Greater Letaba Municipality

GREATER LETABA MUNICIPALITY
MAATLA GO SECHABA

FINAL IDP

2014/2015

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1. Abbreviations and Acronyms

ABET	Adult Basic Education and Training
ABP	Area Based Planning
AG	Auditor General
ASGISA	Accelerated Shared Growth Initiative of South Africa
BBBEE	Broad Based Black Economic Empowerment
CBD	Central Business District
CBO	Community Based Organization
CBP	Community Based Planning
CDW	Community Development Workers
CFO	Chief Financial Officer
CPF	Community Policing Forum
DBSA	Development Bank of Southern Africa
DEAT	Department of Environmental Affairs and Tourism
DLA	Department of Land Affairs
DLGH	Department of Local Government and Housing
DOA	Department of Agriculture
DOE	Department of Education
DPLG	Department of Provincial and Local Government
DWAF	Department of Water Affairs and Forestry
ECA	Environmental Conservation Act
EIA	Environmental Impact Assessment
EMS	Emergency Medical Services
EPWP	Extended Public Works Programme
GDP	Gross Domestic Product
GLM	Greater Letaba Municipality
IDP	Integrated Development Plan
IGR	Intergovernmental relations
ISRDP	Integrated Sustainable Rural Development Programme
ITP	Integrated Transportation Plan
JOC	Joint Operational Centre
KPA	Key Performance Areas
KPI	Key Performance Indicators

LED	Local Economic Development
LGDS	Limpopo Growth and Development Strategy
LM	Local Municipality(s)
LUMS	Land Use Management System
MDM	Mopani District Municipality
MFMA	Municipal Finance Management Act
MIG	Municipal Infrastructure Grant
MPCC	Multipurpose Community Centre
MSA	Municipal Systems Act, 2000 (Act 32 of 2000)
MTEF	Medium Term Expenditure Framework
NEMA	National Environmental Management Act
NGO	Non-Governmental Organization
NKPI	National Key Performance Indicators
NSDP	National Spatial Development Perspective
OPMS	Operational Performance Management System
PGDS	Provincial Growth and Development Strategy
PMS	Performance Management System
PPP	Public Private Partnership
PRP	Poverty Reduction Programme
RAL	Roads Agency Limpopo
RLCC	Regional Land Claims Commission
SASSA	South African Social Security Agency
SCM	Supply Chain Management
SDBIP	Service Delivery Budget Implementation Plan
SDF	Spatial Development Framework
SMME	Small Micro Medium Enterprise
SWOT	Strength Weakness Opportunities and Threats
VIP	Ventilation Improved Pit Latrine
WPLG	Water Paper Local Government
WSA	Water Service Authority
WSDP	Water Service Development Plan
WSP	Water Service Provider
WSS	Water Supply Scheme

2. Greater Letaba Municipality

Vision, Mission and values

Vision

"To be an outstanding agro-processing and eco –cultural tourism hub"

Mission

To ensure an effective, efficient and economically viable municipality through:

- Provision of accountable, transparent and consultative and co-operative governance
- Promotion of local economic development and poverty alleviation
- Strengthening cooperative governance
- Provision of sustainable and affordable services
- Ensuring a safe and healthy environment

Slogan

"Maatla go Setšhaba"

Values

The values of Greater Letaba Municipality are as follows:

- Teamwork
- Commitment
- Integrity
- Value for money
- Consultation
- Transparency
- Accountability
- Courtesy
- Innovation

3. Mayor's foreword

The advent of democratic order has changed the shape of local government politics in the country. Municipalities are at the coalface of community development. We work together with our communities to find sustainable way to fulfil their social, economic and material needs.

Integrated Developmental Plan is an overarching tool to guide planning, development and decision making processes of our municipality. All other various plans and actions of the municipality are resonant with and secondary to Integrated Development Plan.

We yearn to achieve the vision and the mission of our municipality through involvement of local communities in finding the best solutions to address the long term objectives of the municipality. Our Integrated Development Plan places the municipality at the vantage point of future development.

The Integrated Development Plan depicts the developmental status quo of the municipality, identifies financial, human, natural and physical resources and links them to the plans. The nature of our municipality has proved that the needs of the local communities are abound against the limited resources and capacity at our disposals. However, the involvement of the residents in the affairs of the municipality plays an important role in prioritizations of projects and programs.

Our budget is premised on the needs of the local communities as contained in the IDP. We always strive to protect environment and use land effectively as we better the quality of the lives of our people.

MODJADJI G.H.

MAYOR

4. Executive Summary

Legislative framework makes it mandatory for the municipalities to embark in a process of developing an Integrated Development Plan that must be aligned with the term of office of the council. To ensure responsiveness of the municipality to the needs that are articulated and prioritized by the people themselves, the IDP is reviewed on an annual basis.

The review is conducted in line with the MTREF. The IDP encompasses the analysis phase which depicts the current state of socio-economic circumstances of the municipality. The analysis phase determines the strategies that need to be developed to cater for the needs of the municipality.

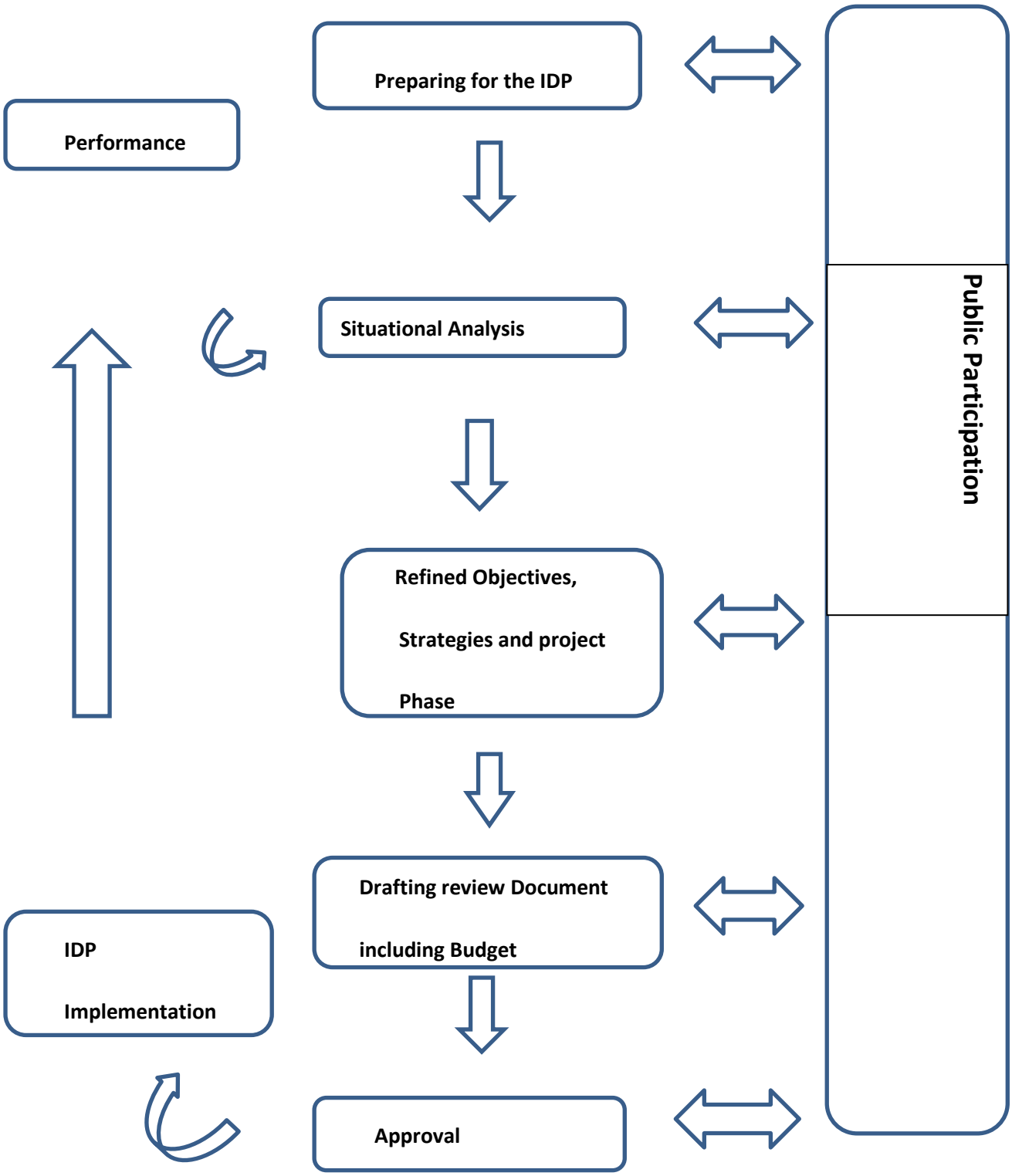
The structures that have been put in place prioritize projects that are espoused in the IDP as informed by people's priorities.

It is the prerogative of the municipality to implement projects budgeted for in the 2014/2015 and ensuing financial years. The council must account to the community on successes and failures on implementing the SDBIP through the appropriate structures and mechanisms that have been put in place to ensure fulfillment of the constitutional mandate.

MASHABA T.G

MUNICIPAL MANAGER

5. Greater Letaba Municipality IDP process take into account situations that impact on the priority issues, objectives ,strategies, projects and programme of integrated planning as reflected below in the figure 1.



5.1. Key Elements to be addressed during this process

During the process of deepening strategic influence of the IDP, consideration to the constantly changing environment impacting on the municipality needs to be considered too. In general terms the review then also addresses the following:

- Incorporation of comments from various Role Player
- Incorporate comments from Provincial MEC
- Review and inclusion of new/additional information
- Weakness through self-assessment
- Alignment of Sector plans
- Alignment of Provincial Programme and policies

5.2. Strategic objectives

Coghsta has identified Key Performance Area (KPA) whereby the strategic Agenda can be implemented and monitored. Of critical nature for the municipality will be to link its strategic objective to the strategic Agenda of National Government. The table below provides the details whereby the strategic objective of the municipality can be linked to the five key performance Areas as stipulated by the Department of Local Government and Housing:

DPLG KPA	Outputs	Strategic Objective
Municipal Transformation and Organisational Development	Differentiate approach to municipal financing, planning and support	Improved quality of life Improved Human Resource
Basic Services and Infrastructure Development	Improved access to basic services Support Human settlement	Access to sustainable basic services. Integrated sustainable Human settlement
LED	Implementation of community work programme	Improved Local economy Integrated sustainable development
Municipal Financial Viability and management	Improve municipal financial and administrative capability	Sustainable financial institution
Good Governance and Public Participation	Refine ward committee model to deepen democracy Single coordination	Improved governance and organisation excellence

5.3. Municipal Future plans

- Ensure that all communities have access to clean portable water by 2014.
- Provide universal waste removal to all communities.
- Integrated Human Settlement in Ga-Kgapane and Mokgoba.
- Effectively deal with communable and non-communable disease.
- Strengthen community participation and IGR.
- Integrated planning and service provision in rural areas.
- Increase revenue base.
- Facilitation of economic activities in both urban and rural areas.
- Provide access to housing.
- Ensure that unemployment is halved by 2014
- Provide infrastructure that is conducive for economic development and growth.
- Create job opportunities and reduction of poverty.
- Ensure that all communities have access to electricity by 2014.
- Acquire more resources to provide and maintain the existing and proposed infrastructure.

5.4. Monitoring of the progress

In terms of the Municipal Finance Act No 56 0f 2003 section 1 maintain that the Mayor of the municipality should approve a Service Delivery Budget Implementation Plan (SDBIP) each financial year. SDBIP should monthly projections; revenue collected indicating sources, operational and capital expenditure by vote and indicates delivery targets and performance indicators. The municipality recognises the fact that a well-designed SDBIP will generate a good performance management system. Therefore the municipality develops and adopts SDBIP on an annual basis. The SDBIP is divided into four quarters and monitoring evaluation is done on quarterly basis.

The SDBIP is an operational plan that clearly outlines Key performance Indicators, Objectives, Timeframes, Outputs, Outcome and strategies for each programme and projects. The SDBIP is informed by the IDP and Budget.

Municipal System Act No.32 of 2000, Chapter 6 compels municipalities to establish performance management system that is:

- Commensurate with its resource.
- Best suited to its circumstances.
- In line with the priorities, objectives, Indicators and targets contained in the IDP

The municipality has established the performance management system, which monitors, measures, and review performance on regular basis.

6. Planning process

Introduction

In this section, we provide a brief overview of (1) legislative context within which the 2013/2014 IDP review process took place (2) the basis for IDP review process, (3) institutional arrangement that are in place to drive the IDP process, (4) process overview in terms of steps and events (5) and inter-governmental relations protocol that would assist in the alignment, coordination and integration of service delivery programme in the municipality.

6.1. 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 protects 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 relationship between the three spheres of government by replacing the system of the vertical hierarchy of tiers with three overlapping planning process and sets of plan, each relating to a different sphere of the government.

The white paper on Local government expects from municipalities to be working with citizens and groups within the communities to find sustainable ways to meet their social, economic and material needs and improve the quality of their lives. Integrated Development Planning reinforces this aim through the system of the 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 System (Act 32 of 2000) defines the IDP as one of the core function of municipality and makes it legal requirements for every municipal council to adopt a single, inclusive and strategic plan (IDP) for the development of its municipality. This plan should link, integrate and coordinate plans and take into account community proposal for development of the municipality, it should also align the municipalities

Resources and capacity with the implementation of the plan, it should form the policy framework and general basis on which annual budget must be based; and be compactable with national and provincial development plans and planning requirements

.

Other laws that provide guidelines for the development of IDP's include:

- National Health Act, 2003
- The Local Government Transition Act Second Amendment Act 1996 (Act 97 OF 1996), which requires each local authority to compile and integrate Development Plan for their jurisdiction
- The Municipal Demarcation Act 1998 that provide the spatial framework for the on-going demarcation process.
- The Municipal Structure Act, 1998 that defines the institutional setting for municipalities and describe their core function and responsibility
- Municipal System Act 32/2000 which defines the operation of the municipalities
- Municipal Finance Management Act 1998
- The National Environment Management Act, 1998
- Regulations passed in term of the National Environment Management Act, 1998
- The Water service Act, 1997
- National Water Act, 32 of 1998
- Mineral and Petroleum Resource Development Act (MPRD) No 28 of 2002
- Waste Act, 2008
- Fire brigade services Act No.99 0f 1987
- Disaster management Act no.57/2002

6.2. Framing the 2014/2015 IDP

The 2014/2015 IDP was prepared within the legal and policy requirements, opportunities provided and challenges posed by the local, provincial and national context.

6.2.1 .The National planning context

The GLM is aware of the critical challenges facing the country as a whole, as well as the strategies priority areas to meet those challenges.

The government has identified five priority areas for the next years:

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

In order to achieve these objectives the performance and developmental impact of the state will have to vastly be improved. While capacity building, better systems, a greater focus on implementation, and improved performance management will play a key part in this endeavour, integration, alignment and synergy between the actions of three spheres government are important. As decided by Cabinet around aligning the NSDP,LEGDP and IDPs the keys to this activity is ensuring that the three spheres of government use the common platform of ''need/poverty'' and ''developmental potential'' as espoused in the NSDP to analyse the space economy of their areas of jurisdiction. In addition to this decision it requires for the role of the IDPs of the municipalities in determining and structuring public investment and development spending to be drastically strengthened. This means that municipalities should play a greater role in determining priorities and resources allocation. The IDPs have to become far more decisive on the areas of need and development.

6.2.2. The provincial planning context

The primary influencing factor in the provincial domain is the LEGDP. The LEGDP sees the competitive advantage of the province in mining, agriculture, tourism and manufacturing. Clustering is viewed as key to success in these sectors. In case of the district, the strategy emphasis investments in agriculture, forestry, tourism and to a lesser extent, trade.

In order to give effect to the strategic objectives, as spelled out in the electorate mandate of the ruling party (the African National congress). The provincial government of Limpopo has contextualized ten priority areas, as contained in the medium term strategic framework into key strategic priorities which will guide service delivery for the next five years.

The key strategic priorities of the LEGDP are:

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

A developmental state, including improvement of public services

The LEGDP also argues that IDP's should, in addition to the municipal focused on consider wider provincial and national issues. It also mentions that IDP s should strike a between interventions focused on addressing the social of citizens and promotion of economic growth. The LEGDP emphasizes on decent work and sustainable livelihoods as the foundation of the fight against poverty and inequality and its promotion should be the cornerstone of all the efforts.

6.2.3. The local planning context

At the local level, a number of fundamental issues impact on the planning processing of the GLM. Firstly, the municipality is informed by national. Provincial and district programmes such as ASGISA, NSDP, and LEGDP and the district Growth and development summit (DGDS). Secondly, and most important its geographical location and key features such agro-processing and tourism if optimally utilised may see the rapid development.

The 2014/2015 IDP is a continuation of the drive towards the alleviation of poverty over a short term and eliminating of endemic poverty over the longer period

This IDP also focuses on the presidential call around the alignment of the national spatial development perspective (NSDP) .Limpopo Employment growth and development plan (LEGDP) and the Municipalities IDPs

At the core of the 2014/2015 IDP is the challenge and commitment to deepen local democracy, enhance political and economic leadership, accelerate service delivery, build a developmental local government, ensure that the municipal planning and implementation are done in an integrated manner within all spheres of government.

7. Basis for IDP Review Process

The preparation and review of the IDP is a continuous process providing a framework for all development planning in the municipality. 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 aspect informed the 2014-2015 IDP Review process:

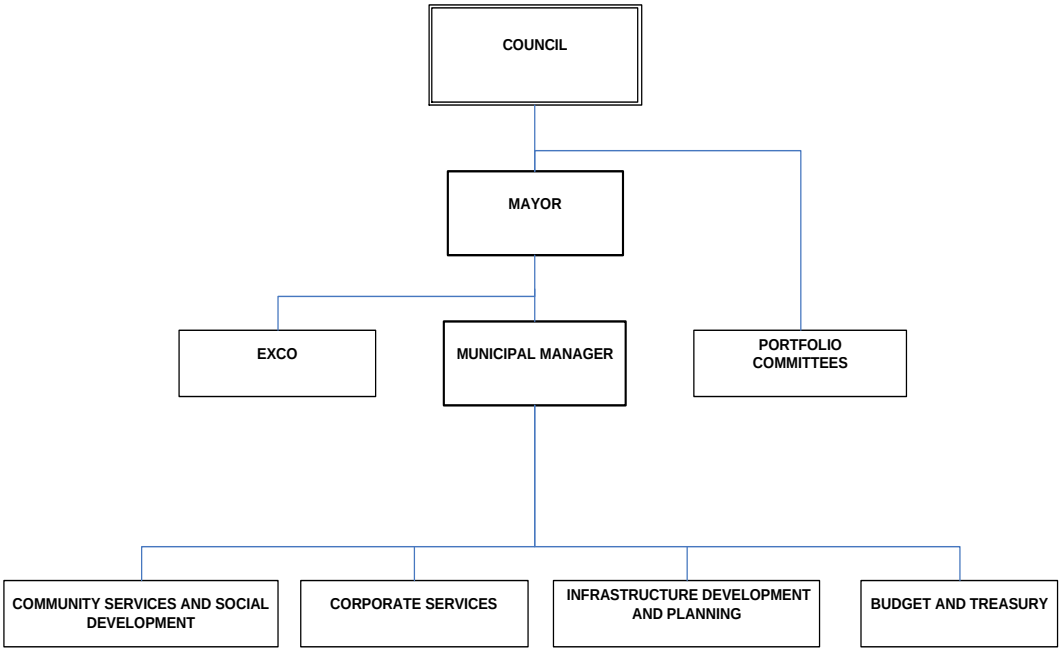
- Updating baseline information to ensure sound decision-making in addressing service delivery gabs
- Meeting the national targets in terms of service provisioning
- Responding to key issues rose in the 2014/2015 State of the Nation Address and the Provincial Address
- Aligning Sector Department strategic plans to the municipality service delivery programmes
- Alignment of IDP, Budget, PMS activities.
- National Key Priority Areas and the National Outcomes.

7.1. Greater Letaba Municipality's Powers and Functions

- The provision and maintenance of child care facilities
- Development of local tourism
- Municipal planning
- Municipal roads and public transport
- Administer public regulations
- Administer billboards and display of advertisements in public areas
- Administer cemeteries, funerals parlours and crematoriums
- Cleansing
- Control of public nuisances
- Control of undertakings that sell liquor to the public
- Ensure the provision of facilities for the accommodation, care and burial of animals
- Fencing and fences
- Licensing and dogs
- Licensing and control of undertakings that sell food to public
- Administer and maintenance of local amenities
- Development and maintenance of local sport facilities
- Develop and administer markets
- Development and maintenance of municipal parks and recreation
- Regulate noise pollution
- Administer pounds
- Development and maintenance of disposal
- Administer street trading
- The imposition and collection of taxes and surcharges on fees as related to the municipal's function
- Receipt and allocation of grants made to the municipalities
- Imposition and collection of other taxes, levies and duties as related to the municipalities functions
- Refuse removal, refuse dumps disposal

1

GREATER LETABA MUNICIPALITY ORGANOGRAM
COUNCIL OFFICE



8. IDP/Budget- Process Plan, 2013/14

8.1. Introduction

Section 28 of the Municipal System Act 32/2000 requires that each municipal Council should adopt a process that would guide the planning, drafting, adoption and review of the IDP and Budget. Clear and established mechanisms, procedures and processes for consulting with communities are imperative and should have been followed before such plan is adopted by Council.

8.2. Content of the Greater Letaba Municipality IDP process plan

This plan outlines the following:

- Phases and activities of the IDP process
- Structures that will manage the planning process and their respective roles
- Public/community participation/ involvement
- Time schedule for the planning process
- Roles and responsibilities for participants
- Monitoring of the process

District IDP/Budget Process Framework

PHASES OF THE IDP BUDGET PROCESS	TIME-FRAMES FOR MUNICIPALITIES	ENGAGEMENT SESSIONS WITH SECTOR DEPARTMENTS
Preparatory phase	By the 30th June 2013	(July 2013)
Analysis phase	By the 31st August 2013	2-3 September 2013
Strategic phase	By the 30th September 2013	5-6 November 2013
Project phase	By the 31st December 2013	3 February 2014
Integration phase	By the 28th February 2014	12-13 March 2014 (PDPF)
Approval phase (Final Reviewed IDP/Budget)	By the 31st May 2014	
NB: The above time frames shall apply to both Mopani and Local Municipalities.		

8.3. Stages/Phases of the IDP process

Table: below shows the phases/ stages of the IDP process and activities entailed for the Review of 2013/14 IDP

DATES	IDP	BUDGET	RESPONSIBILITY
02 August 2013	IDP steering Committee discusses Process Plan EXCO considers the Process Plan	Commence process to review all budget related policies	Mayor, MM, IDP and CFO
13 August 2013	Council sitting Approves the Process Plan		MM, Mayor and Speaker
15 August 2013	Management meets to discuss IDP Analysis Phase		MM
19 August 2013	IDP Steering Committee: Analysis Phase		Mayor, MM and IDP
22 August 2013		Submit financial statement to Provincial	MM and CFO

	IDP Representative forum: Analysis phase	and National Treasuries, Auditor General and Department of Cooperative Governance, Human Settlement and Traditional Affairs	Mayor, MM and IDP
03 September 2013	Management: Preparation for strategic planning session		MM, Directors and Assistant Directors
18-20 September 2013	Strategic Planning Session: Strategies phase		All councilors, MM, Directors and Assistant Directors
23 September 2013	Management: consolidate strategic session discussion		MM, Directors and IDP
25 September 2013	IDP Steering Committee: Strategic phase		Mayor, MM and IDP Coordinator
30 September 2013	IDP Rep Forum: Strategic Phase		Mayor, MM AND IDP
22 October 2013	Management Meeting: Project Phase		MM and All Directors
29 October 2013	IDP Steering Committee: Projects phase		CFO, MM, IDP and Manager
14 November 2013	IDP Rep Forum: Project Phase		Mayor, MM and IDP Coordinator.
09 January 2014	Management: Half-Year IDP performance report and annual report, recommendations on	Half year budget performance report	MM, All Directors and PMS

	adjustments budget		
14 January 2014	EXCO: Half year IDP performance report and annual report	EXCO: Noting half year budget performance report	MM
22 January 2014	Council sitting: Approval of adjustments budget and performance assessment and annual reports.		Mayor, MM & CFO
28 January 2014	Publication of the annual report for public input	Commencement of Draft Budget Processes	CFO CFO
13 February 2014		Extended Finance Committee (Budget and Finance committees): Discussion of Draft budget.	Mayor, MM and All Directors.
27 February 2014		Submit tabled adjustments budget to the provincial treasury, National Treasury and other organs of state. Note National budget for provincial and National allocations to	MM and CFO

		municipalities for incorporation into budget.	
06 March 2014	IDP Steering Committee: Draft IDP Discussion, SDBIP	Extended Finance Committee (Budget and Finance Committee): First draft MTREF budget	Mayor, MM and All Directors.
19 March 2014	EXCO: consideration of the oversight report, draft IDP and Budget, SDBIP		Mayor and MM
27 March 2014	Council: Approval of the oversight report, draft IDP and Budget, SDBIP		Speaker and MM
08 April 2014	Submission of draft IDP to COGSTA for analysis, SDBIP Publication of the draft IDP documents for inputs	Submission of the draft Budget and IDP to COGSTA, national and provincial treasuries Publication of the draft MTREF budget and related policies	CFO and IDP coordinator
22 – 30 April 2014 and 1-3 May 2014	Public participation on draft IDP/ budget		MM, Office of the speaker, Mayor
09 May 2014	IDP Steering committee: consideration of the inputs from the public participation process	Extended Finance Committee: consideration of the inputs from the public participation process	CFO and IDP coordinator

13 May 2014	Management: Effect changes to draft IDP and budget as per public comments and COGSTA	Amendment of the draft budget as per public participation process and national and provincial treasuries	MM, CFO and IDP Manager
20 May 2014	IDP Representative forum: Consider final Draft IDP/Budget		MM and IDP coordinator
22 May 2014	EXCO: Final draft IDP/Budget		Mayor and MM
28 May 2014	Council Sitting: Adoption of the Final Draft IDP and Budget	Adoption of the budget	Speaker and MM
06 June 2014	Submission of IDP Local Government & Housing	Submission of the approved budget to Provincial & National Government	MM & CFO
11 June 2014	Submission of the draft SDBIP		Mayor and MM
19 June 2014	Signing of the SDBIP	Adoption of the SDBIP	Mayor

8.4. Structures that manages/ Drive the IDP

The following structures will be responsible to develop, implement and monitor the IDP/Budget of GLM. Municipal Manager with the assistance of the IDP Manager shall facilitate all IDP processes.

IDP Structure, Role and Responsibility

STRUCTURES	COMPOSITION	ROLES AND RESPONSIBILITIES
Steering Committee	Mayor, Speaker, Chief Whip, Exco members, All Directors, Municipal Manager, All Assistant Directors	Mayor chairs IDP Forum Meetings Exco makes recommendations To council

Council	All Council	Approves the process plan and IDP
Municipal manager	Municipal Manager	Oversees the whole process And takes the responsibilities thereof
IDP Manager	IDP Manager	Manage the IDP process on Daily basis
Ward Councillors and Ward Committee	All Ward Councillors	Link the planning to their wards. Assist in the organizing of public participation
IDP Representative Forum	Mayor Executive Committee Members Councillors IDP Steering Committee Traditional Leaders Ward Committees Representative of Organised Groups Mopani Sector Department and Parastatals	Represent the interest of their Constituents in the IDP Process Provide organisational mechanism for discussions, negotiations and decision making amongst stakeholders Monitor the performance of the planning and implementation process

8.5. Monitoring and evaluation of the process plan

Greater Letaba Local Municipality will be responsible for monitoring its own IDP/Budget Process plan and ensure that the Framework is being followed as approved. Monitoring mechanisms will include monthly progress reports on IDP/Budget implementation as per the SDBIP, submitted to the Mayor and quarterly IDP implementation reports to Municipal Council.

8.6. Inter-Governmental Relations

Office of the Premier (OTP) plays a central role IGR during the consultative processes of the IDP between the Greater Letaba, district municipality and sector department. MDM convenes and chairs the forum with direct assistance from OTP. The forum comprises all sector departments, DLGH, OTP and local municipalities within Mopani area of jurisdiction. Greater Letaba also has a separate platform to interact with sector department during Representative forums.

The district municipality is the convenor of the District Manager's forum, which is basically a key forum for strategic alignment, coordination and integration that serves as an IGR structure where the Sector Departmental Managers in the district meet with their municipal counterparts.

8.7. IDP representative Forum Meetings

The municipality had 3 IDP representative Forums. These meetings were well attended by most stakeholders. The attendance by Sector Department and Private sector remain a challenge

8.8. Conclusion

The Process plan adopted by Council shall be binding to all stakeholders in Greater Letaba Municipality and shall further provide transparency and accountability to the communities and stakeholders in Greater Letaba Municipality.

9. Situational Analysis

9.1. Description of the area

Geographical location and features

The Greater Letaba Municipality (GLM) is situated in the North-Eastern quadrant of the Limpopo Province within the Mopani District Municipality Area. Greater Letaba is bordered by Greater Tzaneen to the south, Greater Giyani to the east, Molemole to the west, and Makhado to the North.

The Greater Letaba Municipality area is one of the smaller municipal areas in terms of land area, and characterized by contrasts such as varied topography, population densities (low in the south, relatively dense in the north-east), prolific vegetates in the south (timber) and sparse in the north (bushveld). Although resources within the boundaries of the Municipality are scarce, the proximity of natural resources (dams, tourist's attractions, intensive economic activity, and nature reserves) to the borders of the municipality creates the opportunity for capitalization.

The "gates" to the municipal area are considered to be Sekgopo in the west and Modjadjiskloof in the south, Mamaila Kolobetona in the North and Makgakgapatse in the East. The land area of Greater Letaba Municipality extends over approximately 1891 km². The Greater Letaba Municipality incorporates the proclaimed towns of Modjadjiskloof, and Ga-Kgapane, situated in the extreme south of the municipal area, and Senwamokgope towards the north-west of the area of jurisdiction. There are also 131 rural villages within the municipal area.

Table: Below reflect population per ward per gender

Ward	Total population	Male	Female
Ward 1	7564	3261	4303
Ward 2	5050	2252	2798
Ward 3	5633	2585	3048
Ward 4	8529	3919	4610
Ward 5	6969	3243	3726
Ward 6	7888	3524	4364
Ward 7	6475	2887	3588
Ward 8	7363	3421	3942
Ward 9	8287	3557	4730
Ward 10	8808	3831	4977

Ward 11	7813	3427	4386
Ward 12	6823	2984	3839
Ward 13	7920	3516	4404
Ward 14	7647	3785	3862
Ward 15	7777	3419	4358
Ward 16	7449	3147	4302
Ward 17	7505	3186	4319
Ward 18	7604	3236	4368
Ward 19	7643	3436	4207
Ward 20	7737	3350	4387
Ward 21	7802	3376	4426
Ward 22	8731	3843	4888
Ward 23	7448	3270	4178
Ward 24	4498	1992	2506
Ward 25	7035	3048	4005
Ward 26	7020	3017	4003
Ward 27	5438	2353	3085
Ward 28	4687	2010	2677
Ward 29	11632	6431	5201

Source: census 2011

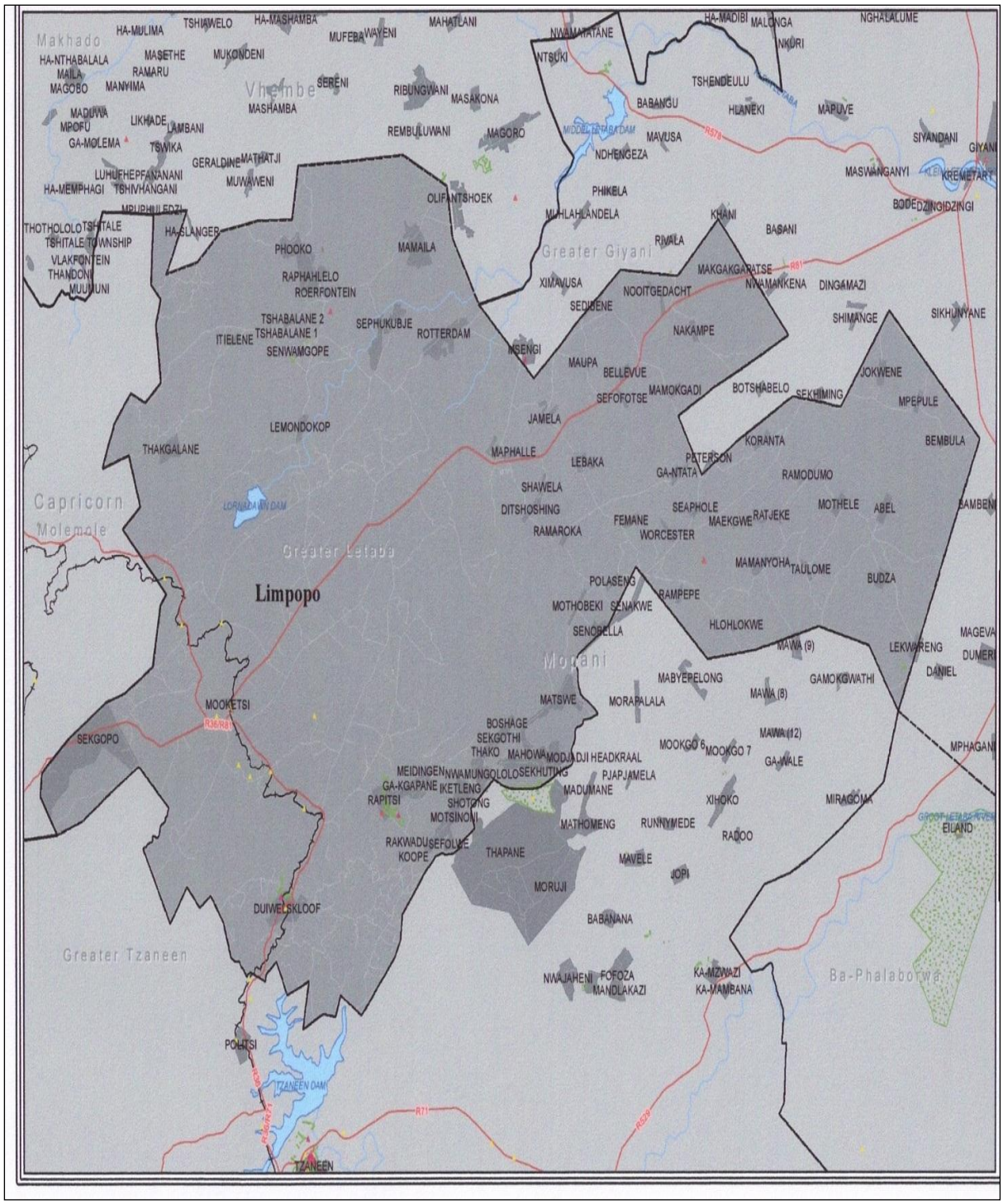
Table: Below reflect household per ward

Ward	**Household**	**Percentage**
Ward 1	1960	3,4%
Ward 2	1240	2,1%
Ward 3	1497	2,6%
Ward 4	2457	4,2%
Ward 5	1896	3,3%
Ward 6	1976	3,4%
Ward 7	1688	2,9%
Ward 8	1846	3,2%
Ward 9	2327	4%
Ward 10	2387	4,1%

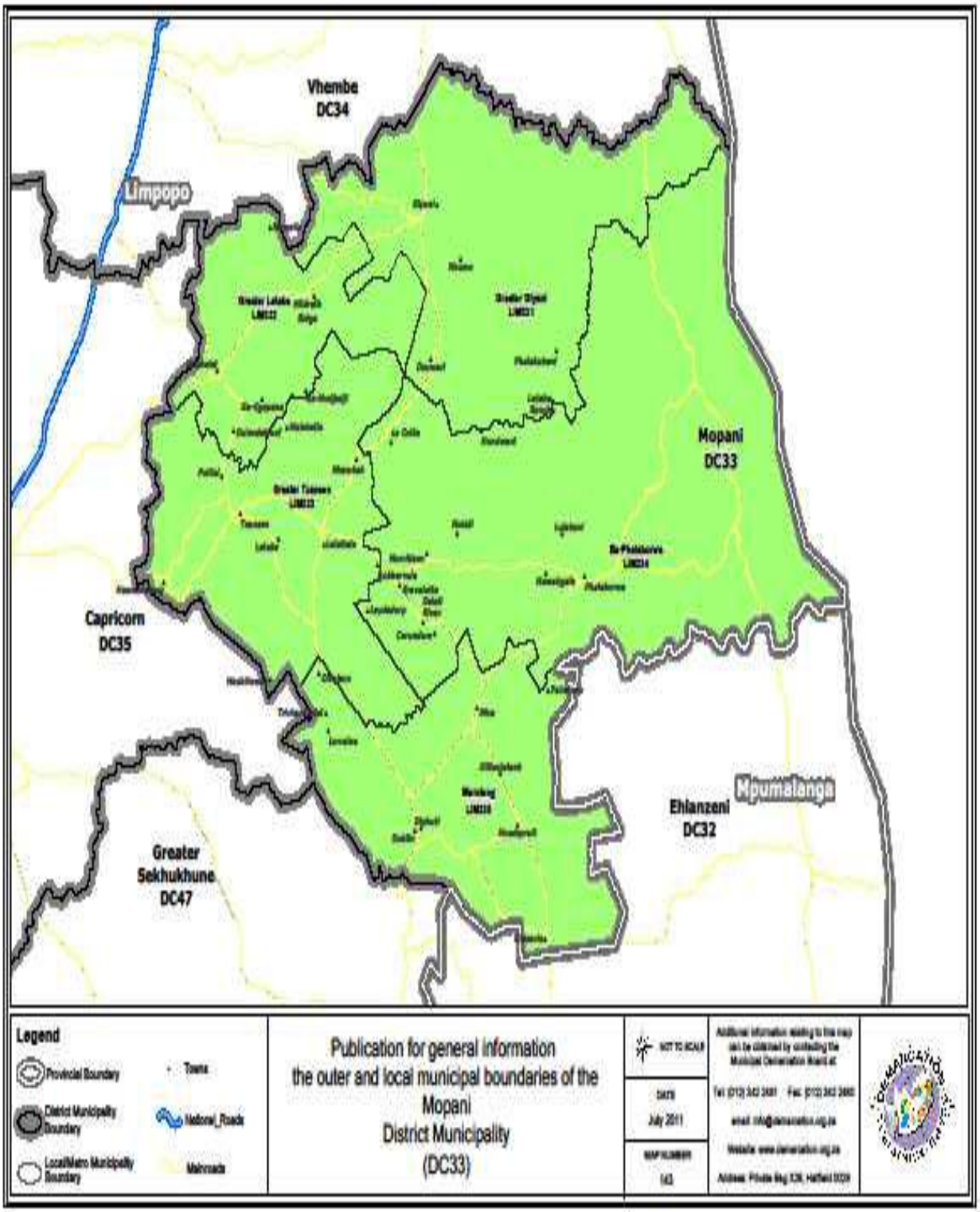
Ward 11	2047	3,5%
Ward 12	1659	2,8%
Ward 13	1936	3,3%
Ward 14	2224	3,8%
Ward 15	1949	3,3%
Ward 16	1972	3,4%
Ward 17	1902	3,3%
Ward 18	2051	3,5%
Ward 19	1980	3,4%
Ward 20	2086	3,6%
Ward 21	2194	4%
Ward 22	2328	4%
Ward 23	1959	3,4%
Ward 24	1254	2,2%
Ward 25	1895	3,3%
Ward 26	1884	3,2%
Ward 27	1584	2,7%
Ward 28	1276	2,2%
Ward 29	4807	8,3%

9.2. National, Provincial, District and Municipal map.

Map: Greater Letaba Municipality

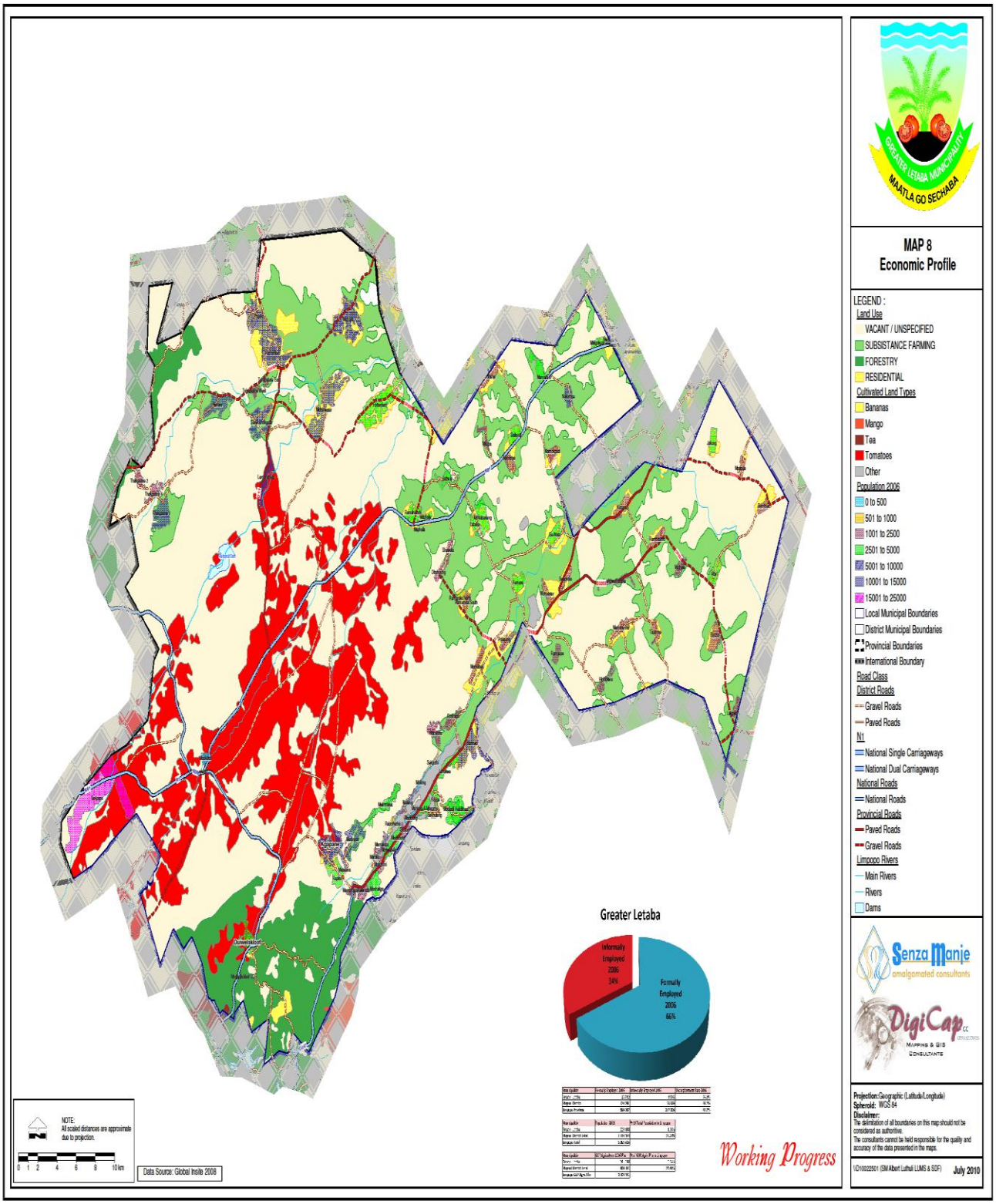


Map: Mopani District



Map: Limpopo Province

Economic Profile Map



9.3 Demographic Analysis

Population Trends

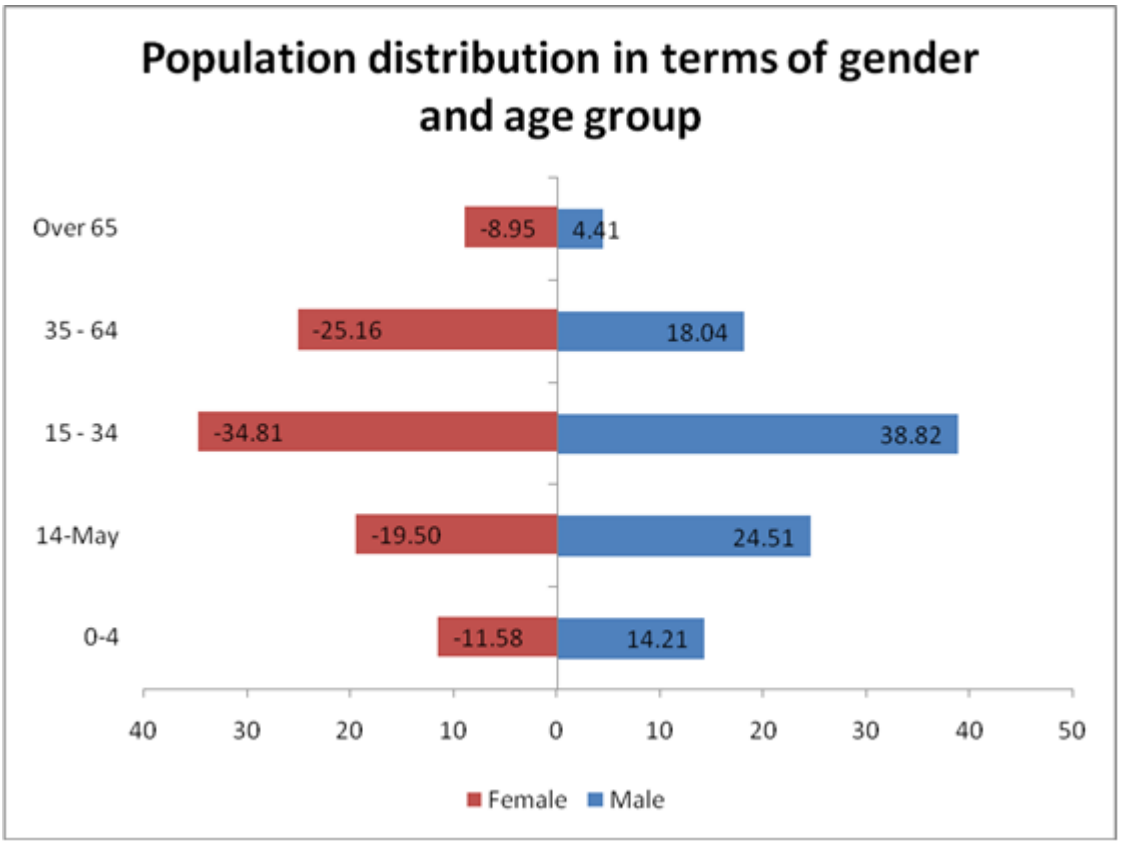
Greater Letaba municipality total population is reflected in the table below:

Table: below reflect Population and Household

Population		Households	
Census 2001	Census 2011	Census 2001	Census 2011
247 739	212 701	59 539	58 262

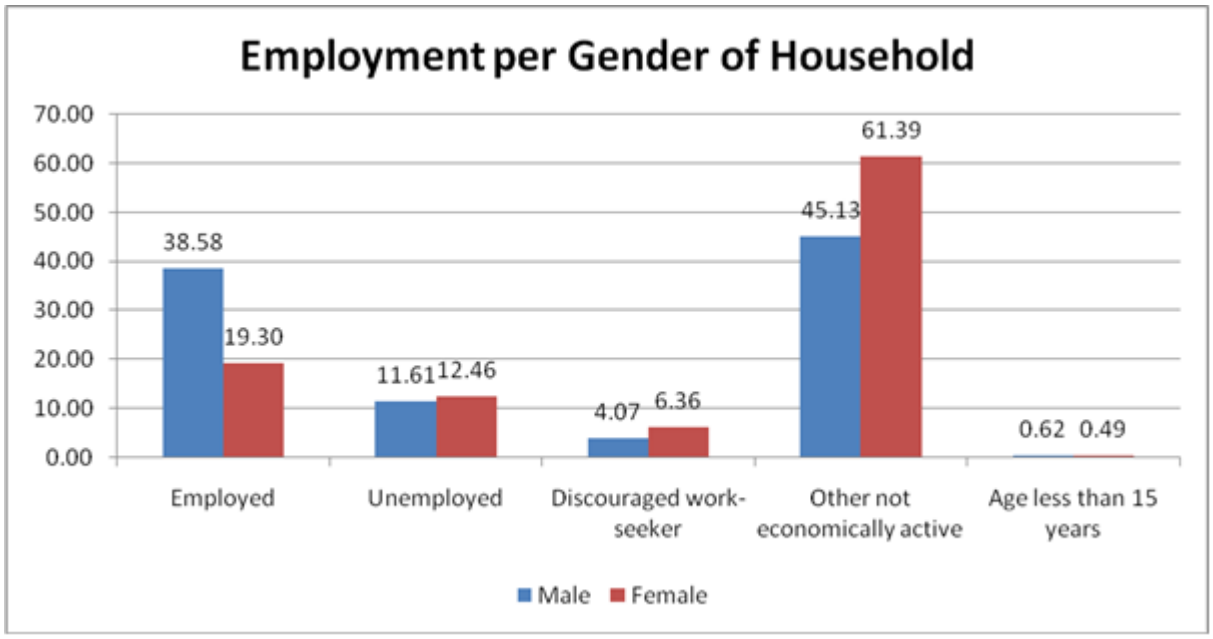
9.3.1. Age and Gender Profile

The population is very young with 36.8% of the people younger than 35 years. From the Pyramid below, it is evident that, in the age group 15-34 the percentage of males are high as compared to females. While in the age group 35-64 there is high percentage of females than males.



9.3.2. Employment Profile

The graph below presents the employed population of Greater Letaba according to gender of household. The statistics on the graph below shows that 9719 of male people are employed as compare to small number of 6383 of female people. Female people are mostly affected by unemployment, discouraged work-seeker and economically not active as indicated on the graph below.



Source: Census 2011

Employment and Unemployment Rate

Employment rate 28,94%

Unemployed rate 71, 06%

9.3.3. Household Income

Approximately 8407 of Greater Letaba Municipality households have no income; they depend on social grant and free basic services from the municipality. The table below present household income in Greater Letaba Municipality

Table: Below reflect Income per Household

	GLM	%	MDM	%
Income	Households			
No Income	8407	14.4	41986	14.2
R1 – R4800	4928	8.5	22715	7.8
R4801 – R9600	9260	15.9	41073	13.9
R19601 – R19 600	15128	26	70027	23.6
R19 601 – 38 200	12212	21	60769	2.1
R38 201 – R76 400	3814	6.5	24467	8.3
R76 401 – R153 800	2170	3.7	15631	5.2
R153 801 – R307 600	1419	2.4	11625	4
R307601 – R614 400	630	1.1	5834	2
R614 401 – R1 228 800	132	0.2	1300	0.4
R1 228 801 – R2 457 600	76	0.1	446	0.2
R2 457 601 or more	84	0.1	445	0.2
Unspecified	2	0.1	3	0.1
Total	58 262	100	296 321	100

9.3.4. Educational Profile

Table: below reflects education levels in the municipality as compared to the Mopani district municipality.

	Greater Letaba	**%**	**Mopani**	**%**
Grade 1/sub A (completed or in process)	7627	5.6	31711	5.4
Grade 7/standard 5	15877	11.7	64097	10.9
Grade 11/standard 9/form 4/NTC II	15919	11.8	68420	11.7
Attained grade 12; out of class but not completed grade 12	6419	4.7	30580	5.2
Grade 12/Std 10/NTC III (without university exemption)	10159	7.5	52920	9.0
Grade 12/Std 10 (with university exemption)	754	0.6	10195	1.7
Certificate with less than grade 12	1430	1.1	10497	1.8
Diploma with less than grade 12	1562	1.2	7780	1.3
Certificate with grade 12	952	0.7	6448	1.1
Diploma with grade 12	2777	2.1	13095	2.2
Bachelor's degree	1479	1.1	6879	1.1
BTech	78	0.1	999	0.2
Post graduate diploma	317	0.2	2431	0.4

Honour's degree	459	0.3	2043	0.3
Higher degree (masters/PhD)	72	0.1	1127	0.2
No schooling	38459	28.5	146863	25.1
Out of scope (children under 5 years of age)	28068	20.8	113316	19.4
Unspecified	2334	1.7	8115	1.4
Institutions	494	0.4	8476	1.5
Total	135165	100	585991	100

Source: 2011 StatsSA.

The percentage of illiteracy is estimated at 28,5 %,which shows a decline in the level of illiteracy by 17,3 %. The progress thereof is satisfactory; the level of illiteracy is still worrying since it impacts on the employability of the population

Key Performance Area: Spatial Rationale

Spatial Analysis

10.1. Purpose of spatial analysis

The purpose of the spatial analysis is to ensure that municipality's spatial strategies and land-use management decision is based on a general awareness of:

- Spatial constraints, problems and opportunities.
- Trends and patterns
- The necessity for spatial restricting
- The need for land reform and
- The spatial dimension for development issues

Spatial Rationale

Greater Letaba Municipality Spatial mission is to provide a logic spatial development of settlement according to a hierarchical pattern respectively in areas under the jurisdiction of the municipal area.

The IDP will also provide for the concentration of spatial developments in areas where it will contribute to overall regional development.

The IDP further provides for a Land Use Management Scheme (Which has been developed through funding from Department of Cooperate Governance Human Settlements and Traditional Affairs which will effectively direct and control development in the municipality. The spatial apartheid legacy in the municipal area is still in evidence today, where it is characterized by the following attributes:

- Great disparities in levels of service provision to different areas
- Disparities between areas in terms of economic activities.
- Restitution is becoming too challenging, probably as a result of insufficient funds available for this purpose as well as overpricing of identified farms.
- Long travelling distances for the disadvantaged between home and work

The Spatial Analysis component has strong backward and forward linkages to the rest of the process and is totally dependent on the accuracy and comprehensiveness of critical data such as population size, population distribution, existing service networks, natural and artificial constraints (topography, land ownership, etc.), and existing development patterns. The Greater Letaba Municipal area has the following spatial characteristics:

- A land area of approximately 1 891 km²;
- A fragmented formal urban component comprising Ga-Kgapane, Senwamokgope and Modjadjiskloof;
- The incidence of rural settlements evenly spaced along the northern boundary, and a lesser concentration of villages along the south-eastern boundary, of the Municipality;
- The southern part of the municipal area comprises mountainous terrain, which precludes urban development;
- Large tracts of arable land, which are being used for intensive and extensive agricultural activity. These include tomatoes (central), timber (south and south east), game and cattle (central and north-west).
- Environmental degradation due to illegal dumping, inadequate sanitation facilities and overgrazing
- Significant areas of land owned by the state under custodianship of tribal / traditional authorities;

Almost half the land area in the municipal area (48%) is subject to the 159 land claims, which have been lodged to the Land Claims Commission.

There are three proclaimed towns within the Greater Letaba Municipal area, namely Modjadjiskloof, Ga-Kgapane, and Senwamokgope,(Khumeloni is in process of being developed) and approximately 131 villages (GLM Ward Based Survey, 2007), evenly spread throughout the municipal area. These three towns are characterised by the following:

Modjadjiskloof:

- Main town, regarded as provincial growth node
- Service centre to surrounding farming communities
- Strong presence of SMMEs with potential for employment creation
- Declining manufacturing sector
- Underutilisation of available buildings
- Strong potential for tourism
- GLM has recently purchased an 83ha farm for expansion of the town in terms of residential development. A layout plan has been developed for township establishment comprising of 192 erven, open spaces and a Community Hall.
- There is an additional development proposed on the portion 14 of the farm Vrystaat into develop a new township comprising of residential, business, parks and sectional title land uses.
- There is a need to develop either a shopping complex or mall to encourage and retain investment
- There are still unserviced erven at extension 11, which require servicing.

Ga-Kgapane:

- District growth node
- One shopping centre consisting 28 formal and 11 informal businesses
- Many small businesses due to absence of formal job opportunities
- Daily commuting to Modjadjiskloof and neighbouring municipalities for work
- Currently, a huge housing development is in process on the farm Mooiplaats.
- Modjadji Plaza, a new shopping centre has been concluded and is now fully operational.

Senwamokgope:

- Municipal growth node and population concentration point
- Service point to surrounding villages
- Presence of government offices

- 6 Formal businesses and 8 informal
- A process of extending the township by 300 sites has been embarked on currently a General Plan has been approved by the Surveyor General.
- There is a serious need to establish a shopping complex in the town ship to cater for the surrounding areas, hence residents travel approximately 40km to the nearest shopping centre.

Khumeloni, Goudplaas/Nooitgedaght and Jamela

Recently, these three areas have been identified as priority growth points because of their strategic location and availability of suitable land for development. Priority has been given to development of integrated housing settlements in these areas.

Population Spatial Distribution

There is however a discernible concentration of villages along the northern boundary and south-eastern boundaries of the municipal area. Approximately 8% of households live in proclaimed towns while 73% live in rural villages, with the remainder resident on farms and in informal settlements. The present spatial pattern, together with the underlying factors responsible for the development of this pattern, will continue to influence new development unless a comprehensive strategy is implemented to counter negative and encourage positives. The prevalent spatial pattern can be attributed to historic policies and development initiatives, the economic potential of land, land ownership and management, culture and the topography.

Spatial Challenges

Land claims: Approximately 48% of the land contained within the boundaries of the Municipality is currently the subjected to land claims. The process of land claims is a lengthy one and has as yet not been resolved by the Land Claims Commission. This not only creates a high level of uncertainty with regard to existing commercial farmers and their ability to expand or employ more people, but also creates an uncertain climate that deters investment in the area.

• **Lack of funding or financial support**: Another constraining factor in respect of development in Greater Letaba Municipality is related to the large areas of land (approximately 50%) registered in the name of the state and under the custodianship of traditional authorities. As such, small farmers are farming on communal land, to which they cannot get title deed, but only have permission to occupy. Therefore, farming on communal land precludes small farmers from obtaining financial

support through commercial institutions such as banks, which prevents these farmers from expanding their farming enterprises or obtaining the necessary insets such as specialised machinery. Furthermore, access to funding, even for minor, necessary improvements to public and private sector products in the tourism industry, is extremely difficult to secure.

• **Lack of skills**: The majority of the labour force in Greater Letaba Municipality has no, or very limited basic skills, necessitating on-the-job training. Training is particularly necessary in the further processing of fruit and vegetables and in the timber industry, which requires somewhat higher skills levels. The lack of these skills largely constrains the further development of manufacturing and agro-processing industries in the municipal area. Furthermore, subsistence and small-scale farmers lack the skills required to not only effectively produce their products (i.e. farming practices, disease, fertilisation etc.), but also the business skills to develop their farming enterprises into viable, profitable and sustainable businesses. In this respect, there are particular gaps in terms of the transfer of skills and mentorship from successful business people to entrepreneurs and small business owners. Many of the small-scale farmers are also illiterate to some extent, or lack the knowledge in respect of writing business plans for their businesses. This is also the case for tourism development, where no sufficient practical support is given to emerging tourism entrepreneurs or SMMEs in terms of pre-feasibility, feasibility and business planning.

• **Access to markets**: Most of the small-scale farmers and manufacturers do not have access to the larger markets outside of the municipal area, or even their respective villages. This forces them to sell their products to the local communities and prevents the expansion of their businesses. Access to markets for small-scale farmers is further constrained by accessibility issues and the poor condition of roads in the remote rural areas. The municipality envisages developing the shopping complexes at Ga-Kgapane and Senwamokgope.

• **Agricultural potential and lack of adequate water**: A further constraining factor is the lack of water, particularly in the northern parts of the Municipality. Many of the small-scale farmers are located alongside perennial rivers, but a large proportion of farmers are located away from these rivers. The water supply is not sufficient in terms of irrigation and many small-scale farmers therefore rely on dry-land farming. Furthermore, the main agricultural products only naturally occur in the southern parts of the municipal area and agricultural production and expansion would therefore not be viable development options for the northern areas of the Municipality, which have a drier climate.

• **Lack of industrial estate**: In terms of manufacturing, a major constraining factor is the lack of a defined industrial area in the Municipality, with some manufacturing plants being located among the business premises in Modjadjiskloof. Furthermore, industrial plants in Greater Letaba Municipality do not receive preferential rates in respect of electricity and water, but are paying urban rates. The establishment of an industrial estate with incentives for development could attract factories and other manufacturing industries to the Municipality. Politsi Industries and surrounding areas were shifted to Tzaneen after the Municipal Boundaries Demarcation in 2000.

• **Lack of tourism infrastructure**: Greater Letaba Municipality does not currently have a large range of accommodation, conference or tourism facilities, which hampers the development of the tourism sector in the Municipality. The town of Modjadjiskloof also has very little to offer as a place to stop for refreshments or supplies. In addition, if a critical mass of attractive and innovative products are not created at Modjadji, and adequately marketed, the few products that have been created will fail to perform in the highly competitive situation that prevails in South African tourism as a whole. Furthermore, the lack of coordination in terms of an integrated tourism development plan for Modjadji is a serious threat, which could result in one of Limpopo's most important tourism icons never reaching its full potential.

• **Lack of financial institutions**: Financial institutions in Greater Letaba Municipality are lacking, with banking facilities being limited to an FNB branch in Modjadjiskloof, with only a few ATM's being located elsewhere in the Municipality. As such, local people and business owners will travel to Tzaneen for banking services. This not only constrains the effective operation of local businesses, but also results in spending of money outside of the Municipality, as residents conduct multi-purpose trips, combining trips to banking facilities with major shopping in the areas surrounding these financial institutions.

Poor road conditions, deteriorating infrastructure and poor access streets combined hinder the effective spatial restructuring of the municipal area.

Spatial Opportunities

Given the strong Agricultural sector in the region and the fact that many of the agricultural inputs are sourced from outside of the municipal boundaries, opportunities arise for the trade of these inputs. This includes inputs such as fertilisers, pesticides, machinery and seeds or seedlings. Many of these inputs are obtained from Tzaneen, but could also be sold within the municipal area, which gives the advantage of being easier accessible and closer to the farming areas.

The municipality may also draw spatial opportunities from tourism. This is mainly because of the vast potential in terms of suitable resources in the municipality. These may be summarized as follows:

- The availability of the Rain Queen (Queen Modjadji) which may influence tourism related development along the Ga-Kgapane-Mokwakwaila Development Corridor.
- The biggest Baobab tree in Africa with a bar inside located on the farm Platland neighbouring Ga-Kgapane Township. This may contribute to enhancement of tourism facilities such as the sale of indigenous crafts, accommodation facilities, convenience centres etc. in its vicinity.
- The African Ivory route that passes through Modjadjiskloof could bring unprecedented growth in both Modjadjiskloof as a town and the entire municipality.
- Various development nodes exist in the municipality each with a unique development opportunity. These nodal points may be enhanced utilizing Nodal Configuration Plans and linked to each other through networks thoroughly planned through the Spatial Development Framework of the municipality.

The following key elements present opportunities with tangible spatial impacts if explored adequately:

- Modjadji Nature reserve, with the Modjadji (Encephalartos Transvernosis Cycad Forestry only found here)
- Vast tomato plantations of ZZ2
- Modjadjiskloof waterfalls
- Sekgopo Village Based Bed & Breakfast
- Walking trails both in the Caravan Park and in the nature reserve.
- Grootbosch
- Manokwe Caves (Still under feasibility study)
- Scented Garden (Garden for the blind), which has been renovated recently
- Nehakwe Mountains Lodge

Spatial Objectives

- Restructure spatially inefficient settlements,
- Promote the sustainable use of land resources in the municipal area
- Channel resources to areas of greatest need and development potential, thereby redressing the inequitable historical treatment of marginalised areas,

- Take into account the fiscal, institutional and administrative capacities of role players, the needs of communities and environment,
- Stimulate economic development opportunities in rural and urban areas, and
- Support an equitable protection of rights to and in land.
- To improve the quality and image of the physical environment.
- To promote sustainable development;

Traders in the Municipality currently buy their stock from wholesalers in the larger activity centres such as Tzaneen and Polokwane, as there is a shortage of wholesalers in the area. A limiting factor to the development of further wholesale activities in the southern parts of the municipal area is the proximity and easy access to the well-established trade sector in Tzaneen, which would generate a high level of competition. However, the remainder of the municipal area is quite remote and far removed from larger activity centres, making it more difficult and expensive to obtain goods from wholesalers in Tzaneen. The establishment of wholesalers in these areas would therefore be more viable and could result in the establishment of further retail facilities.

Availability of Land

A large area of the land in Greater Letaba Municipality is taken up by agricultural activity, while a small portion of the land area is covered by residential development, mainly rural settlements. Almost half the land area is registered in the name of the State, under the custodianship of traditional authorities, while the other half is in private ownership. The Local Authority owns very little land, which bears serious consequences for future development.

Strategically located land within the Greater Letaba Municipality

Small businesses and new retail developments have been the focal point of new developments in Modjadjiskloof, Ga-Kgapane and Senwamokgope towns in recent years. Large space of land is utilized for agricultural purposes, i.e. growing tomatoes, timber, cattle farming, etc. However, the mountainous area of Modjadji, 'the Rain Queen' can potentially be utilized for eco-tourism. There is a lack of private investment in certain places of the main town. This has led to the deterioration of these areas and underutilization of existing infrastructure. Moreover, the following areas have huge opportunities which the municipality may capitalize on for development:

- Farms to the West of Ga-Kgapane located on a slightly flat terrain suitable for mixed use development including commercial and industrial. These include the farm Platland and Driehoek

- The area between Ga-Kgapane and Modjadjiskloof constitute of the farm Spritsrand, Witkrans, Vrystaat, Hilldrop and Duiwelskloof.
- The area between Modjadjiskloof and Mokgoba may serve as a proper link between Mokgoba and the Town thereby attracting further investment in terms of both residential and commercial Development.
- Goudplaas and Nooitgedaght with a potential for a new township establishment, extensive agriculture and industrial development.
- The vacant land parcel in Senwamokgope between the built area and the college would be ideal for Shopping/ Convenience centre development.
- Mokwakwaila area on the farm Worcester 200LT given potential by its centrality in Bolobedu.
- Portions of the farms Vaalwater and Roerfontein adjoining the existing Senwamokgope to the South and East.
- Mooketsi (area around the junction) which has a potential for growth as a convenience centre and tourism.

It is worth noting that the above areas are under the ownership of private individuals with the exception of the farms Worcester, Vaalwater and Roerfontein which are state owned.

Spatial trends

Historic policies, town planning legislation and development initiatives are largely responsible for the development pattern within the municipal area and gave rise to development trends. The following is a summary of the development trends both negative and positive in the municipal area:

Small businesses and new retail developments have been the focal point of new developments in Modjadjiskloof, Ga-Kgapane and Senwamokgope towns in recent years. Corporate businesses have moved away to the adjacent towns, i.e. Tzaneen and Giyani towns. Large space of land is utilized for agricultural purposes, i.e. growing tomatoes, timber, sport facilities, cattle farming, etc. However, the mountainous area of Modjadji, 'the Rain Queen' can potentially be utilized for eco-tourism. There is a lack of private investment in certain places of the main town. This has led to the deterioration of these areas and underutilization of existing infrastructure.

There is a lot of pressure to develop public open spaces. The development of parks in Ga-Kgapane and Modjadjiskloof and the waterfalls gives a clear picture of the municipality's strategic objectives in terms of spatial recreation.

Land reform

Greater Letaba has by far the majority of land claims (159) covering a land area of approximately 91812ha representing 48, 55% of the total area of the municipality which is subject to land claims. The extent of land claims in the municipality and the potential impact it may have depending on the outcome of investigations is quite substantial and may impact heavily on the Spatial Development Framework and other strategic plans.

Moreover, no development can take place on land that has been claimed until the claim is settled (unless such a claim has not been gazetted or if consent has been obtained from affected community(s), hampering development in all areas of the economy. According to information received from the Land Claims commissioner, only the land claim of the Pheeha Community has been settled by providing alternative land in Goudplaas. Tshwale land claim has been settled portion 04 0f Noordgedagte.The status of other land claims in the area has been investigated and notable progress has been observed.

Table: Status of Land claims

Size of the Municipality	No of land claims	%	Area claimed	% of area claimed
189096.07ha	159	45.56	91812.01ha	48.55

Department of Land Affairs, 2010

Despite availability of land claims in the municipality, a number of investors have submitted proposals for the following key developments:

- Township Establishment (170 sites) on the farm Vrystaat: Portion 4 and 5
- Township establishment (286 sites) on the farm Vrystaat, covering 67 hectares: Portion 14
- Shopping Centre/ Mall on the farm Schoongelegen: Portion 01
- Shopping centre/Mall in Khumeloni
- Shopping Centre/Mall in Senwamokgope
- Extension of Ga-Kgapane Shopping Centre (Boxer shop)
- Mixed land use development on Erf 657, Ga-Kgapane (Ga-Kgapane Local Ground)

Countless efforts were taken to ensure accelerated development in nodes and other key strategic areas, viz:

- Negotiations with Department of Public Works for transfer of old Sekgosese magistrate's office and old Testing Station in Ga-Kgapane to assist the municipality to achieve some of its development objectives.

- Negotiations on the transfer of public works properties in Modjadjiskloof to GLM
- Meeting with National Portfolio Committee of Public Works in an attempt to revitalize Modjadjiskloof.
- Acquisition of land at Ga-Kgapane for establishment for expansion of the township.

Growth Points, Development Corridors and Hierarchy of Settlements

The three categories of growth points are briefly described in terms of their relative importance/priority in the proposed hierarchy. The Limpopo Province Spatial Rationale, 2002 identified a settlement hierarchy for Limpopo and the hierarchy for the Greater Letaba area is also described in terms of this hierarchy. A settlement hierarchy is based on the classification of individual settlements (e.g. towns and villages). The settlement hierarchy as contained in the Limpopo Province Spatial Rationale is as follows:

SETTLEMENT CLUSTERS	1ST Order Settlements (Growth Points) [GP]	Provincial Growth Point [PGP]
		District Growth Point [DGP]
		Municipal Growth Point [MGP]
	2ND Order Settlements (Population Concentration Points) [PCP]	
SETTLE MENTS/ VILLAGES	3rd Order Settlements (Local Service Points) [LSP]	
	4th Order Settlements (Village Service Areas) [VSA]	
	5th Order Settlements (Remaining Small Settlements) [SS]	

Settlement clusters 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 the highest order in the settlement hierarchy, with Population Concentration Points being the second order in the proposed settlement hierarchy. Social facilities should be concentrated within the all areas identified as the growth points and in terms of the hierarchy or the order of settlement.

First Order Settlement (The Growth Points) are individual settlements (e.g. towns/villages) or a group of settlements located relatively close to each other where meaningful economic, social and institutional activities, and in most instances a substantial number of people are grouped together. These growth points seem to have a natural growth potential but some do not develop to their optimum potential due to the fact that capital investments are made on an ad hoc basis without any long-term strategy for the growth point and/or the area as a whole. All three categories classified as

growth points should be stimulated according to their status in the hierarchy by amongst others providing higher levels of service infrastructure, also to ensure that appropriate services are available for potential business and service/light industrial concerns. Higher levels of services, which reflects these growth point's status in terms of the settlement hierarchy, and therefore relative to other settlements in the area, will also attract residential development to these growth points with the implication that certain threshold values in population be reached to provide for higher levels of social, physical, institutional and economic services.

Provincial growth point (PGP):- a provincial growth point is the highest order in the hierarchy and therefore also plays the most important type of growth point. PGP's have a sizable/reasonable large economic sector providing jobs to many local residents, fulfils regional and at certain times, even a provincial service delivery function. **Modjadjiskloof Town** has been identified as the provincial growth point within the Greater Letaba Municipality and this is said to be the highest order in the hierarchy and therefore also the most important type of growth point.

District growth point (DGP):- These growth points already have a meaningful economic sector with some job creation, various higher order social facilities such as hospitals and/or health centre, and some accommodative tertiary educational institutions. Most of these district growth points also accommodate some government offices and in many instances these district growth points also have a large number of people grouped together in the growth point**. Ga-Kgapane Township** has been identified as the district growth point.

Municipal growth Point (MGP):- Senwamokgope has been proclaimed as a township in terms of Proclamation R293 of 1962. This area has been identified as the municipal growth point. The municipal growth points have a relatively small economic sector compared to the district growth point. Municipal growth points serve mainly rural areas and often have a sizable business sector providing a meaningful number of job opportunities. These growth points usually also have a few higher order social and institutional activities. In most instances these growth points also have reasonable number of people. In traditional rural areas with villages the economic sector is relatively small with only a few local businesses, but a substantial number of people. They usually exhibit a natural growth potential if positively stimulated. Mokwakwaila area, same as Mooketsi (including Goudplaas), can also, if coordinated well be one of the municipal growth point.

Second order settlements (Population Concentration Points) : - This is a group of settlements located close to each other which have a small or virtually no economic base, meaningful social and often some institutional activities, but a substantial number of people located at these settlements. In most instances the population concentration points form part of a settlement cluster which also has one or more growth point within the culture.

These nodes should also be given priority in terms of infrastructure provision with a high level of services, although not at the same level as for growth points. This approach should be followed to attract people from smaller villages in the area with a lower level or no service infrastructure. Villages like Mokwakwaila and the surrounding villages as well as Sekgopo and Mohlabaneng fall within this category. The upgrading of the gravel road from Jamela settlement to Mokwakwaila and the one from Khehlakoni to the south will stimulate growth in this area.

Third order settlements (Local Service Points):- These third order settlements exhibits some development potential based on population growth and/or servicing function potential, although most of them only have a very limited or no economic base. Most of these settlements (specifically in the traditional rural areas) have 5000 people or more, and do not form part of any settlement cluster. Most of these settlements are relatively isolated in terms of surrounding settlements. Only in a few instances have two or more settlements, which are in very close proximity to each other been grouped together and classified as a local service point. The potential for self-sustained development growth is limited by the lack of development opportunities in these settlements. Most of these settlements can also distinguish from lower order (fourth or fifth order settlement) mainly because of their size and servicing functions. Some of these third order settlements have established government and/or social services. Areas like Maphalle and Rotterdam fall in this category.

Fourth order settlements (Village Service Areas):- This category of settlements in the settlement hierarchy has been identified to allow for circumstances in mainly traditional rural areas where three or more settlements are located in such a way that they are interdependent or linked together by means of specific social infrastructure (e.g. clinic, secondary school). The groups of settlements are usually mutually dependent on these facilities. These settlements are small and have usually less than 1000 people per village. Although the settlement hierarchy identified and described this category of settlements, they were not identified in terms of the macro spatial planning that was done on provincial level in the Spatial Rationale. It is expected that local and district municipalities

should embark on a process in conjunction with the relevant communities to identify settlement groupings, which may fall into this fourth tier of the settlement hierarchy as proposed.

Fifth order settlements (Small Settlements):- This category includes all those settlements, mainly rural villages, which are not identified in the previous 4 categories of the settlement hierarchy. For the purposes of the macro spatial plan the fourth order settlements have also been included into this category. These settlement area categorized together because by far the majority are very small (less than 1000 people) and are rural settlements which are only functioning as residential areas with no economic base. The potential for future self-sustainable development of these settlements is also extremely limited.

Roads and Transport network

The table that follows hereunder stipulates the important corridors within the Greater Letaba Municipality that must be taken into consideration and will assist with the stimulation of different projects and programmes. Roads in Greater Letaba Municipality are classified as either, Provincial, District or Municipal Roads. The Provincial Department of Roads and Transport and MDM manage the Provincial and District roads respectively. The table below gives a summary of the major corridors in the municipality.

Table: Major corridors in the municipality

ID	Corridor	Description
1	Modjadjiskloof to Tzaneen	Along road R36 south of Modjadjiskloof
2	Giyani to Mooketsi	Along road R81 south of Giyani to Mooketsi
3	Modjadjiskloof to Kgapane	Along road R36 north of Modjadjiskloof to Kgapane
4	Modjadjiskloof to Giyani	Road R36 north of Modjadjiskloof into road R81 towards Giyani
5	Ga-Kgapane to Mokwakwaila	From Kgapane heading north through villages to Mokwakwaila
6	Mooketsi to Sekgosese	From Mooketsi heading north through villages to Sekgosese
7	Sekgosese to Bungeni	Road from Lemondokpp through villages to Bungeni.D11
8.	Sekgopo to Modjadjiskloof	Road from Wholesale to Maribeng

11. Environmental analysis

11.1. Introduction

Greater Letaba municipality is faced with environmental risks and threads that lead to environmental degration. In order to ensure that development activities carried out by Greater Letaba Municipality are sustainable, the IDP of Greater Letaba Municipality had considered environmental and socio-economic issues in an integrated manner in decision making, project planning and implementation

A summary of environmental analysis of Greater Letaba Municipality is here outline and it will provide the basis of identification of priority. Environmental issues or challenges faced by Greater Letaba municipality.

11.2. Environmental Legislation:

11.2.1. The international context of which the integrated waste management plan forms part of are as follows:

- Strategic goals of the Rio declaration
- Agenda 21
- Kyoto protocol

11.2.2. Legislation which regulates matters relating to environmental management:

- National environmental management Act No 107 of 1998
- National Environmental Management Biodiversity Act No 10 of 2004
- National Environmental Management Air Quality Act NO 39 of 2002
- National Environmental management Act No 59 of 2008

11.3. Greater Letaba Municipality has the environmental problems in the following areas:

Veld and forest fires

Veld and forest fire is an environmental problem that is experienced in Greater Letaba Municipality

Causes of veld and forest fire

- Bee hunting
- Firewood collection
- Economic gains

- Lack of knowledge about fire
- Distraction

Extend of the problem

- Destruction of grazing
- Affect livestock farming

Areas affected by Veld/ forest fires

- Meidingeng
- Thakgalang
- Goudplaas

Alien plant invaders

Alien plants are plants which are not indigenous to South Africa and they are either brought deliberately here in South Africa or Greater Letaba Municipality because of their commercial values or transport through natural means, Viz wind, rivers and migration of birds from one country to another.

Causes of Alien plant

Deliberate transportation of alien plant by human being from one country to another for commercial gains
Agent of pollination e.g. running water, birds and wind

Areas affected by alien plants

- Thakgalang area (ponelopele cattle farming farm)
- Modjadji Nature reserve
- Sekgoti area
- Ramaroka

Extend to the problem

- Destroying vegetation cover around them
- Causes soil erosion

- Consume lots of water
- Drying arable land and destroying indigenous plant
- Aggravating wildfire
- Poisonous to livestock

Deforestation

Deforestation is one of the identified major environmental problems affecting most areas in Greater Letaba Municipality.

Causes of deforestation

- Poverty
- Unemployment

Areas affected by Deforestation

- Rotterdam
- Thakgalang
- Mamaila kolobetona
- Mamaila Mphotwane
- Kuranta and the surrounding villages
- Mothele and the surrounding villages
- Shamfana and the surrounding villages

Extend of deforestation

- Causes of soil erosion
- Destroy vegetation
- Disturbance of eco system
- Land become unproductive
- Grazing for animals is affected

Soil erosion

Soil erosion has negative effect to the environment and as such it affects soil suitability and fertility within municipality.

Areas affected by soil erosion

- Sekgosese area
- Rotterdam
- Kuranta
- Bellevue
- Matswi

Causes of soil erosion

- Improper control on arable land
- Deforestation
- Overgrazing
- Lack of poor storm water control systems
- Poor land-use management

Extend of soil erosion

- Create unproductive soil.
- Top fertile soil is eroded.
- Vegetation cover is also eroded.
- Grazing areas are also affected

There is a need to strengthen stormwater control system, land care programme initiated by the Department to fight soil erosion.

Informal settlement

Informal settlement has major negative effect to the environment in that area occupied by structure without consideration of environmental potential

Areas affected by informal settlement

- Mokgoba in Modjadjiskloof
- Meshasheng at Ga-Kgapane
- Masenkeng at Ga-Kgapane

Causes of informal settlement

- Poverty

- Unemployment
- Population growth
- Urbanization

Extend of informal settlement

- Creates environmental problems
- Create unregulated building patterns
- It destroy vegetation when buildings are built
- To be successful there is a need to establish integrated human settlement with proper basic services and thriving local economies that are able to create jobs

Water pollution

Water pollution affects most people because many people who stay in rural areas still rely on waters from rivers

Areas affected by water pollution

- All rural areas where people still rely on ground water and water from rivers.
- Klein and Groot Letaba rivers and Molototsi.

Causes of water pollution

- Pit latrines.
- Unauthorized cemetery.
- Fertilizer.

Drought and natural disaster

The municipality has over years experienced some moderate drought in all villages and urban settlement. During this period majority of boreholes and earth dams dry up.

Areas affected by drought and natural disaster

- Kuranta
- Rotterdam
- Mothele
- Ga-Sekhula
- Shamfana

Extend of draught and natural disaster

- It impact on the availability for both livestock and residents
- Decline vegetation for grazing

Global warming/ climate change

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

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

Causes of global warming

- human activities attached to the increase in CO2 e.g. cars,
- industrial productions,
- energy-producing industries,
- Deforestation and agriculture (inorganic farming).

Extend of the problem of global warming

- melting mountains of glaciers into the seas, dams, etc,

- Increasing chances for floods, strong storms (e.g. hurricane Katrina in 2005), altered rainfall patterns,
- Reduction of access to portable water, threat to food security and health effects to poverty stricken communities.
- Emission of gases causing global warming could be scaled down by utilizing every space for plants,

Using alternative forms of energy (e.g. solar panel, wind turbines heat, power plants) and put strict control against deforestation. Global warming is defined as the increase in the average temperature on earth

It is clear that individuals, communities and government need to come up with programmes to bring awareness on the causes and effects of global warming and together strategies on control measures for decreasing emission of the gases that exacerbate temperature increase in the atmosphere.

11.4. Municipal priority environmental issues

GLM is facing a challenge of funds for development of landfill site, but the site has been secured and waste management license is in place.
Purchasing of skip truck as the municipality has already extended service to rural areas.
Due to extension of refuse removal to rural areas, there is a need for the municipality to purchase more waste skip bins ($6m^{3)}$
There is a need of development of drop off centre at the rural areas for disposing waste i.e. nappies, papers, cans, plastics.

11.5. Protection of natural resources and heritage

The municipality has initiated a program for managing the natural resources. The program is called adopt a river whereby the entire natural sources i.e. rivers, dams, wetlands are always kept cleaned from littering. GLM is working in partnership with LEDET management of heritage such as Modjadji nature reserve.

11.6. Environmental structure and mechanism to capacitate the local communities

Greater Letaba Municipality has established the environmental forum with terms and reference for the operation. The mechanism to empower the local communities are; acceleration of public awareness through Imbizos, public participation, access to environmental information and celebration of environmental days, eco schools, other environmental awareness campaign.

11.7. Environmental by laws enforcement

The municipal environmental bylaws are in place, but they are still under promulgation process. The other challenge is lack of personnel for enforcement.

11.8. Ecosystem and ecological corridors

Within the municipality there is an area called Malematja village, whereby the wetland ecosystem has been damaged by the local community through cultivation.

11.9. Environmental planning tools

The municipality (Environmental section) is intending to develop the EMF and EMP in house, and they will be taken to council for approval.

11.9.1. IDP V/S Integrated waste management plan (IWMP)

Greater Letaba Municipality has Integrated Waste Management Plan.

The IWMP issues are reflected in the integrated development plan such as recycling, waste collection and transportation etc.

Environmental Capacity building

GLM is empowered by the sector departments such as LEDET through Greenest municipality Competition, Department of agriculture through land care, alien plant control and Department of water affairs through adopt a river program.

11.10 Sustainable development principle

Waste management

GLM is collecting waste in Modjadjiskloof, Ga-Kgapane and Senwamokgope. The Municipality has extended the collection of waste to Mokgoba, Mooketsi market, Maphalle markets and Mokwakwaila business centre. There are two compactor trucks and a tractor, which are used for the collection of waste. There is a need to buy a skip truck for lifting the waste skip thereby assisting to extend waste collection to remaining villages. The municipality has acquired a land at Maphalle Village to establish a landfill site. The problem of establishment of a land fill site is shortage of funds.

Waste disposal

The Municipality has several activities under waste disposals. This include among other things placing of waste bins in town and townships. An initiative for recycling projects is in progress at Jamela, Rotterdam, Shawela and Maphalle. The construction of a buy-back centre has been completed.

Refuse removal

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

Table: below reflect refuse removal in rural areas

Municipality	No of villages	Villages served	Service provider	Comments
GLM	80	04	GLM	Shawela, Maphalle, Jamela, Rotterdam villages recyclers collects the waste into one spot and the municipality collect it there

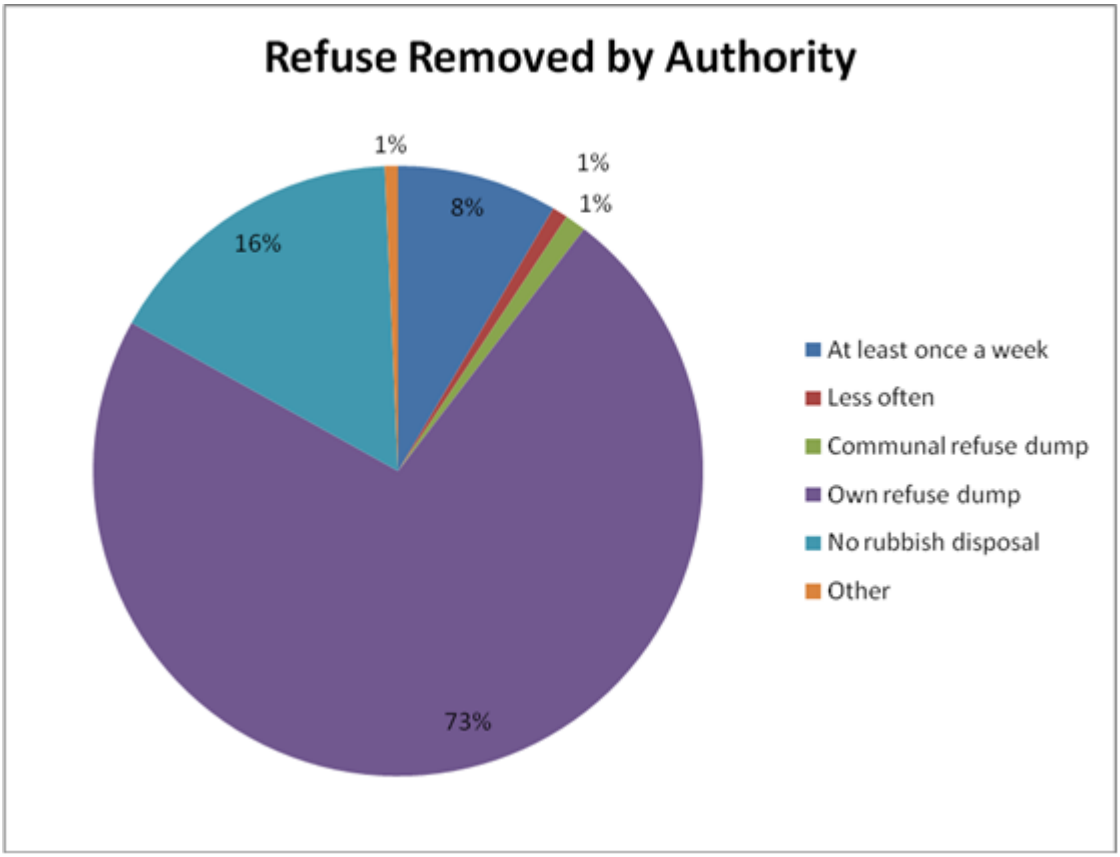
Refuse removal service by the municipality has been focusing in urban areas (towns and townships)

Table: Below reflects access to refuse removal weekly by the municipality:

Access to refuse removal

Source of refuse removal	LA once a week	LA less than once a week	Communal dump	Own refuse dump	Number of rubbish disposal	others
GLM	5390	1802	2196	35847	14245	60

Source: quantic 2011 (LA denotes local Authority)



Percentage distribution of household by type of refuse disposal

Removed by Authority	**Census 2007**	**Census 2011**
At least once a week		**4 954**
Less often		**478**
Communal refuse dump		**651**
Own refuse dump		**42 316**
No rubbish disposal		**9 454**
Other		**410**
TOTAL		**58 262**

Greater Letaba municipality waste management challenges

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

There is no general waste landfill site, hence GLM 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 at around Maphalle area but by and large, funding for the establishment of the landfill site is still a challenge

The garden refuse site which is located at a stream bank causes serious water pollution; There is no proper control over the site, hence both general waste and waste from motor garages is found dumped in the site, causing more problems;

There is one informal settlement with 2792 dwellings that do not have access to basic services like waste removal services and proper sanitation facilities, these as well threatens the environment, and There is one identified wetland at Jamela, which is partially destructed by human activities, which disturbs biodiversity. Greater Letaba Municipality is authorized for Waste Disposal site at Maphalle village need to develop the facility.

11.11. Environmental SWOT Analysis

Strength	**Weakness**
▪ Availability of IWMP ▪ Availability of Recycling projects ▪ Waste minimization and recycling strategy has been developed	▪ No funds to develop landfill site ▪ Collection of waste in rural areas still a challenge
Opportunity	**Threats**
▪ Cleanest town competition ▪ Availability of land to establish landfill site	▪ Global warming ▪ climate change ▪ Alien plants species

12. Key performance Area 2: Basic Service Delivery

Introduction

The general state of water supply within the municipal area is not acceptable and therefore requires urgent intervention to improve the situation. The municipality often experiences unfortunate situation whereby communities are obliged to utilise contaminated water collected from natural sources like rivers and springs for domestic use, which is health hazardous. Cases of Bilharzias diseases have been reported in areas like Lemondokpp as a result of contaminated water being used by desperate community members. It is imperative that additional water supply resources be provided and also that the existing once be extended and refurbished though the assistance of the Mopani District Municipality (MDM) which is the Water Services Authority (WSA) in the area. GLM is the Water Services Provider (WSP) according to the signed agreement with the MDM in the 2011/2012 financial year.

12.1 Water Supply

Greater Letaba Municipality and Mopani District Municipality have signed a Water Services Provider (WSP) contract in 2010/11 which allowed GLM to undertake operation and maintenance function limited to reticulation network. The WSP agreement is not fully implemented and is undergoing review to improve the contractual contents thereof.

The provision of water supply within the municipal area is gradually worsening as a result of insufficient bulk water supply which is aggravated by factors like new developments and inadequate water resources which cannot meet the current demand. The communities which are adversely affected by the situation resort to polluted sources like springs, raw water dams and rivers, or buy water from residents who have private boreholes. The use of contaminated natural resources is hazardous and may result with waterborne diseases like bilharzias, cholera, E.Coli and amebiasis. There is a need to address shortage of bulk water through the upgrading of existing purification plants, refurbishment of some resources, provision of package plants and drilling or equipping of additional boreholes as a temporary relief measure.

12.2. Sources of water in Municipality.

12.2.1. Politsi Water Supply Scheme

The main source of water for the scheme in question is the Politsi Water Purification plant which is located approximately 5km South-East of Modjadjiskloof within the jurisdiction of Greater Tzaneen Municipality. The plant has the capacity of 5,4 ML / day to supply Mokgoba, Modjadjiskloof, Ga-

Kgapane and surrounding farms. The plant capacity is not sufficient to meet the water demand in the benefiting areas.

The size of reservoirs at Ga-Kgapane and Modjadjiskloof is 6 ML and 4, 7 ML respectively which represent 10, 7 ML of combined storage capability and that is above the capacity of the purification plant. The 4,5 ML Florida reservoir which is located within portion 8 of Kort Hannie Farm, South of Mokgoba village is the main water storage before distribution to Panorama and Ga-Kgapane reservoirs.

The establishment of new settlements in Ga-Kgapane and Mokgoba which were not present when the plant was designed also contribute to the inability of the Politsi plant to meet the current water demand. Lepelle Northern Water has appointed PG consulting to conduct Water Use Licence Applications (WULAs) for both Modjadji and Politsi Water Purification Plants, and also Ingerop Consulting Engineers for the upgrading of the plant to 12,5 ML/day in an attempt to resolve the challenge. The upgrading of the plant would not proceed until such time that the license has been approved in accordance with the Water Services Act 108 of 1997 by the Department of Water Affairs Approximately 75% of Modjadjiskloof town is supplied with water through the reservoir situated near Panorama. The premises in the town's CBD, Extension 4 suburb, Mokgoba and farms before and after Modjadjiskloof are supplied through a gravity feed from Florida reservoir.

The old purification plant in Modjadjiskloof has been abandoned since 1999/2000 floods when Modjadjiskloof raw water dam which was supplying the plant got silted with sludge that was eroded from the old Vergelegen mine. The sludge in the dam needs to be removed in order to revitalise the dam and consequently resuscitate the abandoned plant to supply Modjadjiskloof and this will enable Politsi Plant to supply enough water to Ga-Kgapane township which is currently undersupplied.

The raw water dam near Mamphakathi village needs to be explored with an intension of constructing a water purification plant or alternatively a package plant which can pump water to Ga-Kgapane reservoir approximately 2km west of that dam. There are reports that there was a purification plant near the dam in the 1960s and he outlet steel pipe from the dam is visible.

The existing reticulation network in Modjadjiskloof and Ga-Kgapane is composed of aged pipelines that are mostly of asbestos material which is scares in the market and therefore prolongs

turnaround time during repairs operation due to scarcity of the related fittings. The network needs to be replaced especially because the asbestos pipes are a health hazard.

The greatest challenge at Ga-Kgapane is on the basis that the existing 6ML reservoir situated at Meloding cannot be filled with water because of insufficient supply from Politsi purification plant. The sections like Extension 5, Lossmycherry, Meloding, New Town and Home 2000 are badly affected mainly because they are on mountainous topography which would require the reservoir to be filled with water in order to boost gravitational pressure. The reservoir is in good working condition since it was refurbished and sealed through an intervention by MDM.

The effort by MDM to augment water supply in Ga-Kgapane through provision of boreholes couldn't bear positive results because the water was not suitable for human consumption due to turbidity content that is above Class II of SANS 241.

12.2.2. Modjadji Water Supply Scheme

The Modjadji Water Scheme has three (3) rural water supply schemes (WSS) basically referred to as sub-schemes and are situated within the Bolobedu area and are:

- **Upper Modjadji Rural Water Supply Scheme**
- **Worcester / Polaseng / Mothobeki rural water supply**
- **Lower Molototsi rural water supply scheme**

The above sub-schemes receive bulk water supply from Modjadji Water Works which was upgraded from the capacity of 9, 0 ML to 12, 0 ML per day in the 2009/10 financial year by the Mopani District Municipality.

12.2.2.1 Upper Modjadji Rural Water Supply Scheme

This Water Supply Scheme (WSS) incorporates villages between Ga-Kgapane and Matswi village starting from the tarred road D447 and proceeding along road D3180 for an approximate distance of 20km in the North East direction from Modjadjiskloof. The area is supplied through bulk water supply from Modjadji Water Works, boreholes equipped with diesel motors and electrical pumps that pump to small reservoirs and storage tanks with stand pipes of which some are not operational.

Most of the villages served by the scheme have little or no water supply systems because of the inadequacy of the plant to meet the current demand. The situation is aggravated by the existence of

illegal connections on the rising main from the purification plant which result with water not reaching villages like Mamphakhathi, Bodupe, Moshakga, Motsinoni, Ramphenyane, Mokwasele, etc. It is of utmost important that a project or programme and awareness campaign be launched to address illegal connections.

Areas such as Moshakga, Maraka, Rapitsi, Mandela Park, Modumelana and Meidingeng have concrete reservoirs which were never or are less utilised due to lack and insufficient bulk water supply. MDM has completed water supply projects at Maraka, Rabothata, Tshabelamatswale, Matswi Extension and Burkina Faso under the Upgrading of Water Reticulation in Greater Letaba programme since 2009/2012. Malematja, Lebala and Modumelana have boreholes which were drilled and equipped about 10 years back but not energised and that render the associated reservoirs useless.

12.2.2.2 Worcester / Polaseng / Mothobeki rural water supply

This Water Supply Scheme is situated in the central Bolobedu area, approximately 45 km northeast of Modjadjiskloof. Villages which benefit or should benefit from the scheme start from Matswi towards Ditshosing / Shawela, Mothobeki, Polaseng, Mokwakwaila, Ratjeke and other villages around these.

The most reliable bulk water source is the Modjadji plant which is unable to satisfy the scheme for the reason that the capacity is not adequate. Boreholes are also available to supplement water supply in the concerned area. The reticulation network in most of the villages is in bad condition and some of the pipes are exposed to the sun because of erosion that took place over the years.

The Modjadji Water Purification plant when fully operational should be able to augment supply in areas depending on Middle Letaba Water Works through a linkage of bulk supply pipelines from the two plants.

12.2.2.3 Lower Molototsi rural water supply scheme

The plant is situated in the Eastern Bolobedu area, approximately 80 km northeast of Modjadjiskloof and it incorporates villages like Jokong, Mpepule, Hlohlokwe, Motlhele, Kuranta, Ramodumo, Abel, Buqa, Taolome and their surrounding villages. The villages served, or to be served, by this scheme, have little water supply systems where few villages benefit from the Modjadji bulk water supply and while most rely on boreholes equipped with hand pumps, diesel motors and electric pumps, that

pump to small reservoirs and storage tanks with a few stand pipes. There is a need to extend the bulk water supply line from Modjadji plant to areas like Mpepule and Shamfana through Ga-Kuranta where residents rely on boreholes, which are undependable. The envisaged Nwa-mitwa dam which will be established in Greater Tzaneen Municipality is also possible long term solution to the current challenges.

There are no proper water storage facilities within the scheme which results with deficient distribution water to the consumers. The status of existing reticulation network is not satisfactory and requires renewal.

12.2.3 The Middle Letaba Regional Water Scheme

Middle Letaba rural water supply scheme

The scheme incorporates some twenty-six (26) villages of which seventeen are in Sekgosese and nine (9) are those outside Sekgosese, which include Maphalle, Mohlabaneng, Jamela, Sefofotse, Bellevue, Mamaila Mphotwane, Nakampe, Refilwe and Makgakgapatse.

A new bulk pipeline with booster pumps and reservoir was constructed from the Middle Letaba water purification works to various areas in Sekgosese but it is not functional. This also affects areas like Sephukubje, Mamaila Kolobetona, Lemondokop / Vaalwater 2, Senwamokgope, Rapahlelo / Phooko and Rotterdam which have existing infrastructure including concrete reservoirs but are without supply. There is an urgent need to draw water from capacitated dams like Nandoni dam in Vhembe to supplement the scheme. Thakgalang and Itieleng have no bulk water supply infrastructure.

There are Lawna Donna, Pekwa and Motlatswi raw water dams in the closer proximity which should be investigated to determine their capacity to complement bulk water supply within the scheme.

The situation unfortunately affects Senwamokgope Township where the municipality has to collect revenue for provision of water and perform operation and maintenance function. MDM has introduced an annual programme for Sekgosese Groundwater Development and the Greater Letaba Water Reticulation since 2009/2010 financial year with an intension to provide boreholes as a relief measure in the interim.

The villages tabled below have been serviced through the relief programme though a stable solution is still required to address the limitations.

The areas tabled below were incorporated in the implementation of the Sekgosese Ground Water Development Programme

Financial Year	Phase	Description	Status
2008/09	Phase 1	Senwamokgope Thakgalang	Complete
2009/10	Phase 2	Lemondokop Ext. Vaalwater	Complete
2011/12	Phase 3	Sephukubje Thakgalang Rotterdam	Complete
2012/13	Phase 4	Mamaila Kolobetona Roerfontein Raphahlelo Rotterdam	In progress

12.2.4 Sekgopo Rural water supply scheme

Sekgopo area is comprised of about fifteen (15) villages. The entire Sekgopo scheme has no bulk water supply system and relies entirely on groundwater from boreholes which by nature are not reliable because of many factors which they are exposed to. There are a considerable number of boreholes which were drilled by MDM but have not been equipped or energised. Such boreholes should be tested and equipped in order to boost the system.

Morotswe River and Sepotlong dam near Ga-Sekgopo need to be investigated for establishment of a main source to the village, which could then be supplemented by the boreholes.

The present storage facilities like reservoirs are also insufficient and need to be increased to enhance effective water distribution. The project which was implemented by MDM in 2005/2006 in sections like Mogano and Moshate were left incomplete, requires urgent attention to be finalised with the purpose of alleviating the current challenges. MDM has implemented a project in Sekgopo which entailed the extension of reticulation pipelines but that couldn't cover the entire area or resolve the prevalent bulk supply problems.

12.3 The areas/villages in the Greater Letaba Water Reticulation Project by MDM

The areas tabled below were incorporated in the implementation of the Greater Letaba Water Reticulation Project:

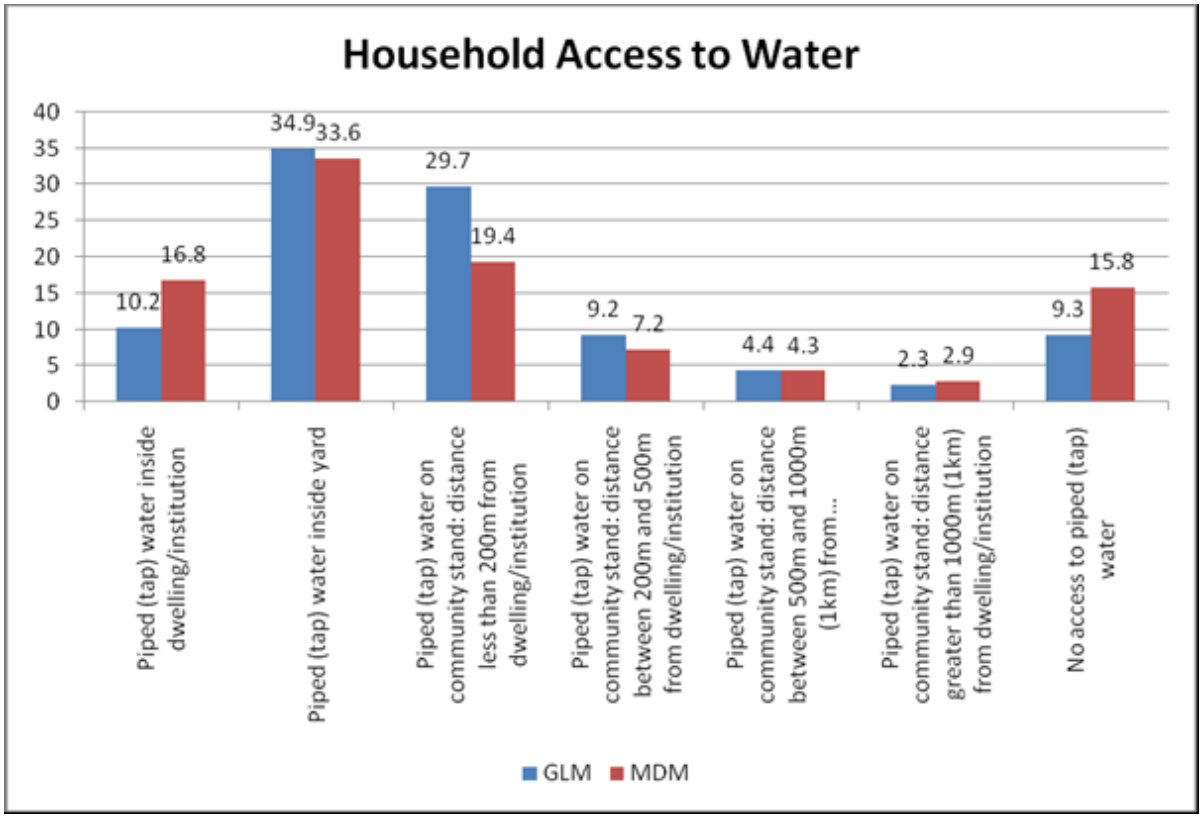
Financial Year	Phase	Description	Status
2008/09	Phase 1	• Burkina Faso • Chabelang • Rabothata	Complete
2009/10	Phase 2	• Tshabelamatswale • Goudplaas • Matshwi • Maraka	Complete
2010/11	Phase 3	• Lemondokop	Complete
2011/12	Phase 4	• Sekgopo • Mamaila Kolobetona	Complete
2012/13	Phase 5	• Makaba • Goudplaas • Mamakata	In progress

12.4 Access and backlog to water in Greater Letaba Municipality

Greater Letaba Municipality strives to ensure that its residents have unhindered access to water services in accordance with the norms and standard required by law. According to the Stats Census 2011, approximately 75% of the residents draw water from less than 200 m radius, which is the maximum required walking distance to tap water according to the RDP standards. The statistics provided by StatsSA seem to be not reflecting the true picture because the municipality already supplies at least 30%-40% of the villages with water tanker per week.

The graph below shows that 10.2% of households in the Municipality have access to tap water inside the dwellings, while the average for the District Municipality is 16.8 %. The percentage of households with access to tap water inside the yard is 34.9 %, and is higher than that of the District at 33.6%.

The graph further shows that majority of the households have access to tap water on community stands, above the acceptable walking distance 200m as required by standards. This results with desperate community members walking for a long distance to access water. It should also be noted that 9.3% of households in the Municipality have no access to tap water where the District Municipality percentage is 15.8%. It is worrying that 9.3% households in the Municipality still rely on springs, rain-water tanks, stagnant water or dams, rivers and vendors as primary sources of water which may cause health hazard to the residents.



Source: StatsSA 2011

12.5 Free Basic Water

The threshold for provision of Free Basic Water is a maximum of six (6) kilolitres per household per month. The municipality has 5804 households which reside in the proclaimed towns and they do not pay for the first 6kl of water as reflected in their service accounts. There is a total of 130 villages which receive unmetered free water supply, which is presumed to be above the FBW threshold. In areas where there are deficiencies in water availability, water supply is supplemented by water tankers without cost.

12.6 Sanitation

The most predominant sanitation system in the municipality is ventilated pit toilets followed by pit toilets which are without ventilation and both are mainly found in rural areas. The water-borne sewer system has been developed at Modjadjiskloof, Ga-Kgapane and Senwamokgope though the system is not fully operational due to various challenges outlined below.

Modjadjiskloof system is in fairly good condition but is not fully utilised because there was no provision for house connections to individual premises in the previous sewer project. Connection points were however provided in some of the households but some of the residents have rejected such to be provided in their yards as they were comfortable with septic tanks and French drains. In areas where septic tanks and honey suckers are used, the contents are discharged at Modjadjiskloof oxidation ponds which do not comply with the requirements of the Department of the Environmental Affairs. The ponds need to be either rehabilitated or properly closed for compliance with the National Environmental Management Act.

The wastewater treatment plant at Ga-Kgapane was upgraded to 2,4ML/day and it is supposed to accommodate effluents from Ga-Kgapane and Modjadjiskloof. The plant is not operating properly and factors which contribute to this deficiency include the following:

- All anaerobic digesters are blocked need to be blown to loosen the sludge
- No clean water for the dosing filter
- Sewage leaking into new anaerobic digester, sedimentation tank and humus tank when inlet valves are closed
- The enviro-wall has collapsed
- The yard is generally not tidy
- The effluent is released into the river without chemical treatment
- Chlorine gas cylinder cap has been broken

The sewer reticulation network at Ga-Kgapane Extension 7 and Meloding sections is in poor condition, frequently blocking, not functional in some instances and requires to be replaced as a matter of urgency to minimize health hazard and contamination which are prevalent. There are areas in the township where sewer is discharged into the natural water courses and that is in contravention with the NEMA.

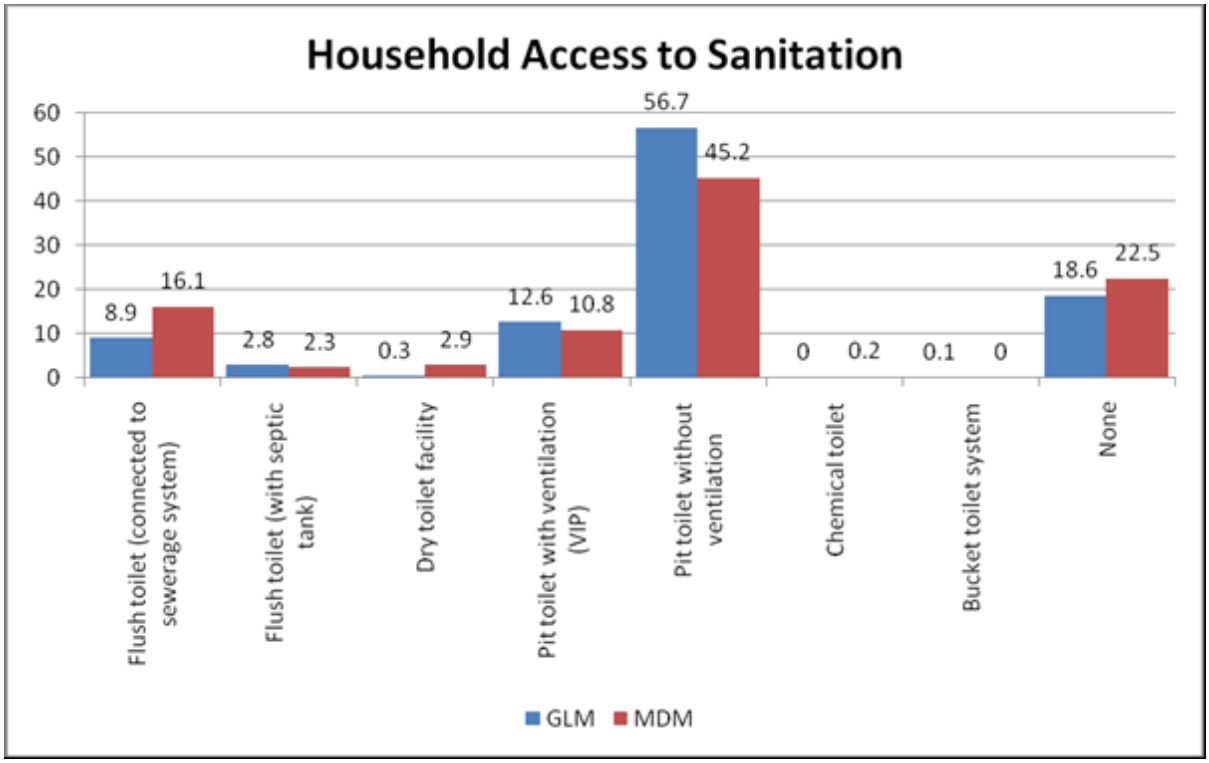
The MDM is in the process to construct the sewer reticulation network and upgrading of the existing oxidation ponds at Senwamokgope Township to a fully-fledged wastewater treatment plant. The project among others entails construction of the following:

- Upgrading to pipe works and manholes
- Construction of Inlet Works; Anaerobic reactor; Pump Station; Bio filter;
- Clarifier; Chlorination channel; Sludge drying beds;
- Admin Building and Concrete Palisade Fencing
- Mechanical and Electrical works by nominated sub-contractors
- Sewer reticulation

12.7 Access and backlog to sanitation services

According to StatsSA 2011 census, about 75,6% of the households within the municipality are either without sanitation facilities or have sub-standard toilets like those without ventilation, bucket system and chemical toilets. The 75,6% figure might as well be translated into a backlog and that implies that progress in providing sanitation facilities is not satisfactory. The municipality has collected own statistics in 2012 which reflected 4524 (8%) households were in need of sanitation units and this varies much from information provided by StatsSA.

The Department of Human Settlement has allocated 264 VIP toilets in the municipality through their Rural Households Infrastructure Programme (RHIP) project in 2012/13 financial year to reduce the backlog. The backlog number is also being lessened through implementation of housing projects which incorporate dwelling units together with toilets. The graph below indicates household access to sanitation:



Source: StasSA 2011

12.8 Electricity Supply

12.8.1 Status of Electrical Network

Greater Letaba Municipality has electricity distribution license granted by National Electricity Regulator of South Africa (NERSA) in accordance with the Electricity Act, 1987 (Act No. 41 of 1987) to supply electricity in Modjadjiskloof. ESKOM is responsible for distributing electricity to other areas except in Modjadjiskloof. Mokgoba village which is an extension of Modjadjiskloof is characterised with illegal connections which result with electrical shocks, fires, damage to infrastructure and loss of revenue by the municipality. The initiative to install maximum demand meters at Mokgoba in 2013/14 expected to minimise the widespread loss of electricity in the village.

The infrastructure is aged with components dating back to 1960s, this resulting with frequent power outages especially during storms and winter season. This also poses life threat to the residents and municipal workers responsible for electricity provision.

The infrastructure is composed of:

- The high voltage11.5 km of bare overhead medium voltage lines
- Five (5) 33kV/11kV substation transformers connected to Eskom grid Power with capacity of 3.8MVA
- The low voltage network consists of approximately 18 km of bare

Overhead conductors

- Six (6) km of underground cables.
- Twenty four (24) transformers/miniature substations transforming MkV to 400V. the maximum installed capacity of these transformers is 4.8MVA.

The customer base consists of 451 domestic, 4 agricultural, 4 manufacturing and 80 commercial users. The municipality is regularly purchasing electricity from ESKOM that exceeds the Notified Maximum Demand (NMD) of 3000KVA per month especially during winter season. This implies that GLM has to apply to ESKOM to increase the NMD to at least 5000KVA per month to avoid penalty charges.

The service providers have been appointed for development of the Electricity Master Plan and the upgrading of the current network to advance compliance with the National Electricity Regulator (NER) standards.

12.8.2 Backlog to electricity

The StatsSA 2011 Census reflects that 90, 76% households within GLM have been electrified. This is well in line with the in-house verification which revealed that only 1356 (2%) households in new settlements and extensions are still without electricity. Some of the remaining households require post connections from existing networks through ESKOM. It will be safe to mention that electricity backlog in the municipality has been cleared if consideration is not given to new development and extension of settlements.

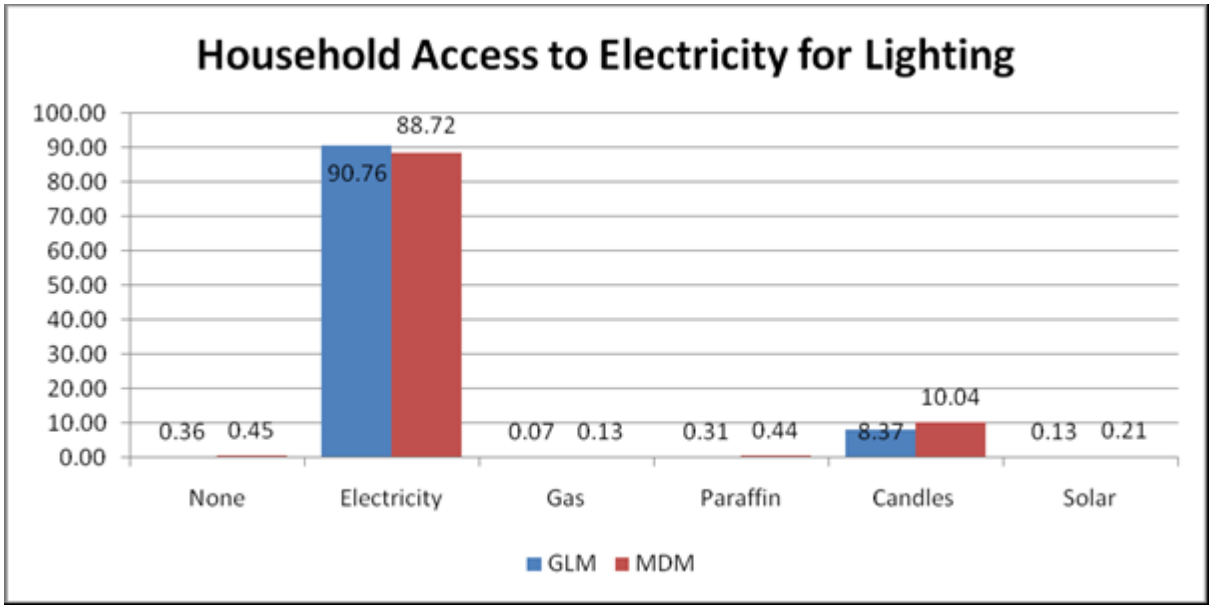
ESKOM implemented house connection projects in the following villages for 303 units in 2012/2013 financial year:

- Mamokgadi
- Mohokoni
- Ntata
- Seapole
- Tlhotlhokwe

The following villages have been allocated budget by ESKOM for a total of 1274 units in 2013/2014 financial year:

- Rotterdam
- Ditshosing/Shawela

- Ramaroka
- Mothele
- Raphahlelo
- Ga-Phooko
- Goudplaas



Source: StasSA 2011

12.8.3 Free Basic Electricity

The maximum allowable consumption for Free Basic Electrification is 60kw per household per month. The municipality has received 137 applications (for the municipality's licensed area) for FBE of which all beneficiaries are currently collecting. ESKOM administers applications and collection of FBE in areas under their distribution licence. The number of applications received by ESKOM in 2013/2014, 3625 of which 2205 beneficiaries were collecting.

12.8.4 Street Lighting

The municipality has a strategic intention of locating street lights or highmast lights in areas which are at entry to the municipal area or / and affected adversely by crime. Areas which are provincial, district and local growth points, areas which have economic activities especially even after sunset are also targeted for lighting.

A total of sixty four (64) highmast lights were erected since 2010/2011 financial year benefiting 30 villages. The additional sixteen (16) lights will be erected in 2013/14 financial year with eight (8) villages expected to benefit. The streetlights which have been allocated budget as from 2010/2011 cover a distance of 8km. A vast increase in street lighting assets requires the municipality to adjust the budget for related operations and maintenance accordingly.

12.9 Transport Infrastructure

12.9.1 Road Networks and Backlogs

Transportation infrastructure makes a major contribution to the facilitation of economic activities. The Assessment of Municipal Road Network completed by the Department of Transport in 2007 revealed that the municipality has a total road network of 1213km of which approximately 787km of the roads were gravel. The majority of gravel roads are internal streets in rural areas which require intervention to improve access to houses, businesses and public amenities. There is a total of approximately 12km which are gravel in the three (3) proclaimed towns within the municipality.

A major progress has been made in improving the condition of the roads in the municipality whereby 58km streets have been paved through concrete interlock paving blocks and this has reduced the initial backlog to 729km

12.9.2 Strategic Roads

The following strategic roads are tarred:

ID	Corridor	Description
1	Modjadjiskloof to Tzaneen	Along road R36 south of Modjadjiskloof
2	Giyani to Mooketsi	Along road R81 south of Giyani to Mooketsi
3	Modjadjiskloof to Kgapane	Along road R36 north of Modjadjiskloof to Kgapane
4	Modjadjiskloof to Giyani	Road R36 north of Modjadjiskloof into road R81 towards Giyani
5	Ga-Kgapane to Mokwakwaila	From Kgapane heading north through villages to Mokwakwaila
6	Mooketsi to Sekgosese	From Mooketsi heading north through villages to Sekgosese
7	Sekgosese to Bungeni	Road from Lemondokpp through villages to Bungeni.

12.9.3 Stormwater Drainage and Backlog

The general state of stormwater infrastructure in the municipal wide area is poor composed of roads with inadequate systems or without stormwater management systems and blocked culverts. This requires Installation of culverts, provision of open drains, sub-soil drainage systems and pipes system to lead water away from the driveway and prevent saturation of road layers. Erosion of roads should also be prevented through installation of gabions and stone pitching.

The lack of proper pedestrian bridges poses risks to residents who are exposed to rivers and streams crossing during raining period. The municipality has allocated budget to construct drainage structures like bridges (Ga-Kgapane and Shawela), open v-drains, gabions, low level bridges and culverts to address stormwater challenges.

Table: Roads and bridges requiring immediate attention

Road ID	Area	Road ID	Area
Roads		D3206	Sedibeng / Maupa
D1329	Rabothata	D3207	Bellevue / Sedibeng
D1331	Polaseng / Mothobeki	None	Sekgopo (Moshate)
R36 (Botha Str)	Modjadjiskloof	D3211	Mamaila – Sekhiming
D3150	Roerfontein / Thakgalang	D1350	Matswi to Motupa
D3160 / D3164 / D3205	Senwamokgope / Maphalle	**Bridges**	
D3734	Raphahlelo / Phooko	None	Sekgopo (Moshate Rd)
D3195 / D3196	Maphalle / Senakwe	D3223	Sephukubje /Mamaila
D3210	Senwamokgope	None	Shamfana / Abel
D3222 / D3223	Sephukubje /Mamaila	None	Modjadjiskloof (Hospital)
D3200	Rampepe / Tlhotlhokwe	D3164	Rotterdam / Blinkwater
D3241 / D3242	Jamela / Maphalle	D3195	Polaseng / Senakwe
D3216	Mamanyoha / Taolome	D3212	Mamokgadi / Ntata
D3212 / D3213	Mamokgadi / Peterson	D3213	Ntata / Peterson
D841	Modjadjiskloof / Tzaneen	D1329	Rabothata / Mokwasele

12.9.4 Classification of roads in GLM

National Tarred Roads	
R36	Mooketsi-Modjadjiskloof-Politsi

Provincial Tarred Roads	
D9	Nwamangena-Mooketsi
D1034	D9-Jaghtpad-P43/2
D1308	Mooketsi-Morebeng
D447	P43/2-Kgapane-D848
D1380	Madumeleng –Modjadji

Provincial Gravel roads	
D617	Mooketsi-Valkrans
D569	P43/2-D1308
D3221	Lekgwareng-Abel
D3231	Mamaila-Cross No1
D3734	Ga-Phooko
D3205	Maphalle-Blinkwater
D3160	Itieleng-Senwamokgope
D3211	Nakampe-Skimming
D3180	Mpepule-Modjadji
D3200	Lebaka-Jamela
D678	Mooketsi-D1034
D2672	D1034-D1509
D2673	P43/2-D1034
D2674	Modjadjiskloof-D447
D1331	Mothobeki-Boshakge
D1330	Boshakge-Lenokwe
D3197	Senopelwa-Mothobeki
D3195	Maphalle-D3225

D3225	D3195-D3200
D3196	D9-Ditshosing
D11	Wholesale-D9
D3219	Taulome-mahekgwe
D3216	Taulome-D3200
D3212	Bellvue-Mamokgadi
D3207	D3820-Sidibane
D3206	Sedibeng-Maupa
D3243	Jamela-D3242
D3242	D3205-D9

Public transport

Greater Letaba municipality public transport access is accessible to communities, some villages takes less than 10 minutes' walk to access public transport. Whereas some takes morethan 10 minutes to access public transport which is above service norm and standards

12.12. Types of transport

Municipality have two types of transport mode: taxis and Bus Transport

Bus Operations

The dominating mode of public transport in Greater Letaba Municipality is the usage of taxi and bus operations. Bus services are operated by Mathole Bus Service. Other companies in existence only offer this service on a hiring basis. These private operators receive ticket subsidies through the national/provincial bus subsidization system. The dominant travel pattern of passengers is "home to work" in the morning and return trip in the evening. On most routes the demand peaks during the morning forward trip and evening return trip. The current bus operation may be described as the conventional fixed route, fixed schedule system. Poor road conditions are a significant factor on the operating life of the rolling stock (buses), operating costs, and level of service to the passenger.

Taxi Operations and/ taxi ranks

In Greater Letaba Municipality and the district as a whole, taxis form a major high percentage of public transport. In Greater Letaba alone, there are 11 taxi ranks of which 4 are formal i.e. Modjadjiskloof, Mokwakwaila, Ga-Kgapane and Sekgosese. As such, the remainder of the taxi ranks

are informal and therefore do not have the necessary facilities. Below is a synopsis of the various taxi ranks in the municipality:

Modjadjiskloof Taxi Rank

This is a formal taxi rank, which is on-street on a road reserve at Modjadjiskloof Town. The rank has the following facilities: Shelter, Hawker facilities, loading bays, offices and ablution blocks. This is the biggest taxi rank in Greater Letaba Municipality. The rank is busy throughout the day with the most utilized routes being Tzaneen and Ga-Kgapane.

Ga-Kgapane Taxi Rank

This is a formal taxi rank which is off-street at Ga-Kgapane Township. The rank has the following facilities: shelter, loading bays and ablution blocks. The rank is busy throughout the day, but on average becomes busiest in the morning and afternoon peak periods with the most utilized routes being Tzaneen, Modjadjiskloof and Mokwakwaila.

Mooketsi Taxi Rank

Mooketsi is an informal taxi rank which is off-street at Mooketsi. The rank does not have any facilities. The rank is busy during the morning and afternoon peak periods with the most utilized route being Modjadjiskloof.

Sekgopo Taxi Rank

Sekgopo Taxi rank is currently being constructed at Ga-Sekgopo Village on Polokwane-Modjadjiskloof road. The rank shall have all required amenities to cater for the needs of the commuters. The rank is busy during morning and afternoon periods with the most utilized route being Modjadjiskloof.

Sekgosese Taxi Rank

This is a formal taxi rank which is off-street at Wholesale complex. The rank has some facilities which are insufficient and in a bad condition. The rank is generally busy during the morning and afternoon periods. The construction of the new taxi rank remains overly challenged by land disputes.

Mokwakwaila Taxi Rank

Mokwakwaila is an off-street formal taxi rank at Mokwakwaila Village. The rank has facilities such as shelter, loading bays and ablution facilities. The rank is busy during the morning and afternoon periods with most utilized route being Ga-Kgapane.

Maphalle Taxi Rank

Maphalle is a newly constructed formal off-street taxi rank on the Giyani-Mooketsi road at Maphalle Village. The rank has all the required facilities and is busy during the morning peak periods with Modjadjiskloof being the most utilized routes.

Lebaka Taxi Rank

Lebaka is an informal on-street taxi rank on the Giyani-Mooketsi road. The rank is situated on the cross road of Giyani-Mooketsi and Lebaka. The rank does not have any facilities. The rank is usually busy during the morning and afternoon peak periods with the most utilized routes being Giyani and Mokwakwaila.

Blinkwater Taxi Rank

Blinkwater taxi rank is an informal taxi rank on the T-junction of Maphalle road joining Giyani-Rotterdam road. It is an on-street rank on the road reserve. The rank does not have any facilities. The rank is usually busy during the morning peak periods

Phaphadi Taxi Tank

Phaphadi is an informal taxi rank on-street in Mamaila village. The rank does not have any facilities and is usually busy during the morning and afternoon peak periods with the most utilized route being Giyani.

Mamphakhathi Taxi Rank

Mamphakhathi is an informal on-street taxi rank at Mamphakhathi Village on the Cross-junction. The rank does not have any facilities and is usually busy during afternoon peak periods with Mokwakwaila being the busiest route.

Rail Operations

There is minimal usage of railway operations as mode of transport. Rail is used mainly as goods carriers.

Public Transport Challenges

- In fighting among taxi association for routes
- No integrated transport system

12.13. Basic Service delivery SWOT Analysis

Strength	**Weakness**
▪ Infrastructure ▪ Availability of maintenance plan ▪ MIG allocation ▪ Strategic roads tarred ▪ Most Households have access to electricity and sanitation	▪ Poor implementation of maintenance plan ▪ No refuse removal in rural areas ▪ Indigent register not properly updated
Opportunity	**Threats**
▪ Availability Water source ▪ Rail transport	▪ Aging of the infrastructure ▪ Drought/Floods ▪ Crime

13. Social Analysis

13.1. Health facilities

Information gathered from the Department of Health and Social Development is that there is 1 hospital, 1 health centre and 20 clinics within the Greater Letaba Municipal area. Table below presents the capabilities of the hospital and health centre while capabilities of the clinics are presented in Table below. The availability of a suitable site for a clinic still poses a challenge in Modjadjiskloof and Senwamokgope.

Hospital (Ga-Kgapane) and Health Centre (Modjadjiskloof) facilities in Greater Letaba municipality

		Ga-Kgapane	Modjadjiskloof
Beds		281	17
Wards		7	9
Theatre		1	2
Doctors	Sessional	5	5
	Full time	6	
Nurses	Qualified	370	19
	Student	51	

Source: Department of Health & Welfare

Clinic facilities in Greater Letaba municipality

Clinic facilities					
Facility	Location	Beds		Nurses	Doctors
		Delivery	Post Natal		
Kgapane	Kgapane	2	2	8	Visiting weekly
Meidingeng	Meidingeng	2	3	9	Visiting weekly
Sekgopo	Sekgopo	2	3	9	Visiting weekly
Duiwelskloof	Modjadjiskloof	0	0	8	Visiting weekly
Shotong	Shotong	2	3	14	Visiting weekly
Modjadji	Sekhwiting	2	2	Borrowed staff	Visiting weekly
Bolobedu	Bolobedu	2	3	8	Visiting weekly
Matswi	Matswi	2	3	8	Visiting weekly
Senobela	Senobela	2	3	9	Visiting weekly
Seapole	Seapole	2	2	6	Visiting weekly
Charlie Rengaan	Charlie Rengaan	2	2	7	Visiting weekly
Mamanyoha	Mamanyoha	2	2	7	Visiting weekly
Lebaka	Lebaka	2	2	8	Visiting weekly
Maphalle	Maphalle	2	3	12	Visiting weekly
Raphahlelo	Raphahlelo	2	3	9	Visiting

Clinic facilities					
Facility	Location	Beds		Nurses	Doctors
		Delivery	Post Natal		
					weekly
Mamaila	Mamaila	2	3	8	Visiting weekly
Middlewater	Middlewater	2	2	8	Visiting weekly
Pheeha	Pheeha	2	2	8	Visiting weekly
Rotterdam	Rotterdam	2	3	8	Visiting weekly
Bellevue	Bellevue	2	3	8	
Total	20	38	49	161	

Source: Dept. Health, 2008

13. 1.1. Access to Health Care

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

Many of the residents of the municipal area make use of health facilities in adjacent areas, such as the Tzaneen Private Hospital, the Van Velden Hospital at Tzaneen, Nkhensani and the Pietersburg Private Hospital, for a variety of reasons. The area is well served by clinics although primary health

care is relatively not sufficiently accessible to people in the villages, as there is only one mobile clinic in use which operates from the Ga-Kgapane Hospital.

13.1.2. General challenges encountered by the health services are the following:

- Staff shortages
- Equipment shortages
- Out of order vehicles

Other challenges and needs in respect of health facilities however may be outlined as follows:

- Insufficient mobile and visiting points
- A need for a health centre in Sekgopo, Senwamokgope and Mokwakwaila
- Acquiring a suitable site for the construction of a more capacitated clinic in Modjadjiskloof
- A need for EMS at Sekgopo, Sekgosese and Mokwakwaila.

13.2. Early Childhood Development (ECD)

There are 115 ECD sites that are recognized and teachers are subsidized by the Department of Education within Greater Letaba Municipality. Table below reflect number of sites and the conditions of the ECD'S in Greater Letaba Municipality

Number of ECD sites and their current conditions

Municipality	**GLM**
Learning sites in place	115
Shacks	12
Dilapidated	18
Overcrowded	13

13.2.1. Challenges of Early Childhood Development

- Under resourced water supply and sanitation
- Lack of security
- Mushrooming of illegal ECD Centres
- Lack of toys for kids
- Institutional structure not yet determined
- Lack of qualified staff in most pre-school

- Many privately pre-schools not registered

13.3. HIV/AIDS prevalence

The growth of HIV/AIDs in the past 10 years has been exponential growth rather than lineal growth. This has been caused by the following factors:

- Migration
- Alcohol and substance abuse
- High unemployment rate
- Cross border gates and National route
- Increase in commercialization of sexual activities
- High Illiteracy rate

Although the epidemic affects all sectors of society, poor household carry the greatest burden and have least resources available to cope with the impact of the disease. There are number of Non-governmental organization focusing on HIV/AIDS education, awareness and prevention programme. Other prevalent diseases in the community are:

- Diarrhea
- Pneumonia
- Tuberculosis
- Malaria
- Sexual Transmitted Infection
- And recently , Cholera which has claimed about 5 lives

13.4 Safety and Security

The South African police services (SAPS) is responsible for public safety and security in the municipality

Community Policing Forums (C.P.F) has been established within municipality, and work in partnership with the police to curb crime in communities. There is a need for Police Stations Bellevue, Mokwakwaila and Sekgopo.

Table: below reflect police stations and satellites

01	Ga-Kgapane	Police Station
02	Modjadjiskloof	Police Station
03	Senwamokgope	Police Station
04	Bellevue	Satellite
05	Mokwakwaila	Satellite
06	Sekgopo	Satellite

According to Regional SAPS office, there are not enough Police Officers in the Region, including GLM. it is one area that the district need to prioritize.

The highest crime types in this municipality which are still posing challenges to communities are theft, burglary and assault.

Various priority crime hotspots

Types of crime	Highly vulnerable areas/flash points
Theft	Meidingeng, Ga-Kgapane, Makaba, Sedibeng Village Lemondokop, Rapahlelo Itieleng, Sephokhubje Mamaila and Vaal Water Westfalia, Mokgoba , Sekgopo, Mooketsi
Burglary	Kgapane Township, Meidingen Village, Mokwakwaila next to filling station

Assault	Mokgoba, Mooketsi, Sekgopo
GBH	Ga-Kgapane Township, Burkinafaso

Source: Department of Safety & Security

13.4.1. Existence and functionality of crime prevention structures

The Department of safety and security has established community structures to help in crime prevention. Community Policing Forum has been established in some of the wards and the challenge is that in some areas these structures are not functional or do not exist

In terms of the school patrol the Department of Safety and security has identified hot spot schools in the municipality. To prevent crimes in those schools they have introduced a programme called cop adopt school programme.

13.4.2. Backlogs of safety and security facilities

- Insufficient patrol vehicle
- Inaccessible roads
- Shortage of high mast lights in rural areas

13.5. Education

13.5.1 Existing school in Greater Letaba Municipality

The number of existing schools and their conditions leaves much to be desired. There is a backlog of schools and classrooms in some of the villages in Greater Letaba municipality.

Areas affected are:

- Mohokoni
- Hlohlokwe
- Mothombeki
- Taolome
- Modumane
- Nkwele-motse
- Mandela Park
- Makaba

- Chabelang B

Table: below reflects the number of existing schools

Number of existing schools

Year	**2010**	**2011**	**2012**
Secondary	83	83	84
Primary	133	133	116
Combine	-	-	2
Intermediate	-	-	---
LSEN	-	-	-
Total	**216**	**216**	**202**

13.5.2 Backlogs of classroom in Greater Letaba municipality

Table: below reflects backlogs of classrooms in Greater Letaba Municipality.

Backlogs on classroom in Greater Letaba Municipality

Year	**2010**	**2011**	**2012**
Secondary	19	37	178
Primary	55	134	177
Combined	**-**	**-**	**-**
LSEN	**-**	**-**	**-**
TOTAL	**75**	**171**	**355**

Table: below reflect the Learner /Teacher Ratio

Education level	**Service Type**	**GLM**	**National Norm**
Primary School	Teacher/learner ratio	37	
	Learner/Classroom ratio	N/A	40
Secondary School	Teacher/learner ratio	34	
	Learner/Classroom ratio	N/A	35

With regard to the teacher people ratio for primary Schools, Greater Letaba municipality comply with the norms and standard as well as the secondary school is within the framework of the national norms and standard, therefore the situation is satisfactory.

13.5.4 Backlogs of the state of the school amenities

Almost all the primary schools and secondary schools have electricity, but by in large there is a backlog in terms of supply of water and delapitated sanitation structures.

13.5.5 .State of provision of scholar transport

Department of Education is proving transport to learners who stays in the surrounding farms and are attending schools far away from where they are staying e.g. Goudplaas, ZZ2, Westfalia and Montina tomato plantation farm.

The Dept. of education is implementing the school nutrition programme which falls under quintile 1, 2 and 3

13.5.6. State of library in schools

Most of the schools have converted classrooms to be utilised as school library, the challenge with these school library is that they are under resourced in terms of personnel and material.

13.6. Sports, Arts and Culture

13.6.1. Sports and recreation

Greater Letaba Municipality has established sports council, sports and recreational activities are coordinated by the sports, Arts and Culture in liaison with the Local Municipality.

Greater Letaba has three stadiums

- Kgapane stadium
- Mokwakwaila stadium
- Senwamokgope
- The establishment of sports complex is underway at Sekgopo and Lebaka. There is a backlog in most areas of the municipality as far as sports complex is concern e.g. Rotterdam and Goudplaas

13.6.2. Arts and Culture

Greater Letaba Municipality does not have arts and Culture committee to coordinate Arts and Culture activities. There is a need to coordinate these activities within GLM

13.6.3 Library facilities

Greater Letaba Municipality has three libraries within its area jurisdiction. Library contributes significally to the education of the Greater Letaba population. The Modjadjiskloof library, Soetfontein library and Ga-Kgapane library are currently operational. There is a need for library in the following area:

- Mokwakwaila
- Sekgopo area
- Rotterdam area

13.6.4 Heritage Sites

Greater Letaba Municipality has a number of heritage sites:

- Modjadji Cycad forest
- Rain Queen White House
- Lebjene Ruins

There is a need in Greater Letaba municipality to promote Selobedu language and popularize heritage site such as Manokwe cave and other caves which are found within the Greater Letaba Municipality

13.6.5. Thusong Centres

Municipality has two Thusong Centres which are currently operational. The Centres are at Mokwakwaila and Soetfontein in Sekgosese area. There is a backlog in terms of establishment of additional Thusong Centres in Sekgopo and Rotterdam. The establishment of these Centres would empower the poor and disadvantaged through access to information, services and resources from governmental organization, parastals, business and etc.

13.7 Disaster Risk Management

Disaster management is a continuous and integrated multi-sectoral disciplinary process of planning and implementation of measures aimed at disaster prevention, mitigation, preparedness, response,

recovery (Disaster Management Ac 57 of 2000). The municipality has a Disaster Risk management plan which is in line with Act 57 of 2000. The plan is been adopted by Council.

Table: below reflects major disaster risk prevalent in the municipality

	Type	Risk
1	Global warming	Drought, Flood, hailstorm, wind storm and tornado
2	biological hazard	Foot and mouth disease, Malaria
3	Environmental degradation	Air pollution, Deforestation , soil pollution, Water pollution,

13.8 Telecommunication

Telecommunication is an information infrastructure that plays a crucial role in the development of socio economic sector. Access to effective telecommunication infrastructure is essential to enable the delivery of basic services, empowerment and development of the deprived areas.

Most of the household have access to different telecommunication facilities e.g. Radio, television, cellphone and mailbox

13.9 Social SWOT Analysis

Strength	**Weakness**
▪ Three libraries Senwamokgope, Modjadjiskloof and Ga-Kgapane ▪ Availability of services to households	▪ Lack of facilities
Opportunity	**Threat**
▪ Two Thusong Centres ▪ Available different social grants	▪ Disaster risk ▪ Crime ▪ vandalism

14. Key Performance Area 3: Local Economic Development

14.1. Introduction

The purpose of LED is to create an enabling environment in which local people and institutions can make realistic and practical contribution to strengthen the local economy, create more jobs, promote new enterprises, including self-employment and improve the quality and prospects of life for all.

14.2. Local Economic Profile

According to local economic profile extracted from Mopani District municipality economic data baseline study, Greater Letaba Municipality shows the following:

GDP per Economic Sector is:

Table: below reflect the percentage sectoral share of GDP in Greater Letaba Municipality

Sector	**Greater Letaba**
Agriculture, forestry and fishing	8.46
Mining	2.13
Manufacturing	6.63
Electricity and water	4.34
Construction	2.53
Wholesale and retail trade; catering and accommodation	18.55
Transport and communication	16.73
Finance and business services	12.41
Community, social and other personal services	5.94
General government services	22.28
Total	**100.00**

Source: quantic database 2011

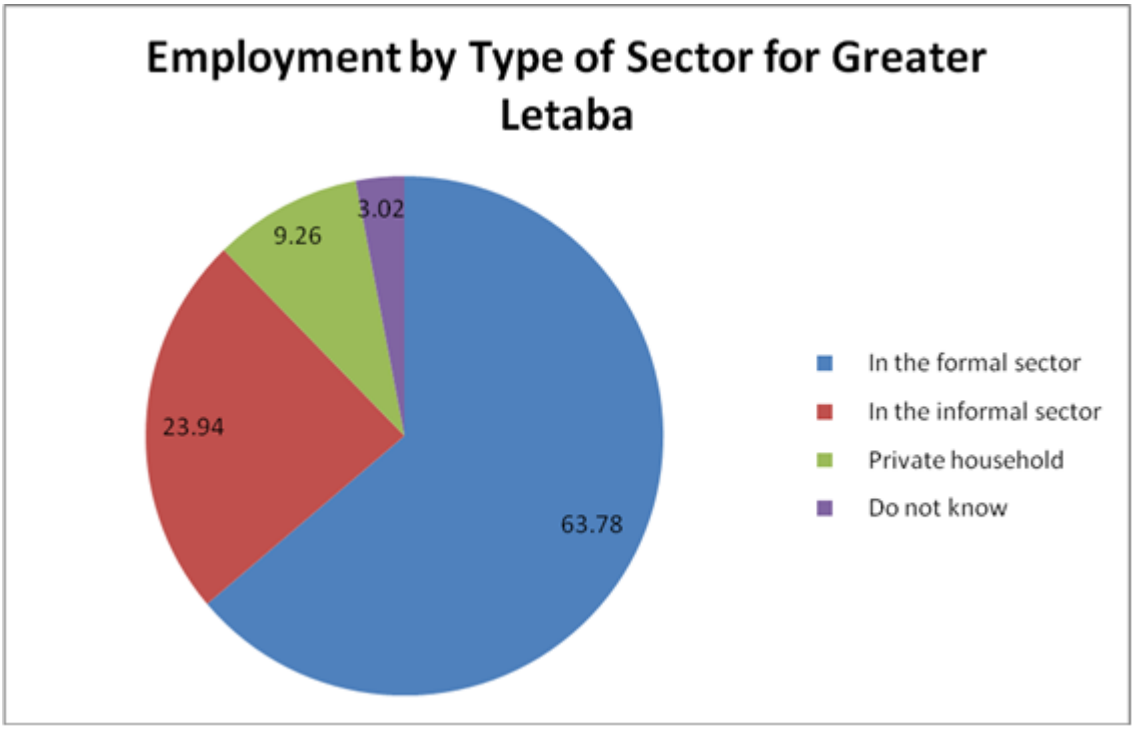
Percentage contribution of each area to total GDP of Greater Letaba Municipality

Sector	Greater Letaba
Agriculture, forestry and fishing	0.53
Mining	0.13
Manufacturing	0.42
Electricity and water	0.27
Construction	0.16
Wholesale and retail trade; catering and accommodation	1.16
Transport and communication	1.05
Finance and business services	0.78
Community, social and other personal services	0.37
General government services	1.40
Total contribution to Greater Letaba Municipality	**6.27**

Source: Quantec database 2011

14.3. Employment distribution by type of sector

The percentage of people employed by formal sector is high, 63.78 % followed by informal sector with 23.95 %. The Pie chart also indicates that private household contributes 9.26 % of employment.



Comparative and competitive advantage of Greater Letaba Municipality

Agriculture in GLM contributes 16% of the agricultural sector of the District. More importantly the agricultural sector is one of the major employers in the municipality, and it is continuing to grow as an employment generation. The agriculture sector is also known as important employer on a district level, employing more than 23% of the District workforce. Emerging black farmers with potential for economic growth are considered by lack of funding and therefore need financial assistance.

The most important factor limiting agricultural production and development in GLM is the availability of water. This is also true for the majority of Limpopo Province, which is located in the dry Savannah sub-region. In general the province experience hot summer and mild winters, with the average annual rainfall ranging between 300-400 and 600 mm. The province also encompasses a wide range in respect of its topography, with its elevation varying between 600m-900m above sea level. Large portion of the municipality have land capabilities of moderate potential arable land, concentrated mainly in the central parts of the municipality. Much of this land is currently in private ownership and is already utilised for cultivation.

The Northern and North Western parts of the municipality mainly have land capability of marginal potential arable land and non-arable, low to moderate potential grazing land. These parts are almost extensively under Tribal Authority custodianship and may possibly be available for further development. However, given the largely limited potential for cultivation ,further development potential in these parts of the municipality are fairly limited ,allowing mainly for grazing purpose. Despite this, there are number of plant option that could be considered for production in the municipality and need to be explored further. Since most environmental factors that determine the habitat of specific crops can only be controlled or changed on a very small scale (or not at all)by the farmer, crops should be chosen that are adaptable to the environment. Commercial farming in GLM compromises mainly mangoes, citrus and avocadoes, with litchis and nuts also being farmed in the regions surrounding the municipality on a commercial scale. The largest tomato farm in Southern Africa, ZZ2 is located in the Mooketsi valley within GLM.

14.4.1. Forestry sector

The location of forestry plantations in the southern parts of the Municipality creates opportunities for the beneficiation of timber products from these plantations. Forestry plantations in the Municipality are mainly owned by Mondi, Montina and the Hans Merensky Trust, with these companies largely undertaking processing enterprises themselves. Other existing processing undertaken in the Municipality includes sawmills and the dipping and production of electrification poles.

The location of these timber plantations within the municipal boundaries also allows further value-adding opportunities through the manufacturing of timber construction materials. These products

could include timber beams and trusses, window and door frames, wooden flooring etc. The production of these construction materials could be of particular value in serving the local communities.

Possible further value-adding activities related to the timber plantations could also include the establishment of a furniture factory in Modjadjiskloof, close to the timber plantations. Support should be given for the establishment of SMMEs in the timber manufacturing industry and could include enterprises such as small scale furniture and coffin making.

14.4.2 Tourism sector

GLM draws its comparative and competitive advantage from tourism. This is mainly because of the vast potential in terms of suitable resources in the municipality. These potentials are reflected hereunder.

- Rain Queen (Queen Modjadji)
- The biggest Baobab tree in Africa with a bar inside
- The African Ivory route that passes through Modjadjiskloof
- Modjadji Nature reserve, with the Modjadji (Encephalartos Transverse Cycad Forestry only found here)
- Modjadji Lodge (Lebjene)
- Vast tomato plantations of ZZ2
- Modjadjiskloof waterfalls
- Mooketsi Area
- Caravan Park
- Ga-Kgapane Park
- Walking trails
- Montina tomato plantation
- Grootbosch
- Manokwe Caves
- Scented Garden (Garden for the blind)
- Modjadji Museum
- Nahakwe Mountains Lodge

14.3. Economic potential/Opportunity

Given the strong Agricultural sector in the region and the fact that many of the agricultural inputs are sourced from outside of the municipal boundaries, opportunities arise for the trade of these

inputs. This includes inputs such as fertilisers, pesticides, machinery and seeds or seedlings. Many of these inputs are obtained from Tzaneen, but could also be sold within the municipal area, which gives the advantage of being easier accessible and closer to the farming areas.

Traders in the Municipality currently buy their stock from wholesalers in the larger activity centres such as Tzaneen and Polokwane, as there is a shortage of wholesalers in the area. A limiting factor to the development of further wholesale activities in the southern parts of the municipal area is the proximity and easy access to the well-established trade sector in Tzaneen, which would generate a high level of competition. However, the remainder of the municipal area is quite remote and far removed from larger activity centres, making it more difficult and expensive to obtain goods from wholesalers in Tzaneen. The establishment of wholesalers in these areas would therefore be more viable and could result in the establishment of further retail facilities.

The presence of plantations in the area creates opportunities for the manufacturing of arts and crafts. There are also a few sewing activities taking place in the rural areas. Together, these commodities create opportunities for the establishment of an art and crafts market, particularly in view of the growth of the tourism market in the region.

14.4. Challenges and constraint

Constraints identified by different role players in terms of the barriers to the expansion and development of key economic sectors within Greater Letaba Municipality include the following:

Land claims: Approximately 48% of the land contained within the boundaries of the Municipality is currently the subjected to land claims. The process of land claims is a lengthy one and has as yet not been resolved by the Land Claims Commission. This not only creates a high level of uncertainty with regard to existing commercial farmers and their ability to expand or employ more people, but also creates an uncertain climate that deters investment in the area.

Lack of funding or financial support: Another constraining factor in respect of development in Greater Letaba Municipality is related to the large areas of land (approximately 50%) registered in the name of the state and under the custodianship of traditional authorities. As such, small farmers are farming on communal land, to which they cannot get title deed, but only have permission to occupy. Therefore, farming on communal land precludes small farmers from obtaining financial support through commercial institutions such as banks, which prevents these farmers from expanding their farming enterprises or obtaining the necessary insets such as specialised machinery. Furthermore, access to funding, even for minor, necessary improvements to public and private sector products in the tourism industry, is extremely difficult to secure.

Proximity to Tzaneen: While the proximity of the larger activity centre of Tzaneen is advantageous in some respects, it does somewhat constrain the development of the business and services sectors in Greater Letaba Municipality, particularly in the southern parts of the municipal area. Due to the good transport linkages, easy access and close proximity of Tzaneen, large and well-established suppliers and support services are within easy reach of farmers and other industries creating the perception that there is no further need for the development of these facilities locally.

Lack of skills: The majority of the labour force in Greater Letaba Municipal area has no, or very limited basic skills, necessitating on-the-job training. Training is particularly necessary in the further processing of fruit and vegetables and in the timber industry, which requires somewhat higher skills levels. The lack of these skills largely constrains the further development of manufacturing and agro-processing industries in the municipal area. Municipality has agricultural and tourism opportunities to tap in. In this respect, there are particular challenge in terms of the transfer of skills and mentorship from successful business people to entrepreneurs and small business owners. Many of the small-scale farmers are also illiterate to some extent, or lack the knowledge in respect of writing business plans for their businesses. This is also the case for tourism development, where no sufficient practical support is given to emerging tourism entrepreneurs or SMMEs in terms of pre-feasibility, feasibility and business planning.

Access to markets: Most of the small-scale farmers and manufacturers do not have access to the larger markets outside of the municipal area, or even their respective villages. This forces them to sell their products to the local communities and prevents the expansion of their businesses. Access to markets for small-scale farmers is further constrained by accessibility issues and the poor condition of roads in the remote rural areas. The municipality envisages developing the shopping complexes at Kgapane and Senwamokgope.

Agricultural potential and lack of adequate water: A further constraining factor is the lack of water, particularly in the northern parts of the Municipality. Many of the small-scale farmers are located alongside perennial rivers, but a large proportion of farmers are located away from these rivers. The water supply is not sufficient in terms of irrigation and many small-scale farmers therefore rely on dry-land farming. Furthermore, the main agricultural products only naturally occur in the southern parts of the municipal area and agricultural production and expansion would therefore not be viable development options for the northern areas of the Municipality, which have a drier climate.

Lack of industrial estate: In terms of manufacturing, a major constraining factor is the lack of a defined industrial area in the Municipality, with some manufacturing plants being located among the business premises in Modjadjiskloof. Furthermore, industrial plants in Greater Letaba Municipality do not receive preferential rates in respect of electricity and water, but are paying urban rates. The establishment of an industrial estate with incentives for development could attract factories and other manufacturing industries to the Municipality. Politsi Industries and surrounding areas were shifted to Tzaneen after the Municipal Boundaries Demarcation in 2000.

Lack of tourism infrastructure: GLM does not currently have a large range of accommodation, conference or tourism facilities, which hampers the development of the tourism sector in the Municipality. The town of Modjadjiskloof also has very little to offer as a place to stop for refreshments or supplies. In addition, if a critical mass of attractive and innovative products are not created at Modjadji, and adequately marketed, the few products that have been created will fail to perform in the highly competitive situation that prevails in South African tourism as a whole. Furthermore, the lack of coordination in terms of an integrated tourism development plan for Modjadji is a serious threat, which could result in one of Limpopo's most important tourism icons never reaching its full potential.

Lack of financial institutions: Financial institutions in Greater Letaba Municipality are lacking, with banking facilities being limited to an FNB branch in Modjadjiskloof, with only a few ATM's being located elsewhere in the Municipality. As such, local people and business owners will travel to Tzaneen for banking services. This not only constrains the effective operation of local businesses, but also results in spending of money outside of the Municipality, as residents conduct multi-purpose trips, combining trips to banking facilities with major shopping in the areas surrounding these financial institutions.

Lack of tourism awareness: There are very low levels of awareness regarding the tourism industry amongst local communities, which results in communities not fully understanding the value of the tourism industry, not generally having a positive and friendly attitude towards visitors, and not being aware of what opportunities the industry presents in terms of SMME involvement. Valuable heritage resources such as historical sites, as well as the local legends, oral history and indigenous knowledge systems are in many instances also not conserved and may be lost in the short term to the tourism industry, and, in the longer term, to the nation as a whole.

14.5. Economic trends

The inputs into the trade industry relate mainly to the products that are sold by traders. Formal traders, particularly those located in Modjadjiskloof, are to a large extent part of chain shops, with products obtained mainly from Gauteng. Other smaller formal traders obtain the products they sell from wholesalers in activity centres such as Tzaneen and Polokwane.

As discussed above, informal trading is to a large extent focused on agricultural produce, which is obtained from the local farmers and farmers in the surrounding municipalities. Other products sold by informal traders, Tzaneen and Polokwane.

Larger businesses, which are mainly located in Modjadjiskloof, also do not have a very large off-set market. However, as Modjadjiskloof is one of the larger urban areas in the Municipality, products are not only sold to the immediate surrounding population, but also attract people throughout the Municipality. Very few retail products are sold outside of the municipal boundaries. This indicates that the municipality's catchment area is very narrow.

14.6. Local Skill Base

Greater Letaba Municipality should concentrate on two priority sector, namely agriculture .There is general shortage of skills in this sectors. The municipality relies on the Department of Agriculture on agricultural technical skills. On tourism, most private operator shave skills and most blacks appointed by these operators have no skills. The municipality has developed a bursary scheme in order to develop local skill base on these economic sectors mainly to the previously disadvantaged people.

14.7 Jobs created by LED 2013/2014

Although greater Letaba municipality played a role in term of job creation but by and large most areas are still affected by poverty and unemployment. Therefore it is important for municipality to facilitate and coordinate LED initiatives which will assist in job creation and poverty alleviation.

Table: below reflect jobs created by LED initiatives 2013/2014

Name of company	Location	No of jobs created	Gender
Lebaka Sports Complex Phase III	Lebaka	29	09 female 20 male
Shaamiriri Sports Complex Phase I	Mpepule	38	05 female 33 male

Sekgopo Sports Complex Phase III	Sekgopo	52	10 female 42 male
Senwamokgope Stadium II	Senwamokgope	36	08 female 28 male
Rehabilitation for Modjadjiskloof Streets Phase 3	Modjadjiskloof	10	03 female 07 male
Mandela Barlow Street Paving	Thibene	31	00 female 31 male
Makaba Street Paving	Makaba	06	05 female 01 male
Mapaana Street Paving	Mapaana	45	31 female 14 male
Mokwakwaila Stadium	Mokwakwaila	39	14 female 25 male
Highmast Lights in various villages	Las Vegas, Rapitsi, Makaba, Raphahlelo, Phooko, Lemondokop, Itieleng Ga-Pheeha, Motlhlele, Ratjeke, Mamanyoha, Bellevue, Nakampe, Mpepule, Madumeleng, Seatlaleng, Ramaroka and Mohokone	54	48 female 06 male
Malematja street paving phase 2	Ga-Malematja	09	06 female 03 male
Lebaka sports complex	Lebaka	01	00 female 01 male
Modjadjiskloof sidewalks	Modjadjiskloof	05	05 female 00 male
Kgapane sidewalks	Ga-Kgapane	07	01 female 06 male
GLM EPWP Maintenance project	All Wards	115	83 Female 31 male
Khumeloni Youth Cooperative	Mokwakwaila	08	03 female 05 male

14.8. Jobs created by Private Sector

COMPANY 'S NAME	LOCATION	NUMBER OF JOBS CREATED	GENDER
Agriculture and Agro-processing			
Baardedood Trust Farm	Lemondokop	7	4 women, 3 male
Tiger Brand	Modjadjiskloof	180	98 Youths, 35 male , 135 female
Westfalia estate	Modjadjiskloof	174	77 youth, 56 female, 124 male
Steve Mohale Farm	Mamokgadi	64	4 youth & 30 female, 30 male
Khulani Timbers	Modjadjiskloof	112	64 youths & 48 male ,164 male
KFC	Modjadjiskloof	9	9 youths 4 male ,5 female
Spar	Modjadjiskloof	24	12 youth & 8 female, 16 male
Boxer Super Store	Kgapane	23	10 male & 13 female
Universal Pallets	Modjadjiskloof	42	18 Youths & 5 female 37 male
Russels Store	Modjadji Plaza	11	1 youths, 4 Female,male7
NedBank	Modjadji Plaza	11	3 youth, 5 Female ,6 male
Roots Store	Modjadji Plaza	32	10 youths, 12 Female, 20 male
Fashion World	Modjadji Plaza	3	1 youths, 1 Female,2 male

COMPANY 'S NAME	LOCATION	NUMBER OF JOBS CREATED	GENDER
Barnett's	Modjadji Plaza	13	1 Youths, 5 Female,8 male
Jet Store	Modjadji Plaza	5	1 Youths, 1 Female ,4male
PEP Store	Modjadji Plaza	5	2 Youths & 3 Female,2 male
Fuji Express	Modjadji Plaza	3	1 Youths, 1 Female, 2 male
King Pie	Modjadji Plaza	4	1 Youths, 1 Female ,3 male
Shoprite Supermarket	Modjadji Plaza	167	80 Youths, 43 Female, 127 male
FNB	Modjadji Plaza	6	2 Youths, 2 Female,4 male
Price n Pride	Modjadji Plaza	13	3 Youths, 5 Female,8 male
OK	Modjadji Plaza	10	3 Youth, 4 Female,7male
Nizams	Modjadji Plaza	6	2 Youths, 2 Female,4male
KFC	Modjadji Plaza	19	3 Youths, 10 Female,9 male
Imp Inn	Modjadjiskloof	6	2 youth & 4 male,2female
Silvermist Guest House	Modjadjiskloof	3	1 Youth & 1female ,2 male
Gerry's Motel	Maphalle	4	3 youth ,2 male ,2 female
Blue Hills	Mooketsi	6	5 Women,1 male
Mahlao Textile (Arts and Craft)	Kgapane	3	2 Youths & 23 female
Modjadji Nature Reserve &	Sehlakong	14	2 Youth & 10 female 4

COMPANY 'S NAME	LOCATION	NUMBER OF JOBS CREATED	GENDER
Cycad Nursery			male
Bakwena Motel	Mokwakwaila	4	4 youth
ZZ2 Farm	ZZ2	785	425 Youth,360 male,425 female
Montina	Montina Farm	456	206 Youth, 250 male, 206 female

14.9. Local Economic Development SWOT Analysis

Strength	Weakness
▪ Functional portfolio committee ▪ LED strategy ▪ Tourism strategy ▪ Investment strategy	▪ Lack of tourism awareness ▪ None implementation of strategies ▪ Shortage of funding
Opportunity	**Threats**
▪ Tourism ▪ Agriculture ▪ Forestry	▪ land claim ▪ crime ▪ vandalism

14. Key performance area3: Financial Viability

15.1. Introduction

The purpose of analysing the financials of the municipality is to determine the financial soundness of the institution so that the municipality can improve its financial management capacity and revenue. However, grants dependency is a serious financial constraint to the municipality.

15.2. Financial Management System

The financial management system comprises of policies, procedure, personnel and equipment. The municipality has financial management policies and procedures that have been adopted by council. The financial management policies cover aspects like:

- Supply Chain Management Policy
- Credit Control Policy
- Budget Policy
- Indigent Policy
- Asset Management Policy
- Rates Policy
- Principles and policy on writing off of bad debts
- Virement policy

15.3. Financial sources of the Municipality

The municipality has the following sources:

- Equitable share
- FMG
- MSIG
- Municipal Infrastructure Grants
- Agency fees from the Department of Roads and Transport.
- Revenue from service charges electricity and refuse.
- Licences and permits
- Traffic fines

15.4. Budget and treasury management

Currently the budget preparation process of the municipality is linked to the IDP Process and Performance Management System. Treasury management entails the management of cash flows, bank accounts investments. Monthly and quarterly reconciliations and reporting are done by the municipality to comply with the MFMA and other related regulations.

Previous and Current budget

	2008/09	2009/10	2010/11	2011/12	2012/13	2013/14
Revenue	R118 491 905	R169 088 966	R168 844 563	R218 120 688	R198 865 955	R316 361
Exp	R116 493 900	R158 800 013	R167 678 604	R217 709 582	R138 900 189	150 578

15.5. Submission of financial statements to the office of AG

The municipality also adheres to the stipulated timeframes with regard to submission of financial statement to Auditor General in terms of section 71 of MFMA and addresses audit raised timeously.

15.6. Auditor General's findings

- Audit committee meeting not held in quarter four.
- Quarterly performance report not submitted to council
- AOPO: performance targets not time bound
- AOPO: performance indicators/ measures not well defined
- AOPO: reported indicators not consistent when compared with planned
- Reported performance differ with the source
- AOPO: target not achieved
- Investment property-incorrect classification of investment property
- Property, plant and equipment- Depreciation charge not posted on the general ledger
- Bad debts- understatement of expenditure
- Expenditure- statement of performance amount and note differ
- Expenditure- VAT claimed on purchase from non-vendors
- Employee cost-leave pays more than 48 days
- Employee cost-leave managed incorrectly
- Employee cost- incorrect overtime

- Predetermined objectives: penalties not imposed on the contractor
- AOPO: performance of the municipality and of each external service provider
- Employee cost- housing allowance paid incorrect amount
- Employee report- leave policy ambiguous
- Employee cost- payment of arbitration award to an employee incorrect
- Property, plant and equipment- incorrect classification of assets written off
- Property, plant and equipment- difference between Appendix B and assets register
- Property, plant and equipment: assets in the assets register without location description
- Accounts payable: supporting documents not obtained for Mopani balances
- Difference point system for the acquisition of goods and/or service

15.7. Addressing Comments from the Auditor General's Report

The municipality has developed an action plan which responds to the AG comments. The plan has clear targets with timeframes.

This plan will also assist the municipality to improve the management affairs for the subsequent years.

15.8. Revenue Management

The municipality has the following revenue management systems or tools:

15.8.1 Billing System

The municipality has an effective billing system. This enables the municipality to generate its income. This income amounts to 6% of the revenue budget.

15.8.2. Revenue Enhancement Strategy

The municipality has a credit control policy which outlines methods and procedure for debt collections in terms of non-compliance. The critical challenges are staffing to manage this policy.

15.8.3. Investment Policy

The municipality has developed an investment policy which guides all investment activities and the utilization of the proceeds from such investments. The municipality currently has R39mil in its investment account which accumulates about R1mil per annum. The purpose of such investment is to gain optimal return on investment, without incurring undue risks. The proceeds from the investment will in the main be utilized to aid infrastructure development.

15.8.3.1. Audit outcome for the past five (5) financial years

The table below reflects the audit outcomes of Greater Letaba Municipality for the past five financial years

Audit outcome 2008/2009 to 2012/2013

2008/9	2009/10	2010/11	2011/12	2012/13
Unqualified	Unqualified	Adverse	Qualified	Disclaimer

15.8.4. Expenditure Management

The municipality has formulated and implemented a Supply Chain Management Policy as a legislative requirement. Creditors are paid within 30 days from date of submission of invoices.

15.8.5. Project and Initiatives from Other Spheres of Government

The municipality is getting support from other departments such as National and Provincial Treasury and COGHSTA. COGHSTA is assisting the municipality with collection of debts from the owing departments. National Treasury is assisting with training of fiancé interns. The Provincial Treasury is assisting with much needed training of staff in finance related issues such as supply chain management.

15.8.6 Audit Committee/Internal Audit Committee

The municipality has an internal audit unit that falls under the office of the Municipal Manager. The Audit Committee is in place although it is a shared services function funded by the district municipality.

16. Key Performance Area 4: Good Governance and Public participation

Section 152 of the constitution reflects that one of the objectives of the Local government is to encourage the involvement of communities and community.

16.1 Local government

The white paper on local government expects the municipality to be working with citizens and groups within the community to find sustainable ways to meet their economic, social and material needs and improve the quality of lives.

Greater Letaba Municipality is using number of ways and systems to involve communities and improve governance

- Public participation
- IDP representative forum
- Imbizos
- Anti-corruption strategy
- Risk management strategy
- Financial centre control
- Quarterly meeting of Traditional leaders
- Inter- governmental forum at local level
- Community input through wards committee

16.2 Relationship with Traditional leaders

GLM has a good relationship with the 10 traditional leaders and nine represented authorities. These traditional leaders serve in the in the Municipal council. The municipality has established a Traditional Leaders Forum which sits on quarterly basis with the Mayor of the municipality. But by and large the majority of the traditional Leaders are reluctant to release land for development

16.2.1 Community input

Municipality has functional ward committees in all 29 wards. They attend all municipal activities as expected. Public meeting are held where communities were given progress reports and continuous seeking mandate.

16.2.2 Ward committees

The municipality has established 29 ward committees which assist council in term of liaising with the community. They play a role as a link between the community and the municipality and facilitate development of long term vision. Ward committees ensure that the views of the committee are captured in the IDP by attending to public participation meeting and submitting inputs to the municipality. The municipality has developed a ward committee policy to ensure the effectiveness and efficiency of system. They assist in term of monitoring municipal institutional performance. The ward committee's reports get evaluated every month for the purpose of monitoring their functionality and effectiveness.

16.2.3. Community development workers

The municipality has 23 CDW's against 29 wards, meaning some of these CDW's are allocated in more than one ward. This impact on the effectiveness of their operation

16.3 Internal Audit

Internal Audit Analysis

The main purpose /responsibility is to give assurance to management in relation to the effectiveness of internal control as well as compliance to legislation requirements and assurance

The municipality has recently appointed interns to assist internal Audit.

16.3.1. Audit Challenges

Internal Audit Structure/organogram

Internal audit structure does not conform to standard no, 2030 of the international standards for the professional practice of Internal Auditing, in term of resource management:

- The Internal audit document should have the preparer ,review and quality assurance
- The internal audit should be structured as follows:
- Chief Internal Auditor (quality assurer)
- Senior Internal Auditor (Reviewer)
- Auditor (preparer

16.3.2. Anti –Corruption

Corruption is explained as any conduct or behaviour in relations to person entrusted with the responsibility with the responsibility in the public office, which violates their duty as public officials and which is aimed at obtaining undue gratification of any kind for themselves or for others**.**

Anti-corruption challenges

Even if the anti-corruption strategy has been developed and approved but however, the motivation and desire to deal with corruption leaves much to be desired

16.4 Risk management

Greater Letaba municipality has created the post for Risk Officer and a person has been appointed to occupy the post.

16.4.1 Risk management challenges

- Climate challenges
- Health risks
- Environmental risks
- Shortage of water

Greater Letaba Municipality
Strategic Risk Register

No	Link to objective	Risk description	Impact		Likelihood		Inherent risk		Perceived control design		Residual risk		Actions to improve management of the risk
1	Integrated and sustainable human settlement	Non-serviceability of existing land for development	Critical	5	Common	5	Maximum	25	Unsatisfactory	0.90	Maximum	23	Re-define existing development projects and align to existing land availability - and availability of existing or future services needs.
2	Sustainable Financial Institution	Low revenue base	Critical	5	Common	5	Maximum	25	Unsatisfactory	0.90	High	23	Identify new revenue sources as funding for future years Identify revenue enhancement which may have an immediate impact on the revenue base of the Municipality
3	Sustainable Financial Institution	Non-compliance to SCM regulations	Critical	5	Common	5	Maximum	25	Unsatisfactory	0.90	High	23	Introduction of Compliance Checklists Enforce Implementation of SCM policy

4	Improved local economy	Inability to retain / attract investors	Critical	5	Common	5	Maximum	25	Weak	0.80	High	20	Development and implementation of the Local Economic Development (LED) Strategy Distribution of Marketing Plan Municipality to approach investors
5	Improved Governance and Organizational Excellence	Disruption to business systems	Critical	5	Likely	4	Maximum	20	Weak	0.80	High	16	Development of Business continuity, disaster recovery and emergency plans Identify alternative operating sites during disaster Implementation of IT disaster recovery plan
6	Sustainable Financial Institution	Poor collection of revenue	Major	4	Likely	5	High	20	Weak	0.80	Medium	16	Implementation of credit control policy Source Debt Collection Services
7	Improved human resources	Inability to retain human capital	Major	4	Likely	4	High	16	Satisfactory	0.65	Medium	10	Development of Career path/ Team Building Programs Development of Succession Planning and Retention Policy
8	Access to Sustainable Basic Services	Inadequate infrastructure maintenance	Critical	5	Common	5	Maximum	25	Good	0.40	Medium	10	Develop infrastructure maintenance plan Implementation of infrastructure maintenance plan
9	Improved Quality of Life	Inadequate information covering indigent register	Moderate	3	Common	5	High	15	Satisfactory	0.65	Medium	9.8	Re-enforce verification of beneficiaries by allocating additional resources to complete the process Awareness campaigns regarding criteria for qualification and processes

10	Improved Quality of Life	Failure to comply with Environmental Management Act	Major	4	Common	5	Maximum	20	Good	0.40	Medium	8	Implementation of by-laws on waste management Radio Communication Brochures Community Publications By-Laws gazette - roll out to communities Integration with Wellness Programs

16.5 Audit committee

Greater Letaba municipality uses the shared Audit committee from Mopani District municipality.

16.6 Special groups

16.6.1 Youth and children

Youth constitute the highest population in Greater Letaba municipality and they represent the most vulnerable group in the society.

Table: below reflects the needs and challenges of youth and children

Needs	Challenges
Recreational parks	Child Abuse
Youth information Centre	High school drop-out
Bursaries	Teenage Pregnancy
Community Libraries	Alcohol and substance abuse
Job creation	HIV/AIDS
Sports complex	unemployment

16.6.2 Women and elderly

In greater Letaba Municipality women constitute 55.9 %. Elderly women are as well regarded as vulnerable group in the society and they are faced with serious challenges.

Table: below reflect the needs and challenges of women and elderly

Needs	Challenges
Old age facilities	Abuse and neglect
Family support programme	Sexism
Women sports development	Inequality and patriarchy
Community poverty alleviation project	Vulnerable
Jobs	Illiteracy

Table: Below reflect challenges faced by disability

Needs	Challenges
Disability friendly RDP houses (toilet inside)	Abuse and neglect

Braille and sign language interpretation in public events	Inequality
Disability sports and sports facilities	Accessibility of public transport and infrastructure
Automated wheel chairs	Availability of assistive devices

Oversight Committee

Greater Letaba Municipality has established the Oversight committee to oversee the municipal activities. The establishment of the committee is in line with the Legislation.

17. Key Performance Area 5: Municipal Transformation and Organisational Development

17.1. Organizational Structure and Alignment to Powers and Functions

The municipality had developed an organogram which has been adopted by council. The total composition of the personnel is 275 with 210 posts filled. This indicates a vacancy of 65 posts. The filling of posts is done in terms of the need that is informed by the IDP and Budget. The organogram was done in line with the powers and functions of the municipality. All the positions are aligned to the powers and functions.

17.2. Political Structure Political Component

GLM is a category B type municipality and is graded at Level 3. It has an executive committee system. The political component of the municipality comprises of 57 councillors, 29 of them are ward councillors with each representing their constituencies. The Mayor is the political head of the municipality. The Speaker presides over the council. By comparison, there is a political stability in the municipality.

17.2.1 The executive committee

There are 10 (ten) executive committee members. The Mayor chairs the executive committee meetings. The Executive Committee consist of the following councillors:

Executive committee member

Cllr Modjadji G.H.	The Mayor
Cllr Maake F.N.	Corporate and Shared Services
Cllr Nkwana .M.M.	Finance
Cllr Makhananisa M.D	Economic Development, Housing and Spatial Planning
Cllr Moroatshehla F.M	Agriculture and Environment
Cllr Masela M.P	Public Transport and Roads
Cllr Makhananisa R.J	Infrastructure
Cllr Kgafela T.C	Water and Sanitation Services
Cllr Baloi N.N	Health and Social Development

Cllr Seale M.C	Sport, Recreation, Arts and Culture

17.3. Administrative component

The Municipal Manager is the head of the administrative arm of the municipality. There are four directorates in the municipality, namely:

- Budget and Treasury Office;
- Infrastructure, Development and Planning;
- Corporate Services; and
- Community and Social Services.
- Each directorate is headed by a Director who is accountable to the Municipal Manager.

The office of the Municipal Manager is organized purposefully to give administrative support to council sittings, executive committee meetings, Office of the Mayor, the Speaker, the Chief Whip and three other full-time councillors. The rest of the other councillors utilize the Office of the Mayor and their respective directorates for administrative and service delivery purposes.

17.4. Municipal directorates and their function

Directorate/Office	Purpose of the directorate
Corporate Services	To ensure efficient and effective operation of council services, human resources management, legal services and the provision of high quality customer orientated administrative systems. Ensuring 100% compliance to the Skills Development Plan
Budget and Treasury	To secure sound and sustainable management of the financial affairs of GLM by managing the budget and treasury office and advisory services to all council providing structures and if necessary assisting the accounting officer and other directors in their duties and delegation contained in the MFMA. Ensuring that GLM is 100% financially viable when it comes to Cost Coverage and to manage the Grant Revenue of the municipality so that no grant funding is foregone
Infrastructure and	To ensure that the service delivery requirements for roads are met and maintenance of water, sewerage and electricity are conducted for access

Development	to basic services as well as no less than an average of 100% MIG expenditure. To direct the GLM's resources for advanced economic development and investment growth through appropriate town and infrastructure planning in order that an environment is created whereby all residents will have a sustainable income.
Community Services	To co-ordinate Environmental Health Services, Sports Arts and culture, Education, Libraries, Safety and security, Environmental and Waste management, Health and Social development programmes as well as Disaster management to decrease community affected by disasters
Office of the Municipal Manager	To lead, direct and manage a motivated and inspired workforce and account to the Greater Letaba Municipal Council as Accounting Officer for long term Municipal sustainability. To achieve a good credit rating within the requirements of the relevant legislation coordinating whereas the following sections within the department, i.e. HIV/Aids, Youth, Disabled and Gender Desk, Communication and Internal Auditing is managed for integration, economic growth, marginalised poverty alleviation, efficient, economic and effective communication and service delivery.

17.5. Management System

17.5.1. Information management

The Municipality has an effective and efficient IT system. IT Policies are in place to help manage the information:

- Promotion of Access to Information Policy
- Notebook/ Laptop Policy
- Back up Policy
- Internet Acceptable use Policy
- IT password Policy
- Email Acceptable Use Policy
- Hardware and Software Policy
- IT Security Policy

- Equipment Usage Policy
- Firewall Policy
- ICT Account Management Policy
- ICT Change Management Policy

17.5.2 Communication and community participation

The Constitution of South Africa (1996) and the Municipal Systems Act (2000) require municipalities to involve communities in municipal governance. GLM has a communication strategy which addresses issues of community participation. Mechanisms used by the municipality to involve communities are:

- Radio talks consultative
- The IDP/Budget processes
- Ward based planning
- Consultative processes on issues of development i.e. by-laws, municipal demarcation
- Imbizos
- Petitions
- Submission of inputs
- Campaigns

17.6 Human Resource Management System

- The focus of human resource management in municipalities is to develop the necessary capacity internally so that the organisation can execute its developmental mandate. At present, GLM has a number of human resources policies, which are captured below.
- Capacity Building Policy (Skills Development Policy)
- Transport Control
- Career and retention management Policy
- Ward Committee Policy.
- Sexual Harassment Policy
- Granting of Bursaries to Members of Public Policy
- Contract of Employment Policy
- Labour Relations Policy
- Conditions of Service Policy
- Recruitment and selection Policy

- Performance Management Policy
- Policy on Landline
- Protective and Allowance Policy
- HIV/AIDS Policy
- Employee Assistance Programme Policy

17.7 Employment Equity Plan and challenges

The Municipality has an employment equity plan to ensure equitable representation of all groups, particularly the previously disadvantaged groups. The Employment Equity Plan (EEP) has been approved by council to address previous shortcomings. The municipality has members of designated groups in different categories of the workforce areas. At a management level people with disability are not represented. However there are challenges in terms of achieving employment targets which include amongst others the following: Reluctance by members of the designated groups to apply for positions at management level, despite the management efforts encouraging them to apply during advertisement. When they have applied the issue of capacity becomes a challenge

Vacancy rate within the municipality

The vacancy rate of Greater Letaba Municipality is at 35 %

Occupational level	**Male**		**Female**		**TOTAL**
	African	**White**	**African**	**White**	
Top management (section 57)	02		01		03
Senior management(level 02)	06	01	01	0	08
Professionally qualified and experienced specialist and mid management (level 03)	08	01	10	0	18
Skilled technical and academically qualified workers, junior management	17	01	19	0	37

,supervisors ,foreman and superintendents					
Semi-skilled and discretionary decision making	36	0	21	0	57
Unskilled and defined decision making	50	0	33		83
Total					**206**

17.8. Performance Management System

This chapter outlines briefly how GLM managed its performance. Performance Management is a powerful tool that can be used to measure the performance of an organisation. It involves setting of desired strategic objectives, outcomes, indicators and targets, alignment of programmes, projects and processes directly to its individual components such section 57 managers as stipulated in the performance regulations of 2006.

In terms of Chapters 5 and 6 of the Municipal Systems Act, 2000 (Act No. 32 of 2000), local government is required to:

- Develop a performance management system;
- Set targets, monitor and review performance, based on indicators linked to the Integrated Development Plan (IDP);
- Publish an annual report on performance of the councillors, staff, the public and other spheres of government;
- Incorporate and report on a set of general indicators prescribed nationally by the minister responsible for local government;
- Conduct an internal audit on performance before tabling the report;
- Have the annual performance report audited by the Auditor-General; and
- Involve the community in setting indicators and targets and reviewing municipal performance.
- GLM's performance management system aims at ensuring that all the departments within the municipality are working coherently to achieve optimum desired results. This is done by planning, reviewing, implementing, monitoring, measuring and reporting on its activities.

The development of Greater Letaba's Performance management Framework was guided by different pieces of legislations which include amongst others the following:

- Constitution of the Republic of South Africa, Chapter 7 of Act 108 (1996)
- White Paper on Local Government 1998
- Municipal Systems Act, 2000 (Act No. 32 of 2000)
- Municipal Finance Management Act, (Act No. 56 2003)
- Regulation 393 of 2009: Local Government Municipal Finance Management Act Municipal Budget and Reporting Regulation
- Municipal Performance Regulations for Municipal Managers and Managers directly accountable to the Municipal Manager (2006)
- Municipal Planning and Performance Management Regulations (2001)
- Batho Pele Principles
- Municipal Structures Act 1998 (ACT no 117 of 1998)

Organisational Structure and Alignment to Powers and Functions.

The Municipality has developed an organogram which has been adopted by the council. The composition of the personnel is 275 with 210 posts filled. This indicates a vacancy of 65 posts. The filling of the posts is done in terms of the need that informed by the IDP and budget. The organogram was done in line with the powers and functions of the Municipality. All the positions are aligned to the powers and functions.

Skills needs within the Municipality

Greater Letaba Municipality has dare needs of skills such as agriculture, Tourism, Agro-processing and engineering.

17.9. 2014/2015 PRIORITY LIST FOR ALL WARDS

Ward	Priority	Villages/ section
01	**Water and sanitation**	
	Sanitation	150 per ward
	Houses	400
	Water tanks	Mabosana and Pakoni
	Electricity	
	Electrification	Sehlomamotheka,Madumeleng,Rasewana, new extension Koope morethan 800m
	Extension electrification	Rasewana,Thibeni
	street lighting	Lenokwe,Rasewana,Koope,Sebefe,Thibeni,Maolwe and Makhutukwe, Community hall to Mabosana
	Apollo lights	Khehlakoni dirapeng, Khebefe bus stop, Rekhewano-Koope river, Thibeng Lebea/Molokwane, Mabosana ground, Makhutukwe ground, Pakoni-Badimong, Mahowa Moeding, Lenokwe bus stop, Maolwe Moeding, next to Malatji café, Mabosana next to Seoka
	Roads and Transport	
	Street paving	Makhutukwe bus stop to Molokwane, Mabosana at Mamaswa to Makgoba and Makwala to Mamaswa, Lenokwe pave to Moshate Bolobedu clinic, Makhutukwe bus stop to Makgobatlou,khehlakong graveyard, Khehlakoni bus stop to chreche, from bus stop to Matosa,Sehlomamotheka,Thibeni, Madumeleng,sebefe ,Koope, Lenokwe bus stop to graveyard,Rasewana project to graveyard, Letseku P school, Thibeng Letwalo pass Mamatlepa to bus stop , Mokoto street, Koope car wash street , Khebefe car wash to Mamosima
	Pedestrian bridge	Koope to Rasewana, Koope to Khebefe, Mabosana x2
	Signage	Board to show Lenokwe
	Waste Management	
	Skip bins	to all villages, Madumeleng, Rasewana, Ga zamba and Khehlakoni
	Community facilities	

	Mobile Clinic	Koope
	Library	Madumeleng
	Gymnasium	Khehlakoni
	Pre-school building	Thibeng
	Dance Arena, Traditional dance for tourist	
02	**Water**	
	Roads paving	
	RDP houses	
	Sanitation	
	Clinic	
03	**Electricity**	
	Electricitification	Mapaana,Tshabelamatswale,Home-2000 extension, Meloding extension
	High mast lights	Tshabelamatswale (Ga Motsieni) and Tshabelamatswale(Mopai Paster)
	Sanitation	
	RDP	1500
	Sanitation	500
	Sewer system	
	Sewer system	Meloding
	Road and Transport	
	Pavement	Mapaana phase 2, Meloding phase 2 , Tshabelamatswale
	Community facilities	
	Park	Park town
	Water	
	Water reticulation	Mapaana
	Bulk water supply	Kgapane township
	Boreholes	Tshabelamatswale and Mapaana
	Waste management	
	Skip bins	20
	Low level bridge	Parktown, Home 2000, Mzimhlophe, Meloding, Mapaana, Tshabelamatswale

	Job creation	Projects needed
04	**Electricity**	
	Solar geyser	All household
	Electrification of new extension	Las Vegas, EXT 7,Masenkeng Meshasheng.
	Street lights	All sections
	Sites	Demarcation of sites, EXT 7
	Apollo lights	Mesopotamia, Munningburg and Ext 5
	Flood lights	20 crossing wooden bridge
	Housing and land	
	Completion of EXT 7 RDP'S and 2000 more units (Las Vegas 128 RDP houses)	
	Demarcation of Ext 8	
	Completion of ngwana-nong project	
	New Sites and land	Meshasheng and some open parks and Mooiplaats farm (Integrated human settlement)
	Land for crèche	Mesopotamia market stalls, maxi taxi rank Ext 7, 7 crèche, Primary school and park
	Market stalls and maxi taxi rank	Old taxi rank and between BALTA office and pick n' pay
	crèche ,park and primary	EXT T
	Local ground must be bought (follow valuation roll)	
	Market stalls and maxi taxi rank	Old taxi rank and between BALTA office and Pick n'pay
	Community Facilities	
	Upgrading of hall	Kgapane Community hall
	Mapolankeng	Park upgrading, playground upgrading and renovation of old sub-office

	parks	Below civic centre
	Bigger library	Kgapane away from community hall
	03 swimming pool	For kids, juvenile and adults
	Drag racing	Behind abattoir
	Two artificial soccer pitches	Behind abattoir
	Roller skating	Behind abattoir
	Park with road sign (package of mini Tzan in Tzaneen)	
	Mapolankeng	Park upgrading, playground upgrading and renovation of old sub-office
	River	Changing of river direction old Munningburg
	Roads and Transport	
	Speed humps	
	Potholes	
	Access ramp	Mountain view
	Street names	All section
	Road signs	
	Construction of new road	Las-Vegas,Sekhukhumele,Meshasheng and Masenkeng
	Bus shelter	
	Pavement	All Munningburg sections, all Kgapane section 9 km
	Side walks	All sections 10 km
	Sanitation	
	Revamping of sewer	EXT 7
	Revamping of network system	
	Revamping of toilet (600)	Old township
	Water	
	Purification plant	
	Expansion of purification	Politsi plant
	Connection of steel pipe	From Matswi purification plant to Kgapane via Meidingen and Malematja
	Construction of 10 mega litre and reservoir at Las-Vegas	

	Boreholes and package plants	Las Vegas ,Los Mechery, Kgapamadi, Mesopotamia and Munningburg
	Job creation	
	Bridge	Munningburg-plaza, EXT 7-EXT 5 , Mesopotamia,-Mountain View, Mesopotamia –Home 2000, EXT 7 –Las Vegas, Las Vegas-Las Vegas
	Mini shopping complex	EXT 5/EXT 7
	Parks	Multipurpose parks Kgapane
	Verification of extension	7 sides
05	**Sanitation**	
	Sanitation	200
	RDP	400
	Roads Transport	
	Paving	Sekgota to Lephai , Rabothata to Cemetery , Malaeneng to Lebepe street, to Manokwe and Malematja Primary
	Housing and Land	Meidingen,Lebala,Rabothata,Rabothata Lower primary
	Community facilities	Sports complex, , Rabothata Lower primary school, renovation of Malematja P School/Magoletsa High, Mobile Clinic
	Community Hall	Rabothata village
	Job creation	
		Market Centre,Meidingen,Droping Centre and Manokwe cave development
	Water	
	Transformer needed Borehole is available	Rabothata to Lebala
	Waste Management	Magoletsa Post Office and Maraka Café
	Electricity	
	High mast	Khesatlapa, Meidingen cemetery, Maraka Café and Lebala
	Electrification	New extensions, Malaeneng , Ka Kgapane
06	**Water**	Ramphenyane,Sethokong,Mokwasele,Shotong
	Electrification	Mokwasele 32 houses, electrification of all villages
	Apollo lights	Modubung,Madibeng,Shotong,Ramphenyana,Mokwasele
	Housing	On hold houses for the year 2011,incomplete ward in the

		ward,RDP houses in the ward
	Roads and Transport	
	Paving	Ramphenyana road to the traditional, Mokwasele road to 126 Shotong126,Modubung road to Shotong 126,Shotong road,Madibeng road to cemetery via Matome Modika High
	Small bridge	Ramphenyana to Mokwasele, Mokwasele to Mokwasele Primary, Modubung to Shotong primary. Modubung to Mowahlapeng,Modubung to sethothong village
07	**Roads and storm water**	
	Roads	Mamakata to Raseleka
	Pedestrian bridge	Rabothata village,iketleng,Maraka,Makhurupetsi,Mollong
	Water and sanitation	Mamakata village,Mollong village, six mobile jojo tank 3x Mamakata,x2 Mohlakamosoma ,x1 Maraka
	Sanitation	
	Toilet	34 Mamakata,60 Makhurupetsi,60 Rabothata,58 Maraka,70 Iketleng,38 Mollong,20 Seatlaleng,5 Raseleka ,40 Molelema,59 Sekhuting,200 Mohlakamosoma,123 Raseodi,12 all cemeteries
	Community hall	Ga-Maraka open space
	Electricity	
	Apollo lights	X 10 for all villages(ward 07)
08	**Electricity**	
	Extension electrification	Rapitsi, Mandela park and Itieleng
	Street lights	Rapitsi-itieleng,Mandela park
	High mast lights	Itieleng and Burkinafaso (park)
	Water	
	Water plant	Ga-Rapitsi
	Water reticulation	From tarred road to Ragolane tavern
	Revamp of reticulation	Itieleng
	Road and Transport	
	paving	Itieleng, Mamphakhathi
	Low level bridge	Mamphakhathi main road to Matlou, Burkinafaso next to Matlou
	Bridge	Mandela park to Mamphakhathi

	Waste Management	
	Skip bins	Mamphakhathi taxi rank, pay point, Rapitsi bus stop
	Community facilities	
	Old age structure	
	Sports Ground	Rapitsi
	Community hall	
	Drop in centre	
	Job creation	Projects needed
	Sanitation	
	RDP	675
	Sanitation	1000
09	**Sanitation and Water**	
	RDP Houses	1500
	sanitation	600
	Borehole and reticulation	Marotholong,Malatji,Mogano,Staseng,Moshate
	Bulk water supply	
	Electricity	
	High mast lights	Moshate cross, Moshate, Tipeng, Mogano
	Extension electrification	Munnik, Malatji Mafikeng, Mogano, Tipeng, Chicago(Moshate)
	Roads and Transport	
	Tar road	Moshate road, Setaseng Road
	Street paving	Malatji,Marotholong,Mogano,Balobedu,Setaseng,Makola,Mailula,Moshate,Moshate extension
	Low level Bridges	Setaseng to Moshate, Mogano to Setaseng, Mogano to Mogano, Mogano to Malatjie,Marotholong to Makhabeni,marotholong to Mameriri,Marotholong to Sports complex, Moshate to Chicago, Mogano to Balobedu , Makola to Makola, Maphoto to Moshate
	Bridges	Setaseng-Moshate, Moshongo- Makhabeni, Moshongo-Mameriri, Mogano- Setaseng, Marotholong-Sports complex
	Community Facilities	
	Library	
	Health centre	

	Old Age centre	
	Park	
	Crèche	
	FET	
	Multipurpose centre	
	Job creation	Projects needed
	Storm water drainage	
	Storm water drainage	Malatjie,Mogano,Setaseng,Moshate
	fencing	Badimong Community Cemetery
10	**Electricity**	
	Extension electrification	Mameriri, Matlou
	High mast lights	Maboying, Morakoni, Makhabeni and Motseketla
	Water and sanitation	
	RDP	300
	Sanitation	1300
	Water	
	Bulk water supply	
	Water reticulation	Ramoadi and Matlou, Lehlareng, Motseketla,Makhabeni,Morakoni
	borehole	Taxi rank, Maboke,Lehlareng, Motseketla
	Road and transport	
	paving	Phase 2 Seale to Maboke School, Maboying to Motseketla
	Low level bridge	Mameriri To sports complex, Maboke road
	bridge	Mameriri to Moshongo to Marotholong, Bothetele to Maboke Primary
	Community facilities	
	Upgrading of vising point to a clinic	
	Park	Next to sports complex
	Library	
	Creche	Maboying
	Job creation	Projects needed
11	**Sanitation**	

	Sanitation	800
	Street light	Lephelle, Mabulana , Mosole cafe
	Waste management	
		Matswi Bus stop, Khosokholo bus stop, Sekhothi- Mampeule General Dealer, Primary and tavern Mabulana, Morwatshehla-Itieleng
	Water	
	Water reticulation	Boshakge,Sekgothi,Tlatsa,Kgopong,Mabulana
	Booster pump	Tlhabelani Mponeng section,Motwasethla and Tlhabelang Itieleng
	Roads and Transport	
	Road(Paving)	Mabulana,Boshakge,Tshabelang,Sekgothi,Tlatsa,Kgopong
		Matswi road from bus stop to Morwatshehla and small part of Itieleng section
	Electricity	
	High mast lights	Matswi bus stop,Kheshokholwe bus stop, Morwasetlha next to tavern, Mabulana next to tavern
	Electrification	Kgopong village
	Street lights	Lephelle, Mabulana, Mosole cafe
	Community facilities	
	Community hall	Khehlakoni
	Play ground	Hlabeleng
	park	Mabulana
	Job creation	Farming project (presentation)
12	**Roads and Transport**	
	Bridge	Thakgalang No 4 cemetery
	Paving	Itieleng next to Masehlone Primary, Thakgalang next to Mamathoro to Manyorong,Manyoro-Matoro, Masehlong-Ngeyi Primary, Thakgalang No 4
	Low level bridge	Thakgalang No 3, Thakgalang No 1
	Bridge	Itieleng, Mmonatshohle, Mefakeng section
	Culverts	Giyani and Mmadibete section,Mmonatshohle and

		Mmangwako secondary,Mmonatshohle and extensions
	Tar road	Nkei to Thakgalang (old magistrate)
	Electricity	
	Extension Electricitification	Itieleng extension, Thakgalang No , Itieleng Merakeni
	High mast lights	Thakgalang No 1,No 2 No 3,No 4,Itieleng Nkei, Old stand,Merakeng
	Community facilities	
	Clinic	Itieleng
	crèche	Itieleng (Mmonatshohle)
	Community Hall	Thakgalang
	Sports Complex	Thakgalang and Itieleng
	High school	Thakgalang No 1
	Water	
	Equipment of borehole	Itieleng
	Water reticulation	Itieleng
	Borehole	Thakgalang No 4
	Reservoir	Thakgalang No 4,No 2,No 3,Itieleng
	Sanitation	
	RDP	140
	Sanitation	500
	Housing	
13	**Water**	
	Borehole	X2 Chabelang, x2 Senwamokgope, 1 RDP
	Reticulation	Senwamokgope and Chabelang
	Re vamp of water reticulation	Senwamokgope, Chabelang
	Steel tank	Ikageng, 2, Chabelang 2, Itieleng 1,Senwamokgope Moshongoville and Tlhabelang ,Thabanatshwana
	Electricity	
	Apollo lights	3 Chabelang.3 Senwamokgope
	Street lights	Chabelang and Senwamokgope whole township
	Electrification	Chabelang 100 household, Senwamokgope 45 household, Sosomelane, old household 50

	Sanitation	
	Toilets	Chabelang 100 and Senwamokgope 100
	sanitation	400
	RDP houses	310
	Incomplete RDP	45
	Roads and Transport	
	Paving	Senwamokgope 1km ,Itieleng 5km, Chabelang 4km ,Home Affairs and public works, Moshongo 3,2km,Ikageng 2km, police station,SASSA
	Tar road	Chabelang and Itieleng, Senwamokgope D3210,wholesale-Morebeng
	Low level bridge	Chabelang 4, Chabelang 1, Ikageng, Thabanatshwana 2
	Bridges	Chabelang and Senwamokgope Lebelebore
	Street Naming	Senwamokgope
	Community facilities	
	cemetery	Land
	Community hall	Chabelang
	Primary school	Thabanatshwana,
	Park	
	gymnasium	
	Shopping complex and health centre	
	FET	
	Job creation	Projects needed
	Community Waste Management needs	
	Rubbish bin x recycling project(Bottle,Tin,paper,plastic)	Senwamokgope
	Fencing of dumpsite	
	Big GLM dust bin	Chabelang
14	**Sanitation**	
	Toilets	250 toilets

	RDP Houses	300
	sanitation	300
	Water	
	Water needs	Jacob Zuma Primary
	Borehole	3 more jojo tanks,3 more boreholes, borehole H10-0816 to be electrified and equipped
	Water reticulation	Nahakwe venue section,Ngakelane,Jacob Zuma section and Vaalwater 2 extension
	Electricity	
	Electrification	Jacob Zuma Section, 50 household without electricity
	Apollo lights	In all ward
	Roads and Transport	
	Bridge	3 small bridges
	Culverts	Between RDP and Vaalwater, Between new stand Vaal water and Motsemodala, Lemondokop next to Selopjane, Selowa Agriculture and upgrading of streets
	House	
	RDP Houses	150 houses in the ward, Lemondokop(100),Vaalwater 2 village(50
	Community Facilities	
	Community hall	Lemondokop
	Mobile clinic	Lemondokop
	Shopping complex	Lemondokop
	Recreation centre	Lemondokop
	More classroom and furniture	Nahakwe secondary
	Job creation	Shopping Complex and projects needed
15	**Electricity**	
	Extension Electrification	Tikyline Phooko Sosong section Dirapeng Phooko (new stand section)

		Mahwibidung&Mampsana Section, Mosehla Stop, Baberwa,sebelaolo view
	Electrification of Villages	Mampjana Mahwibidune, Phooko Sosong
	Apollo lights	Raphahlelo Tribal, Phooko Tribal,SRDA,Sejekeng,Kwatane,Rakgara Romans,Matsena,Sodoma,Pelo ya Kgomo,Monnatshohle,Iketleng,Maoma, Selema,Payane
	High mast lights	SRDA and Kwatang Rakgara, Matsena Sodoma and Payane
	Post connection	55 household
	Streets light	All section
	Water	
	water	Sebelaolo view and Shaphu section, Phooko next to reservoir, Phooko and Raphahlelo new stand
	New borehole	Phooko next reservoir, new stand of Phooko, new stand of Raphahlelo.
	Equipped borehole	Malebepa,Mamanyoha next to Mahloma,Polaseng next to bridge, Kwatane Rakgara ,Matsena giant killers,Mahlakanya,Ramalepe,Marinde
	Upgrading of water reticulation	All section and extension
	Connection of middle Letaba	Soetfontein(Phooko and Raphahlelo)
	Water reticulation	Extension household of Mahwibidune next to pig project, Mahempeni Phooko and Mosehla section.
	renovation of reservoir (4)	Raphahlelo Tribal office Phooko market next to Ramaite
	Sanitation	
	630 Household VIP toilet	600 units in all sections,30 units in Sodine
	5 School enviro toilet	Mahudu,Pelo ya kgomo,Babaerwa,Ramaite,Motsokotsa,Tsekere,machepele le
	2 Clinic enviroloo toilet	Raphahlelo clinic
	7 Pre-school and Drop in centre toilet	All six pre-schools, all eight drop in Centre
	2 Tribal office toilet	

	Roads and transport	
	Tarring of main road	Wholesale to Dooring boom, Wholesale to Serene,Wholesale to Morebeng, shopping complex
	Paving	Grave yard to Mampjana Mahwibidune, Ga Raphahlelo, Phooko graveyard to Kwatane Ga Motheta
	Road sing	Raphahlelo and Phooko at Wholesale, Tribal Authority and Royal house Road signs Kwatane/Rakgara,Mmonatsohle,Iketleni,Setasene,Mahempeni,Mosokonyane,Tikiline,Sehlale/Sodoma,Sebelaolo view
	Street upgrading	All sections
	Low level	Mashekane(Norman),Dikwete, /Kwatane, Mokholoni mohoyong, Matsheru spaza
	Community waste management	SRDA,Clinic,Phooko and Raphahlelo Tribal Office, Raphahlelo graveyard, Rethabile project Phooko, Rakgara Kwatang Mogoyong, Mmonatshohle Iketleng next to chabalala
	Community facilities	
	Fencing of graveyard	Raphahlelo and Phooko
	Upgrading of community hall	SRDA
	Sports complex	
16	**Electricity**	
	Electrification extension	Tshamiseka B & Rotterdam in Khwayaririmi,ChakieBip (eleven),Sephokhubje Tshamahansi (50 units)
	Electrification	30 household in the village
	Post connection	Sephokhubje
	High mast lights	Tsamseka,Komisune sweswo
	Sanitation	
	Sanitation	1000
	RDP	1000
	Roads and Transport	
	Culverts	Rotterdam all areas
	Low level bridge	Sephokhubje Tshamahansi, Rotterdam-Maswanganyi-

		Tsotso, Tshamiseka B-Mahotsoma, Sephokhubje Tshamahansi
	paving	Sephokhubje Tsunewane- Mabina
	Tar road	Rotterdam and Sephokhubje, Maphalle-Sekgosese
	Bridge	Mokholo river
	Water	
	8 boreholes	4 Sephokhubje,4 Rotterdam
	Refurbishment of reticulation	
	Booster pump of all machines	
	Bulk water supply	Middle Letaba
	Community facilities	
	Sports complex	
	Renovation of visiting point at Rotterdam	
	Drop in centre building	
	SASSA	Rotterdam visiting point
	library	Sephokhubje
	Community hall	Sephokhubje
	Crèche	Tshamiseka
	Old age home	
	Shopping complex	Sephokhubje
	Job creations	Projects needed
	Waste management	
	Waste collection	Rotterdam and Sephokhubje
	Large bins	Xisholoza, Thabeng next to school, Chakie, Tshamahansi (Sephokhubje)
17	**Electricity**	
	Electrification	Mmonatshohle, Mabitleng, Makwaleng, Naledi, Tshaba re bone section, Citizen, Block B
	Apollo lights	Naledi, Citizen section
	High mast lights	Naledi Citizen

	Houses	All village in the ward(150) units
	Sanitation(toilet) (100)	All village in the ward (11) units
	RDP houses	100
	Community facilities	
	Sports complex	Naledi Section
	Community Hall	Makwaleni
	Library	Makwaleni
	Post office	
	Job creation	Shopping complex and projects needed
	Water	
	borehole	Citizen Section
	Two tanks	Citizen and Naledi Section
	Reticulation	Mmonatshohle and Tshaba Re Bone section
	Roads and Transport	
	Speed humps	
	Side fencing	
	Pavement	Moshate, Mmona tshohle,Graveyard and Block B
	Low level bridge	05
18	**Water**	
	boreholes	03
	Steel tanks	Matshelapata 2 , Roerfontein, Moretseni and Tloutswala
	Re vamp	2
	Electricity	
	Electrification	Mphe batho, Merefeni, Khuduwane, Matshelapata, 50 household not electrified
	High mast lights	Namaaehlole, Tloutswala, Moretseni and Monate
	Apollo lights	06
	Roads and Transport	
	pavement	Sephokhubje street to clinic, Wholesale Machipi street
	Low level bridge	08
	Community facilities	
	Mobile clinic	Wholesale
	Community Hall	Sephokhubje

	Library	Wholesale
	Pre-school	
	Job creation	Shopping complex and projects needed
	Sanitation	
	RDP Houses	500 units in the ward
	VIP Toilet	300 units in the ward
19	**Roads and Transport**	
	Street paving	Jamela. Road to Lebaka Clinic, Road to grave yard Mohlabaneng
	Grading of streets	Jamela/Mohlabaneng
	Low level bridge	Jamela next to Mahlasedi daycare,Road to graveyard Monwana, Mohlabaneng p school, Next to Raseropo café, Monwana Clinic
	Community facilities	
	library	Jamela, Khusothopa
	chreche	Jamela, Mohlabaneng , Khusothopa
	Water	
	Water reticulation	Jamela, Masemong and Green Field
	reservoir	Jamela mountain
	Electricity	
	High mast lights	Khusothopa. Molate Sec School, Mohlabaneng, Mohlabaneng Manonyaneng Mountain
	Electrification	Jamela, Mohlabaneng, Masemong Section, Green field (RDP)
	sanitation	350
	Job creation	Projects needed, Central Shopping Khusotupa
20	**Electricity**	
	Apollo lights	Shawela and Ditshosing Village
	electrification	Maphalle new stand and Shawela new Stand, Ditshosing, Maphalle , Shawela
	Water	
	One big Reservoir	Tsowe Mountain
	Replacement of JOJO tank	All villages

	Roads ant Transport	
	Culverts	Maphalle Village, Magoladihlare to Raledisha, Ditshosing Leshabane to Shaya, Kherekele to Maake Ezekiel Maphalle-Naledi section next to Machete, Belae Pre school
	Bridge	Grave yard next to Sesi Maake , Shawela tar road
	pavement	All street in the village, Mothoka store to Ramalepe, Ditshosing main street
	Bridge	Shawela Molototsi River
	Street upgrade	In all villages in the ward
	Community facilities	
	Community Hall	Shawela , Ditshosing, Maphalle
	library	Ditshosing and Shawela
	Sport Complex	
	Job Creation	Projects needed
21	**Electricity**	
	Electrification	Mothobeki , Polaseng ,Matshelapata EXT
	High mast lights	1 Polaseng, 2 Mothobeki
	Water	
	Water reticulation	Polaseng, Mothobeki, Femane, Ramaroka
	Bulk Water	Femane extension
	Jojo tank	Ramaroka
	Electric pump	Ramaroka, Mothobeki, Polaseng and Matshelapata
	reservoir	Mothobeki, Polaseng, Renovation of show ground reservoir, reservoir of the ward
	2 borehole	Ramaroka
	Roads	
	Paving	Polaseng,Ramaroka,Matshelapata/Matipane, Femane Village, Mothobeki
	Low level bridge	4 Mothobeki, 3 Polaseng , 4 Femane, 2 Ramaroka, 2 Matipane,
	Bridge	Mothobeki to Matshelapata,Matipaneto Maphalle
	Demarcation of streets	Polaseng,Mashasheni,Mothobeki,Femane village
	Creation of road	Ramaroka EXT ,Polaseng and Mothobeki, Femane EXT.

	Sanitation	
	Sanitation	Polaseng 400 ,Ramaroka 600 ,Matshelapata 400 ,Mothobeki 300,Femane 500
	Community facilities	
	School	Mothobeki
	Renovations	Motsipa Classrooms, Seripe Primary School, Molai jubilee need renovation and extra class
	Chreche	Mothobeki, Polaseng, Ramaroka, Femane, Matshelapata
	New school	Mothobeki High
	Additional Classes	Mothobeki P school, Seripe, Femane Ramaroka Primary School, Motsepa High, Ramaolwane High, Molai High, Modumane High
	Admin block	Mothobeki Primary, Seripe Primary, Femane Primary, and Ramaroka primary, Ramaolwane High, Molai High, Modumane High, Matshelapata High
	Clinic	Mashashane and Femane
	projects	Mothobeki land care borehole to be equipped
22	**Electricity**	
	High mast lights	Refilwe Zone 4, Zone 3B, Mamaila Moshate
	Electricity Ext	80 household
	Water	
	Water reticulation	Makgakgapatse
	borehole	Makgakgapatse, Nakampe
	Roads and Transport	
	Small bridge	Makgakgapatse(2),Refilwe (2),Nakampe(2)
	Street paving	Makgakgapatse,Refilwe,Nakampe
	Tar Road	Bochabelo-Sekhimini, Phaphadi-Moshate
	culvert	Nakampe 2, Makgakgapatse 2 To ZCC church, Mamaila 2,Refilwe 2
	Sanitation	
	VIP toilets	600 Makgakgapatse, 400 Refilwe, 400 Nakampe, 200 Mamaila
	RDP Houses(1400)	300 Makgakgapatse,300 Refilwe,300Nakampe,300 Mamaila

	Pay point	Refilwe
	Projects	Needed
	Sanitation	1780
23	**Electricity**	
	Electrification	78 new stand Sefofotse, winners park, Sefofotse, Sedibeng ,Maupa
	Apollo lights	Sefofotse,Sedibeng,Mmaupa,Bellevue
	high mast lights	Sefofotse (Letamong and Ga Mashao), Sedibeng (Melemoni and Mataga)
	Water	
	borehole	Sefofote,Mmaupa,old stand Bellevue
	Water reticulation	Bellevue, Sedibeng, Maupa, Clinic Section
	Water well	Maupa
	reservoir	Maupa, Sedibeng
	Sanitation	
	RDP House(2100)	Sefofotse,Sedibeng,Bellvue
	VIP Toilet	Bellvue,Sedibeng,Sefofotse
	sanitation	1200
	Roads	
	roads	Sefofotse
	pavement	Sedibeng,Mmaupa,Bellvue
	Maintenance of roads	Maupa
	Low level bridges	Sefofotse-dirapeng, Bellevue-Dirapeng, Bellevue-Primrose, Bellevue-May, Bellevue-church, Sedibeng-Ramathekwana, Sedibeng- Sethe
24	**Sanitation**	400
	RDP Houses	800
	Roads and Transport	
	Bridges	Ntata and Mamokgadi
	Low level bridges	Ntata 2, Mamokgadi 2 and Block 17 1
	Community facilities	
	library	
	Mobile clinic	Ntata

	Sports complex	17 Seapole
	Gymnasium	
	Drop in centre	
	Job creation	Project needed
	Electricity	
	High mast lights	Mamokgadi 2, Mamatlepa 18, Mphiri o tee and Nothampton 2, Seapole 2 new stand next to primary and Itsweni
	Electrification	106 household
	Water	
	Renovation or reservoir	Block 18 (Mamatlepa)
	Big reservoir	
	Bulk water supply	
	Cattle dams	
25	**Sanitations**	
	Sanitation (200)	30 Buqa,42,Shaamfana,20 Mpepule,12 Jokong
	RDP House (300)	20 Buqa,21 Shaamfana,21 Mpepule,27 Jokong
	Roads and Transport	
	Tar road	Mpepule-Shamiriri, Kuranta-Zumeri, Mpepule-Shikunyane, Jokoni-Shimange
	paving	Buqa,Mpepule,Jokong
	Speed humps	Mpepule, Jokong
	Community Facilities	
	Community hall	Jokong
	park	Buqa,Mpepule,Jokong,
	Sports complex	Shaamfana
	Electricity	
	Electrification	Extension to new stand, Mpepule
	High mast	2 Buqa,3 Shaamfana,3Jokong section B and Khehlakoni
	Street lights	Buqa,Shaamfana,Mpepule,Jokong
	Water	
	Additional Borehole	Buqa
	40 taps and cattle dam	Buqa

	Bulk water	Shaamfana and Jokong
	Equipment and electrification of borehole	
	Reservoir	Mpepule and Buqa
	Job creation	Project needed
26	**Electricity**	
	Electrification	Kuranta,Ratjeke,Abel,Mothlele,Ramodumo
	Streets lights	Ramodumo,Mothlele,Abel,Mahekgwe
	High mast lights	Abel Village : Seisa and Rabogale
	Water	
	Cattle dam	Ramodumo,Kuranta,Ratjeke,Mahekgwe,Abel
	reservoir	Mothele
	In yard taps	Abel,Mahekgwe,Kuranta
	Bulk supply water	Ramodumo,Mothlele,Abel,Mahekgwe, Kuranta
	Roads and Transport	
	Paving	Ratjeke,Ramodumo,Mothlele
	Tar road	Seaphole-Boxa ,Mahekgwe and Abel
	Bridge	Mahekgwe and Abel, Kuranta-Ramodumo
	Waste Management	
	Refuse removal and dust bins	Ramodumo,Mothlele,Abel,Mahekgwe, Kuranta, Ratjeke
	Job creation	Project needed
27	**sanitation**	400
	RDP houses	280
	Electricity	
	High mast	Hlohlokwe and Rampepe between school and church
	Community facilities	
	Mobile clinic	Thlothlokwe, Mohokoni, Taolome
	Community hall	Thlothlokwe
	Job creation	Projects needed
	Water	
	Borehole	Tlhotlhokwe and Mamanyoha
	reservoir	Mamanyoha, Taolome,Thlothlokwe

	Bulk water supply and water reticulation	Tlhotlhokwe , Mamanyoha and Taolome
	Scooping of dams	Rampepe tomorrow, Taulome,Mamanyoha and Tlhotlhokwe
	Roads and Transport	
	Paving	Mohokoni
	Tar road	Mokwakwaila-Mawa(D3200)
	Low level bridge	Rampepe 1, Mamanyoha 2, Thlothlokwe 1
	Waste management	
	Transfer station	Rampepe
28	sanitation	500
	RDP Houses	1000
	Fencing of grave yard	
	Electricity	
	Electrification extensions	Mauyuuyuu,Barcelona,Mahuntsixikhulu, Mahunzi Masengani, Makharinge,Xhinomela and new stand
	Street lights	Crossin,Makaringe,Maunyuuyuu,Ximorela,Barcelona,Mkhulugomba,Mahuntsixikhulu
	High mast lights	Maunyuunyuu and Mahunzi, Xhinomela and Makaringe
	Water	
	Borehole	Maunyuunyuu 2,Ximonele1,Newstand 1,Mahuntsi 1,Masenoani 2,Makaringe 1,Extensions at Manyuunyuu, Barcelona, Xhinomela
	Roads and Transport	
	Tar road	Maphalle via Rotterdam to Sekgosese
	culvert	Makharintse,Duvula,Fakazi-Makaringe,Maunyuunyuu-Bazuka street,Mahuntsi-Mkhuludomba, Bazuka, Barcelona
	Paving	Scrap yard- Chakkie culverts (Duvula),Dumani/Duvula,Makaring Secondary,Mahuntsi to Ximoneal,scrapyard to Chaku Secondary, pass new stand to grave yard (Mahunzi)
	Community facilities	

	Sports complex	
	library	
	Community hall	Mahunzi, Duvula
	Job creation	Project needed
29	**Water and sanitation**	
	Water	Modjadjiskloof, Mokgoba, Mooketsi,Goudpaas, Winars farm, Mokwakakwala and Modikong
	Prepaid meters	Modjadjiskloof
	Sanitation	Mokgoba,Mooketsi,Goudplaas,Winars park,Mokwakakwala, Modikong
	RDP Houses	Goudplaas,Mokgoba,Mooketsi
	Purification plant	Modjadjiskloof
	Sewer system	Modjadjiskloof
	Electricity	
	Electrification	Modikong, Mokwakakwala
	Street lights	Modjadjiskloof,
	Apollo lights	Mokgoba sports ground, Mooketsi,Goudpaas
	Sport light	Mokgoba
	Roads and Transport	
	paving	Mokgoba, Goudplaas,Modikong,Mokakwakala
	Street rehabilitation	Modjadjiskloof
	Speed humps	Mokgoba
	Market Stalls	Mooketsi
	Pedestrian bridge	Mokgoba
	Roads	Winars farm
	Land sites	
	Land for industrial sites	Modjadjiskloof
	Space for mobile clinic	Mokgoba
	land	Mokgoba,Modikong,Mokwakakwala
	Community facilities	
	Clinic	Goudplaas
	Primary and high school	Goudplaas
	Sports ground	Goudplaas

18. STRATEGIC PHASE

18.1 INTRODUCTIONS

Greater Letaba municipality integrated development (IDP) maps the need of the community and also determines strategies and plans to address the needs highlighted by the communities through the process of constitution. This section outlines the vision, objectives and strategies by the municipality to achieve the developmental aims. The approach adopted in this section is based on developing a strategic intent which is firmly entrenched:

- Responding to the gap analysis and ensuring a developmental approach and an integrated response.

18.2 STRATEGIC INTENT OF GREATER LETABA MUNICIPALITY

An effective integrated development process which includes strategic planning session culminated into the strategic intent which ultimately is a summary of what the municipalities' intents to achieve. The foundation established through strategic planning will assist Greater Letaba Municipality to focus all efforts and action towards the attainment of objective identified enabling municipality to live up to the expectorations on their communities.

VISION

The vision of Greater Letaba Municipality reflects as follows:

"To be an outstanding agro-processing and eco-cultural tourism hub"

MISSION

Greater Letaba Municipality's mission reflects as follows:

To ensure an effective, efficient, and economically viable municipality through:

- Provision of accountable, transparent and consultative government.
- Promotion of local economic development and poverty alleviation.
- Strengthening cooperative governance.
- Provision of sustainable and affordable services.
- Ensuring a safe and healthy environment.

SLOGAN

A slogan expresses the uniqueness of an organisation. The slogan for Greater Letaba Municipality is: "Maatla go Setšhaba".

VALUES

The participants also reaffirmed the values as still relevant.

Greater Letaba Municipality strategic planning session decided on the following values:

- Teamwork
- Commitment
- Integrity
- Value for money
- Consultation
- Transparency
- Accountability
- Courtesy
- Innovation
- Honesty
- Efficiency and effectiveness
- Respect

18.3 SWOT ANALYSIS

SWOT analysis is a strategic planning tool used to discuss and evaluate the strengths, weaknesses, Opportunities and Threatens in the municipality. It identifies the internal factors that influence the strategic intent which assist the municipality to better align itself with existing conditions so as to maximise its ability to function optimally.

The SWOT Analysis provides a better understanding of environmental influences on the municipality, enabling it to effectively plan for future and makes strategic decisions based on this analysis. The information which is developed through the analysis will help bring new opportunities to the fore. Resources can be more effectively allocated when a thorough understanding of the factors affecting the municipality are taken into account as well as factors that are hindering the municipality are discovered and addressed.

Strengths	Weakness	Opportunity	Threats
Political Stability in Council	Challenges regarding Audit Issues since are not looking well.	Tourism attractions places	Water Challenge (Kgapane and Modjadjiskloof)
Traditional Leader relationship and support	Recover the lost time (Oct-December), Council recession	Development of corridors	Declining population of GLM. Why?
Consultative Forums	Continuous outrage of electricity	Agriculture	Decrease in population
Well qualified competent leadership	Local Economic Development is not doing well		Majority reside in rural areas
Sound financial management	Poor planning in the institution		High unemployment rate
	Ill discipline		Waste removal backlog
	Provision of services (villages)		Scarcity of water sources
	Lack of commitment from both pol/admin		Lack of bulk water supply
	Sabotage of municipal services by both pol/admin		Environmental challenges(veld fire, alien plant invaders, deforestation, soil erosion)
	Lack of sense of urgency		Informal settlements
	Poor planning overtime and leave days		Unavailability of land
	Indigent register (very few approved)		Land claims
	Poor planning		Lack of agricultural skills

	Implementation of employment equity		dysfunctional of boreholes
	Not a water supply authority		Illegal connections
	Behind in terms strategic plan		
			Non-attendance of IDP forums
			Lack of industrial estate
			Lack of tourism infrastructure
			Lack of tourism awareness

18.4 ALIGNMENT WITH NATIONAL PRIORITIES/STRATEGIES

NATIONAL PRIORITY AREAS

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

NATIONAL OUTCOMES

- Improved quality of basic education
- A long and health life for all South Africans
- All people in South Africa feel free and safe
- Decent employment through inclusive economic growth
- Skilled and capable workforce to support inclusive growth path
- An efficient , competitive and responsive economic infrastructure network
- Vibrant, equitable and sustainable rural communities with food security for all
- Sustainable human settlement and improved quality of household life
- A responsive , accountable , effective , efficient , local government system
- Environmental asset and natural resources that are well protected and continuously enhanced
- Create a better South Africa and contribute to a better Africa and the World
- An efficient , effective and developmental public service and empowered , fair , and inclusive citizenship

The National Development Plan Focusses amongst others on the Following:

- The active efforts and participation of all South Africans in their own development
- Redressing the injustices of the past effectively
- Foster economic growth and higher investment and employment
- Raising standards of education , a healthy population and effective social protection
- Strengthening the link between economic and social strategies
- Collaboration between the private and public sector

18.5 STRATEGIC ALIGNMENT

MTSF	NDP	LEGDP	GLM STRATEGIC OBJECTIVES	OUTCOME 9
Strategic priority 1: Speeding up growth and transformation of economy to create decent jobs and sustainable livelihoods i.e. expenditure management.	**Faster economic growth and employment**	**Ensuring more inclusive economic growth, decent work and sustainable livelihoods:** to respond appropriately, promptly and effectively so that growth and decent employment as well as improvements in income security are reinforced and the sustainability of investments.	Sustainable Financial Institution	**Implement the community work programme and cooperatives support**
Strategic priority 2: Massive programme to build economic and social infrastructure i.e. infrastructure investment programme, public transport infrastructure, low cost and affordable housing, improving provincial and local government capacity, health, education, library, sporting, recreation.	Strengthening the links between economic and social strategies.	**Economic and social infrastructure:** Infrastructure investment programme. Aimed at expanding and improving social and economic infrastructure in order to increase access, quality and reliability of public services and to support public services and to support economic activities, while considering environmental sustainability and pursuing maximum employment impact**.**	Improved quality of life	Improve access to basic services Actions supportive to human settlement outcomes.

MTSF	NDP	LEGDP	GLM Strategic Objectives	OUTCOME 9
Strategic priority 3: comprehensive rural development strategy linked to land and agrarian reform and food security i.e. land reform policies, agricultural production, rural livelihoods and food security, service delivery, rural transport, revitalization of rural towns, support non-farm economic activities.	Redressing the injustices of the past effectively	Rural development, food security and land reform: to develop and implement a comprehensive strategy of rural development that will be aimed at improving the quality of life of rural households, enhancing the country's food security through a broader base of agricultural production, exploiting the varied economic potential that each region of the country enjoys.	Improved Local Economy	Implement a differentiated approach to municipal financing, planning and support

MTSF	NDP	LEGDP	GLM Strategic Objectives	OUTCOME 9
Strategic priority 4: Strengthen the skills and human resource base i.e. adequate basic services (water, sanitation, electricity to schools; access to facilities such as libraries, classrooms and laboratories.	Rising standards of education, a healthy population and effective social protection	Access to quality education: to focus on skills and education system towards the delivery of quality outcomes	Improved Human Resource	
Strategic priority 5: Improve the health profile of all South Africans i.e. filling of critical vacant posts, improving the national emergency medical (ambulance) service model, implement comprehensive Plan for the Treatment, Management and Care of HIV and AIDS.	Raising standards of education, a healthy population and effective protection	**Improve health care:** to transform health system, improve quality of care and public facilities, boast human resources and set up the fight against HIV and AIDS, TB and other communicable diseases, as well as life style and other causes of ill-health and mortality	Access to sustainable basic services	
Strategic priority 6: Intensify the fight against crime and corruption i.e. fight against crime and corruption in the public and private	Raising standards of education, a healthy population and effective social protection	**Fighting crime and corruption:** to curb levels of crime and corruption**.**	Improved Quality of life	

MTSF	NDP	LEGDP	GLM Strategic Objectives	OUTCOME 9
Strategic priority 7: Build a cohesive, caring and sustainable communities	Collaboration between the private and public sector	Cohesive and sustainable communities: meet the target of halving poverty and	Integrated and sustainable human settlement	Single window of coordination

i.e. development and strengthening of community organisations such as school governing bodies, community policing forums, ward committees.		unemployment by 2014 and in conjunction with other priorities, to strengthen human capabilities, promote shared values and social solidarity and strive to reduce overall inequalities.		
Strategic Priority 8: Pursuing African advancement and enhanced international co-operation	The active efforts and participation of all South Africans in their own development.	Creation of a better Africa and a better world: ensure that foreign relations contribute to the creation of an environment conducive to economic growth and development domestically, within Africa and in other developing countries.		Single window of coordination

MTSF	NDP	LEGDP	GLM Strategic Objectives	OUTCOME 9
Strategic Priority 9: Sustainable Resource Management and use.	The active efforts and participation of all South Africans in their own development.	Sustainable Resource Management and use: diversification of the energy mix in pursuit of renewable energy alternatives and the promotion of energy efficiency, enforcing a zero tolerance approach to illegal and unsustainable food production, and promoting sustainable water use and preserving quality of drinking water.	Integrated sustainable development	Implement a differentiated approach to municipal financing, planning and support.
Strategic priority 10: Building a developmental state including improvement of public services and strengthening democratic institutions i.e. Improving the capacity and efficacy of the state, improving the delivery and quality of public services, entrenching a culture and practice of efficient, transparent, honest and compassionate public service and building partnership with society and strengthening democratic institutions.	Raising standards of education, a healthy population and effective social protection	A Developmental state, including improvement of public services: Improving the capacity and efficacy of the state, improving the delivery of public services, entrenching a culture and practice of efficient, transparent, honest and compassionate public service and building partnership with society and strengthening democratic institutions.	Improved Governance and Organisational Excellence	Improve administrative capacity.

18.6 STRATEGIC OBJECTIVES AND OUTCOMES

The following strategic objectives and outcomes were derived from the SWOT analysis.

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Table: Strategies to achieve strategic object

Strategic objectives	Strategies
Improved quality of life	**S:** Provision of basic services such as water, sanitation, electricity, waste management, recreational facilities and roads infrastructure. Annual review of indigent register. Effective coordination of HIV/AIDS, Gender, Youth, Elderly and Disability Programmes. Promote access to education through provision of bursaries. Improve planning and management **M**: Provision of basic services such as water, sanitation, electricity, waste management, recreational facilities and roads infrastructure. Annual review of indigent register. Effective coordination of HIV/AIDS, Gender, Youth, Elderly and Disability Programmes. Promote access to education through back to school campaign and bursaries. Annual review of indigent. Ensure that household have access to public transport. **L**: Provide sustainable services to all residents.

Sustainable Institution	Financial	**S:** Strengthening means of revenue collection. Appointment of debt collector to enforce payments of outstanding debts. Improving direct communication with rate payers (sms, telephone calls). Awareness campaigns. Issue statements via electronic. Improve financial internal controls. Proper alignment of the organogram to the IDP and Budget. Payment of services through electronic system. **M:** Expand revenue base. Reduce irrecoverable portions of debt. Empower ward committees and traditional leaders to assist with direct communication with the residence. Introduce prepaid meters at Modjadjiskloof **L:** Expand revenue base. Payment of account through vending machines. Feasibility study on payment of accounts through other institutions.

Improved Local Economy	**S:** Create job opportunities. Develop programme to support SMME and promote the Public Private Partnership (PPP), enhance sector competitiveness, intergovernmental dialogs on shared priorities and collective economic interventions and engage NGOs and private sector. Assist SMMEs in marketing of their products. All projects to be audited and registered as EPWP. Improve coordination role with sector departments and Parastatals. Establishment of the Rain Queen Show. To forge partnership with Modjadji Head kraal in hosting the annual rain making celebration. Develop structured relationship with business and commercial farmers. **M:** Feasibility studies on opportunities. **L:** Support community based projects. Investor attraction, Game farming and 4 X 4 Track near Water fall.
Integrated Sustainable Human Development	**S**. Proper planning of human settlement and implementation of LUMS. Engage traditional leaders and private land owners to avail land for development **M**. Proper planning of human settlement and implementation of LUMS. Creative rezoning for mixed use development. **L**. Creation of self-sustaining settlement. Nodal point regeneration and development

Access to Sustainable Basic Services	**S**: Maintain minimum service level standard. Develop infrastructure development and maintenance plan. Annual review of the indigent register. Development of infrastructure refurbishment programme. OS-Early identification of projects and strategic locality. Feasibility studies conducted on all projects. Establishment of specification committee to approve specifications before advertisement. Accurate development and compiling of specifications. Accurate and proper costing of all projects. Proper project planning and management. **M**: Maintain minimum service level standard. Develop infrastructure development and maintenance plan. Annual review of the indigent register. Development of infrastructure refurbishment programme. Implementation of infrastructure development and refurbishment plans **L**: Maintain minimum service level standard. Develop infrastructure development and maintenance plan. Annual review of the indigent register. Development of infrastructure refurbishment programme. Implementation of infrastructure development and refurbishment plans
Improved Governance and Organisational Excellence	**S**: Conduct community satisfaction survey. Turning the relationship with traditional leaders to be beneficial to both parties. Increasing public participation by conducting monthly mayor's Imbizos. Training the ward committees on their role and responsibilities. Aligning the municipality public participation strategy with the one for sector departments by benchmarking

	the strategies. **M**: Address challenges raised in community survey. **L**: Establish toll free customer service telephone line
Improved Human Resources	**S**: Strengthening planning for continuous capacity building for employees across all levels. Increase funding for training across political and administrative level. Develop and implement interventions to improve staff morale and discipline. Sensitising political parties to discourage office bearership behaviour by staff. Effective implementation of the Employment Equity Plan by encouraging targeted groups to apply during advertisement. Head hunting to be done in very strategic positions. **M**: Developing a PMS cascading framework. Strengthening planning for continuous capacity building for employees across all levels. Develop and implement interventions to improve staff morale and discipline. Sensitising political parties to discourage office bearership by staff. L: Cascading of individual performance management.

18.7 OPERATIONAL STRATEGIES

SPATIAL RATIONALE

Programme	Strategic objectives	Strategies	Programme KPI	Programme Result
Planning	Integrated sustainable development	▪ Review and implementation of the lums. ▪ Identification of sustainable land for development according to SDF ▪ Monitor and ensure that development take place according to SDF	% compliance to SDF.	Ability to project and plan for future spatial development, sustainable development.
Infrastructure planning.	Integrated Sustainable Development.	▪ Enforce compliance rules and regulations.	% approved building plans.	Controlled regulated building.

BASIC SERVICE DELIVERY

1. WATER AND SANITATION.

Programme	Strategic Objectives	Strategies	Programme KPI	Programme Result
Water and Sanitation Services	Access to Sustainable Basic Services	▪ Delivery of water through trucks in needy areas. ▪ Coordination of electrification of boreholes without energy source. ▪ Support Lepelle Northern Water in obtaining water use Licence from DWA. ▪ Financial house connection for the water.	Report on number of households with access to basic water and sanitation.	Reduction in the backlog on access to water and sanitation

2. ELECTRICITY.

Programme	Strategic Objectives	Strategies	Programme KPI	Programme Result
Electricity	Access to Sustainable Basic Services	▪ Upgrading of old electricity infrastructure in Modjadjiskloof ▪ Continuous coordination of the Local Energy Forum and participation in the District energy forum. ▪ Electrifications of new extensions. ▪ Continuous provisions of new high mast lights.	▪ Number of households with access to basic electricity in Modjadjiskloof. ▪ Report on households with access to electricity where Eskom provide electricity.	Eradication of backlog for access to sustainable energy supply.

3. ROADS AND STORMWATER

Programme	Strategies Objectives	Strategies	Programme KPI	Programme results
Roads and Storm Water	Access to Sustainable Basic Services.	▪ Implementation of roads and storm water maintenance programme. ▪ Implementation of roads grading programme. ▪ Procurement of additional machinery for road maintenance. ▪ Review, implement and monitoring of the infrastructure maintenance plan.	% of KMS of roads to be maintained.	Access to households and public amenities by the community during all-weather condition
Free Basic Services	Access to sustainable basic services	▪ Annual review and updating of indigent register. ▪ Identification of indigent households.	% registered household's access receiving free basic services per category.	All qualifying indigent households have access to free basic services.

LOCAL ECONOMIC DEVELOPMENT

Grow the economy and provide livelihood support and support partnerships

Programme	Sub-programme	Strategic Objective	Strategies	Programme KPI	Programme Results
LED		Improved Local Economic	▪ Implementation of reviewed LED Strategy and related LED sector plans ▪ Analysis of the status of the Local economy initiatives. ▪ Business skill training foe cooperative.	% of increase of temporary jobs created through EPWP and % of permanent jobs created through LED.	Decreased unemployment
	Tourism	Improved Local Economy	▪ Review of tourism strategy. ▪ Intensify the functionalities of tourism forums.		
			▪ Establish partnership with tourism operators ▪ Mobilize funding for emerging operators.	Number of jobs created through tourism.	Increased employment

Programmes	Sub-programme	Strategic Objectives	Strategies	Programme KPI	Programme Results
	Agriculture	Improved Local Economy	▪ Initiatives to support emerging farmers. ▪ Establishment of agro-processing plant. ▪ Establish partnership with emerging farmers to transfer skills.	Number of jobs created through the initiatives.	Increased employment
	Enterprise Development	To eradicate poverty through enterprise initiative.	▪ Development of SMME'S. ▪ PPP establishment with business and monitor sustainability.	Number of jobs created through enterprise initiatives.	Increased Employment.
	Marketing	Promotion municipality in South Africa, Africa and internationally.	▪ Development of marketing strategies to promote municipality.	% increase in investment in the municipality.	Increased in investment and tourism.

FINANCIAL VIABILITY

Programme	Strategic Objectives	Strategies	Programme KPI	Programme Result
Budget	Sustainable financial institution.	Ensure effective adherence and implementation of MFMA calendar for budget and reporting.	% achievement of outputs on budget process plan.	Legislative compliance.
Revenue Management	Sustainable Financial Institution.	▪ Awareness campaign ▪ Implementation of rates and taxes. ▪ Provision of basic services by consumers. ▪ Encourage communities to arrange for payment of debt.	% Variance on collected and billed revenue.	100% revenue collected.
Expenditure Management	Sustainable Financial Institution.	▪ Monthly variance analysis report. ▪ Implement austerity measures and improve where necessary.	% Budget Variance	Financial sustainability
Supply Chain Management.	Sustainable Financial Institution.	▪ Compliance to legislative supply chain management time frame. ▪ Enforce compliance by bid and adjudication committee.	% Tenders adjudicated within 90 days of closure of tender	Good Governance

Programme	Strategic Objectives	Strategies	Programme KPI	Programme Result
Asset Management	Sustainable Financial Institution	▪ Disposal of assets. ▪ Bi-annual physical assets verification. ▪ Balancing inventory registry. ▪ Identification of redundant assets	▪ Number of disposals as approved by council. ▪ Grap compliance of assets registry.	Efficient and effective organisation.
Fleet Management	Sustainable Financial Institution	▪ Enforce the log book system. ▪ Monthly fleet utilization report. ▪ Ensure effective post trip inspection.	▪ Compliance to service interval of fleet vehicles.	Efficient and effective organisation.
Financial Reporting	Sustainable Financial Institution.	▪ Ensure effective adherence and implementation of time table for budget and reporting.	▪ % compliance to reporting time table	▪ Quality reporting on municipal financials. ▪ Good Governance and transparency.

Programme	Strategic Objectives	Strategies	Programme KPI	Programme Result
Municipal Infrastructure Grant.	Sustainable Financial Institution.	▪ Timeous registration of approved projects on MIS. ▪ Effective project management. ▪ Project forward planning design and tender document.	% MIG budget allocation spent.	Sustainable capital project for improved quality of life for all community members.
Indigent Management	Improved Quality of Life.	▪ Review and identification of indigent household. ▪ Publication of updated indigent register. ▪ Continuous verification of indigent households.	▪ Number of applications received. ▪ Number of indigent serviced.	All indigent households' revenue free basic services.

GOOD GOVERNANCE AND PUBLIC PARTICIPATION

Programme	Strategic Objectives	Strategies	Programme KPI	Programme Result
Public participation and ward committees.	Improved government and organisational excellence.	Ensure access to information through ward committees to encourage community participation and involvement.	Number of community meetings held.	Effective community participation.
Cooperative Governance IGR	Improved governance and organisational excellence.	Ensure that good intergovernmental relations.	Number of District forums attended.	Good governance and intergovernmental relations.
Cooperative Governance Traditional Leaders.	Improved governance and organisational excellence.	Strengthen relationship with traditional leaders and appeal for land availability.	Number of traditional leader taking part in council and portfolio committees.	Relationship building traditional leaders.
Communication	Improved Governance and Organisational Excellence.	Ensure that all communication is in accordance with communication strategy and policy.	Number of internal and external newsletter.	Well informed communities and stakeholders.

MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT

Programme	Strategies Objectives	Strategies	Programme KPI	Programme Result
Council Services	Improved Governance and organisational excellence.	▪ Timeous preparation and delivery of agenda and minutes. ▪ Council takes place as scheduled.	Number of council meetings held.	Well organised and effective and efficient organisation.
PMS	Improved Governance and Organisational excellence.	▪ Ensure legislation compliance to performance management within the organisation.	% 2nd quarter scorecard rating.	High performing municipality.
Information technology (IT)	Improved Governance and organisational excellence.	▪ Upgrading of IT system. ▪ Improve telecommunications systems. ▪ Regularly update on website.	▪ Number of employees accessing IT system. ▪ % Decrease in server downtime.	Effective and efficient utilization of ITC.
Skills Development	Improved human Resources.	▪ Annual skills audit review, training of personnel according to skills development plan. ▪ Effective participation in ABET initiative.	▪ % compliance to skills Development plan.	Capacitated staff and improved service delivery.

Programme	Strategic objectives	Strategies	Programme KPI	Programme Result
OHS	Improved Human Resource	▪ Effective monitoring of safety at workstations. ▪ Training of the OHS committees on health and safety and health.	Number of recommendation implemented.	Safe and healthy working environment.
Customer Relations Management.	Improved Governance and Organisational excellence.	▪ Addressing issues on presidential & Premier hotline. ▪ Implementation of customer care management system. ▪ Conduct Batho Pele road shows.	Number of complains acknowledged and responded to within 7 days working hours.	Satisfied community and stakeholder.
IDP	Integrated Sustainable Development.	▪ Ensure annual review of IDP is conducted according to process plan. ▪ Alignment of IDP and budget. ▪ To ensure that the IDP is according to COGHSTA checklist	▪ % compliance to IDP process plan ▪ % compliance to budget process plan	Credible document, informed by community stakeholders.

Programme	Strategic Objective	Strategies	Programme KPI	Programme Result
Auditing	Improved Governance and organisational excellence.	▪ Responding to AG queries with immediate effect where possible. ▪ Implementation of the Audit Action plan.	% Issues raised and addressed during the last AG report.	Unqualified audit report.
Fraud and anti-corruption.	Improved Governance and Organisational excellence.	▪ Implementation of fraud and anti-corruption strategy. ▪ Promotion of whistle blowing. ▪ Review of fraud and Anti-corruption strategy.	▪ Number of cases reported. ▪ % of cases successfully dealt with.	A fraud and corruption free municipality.

SOCIAL SERVICES

Programme	Strategic Objectives	Strategies	Programme KPI	Programme Result
Sports Facilities	Access to sustainable basic services.	▪ Upgrading of sports facilities. ▪ Monitor the implementation of the maintenance plan. ▪ Developing of sports facilities.	▪ Number of sports facilities to be upgraded. ▪ Number of sports facilities to be maintained. ▪ Number of sports facilities to be developed.	All community members have access to sports facilities.
Cemeteries	Integrated Sustainable Development.	▪ Regulation of community cemeteries. ▪ Gazetting of cemeteries by-laws. ▪ Establishment of adequate burial facilities and ensure proper maintenance of facilities.	▪ % of cemeteries maintained on monthly basis.	Environmental health and safety.
Housing	Integrated Sustainable Human Development.	▪ Establish quarterly status quo of housing needs. ▪ Liaise and negotiate with CogHSTA to allocate housing unit to eradicate backlog.	▪ Number of housing needs analysis conducted.	All households live in at least RDP standard of housing.

Programme	Strategies Objective	Strategies	Programme KPI	Programme
Security Services	Improved governance and organisational excellence.	▪ Awareness campaigning to ensure that property is safeguarded.	Number of vandalism cases reported and resolved by security guards.	Effective and efficient organisation.
Education	Improved human resource	▪ Liaise with the Department of Education to provide requisite educational facilities.	% decrease in educational facilities backlog.	Educated Nation.
Safety and Security.	Improved quality of life.	▪ Liaise with the department of Safety and Security to provide personnel and facilities and implementation of safety programmes	% decrease in crime in the municipality.	Safety and secure society.

Programme	Strategic Objective	Strategies	Programme KPI	Programme Result
Health Services	Improved quality of life.	Liaise with the Department of Health to provide health services.	% of reduction of diseases spread.	Healthy Nation
Library services	Improved quality of life	▪ Access to Library within municipalities. ▪ Benchmarking tariffs with other municipalities. ▪ Building libraries in Khumeloni, Sekgopo and Senwamokgope.	% achievement on library action plan	A mental health community and access to information.
Traffic	Improve quality of life	▪ Increase visibility to traffic policing. ▪ Enforce compliance to traffic road rules and regulations.	% achievement of traffic Action plan.	A safe community through responsible use of roads.
Licensing	Improved quality of life	▪	% compliance to K53 system to maintain B Grade.	A safe community that complies with licensing rules and regulation.

DISASTER AND ENVIRONMENTAL MANAGEMENT

Programme	Strategic Objective	Strategies	Programme	Programme Result
Environmental Management	Access to sustainable basic services	▪ Implementation of environmental strategies i.e. Waste minimization and recycling strategy. ▪ Development of environmental tools i.e. reviewing IWMP in house. ▪ Development of environmental management plan. ▪ Environmental management framework (EMF). ▪ Training of the beneficiaries of Maphalle Buy-back centre. ▪ Eradication of invader/alien plants	100% compliance to environmental legislation.	People to live in a healthy environment.
Disaster Management	Integrated sustainable development	▪ Ensure coordination of all disaster management process with MDM.	Number of disaster preventative measures implemented.	Safe and secure community
Waste Management	Access Sustainable Basic Services	▪ Placement of skip-bins to other rural areas. ▪ Construction of the land fill site.	% Compliance to waste management plan.	100% Waste removal in proclaimed areas.

SPECIAL PROGRAMMES OF THE COUNCIL

Programmes	Strategic Objectives	Strategies	Programme KPI	Programme Result
Disability Development	Improved Quality of Life	▪ Implementation of disability programmes. ▪ Establishment of baseline on disability people.	% of national, provincial and district initiatives implemented.	Improved life of people with disability.
Gender Development	Improved Quality of life	▪ Support and promote gender equality in the municipality.	% Increase in the community participation in gender issues and mainstream programmes.	Equality in gender
Programme for elderly people.	Improved Quality of Life	Support and promote elderly programmes	% Increase of the elderly participation in municipal initiatives.	Caring municipality
Youth Development	Improved Quality of Life	Promote and support youth involvement in youth initiatives.	% increase of youth participation in municipal initiative.	Increased youth participation.
HIV/Aids	Improved Quality of Life.	▪ Support HIV/Aids programmes. ▪ Continuous update of baseline.	Rand money spent on HIV/Aids.	Reduced a number of infections in the communities.

PROJECTS PHASE

1. Introduction

During the strategy phase, strategic objectives where developed on how the municipality is going to achieve the strategic themes and ultimate goals of service delivery to, and a better life for the community. These strategic objectives must now be operationalized through the identification of projects that will enable the municipality to deliver on its commitment to the community.

Projects are identified through needs experienced by the community and Councillors in their areas or villages, Municipal Departments and officials from departmental plans, sector plans, specialist studies and maintenance programmes; and strategic planning exercises might identify projects of strategic importance.

When deciding on the implementation of projects, the municipality must ensure that priority issues and needs are addressed and that projects be implemented where it will benefit the municipality the most. Also very important is that the municipality must ensure that with its limited financial and human resources, due regard is given to priority issues and maintenance projects during the distribution of resources.

The community must also be involved and informed regarding the decision to implement projects. Community involvement will rule out biasness towards certain community grouping and will ensure buy-in from community members in implementation of projects. Community involvement is achieved through, inter alia, the IDP Representative Forum. Budgets need to be allocated to projects, quarterly targets and activities established to ensure that the municipality will be in a position to fund and implement identified projects within time and budget and that under or overspending on projects is minimised.

OPERATING REVENUE	Adjst. Budget 2011/2012	Budget 2011/2012	Actuals 2011/2012	Adjust.Budget 2012/2013	Budget 2012/2013	Actuals 2012/2013	Budget 2013/2014	Adjust. Budget 2013/2014	Budget 2014/2015	Budget 2015/2016	Budget 2016/2017
Assessment Rates	6 065 000	7 083 000	6 920 579	5 666 000	7 507 980	6 418 553	5 984 000	5 984 000	6 355 008	6 729 953	7 100 101
Grants & Subsidies - Operational	125 156 000	123 478 000	156 914 382	136 277 000	136 608 000	136 289 616	150 056 000	150 219 384	171 854 000	211 371 000	213 577 000
Solid waster (refuse)	2 680 357	2 901 357	2 902 195	3 650 000	2 888 890	3 443 508	4 063 000	3 854 000	4 092 948	4 334 432	4 572 826
Sewerage	-	-							-	-	-
Vehicle Licensing & Testing	5 951 592	5 797 592	4 998 699	6 850 000	6 225 000	4 773 358	7 234 000	7 234 000	7 682 508	8 135 776	8 583 244
Water	-	-	-	-	-	-	-	-	-	-	-
Debt Impairement	-2 988 618	-5 026 518	-5 360 148		-5 360 148	-	-5 660 316	-5 660 000	-6 010 920	-6 365 564	-6 715 670
Electricity	9 553 004	9 553 004	8 436 130	14 026 000	10 738 234	11 822 993	14 812 000	14 811 879	15 906 477	16 844 959	17 771 432
Interest Earned - FNB	2 000 000	2 000 000	2 107 952	2 120 000	2 120 000	1 876 556	2 238 720	2 239 000	2 377 818	2 518 109	2 656 605
Interest Earned - External Investments	758 400	758 400	2 516 858	804 000	803 904	3 220 395	849 024	3 400 000	3 610 800	3 823 837	4 034 148
Interest Earned - Outstanding Debtors	2 856 041	2 856 041	4 231 088	5 000 000	3 027 403	5 298 477	5 280 000	5 280 000	5 607 360	5 938 194	6 264 795
Other Income	16 723 000	17 160 400	6 187 937	31 446 000	34 306 324	668 349	84 554 996	42 810 817	20 223 020	21 416 178	22 594 068
Gain on disposal of PPE									106 200	112 466	118 651
Total Income excluding MIG	**168 754 776**	**166 561 276**	**189 855 672**	**205 839 000**	**198 865 588**	**173 811 805**	**269 411 424**	**230 173 080**	**231 805 219**	**274 859 341**	**280 557 200**
Withdrawals from Investment									**44 881 000**		
Grants & Subsidies - MIG									**53 440 000**	**56 218 000**	**58 687 000**
Total Income Including MIG									**330 126 219**	**331 077 341**	**339 244 200**

OPERATING EXPENDITURE

Salaries & allowances	47 640 733	51 674 395	40 305 647	54 773 000	55 154 688	47 300 613	58 525 000.00	58 524 961.00	64 346 273	68 464 434.90	72 846 158.73
Councillors' remuneration	15 884 864	15 884 864	13 351 473	15 310 000	16 679 107	14 235 330	16 359 000	15 346 000	16 855 524	17 934 277.15	19 082 070.89
Purchases of Water	-	-	-	-	-	-	-	-	-	-	-
Purchase of Electricity	10 179 543	10 179 543	9 487 172	11 553 781	11 553 781	10 611 608	12 478 000	12 478 320	13 483 727	14 570 515	15 744 899
General expenses	38 699 728	39 859 595	30 548 721	50 991 500	47 994 283	68 617 356	55 335 563.00	57 477 860.00	57 859 565	56 011 039.20	57 593 921.15
Repairs & Maintenance	4 702 895	6 462 045	2 925 779	6 752 000	5 639 086	2 510 626	5 548 315	5 309 105	9 498 650	9 847 270.35	11 463 919.11
Capital charges	1 772 899	2 165 078	1 558 604	1 879 273	1 879 273	1 458 537	1 985 000	1 984 517	2 107 008	2 231 321	2 351 813
Depreciation	5 927 224	5 981 424	9 004 039	8 961 000	8 631 688	11 339 548	9 462 000	9 462 288	10 048 950	10 641 837.90	11 227 138.98
Total expenditure	**124 807 886**	**132 206 944**	113 764 776	**150 220 554**	**147 531 906**	**156 073 618**	**159 692 878**	**160 583 051**	**174 199 697**	**179 700 696**	**190 309 920**
Minus Debit elsewhere	5 927 224	5 981 424	9 004 039	8 961 000	8 631 688	11 339 548	9 115 063	9 462 288	10 048 950	10 641 837.90	11 227 138.98
Net expenditure	**118 880 662**	**126 225 520**	**122 768 815**	**141 259 554**	**138 900 218**	**144 734 070**	**150 577 815**	**151 120 763**	**164 150 747**	**169 058 858**	**179 082 781**
Net surplus/(Deficit)	**49 874 114**	**40 335 756**	67 086 857	**64 579 446**	**59 965 370**	**29 077 735**	**118 833 609**	**79 052 317**	**112 535 472**	**105 800 483**	**101 474 418**

SPATIAL RATIONALE

Priority Issues: SDF, Site Demarcation and Formalization, LUMS and GIS

PROJECT NAME	PROJECT LOCATION	MEDIUM TERM EXPENDITURE FRAME WORK			IMPLEMENTING AGENT
		2014/2015	2015/2016	2016/2017	
Demarcation of site (Goudplaas)	Goudplaas	R700 000	R741 300	R782 072	GLM
Demarcation of site (Nooitedaght Farm)	Nooitedaght	R600 000			GLM
Conveyance of unregistered GLM properties	GLM	R60 000			GLM
Land use management	GLM	R500 000			GLM
Modjadjiskloof urban renewal plan	GLM	R400 000			GLM
Scanning of the building plans into GIS	GLM	R100 000			GLM

BASIC SERVICES AND INFRASTRUCTURE DEVELOPMENT

PRIORITY ISSUES: WATER AND SANITATION

PROJECT NAME	PROJECT LOCATION	MEDIUM TERM EXPENDITURE FRAMEWORK			IMPLEMENTING AGENT
		2014/2015	2015/2016	2016/2017	
Muddle Letaba RWS: Bolobedu RWS	Bolobedu				Mopani District municipality
Modjadji RWS	Bolobedu				Mopani District Municipality
Sekgopo Local GWS	Sekgopo				Mopani District Municipality
Rehabilitation of Kgapane Sewer works	Kgapane				Mopani District Municipality
Mopani Rural Household Sanitation	Greater Letaba Municipality				Mopani District Municipality

PRIORITY ISSUES: ROADS, STORM WATERS AND BRIDGES

PROJECT NAME	PROJECT LOCATION	MEDIUM TERM EXPENDITURE FRAMEWORK			IMPLEMENTING AGENT
		2014/2015	2015/2016	2016/2017	
Pedestrian William Kgatla bridge	Kgapane	R150 000			GLM
Low level bridges	GLM	R1 500 000		R19 845 118	GLM
Modjadji Channels	Modjadjiskloof	R2 000 000			GLM
TLB (Backhoe Loader)	Modjadjiskloof	R1 500 000	R1 650 000	R1 815 000	GLM
Water Cart	GLM		R1 703 477		GLM
Graders(2)	GLM		R5 500 000	R6 050 000	GLM
2 Tonner Trucks with Quarter canopy	Modjadjiskloof	R300 000			GLM
Plate Compactor	Modjadjiskloof	R35 000			GLM
Sekgopo Gabions	Sekgopo	R1 200 000			GLM
Mothobeki paving	Mothobeki	R6 500 000			GLM
Mamaila Phapadi paving	Mamaila Phapadi	R6 500 000			GLM
Phooko Head Kraal paving	Phooko Head kraal	R3 200 000			GLM
Raphahlelo Head Kraal paving	Raphahlelo	R6 500 000			GLM
Tipper Truck	Modjadjiskloof	R1 380 000	R1 518 000	R1 669 800	GLM

PROJECT NAME	PROJECT LOCATION	MEDIUM TERM EXPENDITURE FRAMEWORK			IMPLEMENTING AGENT
		2014/2015	2015/2016	2016/2017	
Rehabilitation of Modjadjiskloof streets	Modjadjiskloof	R5 500 000			GLM
Rehabilitation ofKgapane streets	Ga-Kgapane	R5 500 000			GLM
Quick cut machine	Modjadjiskloof	R28 000			GLM
Modjadjiskloof sidewalks	Modjadjiskloof	R3 000 000			GLM
Access road to Mokwakwaila Taxi Rank	Mokwakwaila	R3 100 000			GLM
Itieleng-Sekgosese street paving	Itieleng & Sekgosese	R450 000	R6 300 000		GLM
Lemondokop Paving	Lemondokop	R450 000	R6 000 000		GLM
Refilwe street paving	Refilwe	R450 000	R6 300 000		GLM
Mmamakata Raselaka street paving	Mmamakata	R450 000	R6 300 000		GLM
Modjadji Ivory route-street paving	Modjadji	R7 000 000			GLM
Khosutupa Taxi rank	Khosutupa	R220 000	R2 000 000		GLM
Wholesale Taxi Rank	Wholesale	R220 000	R2 000 000		GLM
Mamphakati Taxi Rank	Mamphakati	R220 000	R2 000 000		GLM
Mapaana Streets Upgrading	GLM			R3 500 000	GLM

PROJECT NAME	PROJECT LOCATION	2014/2015	2015/2016	2016/2017	IMPLEMENTING AGENT
Busstops	GLM			R2 500 000	GLM
Bulldozer	GLM			R3 146 000	GLM
Rollers(3)	GLM			R900 000	GLM

PRIORITY ISSUES: MIG CONTRIBUTION

PROJECT NAME	PROJECT LOCATION	2014/2015	2015/2016	2016/2017	IMPLEMENTING AGENT
Kgapane street upgrading	Kgapane	R8 965 000			MIG
Senwamokgope street upgrading	Senwamokgope	R5 400 000			MIG
Upgrade of street Thakgalane	Thakgalane	R1 500 000			MIG
Upgrading of street Kuranta	Kuranta	R3 600 000			MIG
Upgrade of street Mokgoba	Mokgoba	R5 950 000			MIG
Upgrade of street Modjadji Valley	Modjadji	R5 950 000			MIG
Mandela park road	Mandela park	R2 000 000			MIG
Modjadji Head kraal road	Modjadji Head Kraal	R1 000 000			MIG
Ratjeke street paving	Ratjeke	R5 600 000			MIG

PROJECT	PROJECT LOCATION	2014/2015	2015/2016	2016/2017	IMPLEMENTING AGENT
Seatlaleng street paving	Seatlaleng	R400 000	R6 300 000		MIG
Mohlakong street paving	Mohlakong	R400 000	R6 300 000		MIG
Sephukhubje street paving	Sephukubje	R400 000	R4 007 000	R2 293 000	MIG
Matshelapata street paving	Matshelapata	R400 000	R6 300 000		MIG
Shawela street paving	Shawela	`R400 000	R6 300 000		MIG
Sekgopo Maboying Street paving	Maboying	R400 000	R6 300 000		MIG
Thlothlokwe street paving	Thlothlokwe	R400 000	R6 300 000		MIG
Shamfana Street paving	Shamfana	R400 000	R6 000 000		MIG
Kherobeni street paving	Kherobeni	R400 000	R6 300 000		MIG
Sekgopo – Moshate Street Paving				R700 000	MIG
Mamphakathi Street Paving	Mamphakathi			R550 000	MIG
Ramphenyane Street Paving	Ramphenyane			R550 000	MIG
Las Vegas Street Paving	Las Vegas			R550 000	MIG
Ditshosing Street Paving	Ditshosing			R550 000	MIG

PROJECT	PROJECT LOCATION	2014/2015	2015/2016	2016/2017	IMPLEMENTING AGENT
Highmast Lights in 8 Villages				R5 000 000	MIG
Shaamiriri sports complex	Shaamiriri	R1 700 000			MIG
Senwamokgope Library	GLM	R2 100 000			MIG
Sekgopo Library	GLM	R2 100 000			MIG
Mokwakwaila Library	Mokwakwaila	R375 000	R1 000 000		MIG
Ga-Kgapane Stadium	Ga-Kgapane	R3 600 000		R8 4000 000	MIG
Ga-Kgapane Indoor Hall	Ga-Kgapane			R600 000	MIG
Abel Library	Abel			R400 000	MIG
Itieleng Ga-Pheeha Library	Itieleng			R400 000	MIG
Polaseng Youth Information Centre	Polaseng			R447 000	MIG
Taulome Youth Information Centre	Taulome			R447 000	MIG
Sidewalks from Ga-Kgapane to Mokwakwaila	Ga-Kgapane to Mokwakwaila			R16 000 000	MIG
Goedplaas Community Hall	Goedplaas		R270 000	R7 000 000	MIG
Thakgalane Community Hall	Thakgalang		R270 000	R7 000 000	MIG
Ntata Community Hall	Ntata		R271 000	R7 000 000	MIG

Mamaila Mpotwana Library	Mamaila mpotwana			R400 000	MIG

PRIORITY ISSUES: MAINTENANCE AND REPAIRS

PROJECT NAME	PROJECT LOCATION	MEDIUM TERM EXPENDITURE FRAMEWORK			IMPLEMENTING AGENT
		2014/2015	2015/2016	2016/2017	
Refurbishment of municipal workshop and stores	Modjadjiskloof	R500 000			GLM
Rehabilitation of Rottaba Cottages	Modjadjiskloof	R500 000			GLM

PRIORITY AREAS: ELECTRICITY

PROJECT NAME	PROJECT LOCATION	MEDIUM TERM EXPENDITURE FRAMEWORK			IMPLEMENTING AGENT
		2014/2015	2015/2016	2016/2017	
Upgrade of electricity to NER standard-NER compliance	Modjadjiskloof	R5 326 472			GLM
Electrification of households					ESKOM
Moroatshehla Highmast	Moroatshehla	R105 000			GLM
Thakgalang Highmast	Thakgalang	R105 000			GLM
Mapaana Highmast	Mapaana	R105 000			GLM
Shamfana Highmast	Shamfana	R105 000			GLM

PROJECT	PROJECT LOCATION	2014/2015	2015/2016	2016/2017	IMPLEMENTING AGENT
Mmamokgadi Highmast	Mmamokgadi	R105 000			GLM
Malematsa Highmast	Malematsa	R105 000			GLM
Mamphakhati Highmast	Mamphakhati	R105 000			GLM
Highmast Lights in 10 villages	GLM	R6 000 000			GLM
Abel Highmast Light	Abel	R105 000			GLM

PRIORITY AREA: WASTE MANAGEMENT

PROJECT NAME	PROJECT LOCATION	MEDIUM TERM EXPENDITURE FRAMEWORK			IMPLEMENTING AGENT
		2014/2015	2015/2016	2016/2017	
Landfill site	Maphalle village	R5 000 000		R10 000 000	GLM
Environmental programmes	GLM	R100 000	R105 400	R111 092	GLM
The greenest municipality competition	All municipalities	R600 000			LEDET
Environmental awareness capacity building	All municipalities	R600 000			LEDET
Modjadjiskloof dumping site (Licensing & Unlicensed disposal sites)	Modjadjiskloof				LEDET

PRIORITY AREA: RECREATIONAL AND OTHER FACILITIES

PROJECT NAME	PROJECT LOCATION	MEDIUM TERM EXPENDITURE FRAMEWORK			IMPLEMENTING AGENT
		2014/2015	2015/2016	2016/2017	
Senwamokgope Community Hall Paving and Fencing	Senwamokgope	R1 500 000			GLM
Ward 2 Community hall	Ward 2	R280 000	R2 400 000		GLM
Ward 5 community hall	Ward 5	R280 000	R2 400 000		GLM
Matswi Community hall	Matswi	R280 000	R2 400 000		GLM
Mohlele community hall	Mohlele	R280 000	R2 400 000		
Mamaila Kolobetona Community hall	Mamaila	R280 000	R2 400 000		GLM
Shamfana Community hall	Shamfana	R280 000	R2 400 000		GLM
Rotterdam Community Hall		R2 400 000			GLM
Ga-kgapane parks	Kgapane	R500 000			GLM
Enhancement and beautification of the town entrance	Modjadjiskloof	R700 000			GLM
Outdoor Gyms x3 (Kgapane, Senwamokgope &Modjadjiskloof)	Kgapane, Modjadjiskloof and Senwamokgope	R1 600 000			GLM
Mamanyoha sports complex	Mamanyoha	R500 000	R13 414 503		GLM
Madumeleng/shotong sports complex	Madumeleng/Shotong		R500 000	R16 774 250	GLM
Thakgalane sports complex	Thakgalane		R500 000	R16 774 250	GLM

PROJECT NAME	PROJECT LOCATION	MEDIUM TERM EXPENDITURE FRAMEWORK			IMPLEMENTING AGENT
		2014/2015	2015/2016	2016/2017	
Rotterdam sports complex	Rotterdam	R500 000	13 414 503		GLM
Sekgopo youth centre	Sekgopo	R320 000	R2 750 000		GLM
Kgapane youth centre	Kgapane	R320 000	R2 750 000		GLM
Mokwakwaila youth centre	Mokwakwaila	R320 000	R2 750 000		GLM
Roerfontein youth centre	Roerfontein	R320 000	R2 750 000		GLM
Maphalle outdoor gym	Maphalle	R550 000			GLM
Sekgopo outdoor gym	Sekgopo	R550 000			GLM
Abel out door gym	Abel	R550 000			GLM
Kuranta Outdoor gym	Kuranta	R550 000			GLM
Kgapane sports ground	Kgapane	R5 000 000			GLM
Kgapane stadium	Kgapane	R3 600 000		R8 400 000	GLM
Skip Bins	GLM			R500 000	GLM
Modular Issues Counters	GLM	R80 000			GLM

LOCAL ECONOMIC DEVELOPMENT

PRIORITY ISSUES: LOCAL ECONOMIC DEVELOPMENT

PROJECT NAME	PROJECT LOCATION	MEDIUM TERM EXPENDITURE FRAMEWORK			IMPLEMENTING AGENT
		2014/2015	2015/2016	2016/2017	
GLM show ground	Matipane	R6 000 000		R16 000 000	GLM
Sekgopo market stalls	Sekgopoo	R800 000			GLM
Sekgosese Market stalls	Sekgosese	R800 000			GLM
Maphalle Market Stalls	Maphalle	R800 000			GLM
Kgapane market stalls	Kgapanae	R800 000			GLM
Mamaila Phapadi Market stalls	Mamaila	R800 000			GLM
Madumeleng Market stalls	Madumeleng	R800 000			GLM
Khosuthopa Market stalls	Khosuthopa	R800 000			GLM
Support of SMME's	GLM	R200 000	R210 800	R222 183	GLM
Tourism Indaba	GLM	R150 000	R158 100	R166 637	GLM
Tourism Development	GLM	R400 000	R421 600	R444 366	GLM
Agricultural Development	GLM	R60 000			GLM
Business support	GLM	R60 000			GLM

PROJECT NAME	PROJECT LOCATION	MEDIUM TERM EXPENDITURE FRAMEWORK			IMPLEMENTING AGENT
		2014/2015	2015/2016	2016/2017	
Madumeleng Youth Information Centre	GLM			R500 000	GLM
Maphalle Youth Information Centre	GLM			R500 000	GLM
Development of Manokwe Cave	GLM	R400 000			GLM
GLM piggery projects	GLM	R400 000			GLM
Agricultural award	GLM	R120 000			GLM
Feasibility study for picnic site in GLM	GLM	R400 000			GLM

FINANCIAL VIABILITY

PRIORITY AREAS: FINANCIAL MANAGEMENT

PROJECT NAME	PROJECT LOCATION	MEDIUM TERM EXPENDITURE FRAMEWORK			IMPLEMENTING AGENT
		2014/2015	2015/2016	2016/2017	
GPS System and Training	GLM	80 000			GLM
Security Glass (Senwamokgope Cash office)	GLM	8 000			GLM
New Tanks, Pumps and Shades	GLM	550 000			GLM
Tools and Equipments	GLM	200 000			GLM

PRIORITY AREAS: PROPERTY SERVICES

PROJECT NAME	PROJECT LOCATION	MEDIUM TERM EXPENDITURE FRAMEWORK			IMPLEMENTING AGENT
		2014/2015	2015/2016	2016/2017	
Concrete Mixer	GLM	R20 000			GLM

GOOD GOVERNANCE AND PUBLIC PARTICIPATION

PRIORITY AREAS: GOOD GOVERNANCE AND PUBLIC PARTICIPATION

PROJECT NAME	PROJECT LOCATION	MEDIUM TERM EXPENDITURE FRAMEWORK			IMPLEMENTING AGENT
		2014/2015	2015/2016	2016/2017	
Communication and event management	GLM	R100 000	R105 400	R111 092	GLM
Municipal Mayor's excellent award	GLM	R200 000	R210 800	R222 183	GLM
Conference and congresses	GLM	R100 000	R105 400	R111 092	GLM
Capacity building: councillors	GLM	R316 800	R333 907	R351 938	GLM
Batho Pele strategies	GLM	R30 624	R32 278	R34 021	GLM
Bursary scheme council	GLM	R2 000 000	R2 108 000	R2 221 832	GLM
Humanitarian Aid	GLM	R100 000	R101 400	R111 092	GLM
News letter	GLM	R350 000			GLM
Calendar and diaries	GLM	R20 000			GLM

PROJECT	PROJECT LOCATION	2014/2015	2015/2016	2016/2017	IMPLEMENTING AGENT
Council Vehicle(Speaker)	GLM	R700 000			GLM
Gazebo	GLM	R40 000			GLM
Scanner	GLM	R5 000			GLM
Cooler Box	GLM	R5 000			GLM
Aqua Cooler(5)	GLM	R15 000			GLM
Shredding Machine for Registry	GLM	R8 000			GLM

MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT

PROJECT NAME	PROJECT LOCATION	MEDIUM TERM EXPENDITURE FRAMEWORK			IMPLEMENTING AGENT
		2014/2015	2015/2016	2016/2017	
Risk assessment: OHS	GLM	R9 000	R 9 486	R9 998	GLM
Health and safety awareness event	GLM	R40 000	R42 160	R44 437	GLM
OHS signs and posters	GLM	R12 000	R12 648	R13 331	GLM
Four sign and posters	GLM	R2 000	R2 108	R2 222	GLM
First Aid	GLM	R5 000	R5 270	R5 555	GLM
Employee wellness programme	GLM	R40 000	R42 160	R44 437	GLM

PROJECT	PROJECT LOCATION	2014/2015	2015/2016	2016/2017	IMPLEMENTING AGENT
Skills development levy	GLM	R300 000	R316 200	R333 275	GLM
Long service award	GLM	R169 920	R178 084	R187 700	GLM
Rental of the network printer	GLM	R1 095 373	R1 154 523	R1 216 867	GLM
Networking of the sub-offices	GLM	R264 000	R278 256	R293 282	GLM
Maintenance plan for all IT systems	GLM	R10 560	R11 130	R11 731	GLM
Printers(4)Main office Senwamokope, Kgapane, Mokwakwaila	GLM	R100 000			GLM
Steel Filling Cabinets 6 Finance	GLM	R30 000			GLM
Office Furnishers	GLM	R175 000			GLM
Servers	GLM	R100 000			GLM
Server Room Door	GLM	R50 000			GLM
Laptop	GLM	R100 000			GLM
Disaster Recovery Plan $ UPS	GLM	R300 000			GLM
Shelves for Filling	GLM	R30 000			GLM
Parking at Municipal Office	GLM	R1000 000			GLM

COUNCIL SPECIAL PROGRAMMES

PRIORITY ISSUE: SPECIAL PROGRAMMES

PROJECT NAME	PROJECT LOCATION	MEDIUM TERM EXPENDITURE FRAMEWORK			IMPLEMENTING AGENT
		2014/2015	2015/2016	2016/2017	
Youth desk activities	GLM	R280 000	R295 120	R311 056	GLM
Gender desk activities	GLM	R200 000	R210 800	R222 183	GLM
Disability desk activities	GLM	R100 000	R105 400	R111 092	GLM
HIV & AIDS desk activities	GLM	R95 000	R100 130	R105 537	GLM
Youth empowerment projects	GLM	R200 000	R210 800	R222 183	GLM

SOCIAL SERVICES

PRIORITY AREAS: SOCIAL SERVICES PROGRAMMES

PROJECT NAME	PROJECT LOCATION	MEDIUM TERM EXPENDITURE FRAMEWORK			IMPLEMENTING AGENT
		2014/2015	2015/2016	2016/2017	
Shotong Library	GLM	R300 000	R2 600 000		GLM
Rotterdam Library	GLM	R300 000	R2 600 000		GLM
Kgapane cemetery layout and fencing	GLM	R1 500 000			GLM

PROJECT	PROJECT LOCATION	2014/2015	2015/2016	2016/2017	IMPLEMENTING AGENT
Madumeleng old age facility	GLM	R220 000	R1 800 000		GLM
Kgapane Old age facility	GLM	R220 000	R1 800 000		GLM
Roerfontein old age facility	GLM	R220 000	R1 800 000		GLM
Library and archives services	GLM	R5 000 000			GLM
Lemondokop Community Hall	Lemondokop			R500 000	GLM
Tlhotlhokwe Community Hall	Tlhotlhokwe			R500 000	GLM
Mokwakwaila to Kgapane Bus Shelter	Mokwakwaila to Kgapane	R75 000			GLM
Rapitsi to Malematsa Bus Shelter	Rapitsi to Malematsa	R75 000			GLM
Lemondokop to Mamaila via Phooko Bus Shelter	Lemondokop to Mamaila	R75 000			GLM
Modjadji Headkraal Bus Shelter	Modjadji Headkraal	R75 000			GLM
Goedplaas Bus Shelter	Goedplaas	R75 000			GLM
Traffic Blue Lights(2)	GLM	R20 000			GLM
Testing Room for Learners Licencing	GLM	R300 000			GLM
Traffic Sedan	GLM	R350 000			GLM

4: Integration Phase

The following integrated sector plans and programmes will now be discussed:

- Integrated Waste Management Plan
- Spatial Development Framework, which proposes a broad spatial development for the municipal area and demonstrates compliance of the Greater Letaba IDP with spatial principles and strategies;
- Poverty reduction and Equity programme, which demonstrates compliance of the Greater Letaba IDP with policy guidelines related to poverty and gender specific monitoring;
- Integrated Environmental Management Plan which demonstrates compliance of the IDP with environmental policies and contributes towards environmental impact monitoring through an awareness of legislative requirements for environmental impact assessment;
- Local Economic Development Plan, which provides an overview of measures to promote economic development and employment generation within the Greater Letaba Municipal Area;
- Integrated HIV/AIDS Plan, which illustrates the extent of the epidemic and the proposed efforts and actions of the municipality to address the problem;
- Municipal Institutional Plan, which spells out the management reforms and organizational arrangements the municipality intends implementing in order to achieve the development goals of the IDP
- Disaster Management Plan, which outlines the preparedness of the municipality; and finally
- Integrated Performance Management System, comprising key performance indicators, activity related milestones, and output targets

Sectoral Plans and Programmes

Integrated Waste Management Plan (IWMP)

The Mopani District Municipality has developed an Integrated Waste Management Plan (IWMP) for the Mopani District. The plan was completed in October 2005 and has to be taken into consideration for the development of an IWMP for GLM. The following issues were highlighted in the district IWMP:

The Main types of waste generators in the district are households, businesses, mining, farming and Health care facilities. Only 5.3% of the population in GLM receive waste removal services and a total of 43 556 tons of waste are produced annually (projected to be 67 500 t/a by 2026), that is 119 tons of waste per day of which roughly 33% is recyclable and 47% is compostable. Both the Modjadjiskloof and Kgapane hospitals generate medical waste that is burned in an incinerator, while general waste is removed by the municipality, which has only 2 vehicles for this purpose. The development of a Waste Management Plan for Greater Letaba has to be prioritised.

Spatial Development Framework

The Spatial Development Framework (SDF) was developed, with the assistance of consultants, during the 2009/10 financial year to provide general direction to decision-making and action over a multi-year period. The SDF is also an essential component for the formulation of an appropriate land use management system.

The following spatial characteristics attributable to the Greater Letaba Municipal area were identified during the Analysis Phase:

- A land area of approximately 1891 km²;
- A fragmented formal urban component comprising Ga-Kgapane, Senwamokgope and Modjadjiskloof;
- The incidence of rural settlements evenly spaced along the northern boundary, and a lesser concentration of villages along the south-eastern boundary, of the Municipality;
- The southern part of the municipal area comprises mountainous terrain, which precludes urban development;
- Large tracts of arable land, which are being used for intensive and extensive agricultural activity. These include tomatoes (central), timber (south and south east), game and cattle (central and north-west).
- Significant areas of land owned by the state under custodianship of tribal/traditional authorities;
- Almost half the land area in the municipal area (48%) is subject to the 159 land claims which have been lodged in terms of the Land Restitution Act.

During the Strategies Phase, the following localized spatial principles were formulated to achieve the general principles listed in the DFA, 1995:

- That development initiatives such as housing projects, business or industrial development, extension of infrastructure networks, be used to normalize distorted spatial patterns;
- The adoption and implementation of policies / design criteria to achieve integration diversity of land uses and densification of development;
- The consideration of the environmental impact of development initiatives to minimize environmental degradation;
- The consideration of the land reform potential of each development initiative and the extension of strategies and projects to incorporate this dimension;
- Active intervention by Council with reference to land availability for settlement purposes;
- Facilitation of tenure through interaction with role-players.

The spatial development framework is aimed at the application of resources to achieve optimum benefit for the resident community. This would include:

- The integration of land uses to afford residents the opportunity to live near their workplace and have easy access to facilities;
- The conservation of land as a scarce resource by limiting wastage through the adjustment of norms to promote compact urban design and densification;
- Timeous preparation for urban extension (planning, survey, services), to pre-empt land invasion.

Modjadjiskloof has been identified as a provincial node, Ga-Kgapane as a district node and Senwamokgope as a municipal growth node. Development initiatives and projects should be directed to those areas where development potential is present. Suitable land should be identified and reserved for development at each nodal point. To this end a projected land use budget should be prepared during the Spatial Development Plan project to ensure that sufficient land is reserved for urban expansion commensurate with the development potential of each node.

The following spatial manipulation could be effected by the GLM to strengthen the emerging hierarchical pattern:

- Placement/redirection of housing allocations to places with development momentum;
- The utilization of housing allocations to unlock further allocations;
- Promotion of industrial development in proximity to Ga-Kgapane;
- Promotion of the development of complementary business functions at Ga-Kgapane and Modjadjiskloof;
- The development of secondary service nodes within the rural areas;
- The promotion of Senwamokgope as service centre for the north-western part of the municipal area; and
- Limited formal and informal business and industry at lower-order nodes.

The SDF is currently being reviewed to align to the Spatial Rationale for the Limpopo Province and the SDF of the Mopani District Municipality. The Spatial Development Framework also needs to be extended to include a Land Use Management System.

Integrated Poverty Reduction and Equity Plan

Poverty levels in the Northern (Limpopo) Province are the highest in the country with the exception of the Eastern Cape. Within the Province, the residents of the GLM slot into the lower half of the prosperity ladder, as 80% of the residents live in abject poverty. Most affected by poverty are women, the youth, the elderly, and the disabled.

The purpose of an integrated poverty reduction and equity plan is:

- To ensure a consistent set of measures to reduce poverty and to contribute to gender equity in the municipal area.

- To ensure that the strategies and programmes of the local authority sufficiently consider the needs of disadvantaged/marginalized population groups, in order to deal effectively with poverty reduction and gender equity, and the accommodation of the disabled.

From the Analysis Phase, the following socio-demographic profile emerges:

- Population is estimated at 276 736 (59 936 households).
- Youthful population, with 47% of the population under 15 years of age.
- Majority of the population live in the rural area/villages.
- Eighty percent live in abject poverty (below the breadline).
- Females outnumber males in the ratio of 2:3

Unemployment is high due to the following:

- Stagnant local economy, therefore resulting in lack of new job opportunities;
- Lack of business skills;
- Projects are unsustainable;
- Absence of markets for products, and
- Funded projects are not monitored.

Indicators associated with poverty highlighted by the department of Social Development are the following:

- Food insecurity affects almost 40% of the population
- Food shortages and low income levels
- Unemployment and under-employment
- Social crime and HIV/AIDS
- Limitations of existing social assistance (not all poor people are captured by the "safety net") and
- Reduced asset base and no access to credit.

Given the youthful population, it must be ensured that programmes address skills training to ensure that this group is not caught in the poverty trap. HIV/AIDS has caused an estimated 150 000 AIDS orphans in the Province whose care has become the responsibility of the youth and the elderly. Projects should address both the infected and affected. Large numbers of poor rural families headed by females cannot be accommodated into the formal economy. Projects and resources should be rurally biased and projects such as family and communal gardens must be encouraged in order to secure food.

The guidelines and principles identified in the Strategies Phase are the following:

- Promotion of opportunities for sustainability through productive activity and social security systems;
- Employment of marginalized groups;

- Steps to rectify gender inequality;
- Focus on resources to improve quality of life of especially marginalized groups such as the youth, aged, women, and the disabled, by inclusion through empowerment.

The Department of Social Development identifies focal areas for the Poverty Reduction Programme (PRP):

- Development of household food security through the establishment of food production clusters in communities with a particular focus on households affected by HIV/AIDS;
- The provision and maintenance of social support structures in communities where the prevalence of HIV/AIDS is high;
- The establishment of targeted urban regeneration initiatives through broadening of skills and employment opportunities and thereby the reduction of levels of youth criminality, while encouraging recreational alternatives.
- The improvement of the economic viability of rural households through the support of income-generating opportunities for rural women.
- Support of community based child care that capitalizes on the social and economic capability of the aged.
- The enhancement and integration of the productive capacity of the disabled through targeted economic and employment opportunities in the programme.
- The development of the social financial capacity of impoverished communities, so as to address poverty by facilitating, implementing and institutionalising beneficial social network at grass root level.

Projects should focus on improving the management capacity for sustainability of Poverty Reduction Programmes in partnership with other departments and training service providers on an on-going basis. Activities should involve an audit of PRP, training, access to funds, etc.

Integrated Environmental Management Plan

The Integrated Environmental Management Plan strives to achieve co-operation between the municipality and the Department of Economic Development and Tourism to monitor existing and future development so as to promote the conservation of the environment and to prevent actions and practices which would detrimentally affect the environment.

The following are considered to be risks to the environment in the Greater Letaba Area:

- Soil erosion;
- Inadequate solid waste disposal systems;
- Urban sprawl;
- Degradation of the natural environment due to gathering of firewood;
- Sub-standard monitoring of factory effluent; and
- Inadequate sanitation systems.

The following strategic guidelines and legislative framework are relative to environmental management:

KEY FOCUS AREAS (Guidelines)

- Waste & Pollution Management (WMP=Waste Management Plan)
- Air Quality, Energy Efficiency and Noise Pollution
- Water and Surface Pollution Management Plans
- Sanitation Programs (Sewage & disposal)
- Bio-diversity Management (Nature)
- Land use planning/Spatial development management
- Cultural heritage protection
- Eco-system protection
- Environmental/Public Health Education

LEGISLATIVE FRAMEWORK:

- **Environmental Conservation Act (Act 73/1989)**
  - Waste Management & Littering
  - Sewage & Disposal
  - Disposal sites
  - EIA - Certain activities require EIA
  - PNE & Limited Development (Protected Natural Environment)

- **National Environmental Management Act (Act 107/1998)**
  - Cradle to grave
  - Polluter pays
  - Minimization
  - Recycling

- **National Water Act (Act 36/1998)**
- **Atmospheric Pollution Act (Act 45/1965)**
- **Constitution (Act 108/1996)**
- **Health Act (Act 63/1977)**
- **National Forest Acts (Act 84/1998)**
- **Conservation of Agricultural Resources Act (Act 43/1983)**

The following types of development require the execution of an Environmental Impact Assessment:

A. The construction or upgrading of:

- Facilities for commercial electricity generations & supply;
- Nuclear reactors and installations for the production, enrichment, reprocessing and disposal of nuclear fuels and wastes;

- Transportation routes and structures, manufacturing, storage, handling or processing facilities for any substance which is considered as dangerous or hazardous and is controlled by national legislation;
- Roads, railways, airfields & associated structures and activities outside the borders of town planning schemes;
- Marines, harbours, and all structures below the high-water mark of the sea;
- Cableways and associated with communication network, other than telecommunication lines & cables, and well as access roads leading to these structures;
- Structures associated with communication network, other than telecommunication lines & cables, as well as access roads leading to these structures;
- Racing tracks for motor powered vehicles and horse racing, excluding indoor tracks;
- Canals and channels, including diversions of the normal flow of water in a river bed & water transfer schemes between water catchments and impoundments
- Dams levees or weirs affecting the flow of a river;
- Reservoirs for public water supply;
- Schemes for the abstraction or utilization of ground- or surface water for bulk supply purposes;
- Public and private resorts and associated infrastructure;
- Residential use to industrial or commercial;
- Light industrial use to heavy industrial use;
- Agriculture or undetermined use to any other land use;
- Use for grazing to any other form of agricultural use;
- Use for nature conservation or zoned open space to any other land use.

B. The concentration of livestock in a confined structure for the purpose of mass commercial production.

C. The intensive husbandry of or importation of any plant or animal that has been declared a weed or an invasive alien species.

D. The release of any organism outside its natural area of distribution that is to be used for biological pest control.

E. The genetic modification of any organism with the purpose of fundamentally changing the inherent characteristics of that organism.

F. The reclamation of land below the high-water mark of the sea and inland water including wetlands.

G. The disposal of waste as required in terms of section 20 of the Environmental Conservation Act, 1989.

Schedules processes listed in the Second Schedule to the Atmospheric Pollution Prevention Act (ACT 45 of 1965).

Local Economic Development Plan

The Local Economic Development Plan for Greater Letaba proposes the implementation of a consistent and conducive set of measures to promote viable local economic activities by the judicious manipulation of municipal projects and programmes to benefit the local population by the creation of direct and indirect employment.

The local economy within Greater Letaba has the following characteristics:

- Stagnation of the formal economy and the saturation of the labour market in the agricultural sector;
- High unemployment rates;
- Low skills levels within the potential labour market;
- Low per-capita income;
- High crime rate
- Potential for economic expansion within the informal sector, and
- Potential for economic growth within the tourism sector.

Integrated HIV/AIDS Plan

The apparent complacence of the Greater Letaba community in respect of HIV/AIDS is cause for concern, (only 2 wards listed HIV/AIDS as an issue).

The current HIV/AIDS epidemic will place ever-increasing pressure on the economy as well as on the Municipality both directly and indirectly. Related problems, social and economic impacts, strategic guidelines, projects and activities according to the IDP, highlighted below:

According to national statistics, the levels of HIV/AIDS infection during 2000 were:

- National 22,9%
- Limpopo Province 13,2%
- Lowveld District 14,3%

Fatalities were highest in the 30-34 year age cohort (25%) while there were an equal number of deaths in the age groups 25 - 30 years (15%) and 35 - 39 years (15%).

This information indicates that the epidemic is most severe in the age category where workers are already trained / capacitated and in the prime of their working careers. The greatest shortage of manpower will therefore occur in the 25 - 39 year age group in the near future.

Potential impacts of HIV/AIDS include:

- Increased absenteeism & reduced productivity in workplace.
- Increased medical & hospitalization costs for employees.
- Increased pressure on communities/households to provide financially for orphaned and/or sick relatives.

In order to curb the spread of HIV/AIDS, the following strategies have been proposed:

Strategy 1: Provide access to basic health care for all residents of the GLM.

Strategy 2: Enter into public/private partnership with all health care service providers in order to render better services for GLM residents.

Strategy 3: Conduct health education programs to prevent & reduce the spread of communicable diseases, especially HIV/AIDS.

Strategy 4: Enter into a public/private partnership with all organizations for the purpose of funding for dealing with HIV/AIDS and sustaining HIV/AIDS centre.

The following activities forms part of the HIV/AIDS programme:

- A policy in respect of life threatening diseases in the workplace should be adopted by Council.
- Establish a HIV/AIDS Council in order to amalgamate & co-ordinate all current activities by various stakeholders in the G.L.M.
- Draft and implement appropriate awareness programmes.
- Promote public awareness in conjunction with Government and NGO's.
- Establish a HIV/AIDS centre to provide education, testing, counseling, etc.

The above actions are to be addressed in collaboration with provincial & national authorities. A concerted effort by all role-players is required to address this issue.

Municipal Institutional Plan

The primary objective of this institutional plan is to implement the municipal transformation and organisational development key performance area of Local Government Strategic Agenda. The primary objectives will ensure the following benefits:

- That available resources are properly allocated to implement the IDP
- That the desired goals as stipulated in the IDP document are achieved
- Improved service delivery.
- Improved organizational effectiveness and efficiency.
- Enhanced credibility of the IDP.
- Reduced audit housekeeping matters contributing to clean audit.
- Enhanced stakeholders' relations.
- Realistic capacity assessment amenable to municipal powers and functions.

The municipal institutional plan addresses the challenges highlighted and prioritised in the analysis phase such as addressing scarce skills, meeting employment equity targets etc

Workplace Skills Plan

The municipality have developed the Workplace Skills Plan which is approved by Council. GLM recognises that the competence of its human resources is a critical factor for its future progress and prosperity, especially in the face of global competition. It further recognizes that in order to meet the skill challenges in the Municipality, it is strategically necessary to invest in the education, training and skills development of its employees. The Municipality shall assist employees who wish to develop themselves as individuals and as employees academically and through attending short courses, seminars, conferences etc.

Amongst others the following challenges were identified as critical:

- Supply chain management
- Engineering
- Agriculture
- Tourism
- Information technology and
- Finance

These scarce skills were confirmed by council decision to establish a bursary scheme which support matriculants from needy families to go and study fields outlined above.

HR, Succession and Retention Strategy

GLM has realized the municipality's inability to attract and retain human capital. The phenomenon has a potential to frustrate and disable the municipal efforts toward the attainment of the municipal strategic objectives as depicted in the municipality's integrated development plan. It is on this premise that the municipality developed the strategy that seeks to address the long term goals of the municipality as reflected in the IDP. The municipality has developed the strategy to recruit and retain staff members whose services are regarded as critical to the achievement of the municipality's long term goals. The following are the objectives for the HR Strategy:

- To position GLM as an Employer of choice
- To attract and retain human capital especially those whose skills are crucial to the municipality achievement of strategic objectives.
- To enhance career development and retention of key personnel whose service are regarded as crucial.
- To identify the employees' potential for assuming a higher degree of responsibility, nurturing and cultivating it.
- To classify roles of managers / line managers with regard to staff retention
- To strengthen employees' health and wellness programmes
- To ensure employees participation in all processes of staff retention
- To reduce costs associated with staff loss and brain-drain through creation of a conducive and harmonious working environment for the workforce.
- To position Greater Letaba Municipality as an employer of choice

Disaster Management Plan

Although disaster management is essentially a function of the Mopani District Municipality, it is required that GLM, as an important component of the Disaster District, actively participates in, and slots into plans and strategies towards preparedness for emergencies and/or natural disasters. The following generic disaster management plan, compiled by the Mopani District Management, has been adopted by GLM.

The aim of the GLM Disaster Management Plan is to outline a plan of action for the efficient deployment, and coordination of the municipal services, role players and personnel to provide the earliest possible response in or to:-

- Protect and preserve life and property;
- Assist the Mopani District Municipality and/or other municipality as per request;
- Minimize the effects of the emergency or disaster; and
- Restore essential services.

The purpose of the Letaba Disaster Management protocol is to provide structure and coordination for the pre- and post management of emergencies and disasters. This is to provide for an effective and efficient response that will:

- Save lives;
- Reduce risk;
- Reduce suffering;
- Protect property;
- Protect the environment;
- Reduce economic and social losses; and
- Provide for the safety and health of all respondents.

The Incident Command System shall integrate risk management into regular functions. Risk management provides a base for the following:

- Standard evaluation of any emergency or disaster or the potential for such a situation;
- Strategic decision making;
- Tactical planning;
- Planning evaluation and revision; and
- Operational command and control.

The following are <u>also components of the Disaster Management Plan</u>:

- **RISK ANALYSIS:**
    - The timely identification of potential emergencies/disasters and
    - Their impact thereof must be completed by each department.
    - Should the department be unable to cope with the emergency, the Joint Operational

Centre (JOC) will assume responsibility.
  - The evaluation and risk analysis should be completed in conjunction with the relevant departments and Disaster Management.

- **REPORTING PROCEDURES:**
  - This principle of the utmost importance as the management of any emergency situations starts here;
  - When a department identifies a problem that they cannot deal, with the JOC will assume responsibility;
  - All detail and incoming information must be made available to Disaster Management, JOC and Management;
  - Disaster Management will activate the role players within the joint operational center;
  - The Disaster Management offices will act as the information centre and help desk for the duration of the disaster.

- **COMMUNICATION:**

  The effectiveness of any relief activities will be seriously restricted without effective communication. Thus JOC will require the use of all radios etc., within the Council. Each department shall make available any requirements related to communications.

- **PUBLIC RELATIONS (MEDIA COORDINATOR)**
  - The public will be informed at all times regarding pending and immediate dangers as well as all actions underway.
  - The office of the Municipal Manager will assume full responsibility for all press releases and related communications and assisted by the JOC.
  - VIP's will be briefed by JOC.

- **CONTROL AND CORDONING AT THE SCENE**

  If required, the scene of the incident will be cordoned off to protect all involved. The Fire Brigade will take responsibility for securing the scene of the incident and surrounding area. They will also declare the scene safe and clear away any debris, etc. The police and emergency services will also take joint responsibility for maintaining the situation and safety of all present.

- **DOCUMENTATION**

  This is essential to the effective management of any situation. JOC will ensure that all aspects are documented during and after the event. The office of Corporate Services is responsible for taking minutes all meetings and assist in the documentation preparation and control. Such documentation will be required in an evaluation after the event.

- **EMERGENCY MEDICAL POST**

  It may be necessary to establish an emergency medical post at the scene or in proximity. This service will be rendered by the Fire Brigade and paramedics. Further medical assistance will be called upon, should it be deemed necessary.

- **RECOVERY AND REHABILITATION**

  The normalisation process after an event will take a short period of time but is most important. This includes any cleaning up, repairs, or related work to the area. This will be coordinated by the JOC and Disaster Management.

- **RESOURCE MANAGEMENT**

  Each Functionary will be in control of his own resources, but a central resource list must be kept by the Joint Operational Centre. This will ensure about that all resources will be managed centrally. Each functionary will be responsible for the maintenance of equipment and support personnel.

- **INTRODUCTION AND USAGE OF JOINT OPERATIONAL CENTRE**

  In the event of an emergency a Joint Operational Centre (JOC) will be established. The Disaster Management Committee and many other role players congregate and work together at the JOC to make decisions, share information and provide support as required to mitigate the effects of the emergency. The Disaster Manager is responsible for the coordination of all operations within the JOC.

  - A meeting room for the Disaster Management Committee
  - A communications room;
  - Rooms for support and advisory staff and other groups as required; and
  - A media Information Centre and Press Conference Area

- **COMMUNICATIONS MANAGER - JOC COMMUNICATION ROOM**

  The communications Manager will be responsible for:

  - Providing the Disaster Manager with reports on the emergency situation and any other pertinent information at regular intervals, or as requested;
  - Providing assistance to the communicators in relation to communication equipment problems, where possible and practical;
  - Coordinating and prioritizing the flow of messages between the Communication Room and the Disaster Management Committee, and other desired groups or locations;
  - Maintenance of chronological log of significant communications and events;
  - Maintenance of a situation or status board;
  - Maintenance of a map(s) containing vital information relative to the emergency.

Organizational Performance Management (OPMS)

Introduction

Performance Management is introduced to municipalities through legislation to, amongst others, achieve the Objects of Local Government (S152) of the Constitution, which is the following:

- Democratic and Accountable Governance
- Sustainable services
- Social and Economic Development

- Safe and Healthy environment

- Encourage Community Involvement

The Municipal Structures Act S19(1) also stipulates that a municipal council must strive within its capacity to achieve objectives set out in s152 of the Constitution and S19(2) and it must review its overall performance annually. The Executive Committee must ensure an evaluation of the progress on implementation of the Strategies, Programmes and services, KPI's of the municipality and also to review its performance in order to improve on its economy, efficiency and effectiveness, credit control, revenue and debt collection.

The Systems Act, Chapter 6 indicates that a municipality must establish a PM system, must promote a culture of Performance management and administer its affairs economically, effectively, efficiently and in an accountable manner. Also that a municipality must establish mechanisms to monitor and review its Performance Management System, must set Key Performance Indicators as a yardstick for measuring performance targets, monitor performance, measure and review performance at least once per year and take steps to improve performance where performance targets are not met. A municipality must also prepare for each financial year a performance report which must form part of its annual report, it must make known, internally and to the general public, its KPI's and performance targets. The results of performance measurements must be audited by its internal auditing processes; and annually by the Auditor-General.

Other important documents:

The documents referred to in Phase 2 Strategic Intent, specifically on National and Provincial Intent should be read in conjunction with the abovementioned legislation as those priorities informed the Strategic Intent of GLM and its performance management system. In summary the following documents are relevant:

- The Medium Term Strategic Framework (MTSF, 2009-2014)[1] which builds on the success of the 15 years of democracy;
- *Together Doing More and Better Medium Term Strategic Framework: A framework to guide government's programmes in the electoral mandate period (2009-2014),* which provides the summary of strategic priorities in terms of the MTSF to be achieved;
- The Green Paper: National Strategic Planning (2009)[2] which indicates how key functions undertaken by the presidency are interconnected and complement each other and it provides ideas on planning and coordination to achieve the identified priorities;
- Local Government Turnaround Strategy (LGTAS);
- Limpopo's Provincial Employment Development and Growth Plan.

[1] Office of the Presidency: Republic of South Africa. 2009. *Together Doing More and Better: Medium Term Strategic Framework: A Framework to Guide Government Programmes in the Electoral Mandate Period (2009-2014).* Pretoria: Government Printers.
[2] The Presidency. *Republic of South Africa. 2009. Green Paper: National Strategic Planning*.

Performance Management is taking action in response to actual performance to make outcomes better than they would otherwise be (*IDA and Audit commission (UK)).* Performance management can be defined as "a strategic approach to management, which equips leaders, managers, workers and stakeholders at different levels with a set of tools and techniques to regularly plan, continuously monitor, periodically measure and review performance of Council in terms of indicators to determine the efficiency, effectiveness and impact; thereby ensuring improved delivery and value for money to the community and citizens"

"The IDP process and the Performance Management Process should appear to be seamlessly integrated. IDP fulfills the planning stage of performance management and performance management fulfills the implementation, management, monitoring and evaluation of the IDP process"

The implementation, management, monitoring and evaluation of the IDP is done through the Service Delivery Budget Implementation Plan. Performance management, IDP and SDBIP is a total integrated system. The IDP is the strategic plan of the municipality and the SDBIP is the operational plan of how the municipality is going to deliver on its strategic plan.

Organisational Performance Management is about monitoring, assessment, measurement, evaluation, review and reporting on the municipality's performance. This is necessary for the following reasons:

- To ensure that the municipality delivers on its commitment of service delivery to the community within allocated financial and other resources
- To detect early warning signs where service targets and budgets are not met in order to implement corrective measures to rectify non- or poor performance
- To identify achievements in performance to ensure future results

Methodology

The Balanced Scorecard is used for the implementation of the performance management system. The benefits of implementing the Balanced Scorecard are that it brings strategic focus and direction to the organisation, improves governance and accountability, promotes alignment and transparency, and improves management effectiveness.

A strategic and an institutional Balanced Scorecard take into account service delivery indicators and perspectives of the IDP and SDBIP. The strategic and institutional Balanced Scorecard can be cascaded to different levels of the municipality (top, functional and operational management). The objectives of cascading the Balanced Scorecard are to achieve synergy across the municipality, maximise internal business process efficiencies (e.g. supply chain, information technology, human resources, etc), and maximise efficient allocation of resources (financial and human) across the municipality.

The design approach of the Balanced Scorecard was customised to meet the needs of the Municipality. With an emphasis on the word "balanced", the municipal Scorecard is intended to follow the traditional design approach promulgated by Kaplan and Norton, Financial, Customer, Internal Processes and Learning and Growth. The measurement of developmental outcomes will be useful in informing the municipality whether policies and strategies are having the desired development impact, as per the following perspectives:

- Customer (citizens, communities) Perspective – Managers must know if the Municipality is meeting the community's needs. This relates to services and products (outcomes and outputs) the Municipality should achieve. They must determine the answer to the question: Is the Municipality delivering the services the community wants?
- Financial Perspective – Managers must focus on how to meet service delivery needs in an economic, efficient and effective manner. They must answer the question: Is the service delivered at a good price?
- Internal Processes Perspective – Managers need to focus on those critical operations that enable them to satisfy the electorate, citizens and community. Managers must answer the question: Can the Municipality improve upon a service by changing the way a service is delivered?
- Learning and Growth (Employee Development) Perspective – An organisation's ability to improve and meet community demands ties directly to the employees' ability to meet those demands. Managers must answer the question: Is the municipality maintaining technology and employee training for continuous improvement?

The strategic balanced scorecard will provide an overall picture of performance for the Municipality as a whole, reflecting performance on its strategic (IDP) priorities. The Municipal Manager and Section 57 Managers will use it after review, as a basis for reporting to the Executive Committee, Council, and the public.

The institutional scorecard is the interface between the strategic and departmental scorecards, between the IDP and SDBIP where the IDP is cascaded to the SDBIP and an interface approach is adopted and integration is developed between the different departments on the outputs and outcomes. Departmental balanced scorecards will capture the performance of each department and will provide a comprehensive picture of the performance at that level. Departmental balanced scorecards will be comprised of the key components highlighted in the customised municipal balanced scorecard system. The strategic and institutional scorecards are depicted further on in the document.

Implementation of the Performance Management System

The performance management system is implemented through monitoring, evaluation, reporting and review. This phase is guided by the following extract from the Performance Management Guidelines for Municipalities (2001: Ch 5)[3]: "Having adopted the system, the municipality can mandate the project team to facilitate the implementation thereof. The team, which may be the same as the IDP team, should develop an implementation strategy. The strategy should be linked to the IDP implementation framework and should entail planning, implementation, monitoring and

[3] Performance Management Guidelines for Municipalities (2001)

review." Measurement and reporting should be included in this phase, according to the Performance Management Regulations.

The performance management system is implemented through four components in a yearly cycle, namely planning and review; monitoring and assessment; reporting and evaluation, and auditing

Planning and Review

The first review process of the performance management system starts with the review of the IDP of a Municipality for the following financial year. Whenever the municipality amends its IDP the municipality will, as part of the process referred to in Regulation 3, review those KPIs that will be affected by such an amendment. The indicators in the IDP will be an integral part of the performance management system. The IDP and the performance management system therefore have to be seamlessly integrated. The integration between the performance management system and integrated development planning process is highlighted in the Performance Management Guide for Municipalities (2001 draft 2 page 16):

"The integrated development planning process and the performance management process should appear to be seamlessly integrated. Integrated development planning fulfils the planning stage of performance management. Performance management fulfils the implementation management, monitoring and evaluation of the IDP process."

The review of the IDP is thus the first step when implementing the performance management system. Once the IDP is reviewed, the performance management system is aligned to reflect the changes in the IDP. During the review of the IDP, it is also important to take the budget implementation plan into account for the following Financial Year. This budget implementation plan will also reflect and have bearing on the performance management system.

The review of the IDP and integration with the performance management system will start with the analysis phase that will continue into the planning, strategic and alignment phases of the IDP (thus from July and will be completed in November annually).

In the review of the IDP process and integration with the performance management system, four elements are necessary to ensure success: strategy implementation and priority setting; the setting of objectives; the development of KPIs and the setting of performance targets.

Strategy and priority setting

This strategic approach should correlate with the IDP review process, and will also integrate with the development of the SDBIP and budgetary implementation plan for the year.

Strategic direction setting from a performance driven point of view is important to drive the organisation in a performance-oriented way.

The strategic approach entails setting the vision and strategic direction of the Council. This is reflected in setting up of the municipal scorecard in the performance management system to encapsulate the strategic intent of the organisation in a focused manner. See the Guidelines (par. 5.1.2) "Consistent with the event-centered approach in the IDP guide, the IDP should deliver the following products:

- An assessment of development in the municipal area, identifying development challenges, marginalised and vulnerable citizens and communities
- A long-term development vision for the municipal area that overcomes its development challenges
- A set of delivery priorities and objectives, based on identified needs, achievable in the current term of office, that would contribute significantly to the achievement of the development vision for the area
- A set of internal transformation strategies, priorities and objectives, whose achievement would enable the delivery and the realisation of the development vision
- Additional projects identified which contribute to the achievement of the above objectives
- A financial plan and medium term income and expenditure framework that is aligned with the priorities of the municipality
- A spatial development framework
- Disaster management plans
- Operational strategies

During the IDP process, the municipality identifies a set of service delivery priorities and objectives, a set of internal transformation strategies, identified projects that contribute to the achievement of the above objectives and a financial plan. The strategic intent is captured according to the Balanced Scorecard methodology. This constitutes the premise of a good performance management system for the Municipality in order to enhance service delivery efforts. Priorities should then be clustered into five KPAs, which represent the broad development mandate of local government. These five main KPAs are described as follows in the Performance Management Guidelines for Municipalities, Draft II, followed by the description as given by CoGTA in brackets:

- Infrastructure and Services (KPA 2: Basic Service Delivery)
- Social and Economic Development (KPA3: Local Economic Development)
- Institutional Transformation (KPA1: Municipal Transformation and Organisational Development)
- Democracy and Governance, and (KPA5: Good Governance and Public Participation)
- Financial management (KPA 4: Municipal Financial Viability and Management)

The sixth KPA referred to in the DPLG IDP draft guide 2008, namely Spatial Rationale are to be seen as a cross cutting KPA and consideration thereto will be addressed under each of the five main Key Performance Areas, especially KPA 2 and 3. It should be noted that the Local Government: Municipal Performance Regulations for Municipal Managers And Managers Directly Accountable to Municipal Managers, 2006 only refer to the abovementioned five Key Performance Areas.

The priorities are, in essence, the issues that a municipality intends to focus on in order of importance to address the needs. These will vary from one area to the other. They may include programmes for water delivery, electrification, sanitation and so forth. Although the clustering on the priorities is not an easy task, it begins with the aligning of priorities with objectives and also to simplify the reporting process in terms of the strategic attainment as well as achievement of the five main KPAs.

HOUSING CHARTER

Table 7 below reflects the proposed housing strategy for the Greater Letaba Municipality. At the moment the current backlog of 39 000 in rural villages will have to be addressed there, something which will prove to be a challenge seeing that the landscape is not conducive. The municipality has also indicated that they are in a process of accessing the strategically situated land where they intend to develop mixed income housing development. This is the vacant piece of land situated between Ga-Kgapane and Modjadjiskloof town. Should this succeed, such a development would go a long way in integrating the two areas. On the other hand, it will also help in addressing the backlog in the Ga-Kgapane and Mokgoba areas.

Table 7: Greater Letaba Housing Delivery Strategy

			1	2	3	4	5	6		
	PROJECTS	**PROJECTS**	**Ga-Kgapane**	**Khumelone**	**Senwamokgope Ext**	**Rural Villages**			**TOTAL**	**DEFICIT (_)**
	SETTLEMENT NAME		**300**	**319**	**300**				**919**	
	Ga-Kgapane	700	300						300	-400
	Mokgoba	120							0	-120
	Senwamokgope	40			40				40	0
	Rural villages	39 000				39 000			39 000	0
	TOTAL ALLOCATED	**39 860**	300	-	40	39 000			39 340	-520
	SURPLUS (+)		0	319	260				38 421	

PROPOSED PRIORITY PROJECTS

Following from the above information, the proposed priority housing projects for Greater Letaba Municipality can be summarised as follows:

- Senwamokgope – 300 units;
- Ga-Kgapane – 300 units;
- Khumelone – 319 units; and
- Rural villages – 39 000.

CONCLUDING REMARKS

Greater Letaba Local Municipality has only has one official dedicated to housing, and her main job is to coordinate housing programme and the management of the housing waiting list.

From the information at hand, it is apparent that the Greater Letaba Municipality has not yet grasped how to deal with the issue of housing provision within its jurisdiction.
The high backlog in rural housing units proves to be a challenge to the municipality, for the following reasons:

- There is not sufficient allocation to address the backlog in the short term;
- The fact that these units will be constructed in the rural villages, will continue to perpetuate the apartheid planning in that it will not encourage any densification in the urban areas, as well as the eradication of buffer zones;
- The areas where this backlog exists are the ones that are already experiencing huge backlog in bulk infrastructure delivery – therefore adding to the current service delivery challenges; and
- Given the topography, in the rural villages, especially those in the north-eastern areas, it is also doubtful if the entire backlog can be addressed in these areas.

Another challenge that the municipality has is that of accessing well located within the urban edge so that it can help address the high demand of housing within its jurisdiction.

Land Use Management Scheme

The Land Use Management Scheme has been developed to give effect to the spatial vision. Unlike the SDF, the Land Use Management Scheme is tighter and only amended where required for a particular development. The SDF therefore informs the content of the LUMS, rather than to act as a direct source of rights and controls itself

In the rural context it will be necessary also to deal specifically with natural resource management issues, land rights and tenure arrangements, land capability, subdivision and consolidation of farms and the protection of prime agricultural land.

The purpose of the LUMS is not to infringe upon existing land rights but to control land uses. The LUMS comprises of basically the following parts systematically:

- Part I : General.
- Part II : Definitions.
- Part III : General Conditions applicable to all properties.
- Part IV: Interpretation of use zones and use of land and buildings.
- Part V : Specific conditions and development criteria applicable to use zones.
- Part VI: Special, written and temporary consent of the local municipality.
- Part VII: Application of the scheme and powers of the local municipality.