t.c.

As part of the National and Provincial local Government intervention on environmental management, The National Department of Environmental affairs and Tourism in partnership with DWAF and DEDET has funded the development of Environmental Management Framework for Letaba and Olifant Catchments area that will also cover the Mopani District Municipality. The EMF will provide necessary guidance for environmental considerations in Municipal Planning processes to promote sustainable development that caters the needs for current and future generations in Mopani District Municipality. Apart from this, DEAT has also deployed an official to provide technical advice on environmental management and Tourism issues, ensure proper planning and implementation of its EPWP projects funded under its Social Responsibility Programme (SRP) and provides inputs on Municipal planning structures such as IDP representative forums.

The District stakeholders are ready and willing to work with various stakeholders including, CBO's, NGO's, PPP,s SMME's academic institutions and sectors departments to deliver on its environmental function.

2.7.2.6. Air Pollution

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

2.7.2.7. Deforestation

Deforestation is one of the identified major environmental problems affecting most areas in the district. It is caused largely by traditional healers in persiut of medicinal plants, wood carvers, firewood collectors, farmers and villagers residing around forest areas. The problem may be accelerated by poverty, lack of knowledge, unemployment, unclear land policy, lack of law enforcement, traditional practices and economic gains.

2.7.2.8. 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, unmaintained roads and poor land use management.

2.7.2.9. Informal Settlements

Informal settlements have major negative effect to the environment in that often areas are accupied with structures without due consideration of environmental potential. Vegetation is destroyed when buildings are built, and increases the chances of land and water polution. Forests are debushed and the dependence of human life on nature is sacrificed. 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.

2.7.3 Waste Management

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. The situation need to receive urgent attention, especially in the three Rural municipalities, i.e Greater Giyani, Greater Letaba and Maruleng.

Waste Disposal

All municipalities, except Greater Letaba 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.

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, at Majeje and Mashishimale villages are disturbed by human activities which threatens the Biodiversity of these important natural resources;
- Three informal settlements with approximately 1143 households without access to basic services like waste removal, sanitation, water and electricity also contribute to environmental pollution,
- Problem of deforestation which result in most areas being exposed to soil erosion, and
- Lack of waste removal services at rural communities also poses a challenge as these areas are heavily polluted due to litter and uncontrolled dumps.

Greater Letaba

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

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

biodiversity.

Greater 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 three informal settlements with 1134 dwellings that are without access to basic services like water, sanitation and waste removal, and this has an impact on the environment;
- Deforestation is also a problem.

Greater 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.

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.

2.8.2 Housing (Municipal Information 2008)

Table30: Housing needs in Mopani Municipality	Total Households	No. of H/H with housing at or above minimum standard	No. of H/H in need of housing
GTM	89 832	75 687	14 145
GGM	57 538	44 587	12 951
GLM	59 539	54 416	5 123
BPM	24 589	21 341	3 248
MLM	33 791	28 789	5 002
MDM	265 289	224 820 (84,7%)	40 469 (15,3%)

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

2.8.3 Education

Table 31: Level of Education by Municipalities (No. Persons)

GRADING	GGM	GLM	GTM	BPM	MLM	DMA	Mopani
Grade 0	4109	4609	9117	2777	2200	0	22812
Grade 1/sub A (completed or in process)	8741	7627	9855	2390	3098	0	31711
Grade 2/sub B	12083	11229	14197	5443	4044	0	46996
Grade 12/Std 10/NTC III (without university exemption)	13084	10159	17684	10283	1712	0	52922
Grade 12/Std 10 (with university exemption)	3000	754	3388	1790	1264	0	10196
Certificate with grade 12	947	952	1917	2170	463	0	6449
Diploma with grade 12	3218	2776	4585	2101	414	0	13094
Bachelor's degree	1640	1480	2585	1095	80	0	6880
BTech	195	78	406	135	184	0	998
Post graduate diploma	801	317	952	78	281	0	2429
Honour's degree	547	459	638	222	176	0	2042
Higher degree (masters/PhD)	439	0	233	455	0	0	1127
No schooling	35941	38459	44867	12926	1467 1	0	146864
Total							344520
DMA figures not available from STASSA							

Community Survey, 2007 STATSSA

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.

(I) 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:

Table 32: Infrastructure backlogMUNICIPALITY	MDM: 712		Gr. Tzaneen Nos	Gr. Giyani Nos	Maruleng Nos	Gr. Letaba Nos	Ba-Phalaborwa Nos
	Nos	%					
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

(li) Adult Based Education

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

Table 33: ABET Centres in Mopani

Municipality	MOPANI	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 in partnership with KNP has started with research for this programme.

(lii) 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:

Table 34: Early Childhood Centres in Mopani

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.

- Under resource of sanitation, water supply

- Lack of toys for kids

- Lack of monitoring of foodstuffs and finance audit.

- Mushrooming of illegal ECD Centres

- 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.

(iv) 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.

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

Table 35: HEALTH SERVICE LEVELS (Population no. 1 068 569, STATSSA, 2007)				
	2007/8		2008/9	
	No. facilities available	People served per a facility	No. facilities available	People served per a facility
Hospitals	7	133 572	9	118 730
Health Centres	9	152 653	9	118 730
Clinics	87	11 490	99	10 794

(I) Prevalent Diseases in Mopani District

Diarrhea
Pneumonia
Tuberculosis
HIV and AIDS
Malaria
Cholera
Sexually Transmitted Infections (STI)

Table 36: Health Amenities/ Facilities and Services By Local Municipalities

	MDM	Ba-Phal	GTM	GLM	MLM	GGM	KNP
Available Prov. Hospitals	1		1	-	-	-	-
Available District Hospital	7	1	2	1	1	2	-
No. Clinics + health centres	96	10	32	21	9	24	-
% Facilities providing 24-hour service	90%	80%	85%	96%	100%	90%	-
No. of applications for new Clinics	10	1	2	2	2	3	-
No. H/ centres needed	3	-	1	1	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	1050	20	459	194	162	195	2
Teams Needed	17	2	5	3	2	3	2
No. visiting points needed		-	-	-	-	-	3
Satellite clinics	904	15	46	190	163	80	-
No. of Community Home-based care-givers	1160	120	350	150	200	340	-

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. Analysis indicate acute shortage of the services for urgent attention in this area of the DMA.

Mopani has progressed considerably with Clinics infrastructure. However five Clinics and one health centre are still needed for the communities to be sufficiently provided. However, those will as well add to the backlog on water and sanitation. It will be seen that Mopani has 90% of its clinics servicing communities 24hours. The remaining 10% is largely attributed to infrastructure and staff management problems.

An analysis of the availability of health facilities per municipality indicates that Maruleng Local Municipality is in the best position as it has 1 clinic for every 6 841, followed by Greater Giyani with 9 526.

Table 37: Clinic/ Health centre: people Ratio

	GGM	GLM	GTM	BPM	MLM	DMA	Mopani
Total population	247665	247745	349081	127307	95769	1002	1068569
No of people served by one clinic/ health centre	9 526	17 697	10 268	12 731	6 841	-	10 686

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

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

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

Dzumeri Health centre,	Mugodeni Grace Health centre,	Makhuba Clinic,
Sekgopo clinic,	Maphutha- Malatji hospital	Nkhensani Hospital,
Kgapane hospital,	Letaba hospital,	Van Velden Hospitals
Dr C.N Phatudi hospital,	Evuxakeni hospital,	

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

(Iii) 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.

Table38: Mopani District Municipality HIV/AIDS (Progression in 7 years)							
Year	2002	2003	2004	2005	2006	2007	2008
Trend	23%	23%	22,5%	29,8%	24,8%	23%	23,8%

Table 39: Prevalence in year 2006/7 per Municipality						
MDM	Ba-Phalaborwa	GLM	GGM	GTM	Maruleng	Kruger National Park
23%	27,3%	17,5%	21,3%	28,5%	26,8%	No data

Table 39: List of HIV & Aids Intervention Programmes And Targets

PROGRAMME	TARGET	SUPPORT NEEDS
Home based care	Sick or Terminal patients	HR, Funds and Facilities
Condom distribution	Prevention of spread, to all sexually active population	Resources to manufacture & distribute
Awareness campaigns	Schools, work places, clinics, public facilities, NGOs, FBOs, etc.	Resources to intensify the campaigns. Sector Departments to play their part.
Prevention of Mother to Child Transmission (PMTCT)	Pregnant women not to transmit HIV to children	Training and skills development support
Voluntary Counseling & Testing (VCT)	All sexually active people to know their status and conduct their lives accordingly.	Infrastructure/ Counseling rooms
ARV Roll out	HIV positive people	Human Resource and Infrastructure

Table 40: 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 below.

TABLE 41: Statistics on HIV/AIDS Prevalence in South Africa (Antenatal clinic estimates)							
Province	2002 prevalence %	2003 prevalence %	2004 prevalence %	2005 prevalence %	2006 prevalence %	2007 prevalence %	2008 prevalence %
KwaZulu-Natal	36.5	37.5	40.7	39.1	39.1	37.4	40
Gauteng	31.6	29.6	33.1	32.4	30.8	30.3	36
Mpumalanga	28.6	32.6	30.8	34.8	32.1	32.0	33
Free State	28.8	30.1	29.5	30.3	31.1	33.5	34
Eastern Cape	23.6	27.1	28	29.5	29.0	26.0	29
North West	26.2	29.9	26.7	31.8	29.0	29.0	30
Limpopo	15.6	17.5	19.3	21.5	20.7	18.5	20
Northern Cape	15.1	16.7	17.6	18.5	15.6	16.1	21
Western Cape	12.4	13.1	15.4	15.7	15.2	12.6	16

The abovementioned table demonstrates that Kwazulu-Natal (KZN) has the highest prevalence rate since 2002. It is noted with regard to Limpopo province that the infection rate has increased from in 2002 to 2005 and then decreased in 2006-2007. According to the Provincial Department of Health and Welfare 2005 Summary Report, the Mopani district has decreased from the highest HIV prevalence of 29.8% in 2005 to 23.8% in year 2008, 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. Despite the decrease in pandemic, all institutions (public and private) in the district have to increase their efforts (individually and collectively) to deal effectively with the pandemic so as to maintain high productivity and service delivery levels both in the workplace and in the broader society whilst avoiding discrimination of those infected or affected. Hence partnership between government, private sector and all other stakeholders have to be forged in order to develop and implement policies and programmes that are aimed at combating the spread of the virus and mitigating the impact of the AIDS pandemic.

The prevalence of HIV and AIDS has resulted in the increase of child-headed families without any source of income in the province. However, the Department of Social Development has been proactive in providing child support grants. The Integrated Food Security Programme continues to play a pivotal role by giving families food packages although many families are still left out. The Mopani District Council acknowledges the serious nature of these diseases and has established an institutional HIV/AIDS

Committee and developed a 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.

2.8.5 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 below				
Table 42: 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
	Muhlahlandlela	0	1	0
	Ndengeza	0	1	0
	Nkuri	0	1	0
	Sub- Total	1	7	1
Greater Letaba	Bellevue	0	1	0
	Modjadjiskloof	1	0	0
	Kgapane	1	0	1
	Sekgopo	0	1	1
	Thakgalane	1	0	
	Worcester	0	1	0
	Sub-Total	3	3	2
Greater Tzaneen	Haenertzburg	1	0	0

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

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.

2.8.6 Social Amenities

(i) 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 43: 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	Mavuzi 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

(ii) STADIA

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

Table 44: 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. Currently there are national priority sporting codes (13) of which there is serious shortage of trained coaches. Only one football coach is well trained and it would be desirable to get 20 more, including other sporting codes. The following coaches need to be trained as a matter of priority: Football, Boxing, Cricket, Table tennis, Athletics. The other development that needs urgent attention is the establishment of Fan parks where soccer fans would be able to watch the games during 2010. However tourism activities are anticipated which may require improvement on our infrastructure such as access roads, water, health facilities, communication and electricity.

(iii) 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.

(iv) 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:

Table 45: 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

(V) 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.

(Vi) Thusong Centres (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 Maruleng (Metz). Both Greater Tzaneen and Maruleng MPCCs are the most functional, whereas others are still having various challenges.

The district, local municipalities and sector departments have a critical challenge of ensuring that all these MPCCs are functional and 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 Financial Viability

Mopani District Municipality is more reliant on grants, with very little funds from own sources. Following the discontinuity of the RSC levies, the little own sources are; sale of Tender documents, Fire services charges, Registration of service providers, Interests on call account and miscellaneous like interests on investments. The District municipality does not collect funds from Property rates in the District Management Area due to the fact that there is already motion from Municipal Demarcation Board that the Area will fall within the adjacent municipalities at the end of term of the current Council.

The Mopani District municipality has short term investments made with ABSA, FNB and Standard Bank. These Investments were done at the time when the municipality was able to generate income from RSC levies. Since the municipality did not have major projects like Office building at that time, it was realised that it would be better to invest the funds so that when there is a need, withdrawal could be made. Investments are also withdrawn when available funds in the current account cannot cater for the payments of services rendered at a particular point in time, as all of the investments are short term.

Table 46: Contributions from both Grants and Own source

GRANT	BUDGETED AMOUNT		OWN REVENUE	AMOUNT
EQUITABLE SHARES	R234 250 000		Sale of Tenders	R 500 000
FMG	R 250 000		Registration of service providers onto Database	R 150 000
MSIG	R 735 000		Interest on Call account	R 80 000
MIG	R164 461 000		Interest on current account	R1 200 000
LG SETA	R 300 000		Fire Services charges	R 300 000
DWAF	R 68 303 000		Interest on investments	
			Mischellaneous	

In the current financial year 2008/09, Mopani District municipality has the total Budget of R511 059 119 which caters for;

Salaries:	R 78 828 432	15,4%
General Expenses:	R110 250 067	21,6%
Repairs and maintenance:	R 45 368 577	8,9%
Capital expenditure:	R 38 774 715	7,6%
Infrastructure :	R237 837 328	46,5%

Given the vast amount of community needs versus the amount that the Municipality receives and that which it generates, the District municipality is still far to satisfy all communities in removing all identified developmental backlogs.

2.10. INSTITUTIONAL ANALYSIS

2.10.1. 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. The District Disaster Management centre is built in Tzaneen town and is in full use including Fire services.

2.10.2 Powers and Functions of the Mopani District Municipality

The powers and functions of the Mopani District Municipality, tabled in terms of sections 83 and 84 of the Municipal Structures Act, 1998, the Limpopo Provincial Notice No. 309 of 2000, Government Gazette No. 615 of 1st October 2000 and Notice no 356, Gaz. No. 1195 of 14th October 2005, are as follows:

- (a) Integrated Development Planning for the district municipality as a whole, including a framework for integrated development plans for the local municipalities within the area of the district municipality, taking into account the integrated developments plans on those local municipalities,
- (b) Bulk supply of water that affects a significant proportion of municipalities in the district
- (c) Bulk supply of electricity that affects a significant proportion of municipalities in the district.
- (d) Bulk sewerage purification works and main sewage disposal that affects a significant proportion of the municipalities in the district.
- (e) Solid waste disposal sites serving the area of the district municipality as a whole.
- (f) Municipal roads which form integral part of a road transport system for the area of the district municipality as a whole
- (g) Regulation of passenger transport services
- (h) Municipal Airport serving the area of the district municipality as a whole

- (i) Municipal Health Services serving the area of the district municipality as a whole
- (j) Fire Fighting services serving the area of the district municipality as a whole
- (k) The establishment, conduct and control of fresh produce markets and abattoirs serving the area of the district municipality as a whole
- (l) The establishment, conduct and control of cemeteries and crematoria serving the area of the district municipality as a whole
- (m) Promotion of local Tourism for the area of the district municipality as a whole
- (n) Municipal public works relating to any of the above functions or any other functions assigned to the district municipality
- (o) The receipt, allocation and if applicable, the distribution of grants made to the district municipality
- (p) The imposition and collection of taxes, levies and duties as related to the above functions or as may be assigned to the district municipality in terms of national legislation.

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

2.10.3 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 1 : **On behalf of the people:** Members of 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, Councillors are able to give political direction to the administrative programmes of Council. Table 47 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 47: 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 Ramarembela	Corporate Services	Governance and Admin
Social Services	Chairperson: Cllr NV Mathonsi	Community Services	Social and Infrastructure
Strategy, Planning & IDP	Chairperson: Alderman MM Mukhabele	Planning & Development	Economic Development
Roads and Transport	Chairperson: Cllr S Tindane	Technical Directorate	Social and Infrastructure
Water and Sanitation	Chairperson: Cllr MO Moagi	Technical Services	Social and Infrastructure
Energy	Chairperson: Cllr E Ndlovu	Technical Directorate	Social and Infrastructure

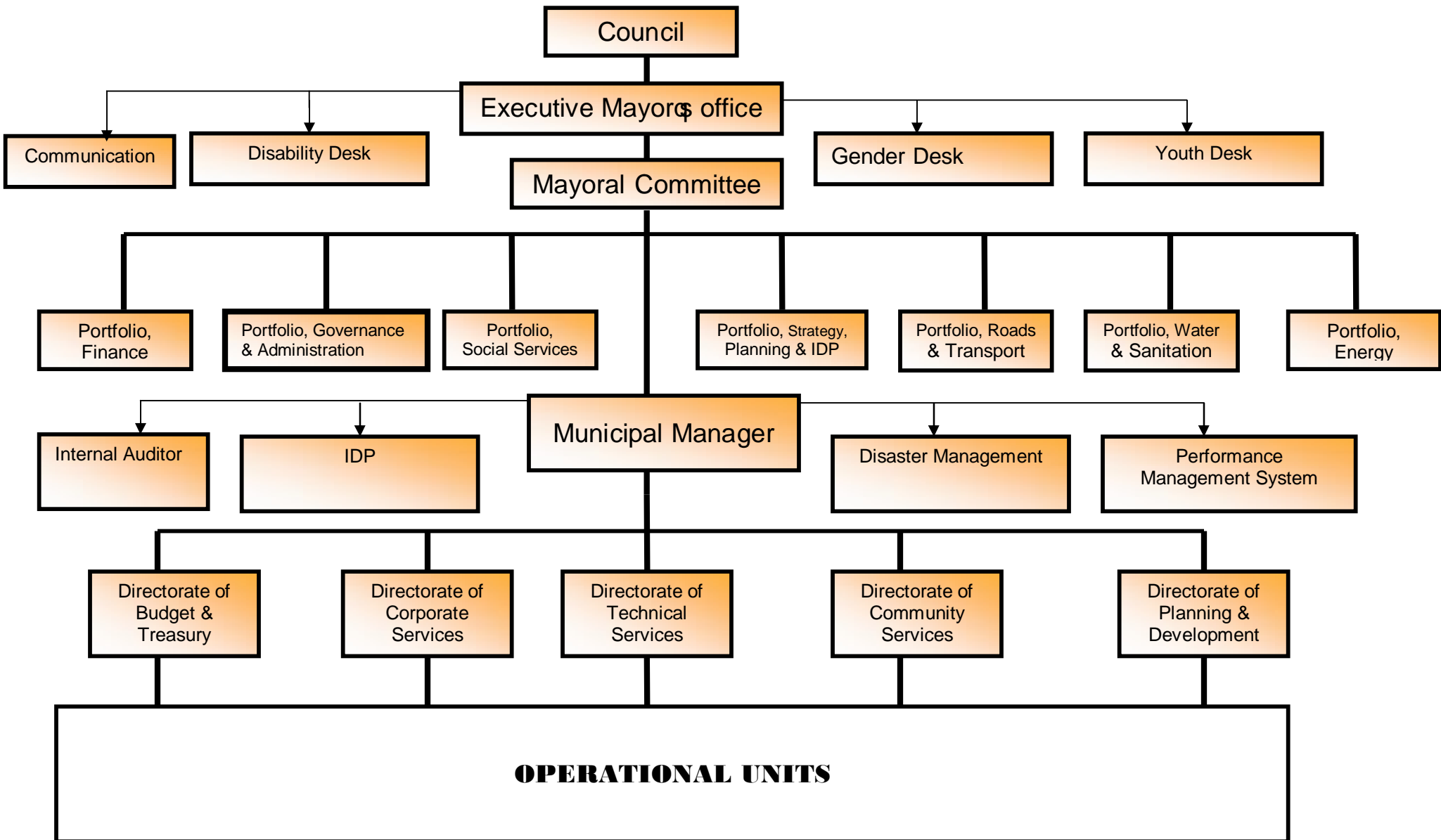
(I) Full-Time Councillors

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

2.10.4 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 3-5 September 2008. 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 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 in 20-21 October 2008 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.

2.10.5 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 48: 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 49: 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.

2.10.6 SWOT Analysis

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

Identification of the SWOT is essential because subsequent steps in the process of planning for the strategic intent of the municipality are derived from the SWOT. After meaningful participation, the following SWOT revealed the strong and weak points of the district area, as well as the opportunities and threats in the district area. At the second session additional Strengths, Weaknesses, Opportunities and Threats were identified. These are indicated with an asterisk(*) in the SWOT table

Strengths	Weaknesses	Weaknesses	Opportunities
IDP Compliance	Process Plan (Commitment to process plan)	Alignment	International collaboration, attraction and investment
Intergovernmental relations	Projects	Integration	Transport through road lobbying
Political stability	To be a team	Intellectual/emotional capacity	Funding weaknesses
	Planning	Planning	Fresh produce market
*Commitment	IDP	Project alignment	Tourism, Cultural diversity, Natural beauty, Wildlife, Climatic conditions
*Leadership	Participation(focused)	Strategic focus and discipline	Natural resources
*Systems	Project language (how projects reflected)	Retaining skill	Agriculture
*Commitment to IDP *Process Plan	Project prioritisation	Data management	Mining
	Resource gearing	Water management	Threats
	Co-ordination and alignment	*Asset Management	Sector contribution and alignment
		*Supply Chain Management Policy, *Transport policy compliance	Unemployment
	Monitoring and Evaluation	*Policy comprehension and implementation	Poverty levels
	Knowledge	*Internal and External Communication Strategy	Literacy level
	Involvement	*Lack of focus, discipline	Migration
	Policies and procedures	*Human Resource Development, Training evaluation	Water resources
	Ensuring quality standard product and branding	*Competency performance review (profiling)	Communicable and non-communicable diseases
		*Integrated spatial planning implementation	*Land claims
		*Own Revenue	

Table : SWOT analysis

*Strengths, Weaknesses, Opportunities, Threats added from second session

In analysing the SWOT some areas can be grouped together into definite “pains and enablers” that we call Key Priority Focused areas.

Table 50 : The Key Prioritised and Focused Areas can be grouped as follows:

Pains		Enablers
Standardised policies and procedures		Economic growth potential
Sector integration		Agriculture sectoral development
Project alignment		Tourism sectoral development
Data management		Mining sectoral development
Intellectual / Emotional Capacity		Southern Africa mobility
Discipline and Focus		Entrepreneurship organisation
Organisation and Communication		Planning
Illiteracy		Prioritisation model
Skill migration		Politician / Administration Exposure (best practices)
Water resources / management		Aligned (standardized) policies/procedures
		Production centres
		Marketing strategies
		Tariff and investment standardisation
		Economic analysis
		Retaining human capital
		Vision

Table : Pains and Enablers

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.

2.12. 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.

2.12.1 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.

2.12.2 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.

2.12.3. 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. IDP STRATEGIES PHASE 2009/10 – 2012

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.

3.1 VISION

At the Commencement of setting the Strategic Intent of the municipality, a picture of the future for the 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 sessions of 3-5 September and 20-21 October 2008 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 markets. This will create extra-ordinary economic growth for the whole district, emanating in the improvement of the quality of life of all citizens and also enabling the local municipalities to be financially viable and to provide quality services. Due to the diverse vegetation within the District, ranging from sub-tropical, tropical

to bush-veld, as well as the fact that it embraces Kruger National Park with acclaimed Great Limpopo Transfrontier park and two Border posts to Mozambique, it creates the ideal opportunity to promote the District as the **tourist growth point** in the Limpopo Province". During this review, alignment of visions of Local municipalities was confirmed and it was identified that the vision for Greater Tzaneen municipality is not fitting into the District one. It was therefore recommended that the vision for GTM be reviewed.

3.2 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 Mission as reviewed, aligns with the Constitutional mandates enshrined in the Objects for Local government (section 152 of the Constitution). The Mission further supports the provisions of the Municipal Systems Act 32/ 2000: "provide for the core principles, mechanisms and processes that are necessary to enable municipalities to move progressively towards the social and economic upliftment of local communities and ensure universal access to essential services that are affordable to all".

Mopani District Municipality has thus confirmed the Mission (without alteration) 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

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

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

- ◆ Batho-pele principles

3.5 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.

3.5.1 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 cognisance 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.

3.5.2. 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.

3.5.3. 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 “Nkowanowa 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 Pafuri 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, Makgoebaskloof 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.

3.5.4. 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.

3.5.5. 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

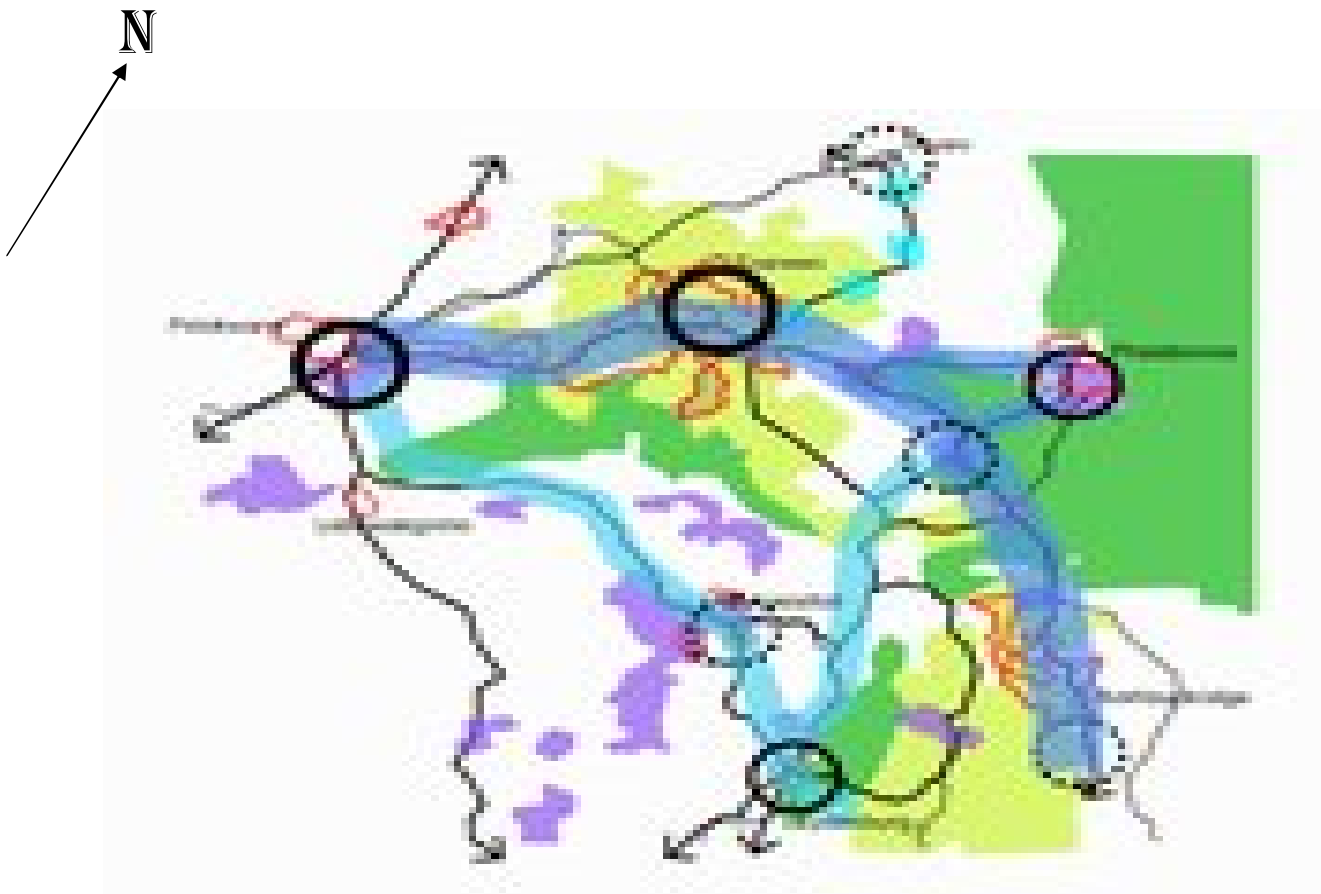
The development of new capacities and approaches should go hand in hand with measures to enhance accountability of the administration and build relationships of mutual respect and confidence between Councillors and administration. The municipality should also ensure that internal communication systems 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.

3.6 STRATEGIC DEVELOPMENT CORRIDORS



Map 2

3.7 DEVELOPMENT PROFILE



3.8

Figure 6

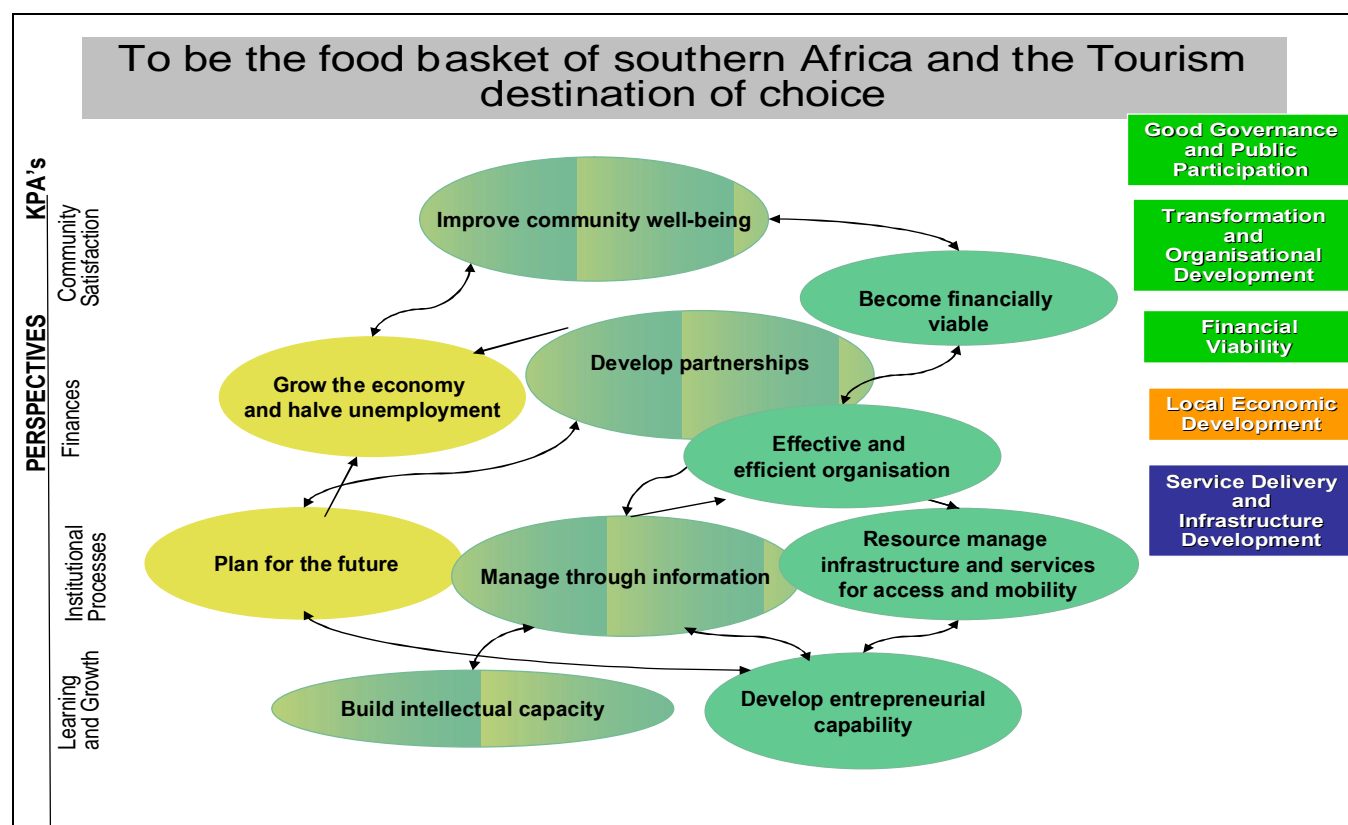
3.8 KEY PERFORMANCE AREAS OR PRIORITIES

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 and subject to annual review. 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 MDG Vision 2014. The Key Performance Areas have thus been altered as follows to satisfy the two strategies, EXCELLENCE and GROWTH:

Diagramme: KPA's and Strategic Objectives







Strategy Map

3.9 STRATEGIC OBJECTIVES




The above Strategy Map was developed by focusing on the Learning and Growth Perspective as point of departure:

- Build intellectual capacity** – This is a basic need that requires the district to focus effort and resources on programmes and projects that will uplift the intellectual capabilities of all of its officials. It will also enable the district area to more effectively focus on the 'bigger picture' and to achieve its ambitions.
- Develop entrepreneurial capability** – Wikipedia describes entrepreneurial capability in the following manner: "Entrepreneur in English is a term applied to the type of personality who is willing to take upon herself or himself a new venture or enterprise and accepts full responsibility for the outcome. In common understanding it is taken as describing a dynamic personality." It should be an ongoing goal for the district area to foster entrepreneurial spirit in all of its employees, and will be fundamental to the achievement of the vision of the district area.


Focusing on the above objectives will enable the Municipalities to be better equipped and capacitated and thereby improve the institutional processes:

-  Plan for the future – In order for the district area to achieve its vision, it needs to think ahead and even beyond its borders. It will need to keep its eye firmly on its vision and continuously measure its programmes and projects against whether they contribute to future growth and achievement of the “bigger picture” envisaged by the area.
-  Manage information – This objective was highlighted as one of the major challenges facing the area (see comments under IDP challenges above). Efforts to more effectively manage information, including the development of baseline information and smart application of information to achieve results, therefore has to be a critical objective for the district area. Also noted at the strategic planning session of 20 – 21 October 2008 was the fact that the district municipality has a co-ordination role to ensure alignment of all municipalities within the district and it was estimated that municipalities are only approximately 70% aligned. The fact that the District Municipality does not have information on the local municipalities is also indicative of non-alignment and non-integration.
-  Resource manage infrastructure and services for access and mobility - In order to become an effective and efficient area, urgent attention needs to be paid to the provision of services (as per the constitutional requirements) to improve the accessibility of services to all members within the district area. Mopani District has scarce water resources, therefore special attention should be given to the conservation and management of water resources. To this effect, projects identified to increase the water supply within the district are Mameŋa Dam and the raising of the Sami and Tzaneen dam walls.
-  Effective and efficient Organisation – To improve effectiveness and efficiency, standardised policies and procedures need to be established throughout the district area. This will lead to open and transparent decision-making and sound governance practices throughout the district area.

Improved effectiveness and efficiency within the district area will advance the utilisation and allocation of financial resources:








-  Become financially viable – Municipalities within the district area need to improve their financial viability position to ensure optimal utilisation of financial resources. The enhancement of revenue combined with the reduction of outstanding debtors should provide a platform for the municipalities to move from.
-  Develop partnerships – The district area will not be able to achieve financial viability on its own. Partnerships will have to be developed with private enterprises, NGO's and other agencies with a view to increasing its financial viability.
-  Grow the economy and halve unemployment – As a result of the high unemployment rate within the district area, special emphasis should be placed on local economic development and job creation initiatives.

The objectives within the three perspectives discussed above, will lead to community satisfaction and well-being:

-  Improve community well-being – The main focus will be on the upliftment of the socio economic status of the communities within the district area.

3.10 SUMMARY OF KPAs AND STRATEGIC OBJECTIVES

Table 51: Local Government KPAs

LG KPA	Strategic Objectives
Municipal Transformation and Organisational Development	 Plan for the future  Manage through information  Build Intellectual Capacity  Develop entrepreneurial capability
Basic Service Delivery	 Improve Community well-being  Resource manage infrastructure and services for access and mobility
LED	 Grow the economy and halve unemployment  Develop partnerships
Municipal Financial Viability and Management	 Become financially viable
Good Governance and Public Participation	 Effective and efficient organisation

3.11 STRATEGIC PROGRAMMES AND PROJECTS

(See Appendix A)

3.12 SHORT, MEDIUM & LONG TERM STRATEGIC OBJECTIVES WITH TIME-FRAMES

(See Appendix B)

Appendix A

MOPANI DISTRICT MUNICIPALITY STRATEGIC BALANCED SCORECARD

STRATEGIC VISION

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

STRATEGIC MISSION

- 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

Category	Strategy Map	Strategic Objective	Objective Results	Strategic Key Performance Indicators	Index 2005-2006	Target 2008-2009	Strategic Projects/Initiatives
Community Development		Improve community well-being	Quality of life of community members	<ul style="list-style-type: none">% decrease HIV infection rate by 2010% decrease of people dependent on government grants including old age			Various Projects/Programs
Financially sound		Secure financially viable sustainable investments	<ul style="list-style-type: none">% debt coverage% operating financial returns% cost coverage% increase in revenue generation			Various Projects/Programs	
Develop partnerships		Optimize resource employment for all	<ul style="list-style-type: none">% growth in Gross Geographic Product% decrease in unemployment			Various Projects/Programs	
Give the economy		Develop partnerships	<ul style="list-style-type: none">% growth in Gross Geographic Product% decrease in unemployment			Various Projects/Programs	
Effective and efficient organisation		Effective and efficient organisation	<ul style="list-style-type: none">% decrease in operational costs% increase in service delivery% increase in revenue generation				Various Projects/Programs
Manage through information		Effective and efficient organisation	<ul style="list-style-type: none">% decrease in operational costs% increase in service delivery% increase in revenue generation			Various Projects/Programs	
Resource manage infrastructure and services for access and		Effective and efficient organisation	<ul style="list-style-type: none">% decrease in operational costs% increase in service delivery% increase in revenue generation			Various Projects/Programs	
Build intellectual capacity		Effective and efficient organisation	<ul style="list-style-type: none">% decrease in operational costs% increase in service delivery% increase in revenue generation			Various Projects/Programs	
Develop entrepreneurial capability		Develop entrepreneurial capability	<ul style="list-style-type: none">% increase in revenue generation% decrease in unemployment				Various Projects/Programs
Build intellectual capacity		Develop entrepreneurial capability	<ul style="list-style-type: none">% increase in revenue generation% decrease in unemployment			Various Projects/Programs	
Manage through information		Develop entrepreneurial capability	<ul style="list-style-type: none">% increase in revenue generation% decrease in unemployment			Various Projects/Programs	
Resource manage infrastructure and services for access and		Develop entrepreneurial capability	<ul style="list-style-type: none">% increase in revenue generation% decrease in unemployment			Various Projects/Programs	

Appendix B

Programmes, Results, KPIs, Short Medium and Long Term Strategies							
Strategic Objective	Programme	Programme Objectives	Programme Result	Programme KPI	Short Term Strategies (0 - 1 yrs)	Medium Term Strategies (2 - 3 yrs)	Long Term Strategies (3 - 5 yrs)
Improve community well-being	Indigents	To ensure that households that qualify as indigent households are registered on the indigent registers of local municipalities	Improved quality of life for the poorest of the community	% households living below R1100 per month	Analysis of local municipalities' indigent registers to establish the status quo	Assist local municipalities with campaigns on indigent registers so that communities are informed of the existence of the indigent registers	Assist local municipalities in updating indigent registers and campaigns to inform communities
Improve community well-being	Environmental Health and Waste Management	To provide a safe, healthy and sustainable environment	A safe and healthy living environment for all community members	% reduction in pollution (land)	Development of standards instrument	Implement environmental standards	Total environmental quality management
Improve community well-being	Health Services: Community Health and Social Development Services	To ensure a healthy community	Healthy society	% reduction of communicable diseases, % reduction in non-communicable diseases, % reduction in food poisoning cases	Review District Health Plan. Include strategies to reduce HIV/Aids and other diseases within the district. Ensure local municipalities support MDM strategies	Ensure implementation of Integrated Health Plan.	Continuous updating and implementation of the District Integrated Health Plan.
Improve community well-being	Sports, Arts and Culture	To ensure a mental and physical healthy community	A mental and physical healthy community	% community satisfaction with quality of life	Establish status quo on sports, arts and culture activities in district. Promotion of sports, arts and culture events and facilities in the district.	Promotion of sports, arts and culture events and facilities in the district. Support national and provincial sports, arts and culture events	Promotion of sports, arts and culture events and facilities in the district. Support national and provincial sports, arts and culture events

Programmes, Results, KPIs, Short Medium and Long Term Strategies							
Strategic Objective	Programme	Programme Objectives	Programme Result	Programme KPI	Short Term Strategies (0 - 1 yrs)	Medium Term Strategies (2 - 3 yrs)	Long Term Strategies (3 - 5 yrs)
Improve community well-being	Fire Services	To prevent loss of lives and infrastructure through fire	Safe and secure society	% reduction of damage to property and lives due to fires	Assessment of occurrence of fire in district. Develop strategies to minimise risk of fire. Infrastructure development and personnel capacity building	Assessment of occurrence of fire in district. Develop strategies to minimise risk of fire. Infrastructure development and personnel capacity building	Assessment of occurrence of fire in district. Develop strategies to minimise risk of fire. Infrastructure development and personnel capacity building
Improve community well-being	Disaster Management	To prevent loss of lives and infrastructure due to disasters	Safe and secure society	% reduction of community members affected by disasters	Conduct vulnerability risk assessment for the district. Ensure that outcome is addressed in review of disaster management plan and provided to local municipalities. Ensure Preparedness of possible disasters according to disaster management plan	Annual review of disaster management plan. Ensure that identified risks are included in plan and submitted to local municipalities. Ensure Preparedness of possible disasters according to disaster management plan	Annual review of disaster management plan. Ensure that identified risks are included in plan and submitted to local municipalities. Ensure Preparedness of possible disasters according to disaster management plan
Improve community well-being	Safety and Security	To ensure safe and secure communities	Safe and secure society	% reduction in crime in the district	Assessment of status quo of safety and security in the district	Develop Safety and Security Framework for district. Provide framework to local municipalities to develop safety and security plans according to framework	Implementation of plans
Improve community well-being	Youth Development	To ensure quality of life for youth through national, provincial and municipal youth initiatives	Improved quality of life for youth	% increase in participation by youth in municipal initiatives and mainstreamed programmes	Establish status quo of youth activities within municipal area. Involve local municipalities in support of youth initiatives.	Ensure that municipal activities are aligned to National and Provincial programmes. Involve local municipalities in support of youth initiatives	Ensure that municipal activities are aligned to National and Provincial programmes. Involve local municipalities in support of youth

Programmes, Results, KPIs, Short Medium and Long Term Strategies							
Strategic Objective	Programme	Programme Objectives	Programme Result	Programme KPI	Short Term Strategies (0 - 1 yrs)	Medium Term Strategies (2 - 3 yrs)	Long Term Strategies (3 - 5 yrs)
							initiatives
Improve community well-being	Gender Development	To ensure that gender equality is promoted through national, provincial and municipal initiatives	Increased gender equality	% increase in participation of communities in gender initiatives and mainstreamed programmes	Establish status quo of National and Provincial gender initiatives within district. Ensure alignment of initiatives. Involve local municipalities in support of gender initiatives	Ensure that municipal activities are aligned to National and Provincial programmes. Involve local municipalities in support of gender promotion initiatives	Ensure that municipal activities are aligned to National and Provincial programmes. Involve local municipalities in support of gender promotion initiatives
Improve community well-being	Disability Development	To ensure quality of life for people with disabilities through national, provincial and municipal initiatives	Improved quality of life for people with disabilities	% increase in participation by people with disabilities in municipal initiatives and mainstreamed programmes	Establish status quo of National and Provincial disability initiatives within district. Ensure alignment of initiatives. Involve local municipalities in support of people with disabilities initiatives	Ensure that municipal activities are aligned to National and Provincial programmes. Involve local municipalities in support of people with disabilities initiatives	Ensure that municipal activities are aligned to National and Provincial programmes. Involve local municipalities in support of people with disabilities initiatives
Become financially viable	Expenditure	To manage the financial affairs of the municipality to ensure financial viability	To ensure expenditure within budget to become financially sustainable	% decrease in municipal budget variance	Draft budget within benchmark set by National Treasury within guidelines from MFMA. Fully in line with GAMAP legislation, National Treasury benchmark and MFMA. Ensure budget is totally aligned with IDP. Contain personnel	Draft budget within benchmark set by National Treasury within guidelines from MFMA. Fully in line with GAMAP legislation, National Treasury benchmark and MFMA. Ensure budget is totally aligned with IDP. Contain personnel costs within the targets. Timeous compilation and	Continuously keep in line with the guidelines and constantly increase revenue within the parameters set and ensure constant growth on budget. Ensure expenditure within municipal budget. Monitor spending and develop a better ratio

Programmes, Results, KPIs, Short Medium and Long Term Strategies							
Strategic Objective	Programme	Programme Objectives	Programme Result	Programme KPI	Short Term Strategies (0 - 1 yrs)	Medium Term Strategies (2 - 3 yrs)	Long Term Strategies (3 - 5 yrs)
					costs within the targets. Timeous compilation and submission of financial statement. Ensure expenditure within municipal budget. Implement and maintain of control system to ensure accurate information of the municipal budget	submission of financial statement. Ensure expenditure within municipal budget. Implement and maintain of control system to ensure accurate information of the municipal budget	between operational and capital expenditure. Implement and maintain of control system to ensure accurate information of the municipal budget
Become financially viable	Revenue	To increase revenue to become financially sustainable	Improved revenue generation mechanisms and reduced risks to become financially sustainable	% increase in Rand-value revenue collection,	Implementation of revenue collection strategy, assess the impact of the strategy.	Review revenue collection strategy. Ensure revenue enhancement strategy includes measures to decrease municipal debt	Ensure cost recovery and credit control. Implement measures to reduce municipal debt
Become financially viable	Supply Chain Management	To ensure that procurement processes are 100% within legislation, transparent and equitable	Increased equitable and transparent supply chain procedures to ensure good governance	Supply chain procedure compliant to legislation	Draft supply chain processes and ensure that it is equitable and transparent and in line with legislation. Ensure compliance with all legislation. Maintain service level with all departments. Structuring of committees in line with MFMA	Streamline and optimise procedure processes	Deliver optimal supply chain management services to all departments in the institution in line with departmental needs
Develop partnerships	Inter-governmental relations	To establish and develop sustainable partnerships to ensure economic growth in the district	Good governance and sustainable partnerships	% increase in sustainable co-operative governance index, Degree of	Identify and engage prospective strategic partners, Establish status quo on the implementation of	Establishment of sustainable economic partnerships, Facilitate integration of delivery of critical programmes	Evaluate the impact of the partnership. Continuous identification and establishment of

Programmes, Results, KPIs, Short Medium and Long Term Strategies							
Strategic Objective	Programme	Programme Objectives	Programme Result	Programme KPI	Short Term Strategies (0 - 1 yrs)	Medium Term Strategies (2 - 3 yrs)	Long Term Strategies (3 - 5 yrs)
				integration between MDM and other spheres of government in the delivery of critical programmes or initiatives	critical programmes through IGR structures		partnerships, Achieve full integration of the delivery of critical programmes by 2011
Develop partnerships	Communication	To promote the District in South Africa and Internationally to ensure economic growth	Successful promotion of the Mopani District Area	% increase in investment in the area, The number of MDM LED initiatives (incl. capital projects) that focus on strategic and growing sectors as a proportion of the total, Rand value of investment in MDM as a direct result of strategic partnerships	Establish status quo of communication vehicles utilised for promotion of Mopani District. Develop strategies according to status quo to promote district. Provide local municipalities with strategy to localise for own marketing purposes	Promote district municipality and assist local municipalities in marketing initiatives	Promote district municipality and assist local municipalities in marketing initiatives
Grow the economy and halve unemployment	LED	To alleviate poverty through LED projects and initiatives	Employment for all community members	% decrease in unemployment, 30% of capital projects are EPWP projects,	Analysis of status quo of local economic development. According to report develop strategies/plans to ensure local economic development in district area.	Ensure economic development in nodal points identified in SDF.	Ensure economic development in nodal points identified in SDF. By 2011 all labour intensive initiatives of MDM have 90% local labour,

Programmes, Results, KPIs, Short Medium and Long Term Strategies							
Strategic Objective	Programme	Programme Objectives	Programme Result	Programme KPI	Short Term Strategies (0 - 1 yrs)	Medium Term Strategies (2 - 3 yrs)	Long Term Strategies (3 - 5 yrs)
Plan for the future	Planning and Development	To ensure that all planning and development is done according to SDF	Credible IDP	The degree to which MDM programmes, projects and initiatives respond to the needs and priorities of its communities	Assessment of District and local municipalities' IDPs. Support local municipalities in development of IDPs. Capacity building of IDP drivers. Improve service delivery such that all programmes, projects and initiatives make a positive impact on the communities as per their identified needs and priorities	Improve integration, alignment and co-ordination of plans. Improve service delivery such that all programmes, projects and initiatives make a positive impact on the communities as per their identified needs and priorities	Continuous IDP monitoring through PMS. Improve service delivery such that all programmes, projects and initiatives make a positive impact on the communities as per their identified needs and priorities
Plan for the future	Planning and Development	To ensure that all planning and development is done according to SDF	Sustainable development	% compliance to SDF	Filling of Infrastructure Planning Asst. Director post	Enhance infrastructure planning	Monitor compliance to SDF
Plan for the future	Planning and Development	To ensure that all planning and development is done according to SDF	Sustainable development	% compliance to SDF	Implementation of strategies in SDF.	Monitor compliance to SABS 0400, Disaster Risks Factors, SDF	Monitor compliance to SABS 0400, Disaster Risks Factors, SDF

Programmes, Results, KPIs, Short Medium and Long Term Strategies							
Strategic Objective	Programme	Programme Objectives	Programme Result	Programme KPI	Short Term Strategies (0 - 1 yrs)	Medium Term Strategies (2 - 3 yrs)	Long Term Strategies (3 - 5 yrs)
Manage through information	Information management , Research and development	To ensure proper data management and record keeping	Improved record keeping and data collection	Nr of reports submitted to Council committees established in terms of the MSA and MFMA	Validate and consolidate available data. Develop systems to collect information. Continuous update of information	Establishment of Research Unit, appointment of researcher	Enhance supervision on record data keeping and collection
Resource manage infrastructure and services for access and mobility	Free Basic Services	To ensure that all indigent households have access tot free basic services	Improved quality of life for the least privileged community members	% increase of indigent households that have access to free basic services	Establish backlog of provision of free basic services to indigent households in district. Develop strategies on how to delivery FBS to indigent households in district	Implement strategies to ensure that all indigent households have access to FBS in district	Implement strategies to ensure that all indigent households have access to FBS in district
Resource manage infrastructure and services for access and mobility	Provision of basic services:	To ensure that all households have access to basic services	Improved quality of life for all community members	% increase of households with access to basic services	Establish backlog for water, sanitation, waste, electricity. Eradicate basic services backlogs equal to or earlier than national targets	Enhance partnerships to speed up eradication of backlogs. Eradicate basic services backlogs equal to or earlier than national targets	Eradicate basic services backlogs equal to or earlier than national targets
Resource manage infrastructure and services for access and mobility	Water and Sanitation Services	To ensure that all households have access to basic level of water	All households have access to basic level of water	% increase of households with access to basic water	Establish status quo of provision of water to all households. Develop strategies on how basic water will be provided to all households by 2010 and sanitation by 2012	50% of all households have access to basic water by 2009. 50% of households have access to sanitation by 2010	All households have access to basic water by 2010. Ensure that all households have access to basic sanitation by 2012

Programmes, Results, KPIs, Short Medium and Long Term Strategies							
Strategic Objective	Programme	Programme Objectives	Programme Result	Programme KPI	Short Term Strategies (0 - 1 yrs)	Medium Term Strategies (2 - 3 yrs)	Long Term Strategies (3 - 5 yrs)
Resource manage infrastructure and services for access and mobility	Roads and transport	To ensure that all households have access to roads and transport	All households have access to roads and transport within the district area	% increase to access to roads and transport	Establish backlog on accessibility to roads. Develop Integrated Transport Plan with strategies to eradicate road backlog by 2020	Implement Integrated Transport Plan. Implement strategies to eradicate road backlog by 2020	Implement Integrated Transport Plan. Implement strategies to eradicate road backlog by 2020
Resource manage infrastructure and services for access and mobility	Energy	To ensure that all households have access to electricity	All households have access to electricity by 2014	% increase in access to households to electricity	Establish status quo of provision of electricity to all households. Develop strategies on how electricity will be provided to all households by 2014	50% of all households have access to electricity by 2012.	All households have access to electricity by 2014
Resource manage infrastructure and services for access and mobility	Waste management	To ensure all households have access to waste removal	All households have access to waste removal	% increase in households that have access to waste removal	Establish status quo of waste removal in district. According to report develop plans to ensure that all households have access to waste removal by 2011	Implement strategies to provide all households with waste removal by 2011	Implement strategies to provide all households with waste removal by 2011
Resource manage infrastructure and services for access and mobility	Housing	To ensure that all households have access to proper and safe tenure	All households live in at least RDP standard of housing	% increase in households that have access to at least RDP standard of housing	Establish status quo of housing needs within the district	Liaise and negotiate with DLG&H to allocate housing units to eradicate backlog	Liaise and negotiate with DLG&H to allocate housing units to eradicate backlog
Resource manage infrastructure and services for access and mobility	Maintenance and Upgrading of municipal assets	To ensure maintenance and upgrading of municipal assets	Increased lifespan of municipal assets	% maintenance budget spent (R-value budget allocated for maintenance / R-value maintenance budget spent)	Develop Infrastructure Asset Management Plan. Expenditure on infrastructure maintenance is in line with national norms and standards by 2011	Functionality assessment for all infrastructure. Expenditure on infrastructure maintenance is in line with national norms and standards by 2011	Maintenance and upgrading of municipal assets according to Infrastructure Asset Management Plan. Expenditure on infrastructure maintenance is in line

Programmes, Results, KPIs, Short Medium and Long Term Strategies							
Strategic Objective	Programme	Programme Objectives	Programme Result	Programme KPI	Short Term Strategies (0 - 1 yrs)	Medium Term Strategies (2 - 3 yrs)	Long Term Strategies (3 - 5 yrs)
							with national norms and standards by 2011
Resource manage infrastructure and services for access and mobility	MIG	To ensure optimum utilisation of MIG	Sustainable capital projects for improved quality of life for all community members	% MIG budget allocation spent	Projects costed and prioritised. Project plans approved and monitored	Monitoring of projects plans to ensure that MIG is spent accordingly	Monitoring of projects plans to ensure that MIG is spent accordingly
Effective and Efficient Organisation	Governance and Administration	Corporate Governance	Unqualified audit report	% reduction in audit queries	Internalise organisational policies and implement management/Council decision timeously. Ensure that identified risks according to the Risk Assessment are minimised and addressed	Update existing policies and develop new policies. Review Enterprise Risk Assessment annually. Monitor and report. Ensure review of Enterprise Risk Assessment, ensure that identified risks are minimised and addressed	Ensure compliance to policies, timeous implementation of resolutions, consistent adherence to policies
Build intellectual capacity	Capacity building and Training (HRD)	To ensure a skilled and capacitated workforce	Skilled workforce	% increase in supervisor satisfaction	Conduct skills audit and competency profiling. Develop training programmes to address competencies in organisation. Monitor and evaluate the impact of training	Ensure people are training according to competency assessment and skills audit.	Ensure that skilled personnel are retained and awarded. Annual review of Enterprise Risk Assessment, ensure that identified risks are minimised and addressed

Programmes, Results, KPIs, Short Medium and Long Term Strategies							
Strategic Objective	Programme	Programme Objectives	Programme Result	Programme KPI	Short Term Strategies (0 - 1 yrs)	Medium Term Strategies (2 - 3 yrs)	Long Term Strategies (3 - 5 yrs)
Develop entrepreneurial capability	Human Resource Management	To ensure a focused and disciplined workforce	Focused and disciplined workforce	% increase in meeting deadlines	Encourage accountability and responsibility. Develop Change and Diversity Management Programme	Ensure monitoring and coaching and creation of awareness of organisation culture. Implement motivational strategies within the organisation	Monitor and evaluate impact of coaching and mentoring. Monitor whether focused and disciplined workforce has been establish

3.13 SPATIAL OBJECTIVES AND STRATEGIES

SPATIAL OBJECTIVES AND STRATEGIES FOR THE MOPANI DISTRICT MUNICIPAL AREA

	SPATIAL OBJECTIVE	STRATEGY
1	The establishment of an optimal and functional spatial pattern for the municipal area over time.	<ul style="list-style-type: none"> Develop settlements in accordance with their development potential. The level of investment in a settlement/settlement area for the provision of housing, economic development (e.g. LED projects), social services (e.g. clinics, schools, etc), physical infrastructure (e.g. level of services), institutional infrastructure (e.g. police stations, municipal offices), etc. should be done in accordance with the development potential of such a settlement/ settlement area.
2	The establishment of a spatial pattern to provide a framework for the provision of social facilities and physical infrastructure on a cost effective basis and to provide a sound basis for economic growth to increase income and employment in both the formal and informal sectors.	<ul style="list-style-type: none"> Utilise the hierarchy of settlements as defined in the Spatial Development Framework and the Proposed Norms and Standards for the Provision of Community Facilities and Physical Infrastructure for different settlements.
3	Establish sustainable settlements that are able to generate economic activities and create jobs for their residents.	<ul style="list-style-type: none"> Nodal points / areas with development potential in rural areas should receive priority attention in terms of providing a higher level of community facilities and physical infrastructure.
4	Areas currently utilised or earmarked/identified as areas with potential for specific utilisation in future, e.g. areas for mining, agricultural development, tourism, trade and industry, residential development (see Spatial Maps), should be protected from any development that will sterilize or negatively impact on existing and future utilisation of such areas for that specific use.	<ul style="list-style-type: none"> No new land development will be allowed in areas that are utilised or earmarked/identified as areas with potential for specific utilisation (e.g. areas for mining, agricultural development, tourism, trade and industry, residential development) in future without lodging a properly motivated application to the relevant authority in terms of the applicable legislation. The Mopani District Municipality / local municipalities should comment and make an input regarding any of the afore-mentioned applications for land development. A Land Use Management System should formulated and in the process partnerships with Traditional Authorities be forged to ensure smooth implementation
5	Increase residential densities to achieve a more compact "urban" structure to achieve specific threshold values in population to provide for higher levels of social, physical, institutional and economic services.	<ul style="list-style-type: none"> Reduced residential erf sizes for new housing projects should be negotiated with rural communities. Existing low density residential areas can be dandified by means of infill planning. New land development should be concentrated in development nodes and priority should be given to development nodes when new housing projects are allocated. This should accommodate rural life styles like backyard ploughing fields and livestock enclosures
6	The existing housing backlog in the Mopani Municipal Area should be addressed.	<ul style="list-style-type: none"> Provision should be made for new low-income housing development in the municipal area in consecutive financial years to eradicate housing backlogs and to make provision for future need of housing. Recognition should be given to potential economic growth and allow for high and medium income developments –thus, a programme to provide social infrastructure and public amenities should be considered
7	Illegal occupation of land and the allocation of informal residential sites should be discouraged.	<ul style="list-style-type: none"> A process should be put in place whereby tribal authorities should request the local authority to assist them to address the housing needs of the tribal communities. A collaborative system between the two institutions is required to ensure elimination and management of illegal land occupation

4. PROJECTS PHASE

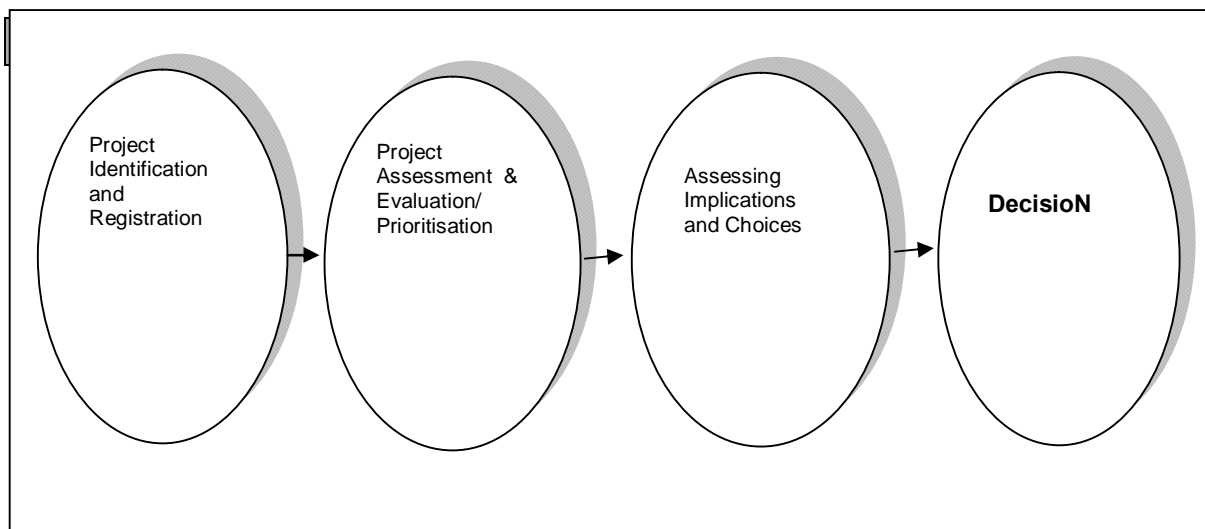
4.1 PROJECTS PRIORITISATION

Project prioritization is a process and not a once off allocation of weights and scores. Successful prioritization is dependent on all of the steps in a process and the relevancy and appropriateness of a prioritization exercise will be weakened if all of the steps of the process are not committed to. Prioritisation is also to a large degree focused on financial and budget decisions to accomplish specific objectives or goals.

It is thus clear that decisions regarding budgets and finances are being taken at different levels of the organization and taking different issues and dynamics into account. Departmental budget decisions, for example, are operational oriented and doesn't always see the importance of strategic inputs. Community input into the budget process is also necessary and legislated. However, the needs of the community cannot always be translated directly into projects. There is a process needed where service providers must validated community needs and get at least some indication of accurate budget figures in order not to create any unfounded expectations. The first point of departure is therefore to identify and agree on a set of principles that will influence the budget and prioritization process, including the following:

- **Simple, transparent and robust.** In order to withstand pressures from all role-players it must clearly define roles, be easily understandable, acceptable and have a transparent logic.
- **High information accuracy.** It must facilitate informed decisions using only the necessary information which must be readily available.
- **Flexible.** It must be able to changing priorities. It should allow for positive feedback from development outcomes linked to a three-year budget cycle.
- **Comprehensive.** It needs to cater for differing needs from Services, Municipal Development Map, IDP, Community, Political leadership, etc.
- **Balance.** It needs to find the appropriate balance and compromise between technical needs to meet service goals and political needs.
- **Appropriate decision making.** Technical decisions are made by the services departments, political decisions are made by the politicians.

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

4.2. 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.

4.3. 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.

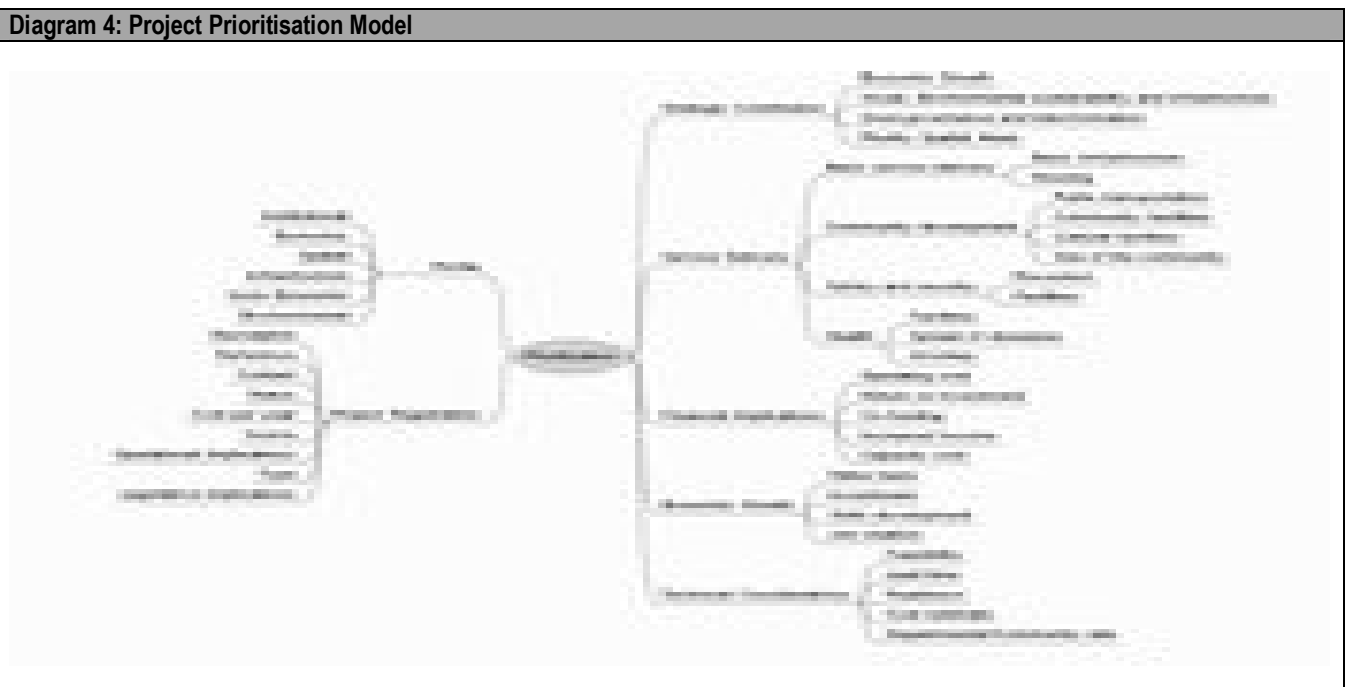


Table 52: MDM PROGRAMMES AND PROJECTS 2009/2010 - 2012

IMPLEMENTING DIRECTORATE: COUNCIL (001)

No	Name	Category	Target	Location	Budget	2009/2010	2010/2011	2011/12	Source of funding
1	Training: Council	Governance	CLLRS	MDM					MDM
2	Executive Mayor's Donation	Welfare	Needy						MDM
Refer to page 138 for Budget									

IMPLEMENTING DIRECTORATE: OFFICE OF THE SPEAKER (112)

No	Name	Category	Target	Location	Budget	2009/2010	2010/2011	2011/12	Source of funding
1	Catering								MDM
2	Conferences & Congresses	Governance							MDM
3	Subsistence & travelling	Governance							MDM
4	Public Participation	Governance	Communities	District wide					MDM
5	Printing & Stationery	Governance							MDM
6	Support to Local Municipalities	Governance	Communities	District wide					MDM
7	Imbizo	Governance							MDM
8	District Ward Committees forum	Governance							MDM
TOTAL									

STRATEGIC INTENT: SUSTAINABLE QUALITY OF LIFE

IMPLEMENTING DIRECTORATE: OFFICE OF THE EXECUTIVE MAYOR (110)

No	Name	Category	Target	Location	Budget	2009/2010	2010/2011	2011/12	Source of funding
1	District Mayor's Forum	Governance	Local Mayors	LMS					
2	Local House of Traditional Leaders	Governance	Traditional Leaders	LMS					MDM
3	Anti-Corruption Forum	Governance	Business, Labour & Civil Society	LMS					MDM
4	Mayor's Charity Cup	Social	Football Clubs, Charity Org., Tourists	LMS					MDM
5	Excellence Awards	Governance	Stakeholders & Public Servants	LMS					MDM
6.	Mainstreaming monitoring software	Governance	Designated groups						MDM

DISABILITY DESK (116)

No	Name	Category	Target	Location	Budget	2009/2010	2010/2011	2011/12	Source of funding
1	District Disability Forum	Social	Disabled People's Organisations	LMS					MDM
2	Disability Campaigns and Awareness	Social	Rural Households	LMS					MDM

REFER TO PAGE 138 FOR BUDGET

GENDER DESK (118)

No	Name	Category	Target	Location	Budget	2009/2010	2010/2011	2011/12	Source of funding
1	Elders Day	Social	Elderly People	LMS					MDM
2	Elders Forum	Social	Elderly People	LMS					MDM
3	Elders' Dialogue	Social	Elderly People						
4	Gender Consultative Forum	Social	Gender-Based Organizations	LMS					MDM
5	Men's Forum	Social	Men and Boys	LMS					MDM
6	Women's Month	Social	Women	LMS					MDM
7	16 Days of Activism	Social	Women & Children	LMS					MDM
8	SAWID	Social	Women	LMS					MDM

REFER TO PAGE 138 FOR BUDGET

YOUTH DESK (119)

No	Name	Category	Target	Location	Budget	2009/2010	2010/2011	2011/12	Source of funding
1	Children's Rights Parliament	Social	Children	LMS					MDM
2	Youth Civic education & Campaigns	Social	Youth	LMS					MDM
3	Youth Council	Social	Youth Organisations	LMS					MDM
4	Youth Month	Social	Youth	LMS					MDM
5	District Children's Rights Day	Social	Children	LMS					MDM

PROGRAMME: Governance

REFER TO PAGE 138 FOR BUDGET

IMPLEMENTING DIRECTORATE: MUNICIPAL MANAGER'S OFFICE (005)

No	Name	Category	Target	Location	Budget	2009/2010	2010/2011	2011/12	Source of funding
1	Management Lekgotla	Governance	Managers	MDM					MDM
2	IDP/Budget/PMS Strategic planning session	Governance	Management	MDM					MDM
3	Performance Assessment	Governance	Managers	MDM					MDM
4	District Managers Forum	Governance	Managers	MDM					MDM
5	Management meetings	Governance	Managers	MDM					MDM
6	Co-outsourcing	Governance	Managers	MDM					MDM
7	Teammate software	Governance	Managers	MDM					MDM

INTERNAL AUDIT (005 interim vote)

No	Name	Category	Target	Location	Budget	2009/2010	2010/2011	2011/12	Source of funding
1	Internal Audit Charter review	Governance	Institution	MDM					MDM
2	Risk Assessment	Governance	Institution	MDM					MDM
3	3-year Audit Plan	Governance	Institution	MDM					MDM
4	Seminars/Conferences	Governance	Institution	MDM					MDM

PROGRAMME: Governance

IMPLEMENTING DIRECTORATE: BUDGET AND TREASURY (020)

No	Name	Category	Target	Location	Budget	2009/2010	2010/2011	2011/12	Source of funding
1	Project Consolidate Funding	Institutional	Rural munics	GGM					MDM
2	Project Consolidate Funding	Institutional	Rural munics	GLM					MDM
3	Project Consolidate Funding	Institutional	Rural munics	MLM					MDM
4	Upgrading of SCM Database	Institutional	Service Providers	MDM					MDM
5	Upgrading of Financial Systems	Financial	Budget & Treasury	MDM					MDM
6	Review of Financial Policies and Procedures	Institutional	Employees	MDM					MDM
7	Asset Management Plan	Institutional	Infrastructure	MDM					MDM
6	Conversion to GAMAP/GRAP	Financial	MDM	MDM					MDM
7	Revenue enhancement strategy	Financial	MDM	MDM					MDM
8	Free Basic Service Funding to LMs	Social	ALL LMs	MDM					MDM
9	Local municipalities Indigent Register Review	Budget & Treasury	Poor households	LMs					MDM
10	Rental/ Lease of Office Building	Institutional	MDM	Tzaneen					MDM
11	Subsidies for transportation of Diesel by communities			LMs					

STRATEGIC INTENT: CREATE A STABLE ECONOMIC ENVIRONMENT BY ATTRACTING SUITABLE INVESTORS

IMPLEMENTING DIRECTORATE: PLANNING AND DEVELOPMENT (030)

SPATIAL DEVELOPMENT PLANNING (030)

No	Name	Category	Target	Location	Budget	2009/2010	2010/2011	2011/12	Source of funding
1	Sites Demarcation Support to LMs	R188	250 sites	Nkambako/ Valoyi (GTM)					MDM
		R188	200 sites	Mugwazeni/ Valoyi(GTM)					
		R293	1000 sites	Giyani (GGM)					
		R293	1000 sites	Nkowankowa (GTM)					
		R293	1000 sites	Lenyenye(GTM)					
		R293	1000 sites	Ga-Kgapane (GLM)					
		R293	1000 sites	Namakgale (BPM)					
		R293	1000 sites	Lulekani(BPM)					
		R188	300 sites	Mahumani/ Xawela(GGM)					(NEW)
		R188	200 sites	Sekororo/ Lorraine(MLM)					(NEW)
		R188	500 sites	Raphahlelo (GLM)					(NEW)
		R188	300 sites	Modjadji/ Mohlabaeng (GLM)					(NEW)
		R188	300 sites	Mahumani/ Xikhumba (GGM)					(NEW)
		R188	200 sites	Mariveni(GTM)					
2	SDF Review	Governance	Sustainable development	MDM					MDM

REFER TO PAGE 138 FOR BUDGET

LOCAL ECONOMIC DEVELOPMENT (035)

No	Name	Category	Target	Location	Budget	2009/2010	2010/2011	2011/12	Source of funding
1	Fresh Produce Market	Economic Development	Farmers	Nkowankowa					MDM
2	Moshupatsela programme: (- Atchaar Factory - Dried Fruit Factory - Orchard Management - Vegetables and Chilli production)	Economic Development	Emerging Farmers	Tzaneen					MDM
3	GGNRDP: - Beekeeping - Mopani Worms	Economic Development	Local Farmers	Giyani					MDM
4	International marketing and exhibitions	Economic Development	International investors	International exhibitions					MDM
5	Formalisation of Informal markets.	Economic Development	Street Hawkers	Letsitele, Giyani, Mooketsi					MDM
6	Alternative source of energy	Economic development	Business	MDM					MDM
7	Development Agency	Economic development	Business	MDM					MDM
8	Summits: LED, Agric, Tourism and Mining	Economic Development	Farmers, Tourism Operators, Mining houses SMMEs, Investors.	MDM					MDM
9	Incorporation of Airport function into District municipality	Economic development	Investors	MDM					MDM
10	Feedlots Value chain study	Economic development	Farmers	MDM					MDM
11	Baleni Fencing	Economic development		GGM, Nkomo					MDM
12	Support to SEDA	Economic development		MDM					MDM
13	Tunnel Dried Tomatoes	Economic development		GLM					MDM

INTEGRATED DEVELOPMENT PLANNING (040)

No	Name	Category	Target	Location	Budget	2009/2010	2010/2011	2011/12	Source of funding
1	IDP Review	IDP	Governance	MDM					MDM
2.	Regional IDP Indaba	IDP	Governance	MDM					MDM

COMMUNICATION (045)

1	Marketing and Advertising	LED	Investors	District -wide					MDM
2	Quarterly MDM News letter & Publications	Communication	Communities	MDM					MDM
3	Website update	Communication	Institution	MDM					MDM
4	Communication strategy review	Communication	Governance	MDM					MDM
5	Media Release	Communication	Governance	MDM					MDM
6	Communicator's Forum	Communication	Governance	MDM					MDM
7	Communications Conference	Communication	Governance	MDM					MDM
8	Publicity	Communication	Governance	MDM					MDM

STRATEGIC INTENT: IMPROVE ACCESS TO SUSTAINABLE AND AFFORDABLE SERVICES

IMPLEMENTING DIRECTORATE: TECHNICAL SERVICES (050)

No	Name	Category	Target	Location	Budget	2009/2010	2010/2011	2011/12	Source of funding
1	Extension of Mopani Office Building	Governance	MDM	Tzaneen					
2	Kgapane Stadium	Socio-Infrastr	Sport	Ga-Kgapane					MDM
3	Lenyenye Stadium	Socio-Intrastr	Sport	Lenyenye					MDM
4	Building of Giyane Fire Station	Socio-Intrastr		Giyani					
5	N'wamitwa MPCC (Thusong centre)	Socio-Intrastr		GTM					
6	Building of sleeping quarters/Tower/Storerooms/Workshop – Maruleng Fire station	Socio-Intrastr	Staff	Hoedspruit					
7	Erection of carports-Tzaneen Fire station	Socio-Intrastr	Staff	Tzaneen					
8	Leretjeng Sports Centre	Socio-Intrastr	Disabled, Youth, Women	GTM					MDM

WATER SERVICES (055)

No	Name	Category	Target	Location	Budget	2009/2010	2010/2011	2011/12	Source of funding
1	Thabina Water Reticulation	S & I	Rural H/H	GTM					MDM
2	Water reticulation to villages in GGM: extensions & upgrading	S & I	20 Villages	GGM					MDM
3	Mopani Rural Household sanitation	S & I	BPM: 11 vilges GTM: 132	All villages in LMs					MDM

			MLM: 21 GGM: 75 GLM: 110						
4	Mametja Sekororo RWS	S & I	Rural H/H	Mametja Sekororo					MDM
5	Sekgosese Ground water development scheme(Township)	S & I	Rural H/H	Sekgosese					MDM
6	Lenyenye sewage plant and outfall sewer)	S & I	Rural H/H	Lenyenye					MDM
7	Extension and upgrading of Giyani water works	S & I	Rural H/H	GGM					MDM
8	Boyelang water supply and reticulation	S & I	Rural H/H	BPM					MDM
9	Giyani system N(Mapuve) and bulk supply to Siyandani	S & I	Rural H/H	GGM					MDM
10	Sefofotse - Ditshosine/ Ramahlatshi bulk line and reticulation	S & I	Rural H/H	GLM					MDM
11	Tours bulk water scheme(upgrading of pump station and reservoirs linking Lephephane	S & I	Rural H/H	GTM					MDM
12	Ritavi RWS (upgrading and extension to existing plant, additional pump)	S & I	Rural H/H	GTM					MDM
13	Kampersrus Bulk Water Supply	S & I	Rural H/H	MLM					MDM
14	Kampersrus sewage plant	S&I	Rural H/H	MLM					MDM
15	Upgrading of water reticulation and extensions: BPM	S & I	Rural H/H	BPL					MDM
16	Upgrading of water reticulation and extensions: GTM	S & I	Rural H/H	GTM					MDM
17	Upgrading of water reticulation and extensions: GLM	S & I	Rural H/H	GLM					MDM
18	Mbaula Water Supply	S& I	Rural H/H	GGM					MDM
19	Nkambako RWS Additional Pumpstation	S & I	Rural H/H	GGM					MDM
20	Extension to Middle Letaba Water Works	S& I	Rural H/H	GLM					MDM
21	Extension to Modjadi Water Works	S & I	Rural H/H	GLM					MDM
22	Upgrading of Giyani Sewage Works	S& I	Rural H/H	GGM					MDM
23	Maruleng Central Bulk	S & I	Rural H/H	MLM					MDM
24	Modjadi Outfall Sewer (Makgoba)	S& I	Rural H/H	GLM					MDM
25	Modjadi Sewer Reticulation	S& I	Rural H/H	GLM					MDM
26	Upgrading of Kgapanne Sewage Plant	S& I	Rural H/H	GLM					MDM
27	Namakgale Sewage Works rehabilitation	S & I	Rural H/H	BPM					MDM
28	Mamaila Mphothwane borehole	S & I	Rural H/H	GLM					MDM

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29	Thapane Water Scheme	Socio-Infrastr	Rural H/H	Thapane					MDM
30	Water Commissioning (pilot study)	Socio-Infrastr	Rural H/H	GGM					MDM
31	Selwane Water Scheme	Socio-Infrastr	Rural H/H	BPM					MDM
32	Upgrading of Senwamokgope sewage plant	Socio-Infrastr	Rural H/H	GLM					MDM
33	Upgrading of Phalaborwa sewage plant	Socio-Infrastr	Rural H/H	BPM					MDM
34	Upgrading of Nkowankowa sewage plant	Socio-Infrastr	Rural H/H	GTM					MDM
35	Upgrading of Tzaneen Sewage plant	Socio-Infrastr	Rural H/H	GTM					MDM
TOTAL									

Project No. 2: Villages for Water Reticulation in GGM project are listed in DWAF Report dated 4th April 2007

Project No. 3: Villages for Mopani Rural Sanitation are listed in DWAF Report dated 22nd August 2006

Roads and Transport (065)

No	Name	Category	Target	Location	Budget	2009/2010	2010/2011	2011/12	Source of funding
1	Matsotsosela Bridge	S & I	Road	GGM					MDM
2	Dzumeri – Kheyi road	S & I	24,68 km	GGM					MDM
3	Xikukwane – Xivulana road	S & I	18,55 km	GGM					MDM
4	Modjadji to Mavele road upgrade	S & I	22,69 km	GTM					MDM
5	Lephepane - Khujwane road	S & I	17,15 km	GTM					MDM
6	Thabina to Maake upgrade	S & I	7,61 km	GTM					MDM
7	Metz – Bismark road	S & I	16,41 km	MLM					MDM
8	Kgweetsi-Tours Access rd	S & I	7,99 km	GTM					MDM
9	D1329 road (Near Rabothata) and bridge	S & I	16,5 km	GLM					MDM
10	D1330 rd (Mabulane- Lenokwe) and bridge	S & I	2,1 km	GLM					MDM
11	D1331 road (Mothobeki- Mabulane)	S & I	9,29 km	GLM					MDM
12	Harmony to gravelotte road	S & I	29,78 km	BPM					MDM
13	Makhushane-Namakgale road	S & I	2,94 km	BPM					MDM
14	Upgrading of Maseke to Mashishimale Phase IV	S & I	13 km	BPM					MDM
15	Sekgopo road (paving & stormwater)	S & I		GLM					MDM
16	Makhushane - Maune road	S & I		BPM					MDM

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ELECTRIFICATION (064)

1	Electrification of Metz extension	S & I	Rural H/H	MLM					MDM
2	Electrification of Mageva	S & I	Rural H/H	GGM					MDM

STRATEGIC INTENT: PROMOTE ENVIRONMENTALLY SOUND PRACTICES AND SOCIAL DEVELOPMENT

PROGRAMME: Sport, Arts & Culture

IMPLEMENTING DIRECTORATE: COMMUNITY SERVICES (070)

No	Name	Category	Target	Location	Budget	2009/2010	2010/2011	2011/12	Source of funding
1	District O.R. Tambo games	Social	Youth	Phalaborwa					MDM
2	Indigenous games	Social	Abled and disabled, youth, men, and women	Ga-Kgapane					MDM
3	Welness Day	Social	All people	LMs					MDM
4	District Junior Dipapadi Festival	Social	Pre-school learners between the age of 3 and 6 years.	Giyani					MDM
5	District Arts and Culture activities	Social and Infrastructure	Communities	MDM					MDM
6	District School Sport Activities/ Hubs	Social	Learners	MDM					
7	Establishment of Mopani Satellite Sport Academy	Social and Infrastructure	Abled and disabled youth, women and elderly people	(Thomo village)					MDM
8	Support district Siyadlala mass participation programme & club development programme	Social	Youth, Disabled	LMs					MDM
9	Support district library activities	Social	Youth, Men Women, Disabled	LMs					MDM
10	District sport and recreation council	Social	Sport & Recreation Council	MDM					MDM
11	Arts and Culture Council	Social	Arts & Culture Council	MDM					MDM
12	Heritage and museum forum activities	Social	Youth, Women, Disabled	LMs					MDM
13	District moral regeneration forum activities	Social	Youth, Women, Disabled , Men	LMs					MDM
14	District safety and security forum activities	Social	Youth, Women, Disabled	LMs					MDM

Refer to page 138 for Budget

ENVIRONMENT MANAGEMENT (060)

No	Name	Category	Target	Location	Budget	2009/2010	2010/2011	2011/12	Source of funding
1	World environment day celebration	Social	Women & youth	GGM					MDM
2	State of School Environment report	Social	School youth	BPM,MLM,GGM, GTM,GLM					MDM
4	Wetlands Awareness Day celebration	Social							MDM
5	Development of Environmental status quo report	Governance	Institution	MDM					MDM
6	Development on Air quality plan	Social	Institution	MDM					MDM
7	Establishment of Waste Disposal Sites	Social and Infrastructure	Waste management	GGM,					MDM
8	Establishment of Waste Disposal Sites	Social and Infrastructure	Waste management	GLM					MDM
9	Establishment of Waste Disposal Sites	Social and Infrastructure	Waste management	MLM					MDM
10	Establishment of site selection forum (Environmental Management Advisory Forum)	Social and Infrastructure	Youth, Women, Disabled	MDM					MDM
11	Development of waste management policy	Social and Infrastructure	Waste management	MDM					MDM
12	Determining working conditions for salvagers	Social	Waste management	MDM					MDM
13	Establishment of cleaner production cleaner	Social	Waste management	MDM					MDM
14	Capacity building of home use of organics	Social	Waste management	MDM					MDM
15	Support & monitor Moshupatsela programme	Social	Waste management	MDM					MDM
16	Conducting of pilot project for an Integrated Rural Waste Management System	Social	Waste management	MDM					MDM
17	Support and monitor the airport programme	Social	Waste management	MDM					MDM
18	Support and monitor the District Abattoir programme	Social	Waste management	MDM					MDM
19	Monitor Water Quality and Sanitation projects	Social	Waste management	MDM					MDM
20	Funding of Community Recycling proj.	Social	Waste management	MDM					MDM
21	Cleaning up Campaigns	Social	Waste management	MDM					MDM

HEALTH SERVICES (085)

No	Name	Category	Target	Location	Budget	2009/2010	2010/2011	2011/12	Source of funding
1	World Aids Day celebration	Social	All people	MDM					MDM
2	Candlelight memorial celebration	Social	All people	MDM					MDM
3	World food day celebration	Social	Women, disabled & Children	GGM					MDM
4	Conduct Health and hygiene Road shows/ workshops	Social	Street traders (women& youth)	BPM,MLM,GGM, GTM,GLM					MDM
5	Initiation schools support	Social	Youth	BPM,MLM,GGM, GTM,GLM					MDM
6	World diabetic day/ Cancer Month/ Day celebration	Social	Chronic clients ,the aged and people with disability	BPM,MLM,GGM, GTM,GLM					MDM
7	District Health Council activities	Social	Council members, NGOs, Traditional Healers	MDM					MDM
8	District Aids Council activities	Social	Youth, Women, Disabled	MDM					MDM
9	District Food Control Committee activities	Social	Youth, Women, Disabled	MDM					MDM
10	HIV/AIDS Technical Task Team activities	Social	Youth, Women, Disabled	LMS					MDM
11	Support Early Childhood Development projects	Social	Children under 8 years	BPM,MLM,GGM, GTM,GLM					MDM
12	Support to ECD Projects	Social	Children education	LMS					MDM

IMPLEMENTING DIRECTRATE: COMMUNITY SERVICES PROGRAMME: HOUSING

No	Name	Category	Target	Location	Budget	2009/2010	2010/2011	2011/12	Source of funding
1.	Conduct Housing beneficiaries workshops	Social	Homeless, Associations	LMS					MDM
2	District housing subcommittee	Social	Disabled, Youth, Women	LMS					MDM

IMPLEMENTING DIRECTORATE: COMMUNITY SERVICES (070)
PROGRAMME: FIRE SERVICES

No	Name	Category	Target	Location	Budget	2009/2010	2010/2011	2011/12	Source of funding
1	Conduct Awareness Campaigns	Social	Communities	MDM					MDM
2	Control room/Activation system – Tzaneen Fire station	Social	Staff	Tzaneen					MDM
3	Provision of blinds – Tzaneen Fire station	Social	Staff	Tzaneen					MDM
4	Procurement of Fire Services Equipment/ Vehicles	Social	Staff	All stations					MDM
5	Erection of Strategic Emergency services Numbered sign boards	Social	Road users	Main Roads					MDM

STRATEGIC INTENT: PROMOTE ENVIRONMENTALLY SOUND PRACTICES AND SOCIAL DEVELOPMENT
IMPLEMENTING DIRECTORATE/ UNIT: DISASTER MANAGEMENT (080)

No	Name	Category	Target	Location	Budget	2009/2010	2010/2011	2011/12	Source of funding
1	Establishment of communication network	Emergency Services	MDM Households	Tzaneen					MDM
2	Awareness Campaign and Disaster management summit	Emergency Services	MDM Households	All Local Mun.					MDM
3	Establishment of Disaster Relief Fund	Emergency Services	MDM Households	Whole District					MDM
4	Early Warning System	Emergency Services	MDM Households	Centre & all local municipalities					MDM
5	Vehicle tracking systems	Emergency Services	MDM Households	MDM					MDM
6	Floodlines management	Emergency Services	MDM Households	MDM					MDM
7	Emergency Housing	Emergency Services	MDM Households	MDM					MDM

Refer to page 138 for Budget

IMPLEMENTING DIRECTORATE: CORPORATE SERVICES (090)

No	Name	Category	Target	Location	Budget	2009/2010	2010/2011	2011/12	Source of funding
1	Customer satisfaction survey	Governance	Support services	Municipal building					MDM

PROGRAMME: ADMINISTRATION

No	Name	Category	Target	Location	Budget	2009/2010	2010/2011	2011/12	Source of funding
1	Security Services Main Office & Disaster Centre	Governance	Support services	Municipal building					MDM
2	Electronic Filing System	Governance	Support services	MDM					MDM
3	Pool Vehicles	Governance	Support services	MDM					MDM
4	Protective Clothing for Cleaners	Governance	Support services	MDM					MDM

**IMPLEMENTING DIRECTORATE: CORPORATE SERVICES (090)
PROGRAMME: HUMAN RESOURCE**

No	Name	Category	Target	Location	Budget	2009/2010	2010/2011	2011/12	Source of funding
1.	Task job evaluation	Governance	Support services	MDM					MDM
2	Employment Equity Plan	Governance	Support services	MDM					MDM
3	Employment Assistant Program	Governance	Support services	MDM					MDM
4	Retention Strategy and Development	Governance	Support services	MDM					MDM
5	Development of Competency Framework	Governance	Support services	MDM					MDM
6	Review of HR Policies	Governance	Support services	MDM					MDM
7	Training programme	Governance	Support services	MDM					MDM
8	Long service recognition	Governance		MDM					MDM
9	Performance Management Systems	Governance		MDM					MDM

Table 53: Sector Departments Projects 2009/2010- 2011/2012

No.	Mun.	Project	Location	Budget	2009/10	2010/11	2011/12
ROADS AGENCY LIMPOPO							
1.	GGM/BPM	Upgrading of gravel to tar: Giyani - Phalaborwa	Giyani – Phalaborwa				
2.	GGM/GTM	Upgrading of gravel to tar: Mawa to Mavele to Xihoko to Ga-Wale to GaMokgwathi to Dzumeri to Mushiyani to Makhuvu	Mawa – Mavele				
3.	GGM/GLM	Upgrading of gravel to tar: Modjadji – Mokwakwaila- Bambeni -Nkomo	Modjadji – Mokwakwaila- Bambeni –Nkomo				
4.	GLM	Upgrading of gravel to tar: Deerpak to Moruji to Mokwakwaila	Deerpak to Moruji				
5.	BPM	Upgrading of gravel to tar: Eiland to Letaba Ranch	Eiland to Letaba Ranch				
6.	GTM/MLM	Upgrading of gravel to tar: Rita/Tickyline to Burgers dorp to Julesburg/Rhulani toHoveni to Callaise to Baloon to Sekororo	Rita/Tickyline to Burgers dorp to Julesburg/Rhulani toHoveni to Callaise to Baloon to Sekororo				
7.	GLM	Upgrading of gravel to tar: Mooketsi to Houtbosdorp	Mooketsi to Houtbosdorp				
8.	GTM	Upgrading of gravel to tar: Deerpak to Mamitwa to Nkambako	Deerpak to Mamitwa to Nkambako				
9.	GGM	Upgrading of gravel to tar: Homu14b Homu 14a, Mapayeni- Mahlati & Mapayeni/ Vuhehli	Homu14a, i- Mahlati & Mapayeni/ Vuhehli				
10.	GGM	Upgrading of Gravel to tar: Thomo/Altein(Shangoni KNP Gate) to Khakhala to Gawula to Mahlathi to Ndindani to Hlomela to Phalaubeni to Mbaula to Phalaborwa	Shangoni KNP Gate				
11.	MLM	Upgrading of gravel to tar: Hoedspruit to Timbavati Reserve 12km	Hoedspruit to Timbavati Reserve				
12.	GGM	Upgrading of gravel to tar: Giyani to Nkuri to Malonga to Hanani 12km	Giyani to Nkuri				
13.	GGM	Thomo to Altein to Shangoni(Shangoni KNP gate)	Thomo to Altein to Shangoni				
14.	GLM	Upgrading of gravel D9-Nakampe- Botshabelo – Skhiming	D9-Nakampe- Botshabelo - Skhiming				
15.	GGM	Upgrading of gravel to tar Jokong to Shimange	Jokong to Shimange				
Total				576,750,000	-	198,350,000	200,300,000

Department of Education							
New Constructions							
1.	BPM	Mashavele Primary	Majeje village				
2.	BPM	Chuchekani Primary	Humulani				
3.	GLM	Mabje a Kgoro Primary	Relela village				
4.	MLM	Rakgolokwane High	Turkey				
5.	GTM	Sevengwana High	Xihoko				
6.	GTM	Xirhulurhulu Primary	Xihoko				
7.	GLM	Makoma High	Motlakuranta				
8.	GTM	Burgersdorp High	Burgersdorp				
Total					141,000,000	43,636,000	-
New Circuit Office							
1.	MLM	Makhutswe/Lepelle	MLM				
2.	GGM	Giyani Cluster	GGM				
3.	GLM	Mamaila	GLM				
Total					32,521,000	29,192,000	-
New schools/Offshoots							
1.	MDM	New Schools Various	MDM				
2.	MDM	Offshoots Various	MDM				
Total						200,000,000	409,000,000
Upgrading and Additions (Condemned Schools)							
1.	BPM	Schietocht Primary	Hebron				
2.	GLM	Northampton Primary	Gamamatlepa				
3.	GLM	Ratseke Primary	Ga-Ratseke				
4.	GLM	Mpapatla Primary	Mmamanoha				
5.	GLM	Mamoding Primary	Ga-Mookgo				
6.	GTM	Unity Primary	Tzaneen				
7.	GLM	Senwabakgololo High	Runnymede				
8.	GTM	Jassi	N'wanedzi				
9.	BPM	Prieska Primary	Prieska				
10.	BPM	Ntshuxeko High	Majeje				
11.	BPM	Namakgale Primary	Namakgale				
12.	GGM	Maloba Primary	Molototsi				

13.	GGM	Bvuma Primary	Loloka				
14.	GGM	Makhuva Primary	Makhuva				
15.	GGM	Rirhandzu	Nkomo				
16.	GLM	Munnik Primary	Ga-Sekgopo				
17.	GLM	Makhabeni Primary	Ga-Sekgopo				
18.	GLM	WM Kgatla Primary	Ga-Kgapane				
19.	GLM	Mamokgadi Primary	Mamokgadi				
20.	GTM	Mushoti Primary	Mafarana				
21.	GTM	Vhula kanjhani Primary	Letsitele				
22.	GTM	Nyavana Primary	Xihiko				
23.	GTM	Botludi Primary	Botludi				
Total					2,320,000	-	-
Condemned and Congested Schools (with inappropriate structures)							
1.	GTM	Semarela High	GTM				
2.	GTM	Mafarana Primary	GTM				
3.	GTM	Mapula Primary	GTM				
Total					2,619,000	132,000	-
Dinaledi Schools upgrading and revitalization							
1.	GTM	Hudson Ntsanwisi High	GTM				
2.	GTM	Tivumbeni EMPC	GTM				
Total					14,500,000	768,000	-
Condemned and Congested Schools (Dilapidated Schools)/Refurbishment of ELSEN Schools							
1.	GLM	Mokutu High	GLM				
2.	GLM	Railela High	GLM				
3.	GGM	Edward Homu High	GGM				
4.	GTM	Letaba ELSEN	GTM				
5.	MLM	Balloon Mantjana Primary	MLM				
6.	GTM	Banana Primary	GTM				
7.	GGM	Hakka Primary	GGM				
8.	MLM	Kgopong Primary	MLM				
9.	MLM	Kgwana High	MLM				
10.	GGM	Khomani Mbhalati High	GGM				
11.	MLM	Lepono High	MLM				
12.	MLM	Maaloabane High	MLM				
13.	BPM	N'warisenga Primary	BPM				
Total					16,757,000	65,071,000	-

Maintenance and Repairs (Former Model Schools)							
1.	BPM	Fauna Park Primary	BPM				
2.	BPM	Hoerskool Frans Du Toit	BPM				
3.	BPM	Laerskool Phalaborwa Suid	BPM				
4.	GLM	Laerskool Duiwelskloof	GLM				
5.	GTM	Laerskool Ben Vorster	GTM				
6.	GTM	Laerskool Dr Annecke	GTM				
7.	GTM	Laerskool Tzaneen	GTM				
8.	GTM	Merensky High	GTM				
9.	MLM	Laerskool Mariepskop	MLM				
10.	BPM	Laerskool Phalaborwa Noord	BPM				
11.	MLM	Laerskool Drakensig	MLM				
12.	GLM	Jacob Zuma	GLM				
Total					3,542,000	-	-
Emergency repairs and maintenance of schools (e.g. Storm- damaged Schools)							
1.	MDM	Maintenance & Storm damage various	MDM				
Total					119,874,000	142,109,000	179,959,000
Department of Roads and Transport							
Road Maintenance Plan							
1.	MDM	Routine Maintenance (3150 km)	MDM				
2.	MDM	Blading (Total gravel: 1969)	MDM				
3.	MDM	Surface (Total Paved roads: 1181 km)	MDM				
4.	MDM	Road Reserve (3150 km)	MDM				
5.	MDM	Regravelling (66km)	MDM				
Total					67,316,000	75,989,000	79,788,000
EPWP Plan							
1.	GGM	Upgrading (Gravel to paved) Hanyani Thomo School (4km)	GGM				
2.	BPM	Upgrading (Gravel to paved) Matiko Xikaya (3km)	BPM				
3.	GTM	Upgrading of Pedestrian footpath (Tzaneen to Lenyenye)	GTM				
Total					23,150,000	15,550,000	26,550,000

Public Transport							
1.	GGM	Construction of Intermodal Facility	GGM				
Total					20,000,000	20,000,000	-
Traffic Management							
1.	GTM	Construction of Tzaneen k53 testing station	GTM				
Total					5,000,000	-	-
Department of Agriculture							
CASP Project							
1.	MLM	De Oaks (Irrigation System)	MLM				
2.	GTM	Mlangeni-Mapheto (Irrigation infrastructure)	GTM				
3.	BPM	Seloane	BPM				
4.	GTM	Madidi	GTM				
5.	BPM	Waterbok (Seloane)	BPM				
Total					7,617,435	-	-
Food Security							
1.	GGM	Ntshuxeko (Food Security)	GGM				
2.	GGM	Hanyani (Food Security)	GGM				
Total					1,000,000		
RESIS Project							
1.	GTM	Julesburg	GTM				
2.	GTM	Lephephane	GTM				
3.	GTM	Thabina	GTM				
4.	GTM	Tours	GTM				
5.	MLM	Lorraine A & B	MLM				
6.	MLM	Madeira	MLM				
7.	MLM	Makgaung	MLM				
8.	MLM	Sekororo	MLM				
Total						26,647	51,000

RESIS and IGP Projects							
1.	MLM	Metz (Statutory dam refurbishment)	MLM				
2.	GTM	Mapheto Trust (Banana processing facility)	GTM				
3.	GTM	Ditubatse (Fruit grading facility)	GTM				
4.	GGM	Pet Food Processing Facilities	GGM				
Total					16,000	29,500	-
National Development Agency							
1.	GTM	Choice Trust	GTM				
2.	MLM	Kodumela Area Development Programme	MLM				
3.	BPM	Itireleng Education Project	BPM				
4.	GGM	Makhuva Community Information Centre	GGM				
5.	GGM	Pfuneka Khashane Project	GGM				
6.	GTM	Merekome Farmers Co-operative	GTM				
7.	GTM	Human Resources Information Centre	GTM				
8.	GGM	Ndla-Kheto Youth Co-operation	GGM				
9.	GGM	Ndlandlamuka Institute for Sustainable Development	GGM				
10.	GGM	Tinghwazi Arts Amalgamation	GGM				
11.	GGM	Hlalala Co-operative Limited	GGM				
Total					10,703,480	-	-
Department of Water Affairs							
1.	MDM	Sanitation (7 Schools)	MDM				
2.	MDM	Water to Schools	MDM				
					9,370,599	-	-
ESKOM							
1.	GTM	Mafarana phase 1: 1020 connections	Mafarana phase 1				
2.	GGM	Mushiyani: 403 connections	Mushiyani				
3.	GLM	Modjadji phase 6: 768 connections	Modjadji phase 6				
4.	BPM	Lulekani B1 EXT: 187 connections	Lulekani B1 EXT				
5.	BPM	Makhushane: 1479 connections	Makhushane				
6.	MLM	Metz: 126 connections	Metz				
7.	MLM	Madeira: 96 connections	Madeira				
8.	MLM	Butswana: 98 connections	Butswana				
TOTAL				38, 873, 803	38, 873, 803		

Department of Minerals and Energy – Electrification of Houses

1.	GGM	Dingamazi (134 Houses)	Dingamazi				-
2.	GGM	Vuhehli (100 Houses)	Vuhehli				-
3.	GGM	Zava (150 Houses)	Zava				-
4.	GGM	Nkomo C (100 Houses)	Nkomo C				-
5.	GGM	Nwakhwani (130 Houses)	Nwakhwani				-
6.	GTM	F.J. Du Toit (5 Houses)	F.J.Du Toit				-
7.	GTM	Franchise Voster (13 Houses)	Franchise Voster				-
8.	GTM	H.A. Du Toit (20 Houses)	H.A. Du Toit				-
9.	GTM	Heindrich Kubannek (1 House)	Heindrich Kubannek				-
10.	GTM	Henk Schoeman A (7 Houses)	Henk Schoeman A				-
11.	GTM	Henk Schoeman B (12 Houses)	Henk Schoeman B				-
12.	GTM	Henk Schoeman C (3 Houses)	HenkSchoeman C				-
13.	GTM	IgVan Rensberg (8 Houses)	IgVan Rensberg				-
14.	GTM	Isak Lombaard (11 Houses)	Isak Lombaard				-
15.	GTM	JP Kasselmann (3 Houses)	JP Kasselmann				-
16.	GTM	Julius Smuts (3 Houses)	Julius Smuts				-
17.	GTM	Maartin Visagie (210 Houses)	Maartin Visagie				-
18.	GTM	Neels Osmers (1 House)	Neels Osmers				-
19.	GTM	Nic van Schalkwyk A (17 Houses)	Nic van Schalkwyk A				-
20.	GTM	Nic van Shalkwyk B (5 Houses)	Nic van Schalkwyk B				-
21.	GTM	Nic van Schalkwyk C (2 Houses)	Nic van Schalkwyk C				-
22.	GTM	Nico Devillers (4 Houses)	Nico Devillers				-
23.	GTM	Peter Waddeelow B (2 Houses)	Peter Waddeelow				-
24.	GTM	Pieter Human A (3 Houses)	Pieter Human A				-
25.	GTM	Pieter Human B (4 Houses)	Pieter Human B				-
26.	GTM	Pieter Venter (2 Houses)	Pieter Venter				-
27.	GTM	Piete Vermaak (12 Houses)	Piete Vermaak				-
28.	GTM	T. Pasons (2 Houses)	T. Pasons				-
29.	GTM	Westfalia Mahupa (65 Houses)	Westfalia Mahupa				-
30.	GTM	Westfalia Maruka B (55 Houses)	Westfalia Maruka B				-
31.	GTM	Mafarana (1 100 Houses)	Mafarana				-
32.	GTM	Miek Walkensaw (2 Houses)	Miek Walkensaw				-
33.	GTM	Lefara Village (463 Houses)	Lefara Village				-
34.	GTM	Mugwazeni (500 Houses)	Mugwazeni				-
35.	GTM	Ntsako (718 Houses)	Ntsako				-
36.	GTM	Berlyn – Mulati (870 Houses)	Berlyn - Mulati				-
37.	GTM	Amorentia Estate (30 Houses)	Amorentia Estate				-
38.	GTM	Chris Willers (1 Houses)	Chris Willers				-

39.	GTM	Christo Pretorius (28 Houses)	Christo Pretorius				-
40.	GTM	Dewald Pretorius (24 Houses)	Dewald Pretorius				-
41.	GTM	Dirk De Nuysen (6 Houses)	Dirk De Nuysen				-
42.	GTM	Du Toit Welman (9 Houses)	Du Toit Welman				-
43.	GTM	Senwamokgope (671 Houses)	Senwamokgope				-
44.	GTM	Kgapane (150 Houses)	Ga-Kgapane				-
					17,415,800		

Department of Social Development

No.	Mun.	Project	Location	Budget	2009/10	2010/11	2011/12
1	GGM	Dzumeri C.B.R.	Dzumeri	1,667	1,667	-	-
2.	GLM	Mayekwe One Stop Centre	Mayekwe	1,465	1465	-	-
3.	GLM	Matswi One Stop Centre	Matswi	1,465	1,465	-	-
4.	BPM	Seloane Area Office	Seloane	800	800	-	-
5.	BPM	Mashishimale	Mashishimale	800	800	-	-
7.	MLM	Turkey Area Office	Turkey	800	800	-	-
8.	GLM	Senwamokgope One Stop Centre	Senwamokgope	4,700	3,235	1,465	-
9.	GGM	Gawula One Stop Centre	Gawula	4,700	3,235	1,465	-
10.	GTM	Relela Area Office	Relela	2,000	1,200	800	-
11.	GLM	Sekgopo Area Office	Sekgopo	2,000	1,200	800	-
12.	GTM	Tickyline Area Office	Tickyline	2,000	1,200	800	-
13.	MLM	Loraine Area Office	Loraine	1,200	-	-	1,200
14.	GGM	Khakhala Area Office	Khakhala	1,200	-	-	1,200
15.	GLM	Maphalle Area Office	Maphalle	1,200	-	-	1,200
16.		Drop in Centres (5) units		22,500	22,500	-	-
17.		Drop in Centres (10) units (10) Units		100,000	45,000	55,000 45,000	-
18.		Staff Accommodation (10) Units		33,000	17,640	15,360	-
19.		Staff Accommodation (10) Units		2,640	-	2,640	-
20		Staff Accommodation		3,300	2,000	1,300	-
21		VEP Accommodation (15) units		24,000	14,500	9,500	-

SUMMARY

Vote	Description	Salaries	General Exp.	O&M	Capital	2009\2010	2010\2011	2011\2012
001	Council	6,048,725	4,464,200	-	-	10,512,925	9,913,749	11,037,207
005	MM	5,229,946	1,263,384	-	-	6,493,330	7,181,032	7,752,786
020	Budget & Treasury Office	10,716,173	78,411,000	40,000	700,000	89,867,173	97,138,215	115,166,967
030	Planning	3,944,704	5,475,000	-	-	9,419,704	11,404,614	15,367,150
035	LED	1,467,547	9,989,000	-	2,500,000	13,956,547	9,010,393	6,751,164
040	IDP	1,022,839	468,500	-	-	1,491,339	1,681,984	1,844,676
045	Communications	1,553,020	3,733,200	-	-	5,286,220	5,871,113	6,308,264
050	Technical	2,777,295	1,706,500	-	60,549,680	65,033,475	26,202,804	1,917,423
055	Water	3,386,446	6,914,000	150,108,000	152,862,405	313,270,851	301,090,369	127,273,695
060	Health Services	4,163,576	2,178,300	-	6,000,000	12,341,876	6,242,543	6,810,473
064	Electrical	1,026,791	47,000	-	3,000,000	4,073,791	1,161,835	1,257,121
065	Roads & Transport	2,141,683	49,000	-	42,500,000	44,690,683	116,971,383	191,967,013
070	Community	2,812,150	921,700	-	500,000	4,233,850	4,126,698	4,449,519
075	Fire	14,060,708	1,846,000	1,700,000	11,700,000	29,306,708	28,084,986	19,343,149
080	Disaster	6,526,482	1,896,410	133,600	3,294,000	11,850,492	8,928,385	9,664,487
090	Corporate	2,500,634	661,000	-	-	3,161,634	4,050,386	4,355,366
095	HR	2,771,203	8,164,630	-	-	10,935,833	10,843,456	11,791,501
100	Administration	6,662,374	4,405,800	300,000	1,700,000	13,068,174	12,596,202	13,859,126
105	Legal	946,753	2,150,000	-	-	3,096,753	7,001,733	7,303,936
110	Office of Exec. Mayor	2,323,128	2,052,556	-	-	4,375,684	4,791,075	5,153,971
112	Office of Speaker							

		535,077	1,566,000	-	-	2,101,077	1,214,488	1,402,585
114	Office of Chief Whip	535,077	28,500	-	-	563,577	611,988	664,085
116	Disability Desk	233,480	375,000	-	-	608,480	655,759	692,846
118	Gender Desk	233,480	1,013,285	-	-	1,246,765	1,349,939	1,423,846
119	Youth Desk	233,480	770,580	-	-	1,004,060	955,973	992,846
TOTALS		83,852,770	140,550,545	152,281,600	285,306,085	661,991,000	679,081,103	574,551,205

INCOME				
VOTE	DESCRIPTION	2009\2010	2010\2011	2011\2012
3000	Equitable Shares	292,547,000	355,311,000	387,965,000

3150	Commission on Debit Orders Deducted-Payday	40,000	40,000	42,000
3201	FMG	750,000	1,000,000	1,250,000
3300	Interest on Call Account	100,000	110,000	120,000
3310	Interest on Current Account	1,800,000	2,000,000	2,200,000
3315	Interest on Investments	10,000,000	12,000,000	15,000,000
3355	Tender Documents	150,000	140,000	145,000
3375	Operation & Maintainance (DWAF)	150,108,000	80,900,000	54,630,000
3445	Municipal Systems Improvement Grant	735,000	750,000	790,000
3475	Municipal Infrastructure Grant	194,985,000	229,946,000	197,414,000
3505	LGW SETA	265,000	225,000	250,000
3510	Donations	500,000	530,000	550,000
3512	Insurance claims	50,000	50,000	50,000
3540	Certificates-Inflambes	6,000	6,200	6,400
3542	Fire Services Charges	15,000	16,000	17,000
3548	Ba-Phalaborwa Collections	12,000,000	15,000,000	18,000,000
3556	Mayors Charity cup	500,000	520,000	550,000
Total Income		664,551,000	698,544,200	678,979,400
Total Expenditure		661,991,000	679,081,103	574,551,205
(+Surplus/-Deficit)		2,560,000	19,463,097	104,428,195

Capital Vs Operational	%	%	%
Salaries	83,852,770	13	
Repairs & Maintenance	152,281,600	23	
General Expenditure	140,550,545	21	57
Capital	285,306,085	43	43
Total	661,991,000	100	100%

5. 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:

TABLE 55: KEY SECTOR PLANS IN PLACE

No.	SECTOR PLAN	DATE DEVELOPED/ LAST REVIEWED (Date approved by Council)	
		Developed	Last Reviewed
1.	Performance Management System	28 February 2003	31 st March 2008
2.	District Health Plan	22 February 2005	28 February 2008
3.	Integrated Transport Plan	15 December 2004	22 August 2007
4.	Workplace skills plan	12 December 2003	12 December 2008
5.	Local Economic Development Strategy	27 October 2006	Under review
6.	Disaster Management Framework	3 October 2008	(Plan under development)
7.	HIV/AIDS Strategy	-	(Plan under development)
8.	Tourism Development Strategy	27 October 2006	-
9.	Spatial Development Framework	31 March 2008	-
10.	Water Services Development Plan	28 February 2003	-
11.	Integrated Waste Management Plan	28 April 2006	-
12.	Institutional Plan	3 October 2008	-
13.	5 Year Financial Plan	12 December 2008	-
14.	Employment Equity plan	11 July 2003	-
15.	Poverty Alleviation and Gender Equity Plan	-	-
16.	Social Crime Prevention Strategy	-	-

The operational details of all these plans, programmes, systems and strategies are well-articulated in the programmes and projects detailed in the Projects Phase. The following plans are earmarked to be developed or reviewed during the 2009/10 financial year:

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

It should be noted that despite the absence of these plans, there are projects and programmes that are components of these plans, e.g. there are infrastructure projects in the absence of a Infrastructure 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 , Modjadiskloof 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.

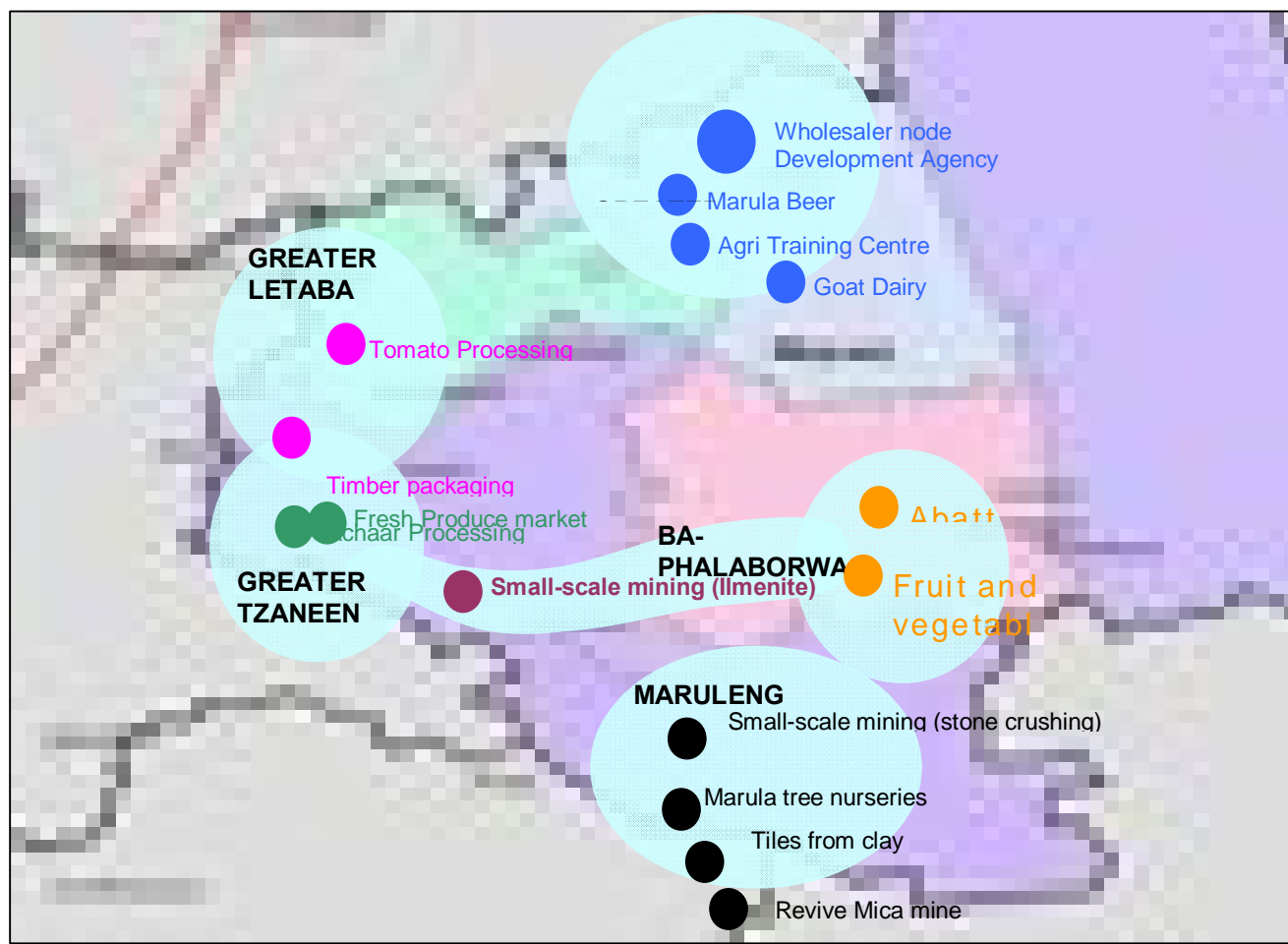
Table 56: Economic thrusts

THRUST	PROGRAMME
Economic Infrastructure Support	Not part of LED mandate. Development facilitation from District LED unit required.
	Entrepreneurial & SMME development and procurement
	Development of District level economic database and local business support structures/ services
	Matchmaking and networking development
	Establishment of depots of National wholesalers
	Retail Trade Development
	Agricultural Diversification
	Development of other agricultural resources for farming and agro-processing
	Revitalisation of irrigation scheme activities

	High technology farming practices and methods
	Expansion of small-scale farming
	Skills development and training
	Agro-processing development
	Mineral beneficiation and processing development
	Mining Service Development
	Agriculture service and product development
	Ethnic and cultural activity development
	Eco- tourism and adventure tourism development
	Art and craft development, manufacturing and promotion
	Marketing of tourism potential
	Internal LED capacitation
	Establishment of a Local Development Agency (LDA)

The following Map indicates the priority projects and their preferred locations. A number of these projects should be located in urban areas such as the Wholesaler node and the Development Agency while other projects such as the Tomato Processing and Marula Beer brewery can be located in more rural areas. The projects that will be situated in the more rural areas will give the community much needed economic growth, and skills development. It is however evident that the priority projects for the District are well dispersed throughout the whole District.

Map 3: Location of anchor projects



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 has developed the Tourism-marketing strategy for the Mopani area of jurisdiction. The strategy focuses on the important issue of branding and notes that the creation of an effective and acceptable branding for the Mopani destination, as a whole, is a process that required full participation by the tourism industry as well as other key stakeholders.

It is proposed that the "*Valley of the Olifants*" be adopted as the main brand for the Mopani tourism destination, but this still requires discussion and full acceptance amongst all role players. The tourism strategy also provides a summary of the key attractions of each local municipality and matches these to the most likely growth markets. There is also an outline plan on how implementation of the marketing plan could be achieved and this is matched with a summary of the marketing tools that would be needed as well as the suggested budget for the first three years.

Whilst it is accepted that Mopani has some major competitors and as such there is a suggestion that Mopani could capitalize on the movement of Gauteng residents, for example, into Vhembe and Mpumalanga by promoting the special or unique characteristics of Mopani. In this regard, Mopani is encouraged to take a lead in helping establish tourism forums within those communities that either have sufficient mass of tourism products or that show the most potential for the growth of new products. This initiative needs to be handled sensitively because there must be no hint of a "heavy hand" trying to impose a system or process on any community. It is known that the Department of Economic Development, Environment and Tourism has already tried to establish local tourism forums but without any marked degree of success. Thus, building up a structure that will work for tourism in Mopani must start, not at the top, but at grassroots level.

Growth of tourism, as a contribution to the district's well-being, can be achieved in various ways, and the Provincial Growth and Development Strategy (PGDS) note possible yardsticks or barometers by which the health of the industry could be measured and monitored.

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

The levels of services in these areas are either in terms of RDP standards or below such standards. Contributory factors include, inadequate infrastructure, malfunctioning of boreholes, on-going poor management and maintenance. Further to that, some rural settlements do not have access to water at all. These communities fetch drinking water from wells, pits or rivers. Such lack of access to adequate potable water has a direct effect on the health standards of the community in those areas,

thus, increasing the rate of opportunistic diseases like cholera. Care must also be taken that pit latrines are not erected near locations where ground water is used as a source of drinking water.

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

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

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

Lepelle Northern Water is the bulk water service provider for:

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

The other water services providers in the district are:

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

The Water Services Directorate in the Department of Water Affairs and 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 serve as a basis for the development of a reviewed Transport Plan that responds to the mobility trends of the district populace.

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

Bus services throughout the district are unreliable and not available in certain areas, this is worsened by bad road conditions. Ba –Phalaborwa, for example, experience a serious scarcity of transport. This is as a result of the withdrawal of the former subsidised Lebowa Transport Services, leaving the general public reliant on expensive taxis. Formal and informal taxi ranks need to be upgraded or refurbished in order to meet the standards of the incoming taxi fleet through the Taxi Recapitalisation Programme, wherein facilities should be user friendly in terms of catering for the disabled.

The reviewed Integrated Transport Plan has to serve as guide in the municipal and sector departments' allocation of resource to meet the public transport needs.

It should:

- Promote coordinated, safe, affordable public transport;
- Be flexible enough to take cognizance of local conditions in order to make use of the available transport infrastructure;
- Ensure accountability so that people have control over what is provided;
- Take into account the transport needs of disabled people;
- Ensure comprehensive land-use/transport planning

As population increases, the number of travelers will also increase. The majority will be unable to 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 3: **Environmental Degradation** - The looming environmental disaster in the Giyani Town

In all municipalities, efforts have been made to expand service and progress has been made in various areas. Ba - Phalaborwa provide service to the highest percentage of households. Recycling focuses on recovering material from landfills where there are generally poor conditions for salvagers. Only Tzaneen actively supports recycling. All other activities are carried out by private companies. Tzaneen promotes composting of garden waste on a limited scale. Some commercial farmers are increasing their commitment to composting to improve access to European markets.

There are five waste disposal sites, of which only the one in Tzaneen is permitted and properly managed. In total, not more than 14% of households are serviced. Most families bury and burn their waste in their yards. Health Care Risk Waste (HCRW) is burned at low temperatures producing hazardous air emissions and ash. Untreated HCRW has been found at many disposal sites while some ashes is past-entered communities through activity such as road work.

Successful development of an integrated Waste Management System requires the coordinated implementation of all elements of the strategy. The purpose of this plan is to enable the Mopani District Municipality to progressively develop an Integrated Waste Management System (IWMS) capable of delivering waste management services to all households and businesses. The IWMP is within the framework of National Policy and incorporates Mopani's developmental responsibilities including Broad – Based Black Economic Empowerment.

National policy requires municipalities to implement IWMS with a focus on prevention and minimization of waste, recycling of waste and treatment that is able to reduce the potentially harmful impacts of waste. Only after these efforts, should remaining wastes be disposed of at a landfill.

The following are the waste management objective of the Mopani District Municipality:

- To enable the Mopani District Municipality to effectively manage, monitor and coordinate waste management services in the district;
- To provide policies, and guidelines on minimum requirements to enable local municipalities to effectively manage waste in their territory;
- To regulate minimum required Standards for waste management;
- To provide for the establishment of Waste Management Information System; and
- To provide for the implementation of the National and Provincial Waste Management Strategy.

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 STRATEGY

The South African Constitution respects the human rights of all people. The reaction to HIV/AIDS in our country has resulted in the infringement of many of the fundamental freedoms and human rights the Constitution affirms. Discrimination, degradation, assaults, dehumanization are all important human rights issues for society to be able to address. It is important for people suffering from HIV/AIDS to be respected as equal human beings. Government, private institutions and individuals must affirm their dignity and worthiness and offer unconditional support. It is on the basis of the above that the Mopani District Municipality developed its HIV/AIDS Plan.

The Department of Social Development published a report in 2003, which gives an overview of the HIV and AIDS status, that the growth and infection of HIV in South Africa has been relentless. The prevalence among women attending antenatal clinics increased from 1% in 1990 to 25% in 2000. This growth, measured through the Department of Health surveys, is indicative of the visibility of the epidemic and the increasing rates of infections.



Picture 4: **ABC** - Assessing HIV/AIDS prevalence is through surveying women attending antenatal clinics

HIV and AIDS are dramatically reshaping our population structure. The epidemic has also been found to influence changes in the gender patterns of death among adults over the past decade. As a result of the epidemic, there are few people in the economical and productive years as compared to young children and older persons. The number of orphans as a result of AIDS related deaths is expected to rise. It is indicated that HIV and AIDS is largely sexually transmitted. It subverts individual and social reproductive capacity. As a health derived epidemic it has its most serious consequences on the structure and political organisation of society. It exposes and feeds off social inequalities, most intensely affecting the poorest and the least powerful. The situation demands compassion, care and social openness.

Mopani District Municipality 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 disadvantage individuals. The challenge we face under this programme is that gender issues are misinterpreted as issues

affecting women only. The Planning and Development Directorate also have poverty alleviation project such as Makosha Tourism: SMME support and so forth Disaster Management Section plays an important role as the short-term strategy to relieve poverty during disaster.

The objectives of the Poverty Alleviation and Gender Equity Plan are:

- To ensure transformation of gender relations within the district;
- To develop a district gender policy that will promote gender equality and equity in all spheres of life of an individual;
- To develop a capacity programme which aims at revisiting Human Rights and power balance between men and women which is the basic for addressing issues such as HIV and AIDS violence and abuse;
- To ensure that there is equality in access to basic needs resources, employment, and land political power;
- To strengthen capacity building to women on access to science and technology and economic empowerment; and
- To develop a District Gender Machinery and Framework to ensure that gender issues are implemented.

The Poverty Alleviation and Gender Equity Strategies of the district are:

- Clarifying the concept – gender – and creating awareness on gender issues at both official and community level;
- Sourcing external capacity building interventions to assist MDM in building its capacity in this regard;
- Implementing the Moral Regeneration Programme which lay a basis for customary, cultural and religious practices to be subject to the right to equality;
- Implementing appropriate legislation aimed at addressing poverty and gender inequalities such as the Employment Equity Act, Affirmative Action Programme and Preferential Procurement Regulations, 2001;
- Initiating – with local municipalities – the strengthening and promotion of participation of women in poverty alleviation initiatives;
- Committing the district, sector departments and their parastatals and local municipalities in mainstreaming gender issues in all programmes; and
- Monitoring and reporting progress to the District Gender Machinery.

The municipal projects that aim to alleviate poverty and ensure gender equity are, amongst others:

- Municipal (internal) Equity Plan
- Care and support of orphans (HIV and AIDS program)
- Talent Search Project (Sport Recreation, Arts and Culture programme)
- Establishment of District Men in Partnership against AIDS (AMIPAA)
- Establishment of District Women in Partnership Against AIDS (DWIPAA)
- Moral Regeneration Movement
- Multilingualism project
- Social Crime Prevention Strategy
- Awareness campaigns on Education for All
- Awareness campaigns on prevention of Fires
- Erection of Fire Stations and Disaster management centre projects

The district also participates in the following events, that seek to create awareness, commemorate, and celebrate our history, struggles and heritage, and indirectly contributes to raising awareness on poverty alleviation and gender equity issues:

- International Women's Day Celebration;
- Women's Day Celebration;
- Women Economic Empowerment Summit;
- 16 Days of Activism on No Violence against Women and Children Abuse;
- Capacity building on gender issues for officials, communities and their organisations;
- Development of the District Gender Policy;
- Youth Month;
- Disability day; etc.

The municipality is also implementing some of its projects using labour intensive methods so as to employ people instead of machines, develop skills and ensure skills transfer. Municipal service delivery offers considerable opportunities for implementing Extend Public Works Programme (EPWP), which covers all spheres of government. EPWP aims to bring significant numbers of unemployed people into productive work and train them so that they can increase their capacity to earn income.

Most importantly, the objective of EPWP is to re-orientate existing budgets and conditional grants so that government resources can be used to generate more opportunities, especially for unskilled labour. The EPWP is an important pillar in governmental overall strategy to deal with unemployment and poverty in South Africa.



Picture 5: Labour intensive methods create jobs and ensure skills transfer to communities

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

- 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. DISASTER MANAGEMENT STRATEGY

DISASTER MANAGEMENT PLAN

INTRODUCTION

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

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

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

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

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

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

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

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

The plan must:

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

CURRENT REALITY

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

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

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

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

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

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

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

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

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

Identified hazards for the District Municipality area.

- ✓ Aircraft accidents – Tzaneen and Ba Phalaborwa areas.
- ✓ Explosions – All petrol depots (high risk) and petrol stations all over the District. Two fuel depots particularly at risk are the BP depots situated in Tzaneen and Phalaborwa. Here, large amounts of fuel, lubricants and gas (Phalaborwa) are stored and transported to and from by road and rail. Both are within close proximity to water sources enhancing the danger of environmental pollution in the event of a large spillage.
- ✓ Dam failure – all the dams in the District will have an impact on communities downstream. Two dams for which emergency preparedness plans have been drawn up by DWAF indicate that several communities would be in grave danger should there be a breach of the wall of either of these dams. The dams are Tzaneen Dam and Thabina Dam. Development within the floodlines of all dams must be taken into consideration before any new development is approved.
- ✓ Floods – all river systems and communities adjacent to the rivers. Letaba, Thabina, Tours, Middle Letaba, Nsami, Molototsi, Blyde, Olifants and Kudu rivers.
- ✓ Drought – the entire District will be affected; people, animals, agriculture, industry and the economy would all suffer as a result of a drought.
- ✓ Epidemics – affects all communities; examples are cholera, malaria, diarrhoea, XDR-TB, typhoid etc.
- ✓ Animal diseases including communicable diseases – foot and mouth disease, rabies, new castle disease, avian influenza, etc would all have a negative impact on the Mopani District and could all spread with relative ease if not detected within the early stages.
- ✓ Fire – the entire District is vulnerable to veld and forest fires as well as structural fires in residential areas, but those areas most vulnerable to fires include the plantation growing areas which dot the landscape within the Greater Tzaneen and Greater Letaba Municipal areas. The eucalyptus plantations in particular are at a greater risk as a result of the *Thaumastocoris australicus* infestations (louse-like insect)
- ✓ Fires in informal settlements – Mokgoba and Talana Villages
- ✓ Hazardous materials and oil spills – spills on all the main roads railway lines and river systems.
- ✓ Traffic – accidents on all the main roads. Particular problems were identified on the Magoebaskloof, George's Valley, Tzaneen /Mooketsi, and Tzaneen – Lydenburg roads. Also of great concern are the high numbers of accidents on the roads within the Greater Giyani Municipal area which are caused by stray animals on the roads. Within this area, the highest numbers of accidents for 2006 were recorded on the Giyani / Mooketsi and Giyani /Dzumeri roads.
- ✓ Mining accidents – Ba Phalaborwa mines and Gravelotte.
- ✓ Environmental pollution – Giyani, Modjadiskloof and Kgapane
- ✓ Power failure – all main power lines and substations.
- ✓ Fire hydrants: a pilot study of the fire hydrants in a section of a residential area in Phalaborwa, which borders on an industrial area, showed that just two hydrants were fully functional. This begs the question that if this is the case in Phalaborwa, what is the situation like in the rest of the town and indeed, in the rest of the district. Without sufficient water, fire services are powerless to fight a fire effectively.
- ✓ Extreme weather such as windstorms.
- ✓ Tzaneen Municipality – Lenyenye, Mokgolobotho, Nkambako, Nwamitwa.
- ✓ Greater Giyani – Mavalani, Xikukwani, N'wamankena.
- ✓ Ba Phalaborwa – Mashishimale, Belfast, Matikoxikaya.
- ✓ Greater Letaba – Rotterdam, Mamaila, 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. FIVE-YEAR FINANCIAL PLAN

INTRODUCTION

The five year financial plan of the district serves as a mid-term financial framework for managing revenue management and expenditure planning. It includes capital and recurrent expenditure and is crucial for ensuring a close planning-budget link.

FINANCIAL MANAGEMENT ARRANGEMENTS

POLICIES AND PROCEDURES

Policy and procedures manuals were implemented to maintain and adhere to internal control measures and financial sustainability. The following were implemented:

- Accounting and financial policies;
- Bank reconciliation;
- Books of account fixed assets;
- Asset management;
- Creditors system;
- Receipt, depositing and control over cash funds;
- Cash management and investment;
- Sundry creditors;
- Trade debtors;
- Credit control;
- Indigent;
- Overtime;
- Budgeting procedures and control;
- Travel and subsistence;
- Inventory;
- Status funds, trust funds and reserves;
- Supply Chain Management;
- Risk Management and;

- Tariff

FINANCIAL STRATEGY

Revenue rising

The Regional Service Levy was the main source of income for the municipality but since then there has been no other additional income options for the fire services charges and the grants. The plan is to raise some income from the water services function as assigned to the local municipalities in terms of retail and Lepelle Northern Water Board regarding the bulk supply.

Capital expenditure

The financial strategy is to finance capital projects out of income to an amount R 510'000'000.00.

Asset Management Strategy

Assets financed through loans will be financed over expected lifespan of the asset. With effect from the 01 July 2003 all assets will be depreciated over the expected lifespan of the asset.

REVENUE AND EXPENDITURE FORECAST

The financial position of Council stabilised over the past seven years with a positive bank balance. The strategy for the past seven years was to increase revenue collection when RSC Levies were still applicable and thereby building a strong reserve. The budget was then planned to equal the amount the municipality was receiving as income which then assisted in the allocation of more funds for service delivery. The medium term expenditure framework addresses the estimated income over the next few years on the different services currently rendered.

OPERATING FINANCIAL STRATEGY

The Municipal Systems Act, 2000, makes provision for municipalities to review and decide on mechanisms to provide municipal services. Municipalities have the following options, which they can decide upon:

- Public-Private Partnerships;
- Public-Public Partnerships with other public institutions including other municipalities and;
- Partnerships with CBO's and NGO's.

However when entering into a public-private partnership municipalities should consider the following criteria:

- Strategic development weight;
- Political control;
- Cost-efficiency

- Jobs;
- Community influence and;
- Income generation

The partnership can be based according to the following options:

- ✓ BOT: Build-operate-transfer which means that the asset or business activity is transferred back to the municipality after an agreed to timeframe;
- ✓ BOOT: Build-own-operate-transfer which means that the contractor owns the asset or business activity for a particular period of time and then transfers it back to the municipality;
- ✓ BOTT: Build-operate-train-transfer means that the contractor is responsible for ensuring that the staff of the municipality is trained to operate the asset or the function, and then transfer the function or asset back to the municipality.

FINANCIAL PLAN

DESCRIPTION	2008/09	2009/10	2010/11
Equitable shares	234,250,000	287,983,000	345,878,000
FMG	250,000	750,000	1,000,000
Interest on Call Account	80,000	84,8000	89,888
Interest on Current Account	1,200,000	1,272,000	1,348,320
Registration on Supplier-Database	150,000	159,000	168,540
Tender Documents	500,000	530,000	561,800
DWAF O & M	68,303,000	-	-
Department of Health	10,000,000	10,650,000	11,183,000
MSIG	735,000	-	-
MIG	164,461,000	185,415,000	151,934,000
LGWSETA	300,000	318,000	337,080
Donations	100,000	106,000	112,360
Insurance Claims	50,000	53,000	56,180
Interest on Outstanding debts	10,000	10,600	11,236
Fire Services Charges	300,000	318,000	337,080

Executive Mayor's Charity Cup	500,000	530,000	560,000
Regional Bulk Water (Mametja Sekororo Water Works)	10,000,000	-	21,000,000
Ba-Phalaborwa Connections	20,000,000	25,000,000	30,000,000
Income	511,189,000	513,179,400	564,577,484
Expenditure	509,189,000	507,091,012	554,991,198
Surplus/ Deficit	2,000,000	6,088,388	9,586,286

CONCLUSION

The municipality is currently in the process to establish the Water Entity and the Fresh Produce Market wherein these options will be thoroughly examined for the municipality to make an informed decision in line with the criteria outlined.

5.2.13. INSTITUTIONAL PLAN OF MOPANI DISTRICT MUNICIPALITY

INTRODUCTION

Background

The Constitution of the Republic of South Africa, Act 108 of 1996 provides that municipalities must strive, within its financial and administrative capacity, to achieve the objects set out in section 152. However, the establishment of an effective administration cannot be over-emphasised for the achievement of the Integrated Development Plan of the municipality.

Challenges Faced by the district

The district municipality was established in 2000 with little or no resources in certain areas. This has been a major challenge since its establishment however there are other constraints which are listed below.

- a) Capacity to review and update municipal policies
 - ▷ Review of policies: While most policies have been developed, the greatest challenge is to review them so as to catch up with the changes in legislative and other guidelines.
- b) Lack of adequately skilled personnel
 - ▷ The main function of the district is support and coordination and this requires a high level of competency if it is to be realised but under the current situation, the district still has to build that required skill on most of its personnel.
- c) Retention of skilled personnel
 - ▷ Our district is located in one of the rural areas of the province and as result, once staff has acquired some skills, they get attracted to other institutions within the affluent areas. This is affecting the rate in which the municipality can retain better qualified people.

d) Office accommodation

- ▷ The municipality does not own any building and is currently accommodated at the government building owned by the Department of Public Works. The building is not adequate enough to accommodate the staff complement as per the structure. In this regard the municipality is unable to plan properly for an effective and efficient institution.

Powers and Functions

The powers and functions of the District Municipality in terms of the Provincial Notice No. 309 of 2000, Government Gazette 615 1st October 2000, are as follows:

- Integrated development planning for the district municipality as a whole, including a framework for integrated development plans for local municipalities within the area of the district municipality, taking into account the integrated development plans of those local municipalities,
- Bulk water supply that affect a proportion of municipalities in the district,
- Bulk electricity supply that affects a significant proportion of municipalities in the district,
- Bulk sewerage purification works and main sewerage disposal that affects a significant proportion of municipalities in the district,
- Solid waste disposal sites serving the area of the district municipality as a whole,
- Municipal roads which form an integral part of road transport system for the area of the municipality as a whole,
- Regulation of passenger transport,
- Municipal airports serving the area of the district municipality as a whole,
- Municipal health services serving the area of the district municipality,
- Fire fighting services serving the area of the district municipality as a whole,
- The establishment, conduct and control of fresh produce markets and abattoirs serving the area of the district municipality,
- The establishment, conduct and control of cemeteries and crematoria serving the area of the district municipality as a whole,
- Promotion of local tourism for the area of the district municipality as a whole,
- Municipal public works relating to any of the above functions or any other functions assigned to the district municipality and,
- The receipt, allocation and, if applicable, the distribution of grants made to the district municipality.

INSTITUTIONAL CAPACITY

Structures of Council

The Mopani District Council comprises of the political and administrative components responsible for decision-making and implementation respectively. The Executive Mayor and the Speaker head the political component of the municipality. The

Mopani District Council consists of 44 Councilors, of which, 8 are members of the Mayoral Committee. The Municipality has all the powers assigned to it in terms of the Constitution as well as relevant national and provincial legislation. The municipality has the authority to take any possible actions to effectively exercise powers assigned to it. The overall executive and legislative authority vests in Council. The Council must, therefore, take all the major decisions of the Municipality.

The Mopani District Council has established Portfolio Committees to discuss and recommend policies to Council. Portfolio Committees, as the engine room of Council, serve as an interface between the political structures of Council with the administrative structures of Council. It is in these committees where policy issues are debated thoroughly prior to their submission to the Mayoral Committee that, in turn, forwards them to Council for adoption. Through Portfolio Committees, Councilors are able to give political direction to the administrative programmes of Council. Table 57 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 57: List of Portfolio Committees in Mopani District Municipality			
Name of Committee	Chairperson & Members	Support Department	Cluster
Finance	Chairperson: Cllr MN Makhurupetji	Finance Directorate	Governance and Admin
Governance & Admin.	Chairperson: Alderman TP Ramarembela	Corporate Services	Governance and Admin
Social Services	Chairperson: Cllr NV Mathonsi	Community Services	Social and Infrastructure
Strategy, Planning & IDP	Chairperson: Alderman MM Mukhabele	Planning & Development	Economic Development
Roads and Transport	Chairperson: Cllr S Tindane	Technical Directorate	Social and Infrastructure
Water and Sanitation	Chairperson: Cllr MO Moagi	Technical Services	Social and Infrastructure
Energy	Chairperson: Cllr TE Ndlovu	Technical Directorate	Social and Infrastructure

FULL-TIME COUNCILLORS

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

MANAGEMENT OF THE MUNICIPALITY

The management of the municipality is led by the Municipal Manager and is made up of all the Directors and their Assistants. The main focus of the management team is to implement Council resolutions and report on the performance of the municipality to Council and other government structures as required by legislation.

STAFF DATA

In terms of the approved organisational structure, the table below will illustrate the statistics in terms of positions approved, filled and vacant posts.

TABLE 58: PERSONNEL COMPLIMENT

Approved Positions	283
Filled Positions	133
Vacant Positions	142
Unfunded positions	0

RECRUITMENT

The Municipality is targeting to fill all vacant position by the December 2008.

EMPLOYMENT EQUITY

The municipality has developed its employment equity policy and plan, however both the plan and the policy needs to be reviewed. In terms of the targets as set in the plan, the municipality has only managed to improve in terms of some targets while the others are still far behind. The table below will outline the representation within the municipality per category.

Table 59: Staff representation per category

Occupation Categories	Male			Female				White Male	Foreign Nationals		TOTAL
	A	C	I	A	C	I	W	W	M	F	
Legislators, Senior Officials & Managers	15			5				1			21
Technicians & Associate Professionals	14			9							23
Clerks	17			30	1		2	5			55
Service & sales workers											
Skilled agricultural & fishery workers											
Craft and related trades workers	12			6							18
Plant & machine operators and assemblers											
Elementary occupations	2			12							14
TOTAL PERMANENT											
Non-permanent employees											
GRAND TOTAL	60			64	1		2	6			133

As can be noticed from the foregoing figures, compliance have been on other Occupational Categories whilst targeted recruitment is being made on the appointment of females on Management level as well as disabled in general.

ADMINISTRATIVE INFRASTRUCTURE

Since establishment in October 2000 the municipality has been utilizing the government building in Giyani which is owned by the Department of Public Works. During the early years of its establishment, the building was able to accommodate all the staff members and Council. However due to the increasing responsibilities as per the Integrated Development Plan of the municipality, the structure has been reviewed and as such the projected staff compliment will not be accommodated in the current building.

On the other hand the municipality is busy introducing some new technologies in order to improve on its capacity to achieve good governance. These includes issues such as electronic record management system, security system and IT systems in general. In order to become more effective and efficient this municipality needs to construct its own administrative building.

Table 60: LIST OF PROJECTS

Name	Target	Source of funding
Training: Council	CLLRS	Equitable share
Management Lekgotla	Managers	Equitable share
IDP/Budget/PMS Strategic planning session	Management	Equitable share
Performance Assessment Reports	Managers	Equitable share
District Managers Forum	Managers	Equitable share
Project Consolidate Funding	Project Consolidate municipality	Equitable share
Upgrading of SCM Database	Service Providers	Equitable share
Five Year Financial Plan	Finance	Equitable share
Upgrading of Financial Systems	Budget & Treasury	Equitable share
Review of Financial Policies and Procedures	Employees	Equitable share
Asset Management Implementation Plan	Staff	Equitable share
Master Systems Plan	MDM & Locals	MSP Grant
Conversion of GAMAP/GRAP Implementation Plan	MDM	Provincial Treasury
Free Basic Water	ALL LMs	MIG
Master Systems Plan	MDM	Equitable share
IDP Review	Government	MSIG
Branding	Investors	MDM/ Equitable share
O.R. Tambo games	Youth	MDM
Indigenous games	Abled and disabled, youth, men, and women	MDM
Wellness Day	Aged people	MDM
Junior Dipapadi Festival	Pre-school learners between ages 3 and 6 yrs.	MDM
Promotion of multilingualism	All the citizens of Mopani	MDM
World environment day	Women & youth	MDM
School of Environment	School youth	MDM
Development of Air quality Plan	All residents of MDM	MDM
Environmental management framework	MDM	MDM
Fire Services: Public Awareness Campaigns	All citizens of MDM	MDM
World Aids Day	All people	Equitable Share
Candlelight memorial	All people	MDM

World food day celebration	Women, Children Disabled	MDM
Food hygiene workshops	Street traders (women & youth)	MDM
District Food control	Women, youth and disabled persons	MDM
Food sampling	All Mopani residents	MDM
Water sampling and analyses	All Mopani residents	MDM
Initiation schools monitoring	Youth	MDM
Water week celebration	Women & children and the disabled	MDM
Cleaning up campaigns	Women & youth	MDM
Support of NGOs	NGO's dealing with HIV and AIDS	MDM
District Aids Council	All citizens of MDM	MDM
Moral regeneration movement	Community, Youth, People with disability and Aged	MDM
Awareness campaigns –Health promotion -Cancer month & world diabetic day - Wellness Day	Chronic clients ,the aged and people with disability	MDM
Health and Hygiene Awareness	All	MDM
Victim Empowerment centre support	Victims, NGO's and community	MDM
Housing	MDM	MDM
Support of drop in centres	MDM	MDM
Early Childhood Development	Early childhood development Associations	MDM
Radio, Communication, Info. Management System	MDM Households	Equitable Share
Awareness Campaigns	MDM Households	Equitable Share
Development of Disaster Management Plans	MDM Households	Equitable Share
Risk Analysis	MDM Households	Equitable Share
Disaster Relief support	MDM Households	Equitable Share
Conference system	Support services	Equitable Share
Electronic filing system	Support services	Equitable Share
Security Services	Support services	Equitable Share
Information Management and GIS	MDM (institution)	Equitable Share
LGW- SETA		LGW- SETA Grant
Retention & Succession Strategy	Community and Municipalities	
Institutional Plan	Community	
Employment Equity Plan	Designated group	MDM/ Equitable share
Long Service Recognition	Staff	MDM/ Equitable share
Employee Assistance Programme	Employees	MDM/ Equitable share
Performance Management System	Staff/ District Municipality	MDM/ Equitable share
Task Job Evaluation	Staff	Equitable share
Training: Staff	Staff	Equitable share
District Mayor's Forum	Local Mayors	MDM/ Equitable share
Local House of Traditional Leaders	Traditional Leaders	MDM/ Equitable share
Anti-Corruption Forum	Business, Labour & Civil Society	MDM/ Equitable share
Mayor's Charity Cup	Football Clubs, Charity Org., Tourists	MDM/ Equitable share
Excellence Awards	Stakeholders & Public Servants	MDM/ Equitable share

District Disability Forum	Disabled People's Organisations	MDM/ Equitable share
Disability Campaigns and Awareness	Rural Households	MDM/ Equitable share
Elders Day	Elderly People	MDM/ Equitable share
Elders Forum	Elderly People	MDM/ Equitable share
Gender Forum	Gender-Based Organizations	MDM/ Equitable share
Men's Forum	Men and Boys	MDM/ Equitable share
Women's Month	Women	MDM/ Equitable share
16 Days of Activism	Women & Children	MDM/ Equitable share
SAWID	Women	MDM/ Equitable share
Children's Rights Parliament	Children	MDM/ Equitable share
Youth Civic Education/Campaigns	Youth	MDM/ Equitable share
Youth Council	Youth Organisations	MDM/ Equitable share
Youth Month	Youth	Equitable share
District Children's Rights Day	Children	Equitable share
Public Participation	Communities	MDM/ Equitable share
Support to LMs-Ward	Communities	MDM/ Equitable share

INTERGOVERNMENTAL RELATIONS

- Speakers Forum
- Traditional Leadership
- District Managers Forum
- District IGF
- Internal Audit

PERFORMANCE MANAGEMENT SYSTEM Business Plan

Intervention Plan

Given the challenges facing the municipality in terms of building its capacity for the sole purpose of meeting the Constitutional mandate, it is very important to embark on the programmes and projects identified above. This finding has assisted the municipality in developing the MTEF budget. The principle underlying the allocation is that for the municipality to deliver quality services to the community, there is a need to strengthen the capacity of the institution by having policies and the human resources to ensure implementation.

Budgets

The table below outlines the consolidated budget for the district in terms of the areas outlined previously.

Table 61: Consolidated budget for the district

Department	Salaries	General Expenses	Repairs and maintenance	Capital	2007/08	2008/09	2009/10	2010/11
Council	-	10,451,455	-	-	8,246,838	10,451,455	11,078,543	11,743,255
MM	2,710,721	1,172,400	-	-	2,064,166	3,883,121	4,157,315	4,449,274
PIMS	1,393,789	-	-	-	580,929	1,393,789	1,477,417	-
Finance	5,263,960	51,172,500	40,000	1,298,140	55,075,033	57,774,600	59,146,078	64,984,492
Planning	2,062,070	1,158,000	-	14,000	2,618,848	3,234,070	5,377,794	8,551,942
LED	788,153	11,749,900	1,800,000	3,350,000	11,350,534	17,688,053	11,132,643	6,298,869
IDP	704,685	502,500	-	-	641,518	1,207,185	1,344,716	1,531,784
Communications	1,031,701	440,500	-	-	1,047,900	1,472,201	1,559,933	1,652,929
Technical	1,612,249	595,000	-	28,610,000	12,593,115	30,817,249	2,363,484	2,531,473
Water	1,430,797	18,525,000	65,753,026	186,645,953	185,750,647	272,354,776	293,098,903	336,055,717
Environment	10,677,768	1,567,550	-	-	5,045,153	12,245,318	11,615,074	12,352,920
Electrical	207,548	-	-	-	188,950	207,548	-	-
Roads & Transport	995,701	220,000	-	39,031,375	43,372,732	40,247,076	50,477,443	46,343,770
Community	1,302,044	437,800	-	-	5,782,943	1,739,844	1,830,035	1,969,769
Fire	13,670,741	437,800	978,300	-	18,518,888	15,086,841	17,221,808	18,302,317
Disaster	1,622,088	2,680,510	112,500	2,494,100	13,489,627	6,909,198	7,204,663	7,796,589
Health	1,490,889	1,479,397	-	-	3,812,159	2,970,286	2,446,992	2,651,874
Corporate	1,267,044	136,000	-	1,860,000	1,065,851	3,263,044	2,271,267	2,427,951
HR	1,931,112	7,448,300	-	-	9,091,946	9,379,412	7,583,479	8,456,598
Administration	3,242,528	2,670,700	-	-	4,946,165	5,913,228	6,512,980	7,144,305
Legal	604,800	2,586,000	-	-	2,355,000	3,190,800	3,382,248	3,585,183
Office of the Exec. Mayor	2,087,141	1,737,600	-	-	1,875,411	3,824,741	4,111,925	4,362,139
Office of Speaker	707,647	442,000	-	-	1,052,702	1,149,647	1,218,626	1,291,744
Office of Chief Whip	426,609	24,000	-	-	185,798	450,609	477,645	506,304
Disability Desk	176,385	405,000	-	-	357,923	581,385	676,968	724,086
Gender Desk	176,385	842,250	-	-	443,423	1,018,635	2,059,253	1,195,266
Youth Desk	176,385	558,500	-	-	423,923	734,885	899,478	861,445
				-				
	57,760,944	119,440,662	68,683,826	263,303,568	391,978,122	509,189,000	507,091,012	554,991,198

CONCLUSION

The institutional plan takes into consideration the issues around the HIV/AIDS infection within the district and how it will affect the capacity of the municipality in achieving its developmental goal. It must be noted that given all the resources planned, it is hoped that the municipality must be able to improve its capacity and the understanding of its community.

5.3. 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.

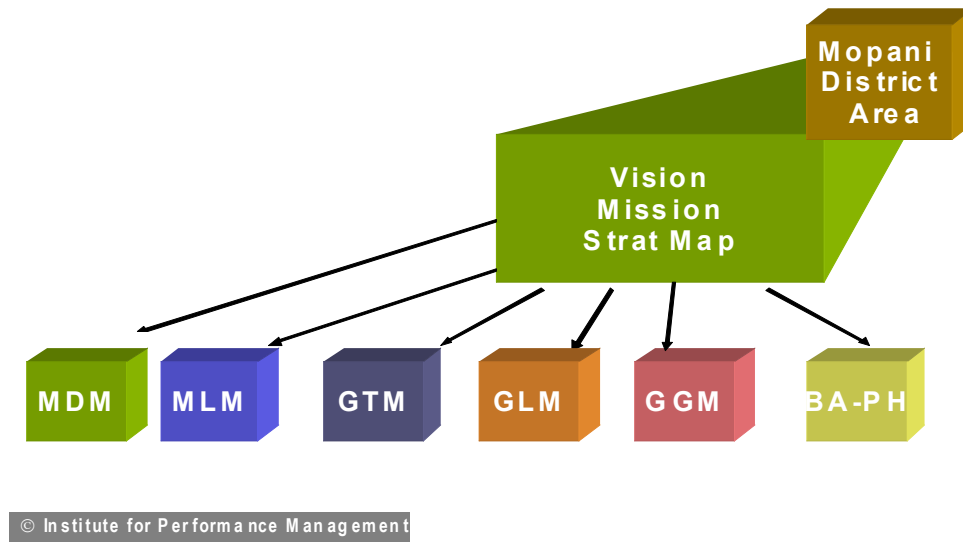
6. PERFORMANCE MANAGEMENT SYSTEM

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.

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.

!Unexpected End of Formula

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 unswerving 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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