



**GREATER LETABA MUNICIPALITY**

**DRAFT IDP ANALYSIS PHASE 2015/2016**

Year

2015/2016

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## 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
OTP	Office of the Premier
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

## **VISION, MISSION AND VALUES**

### **1. Vision**

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

### **2. 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

### **3. Slogan**

“Maatla go Setšhaba”

### **4. Values**

The values of Greater Letaba Municipality are as follows:

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

## **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.

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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**

## 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.

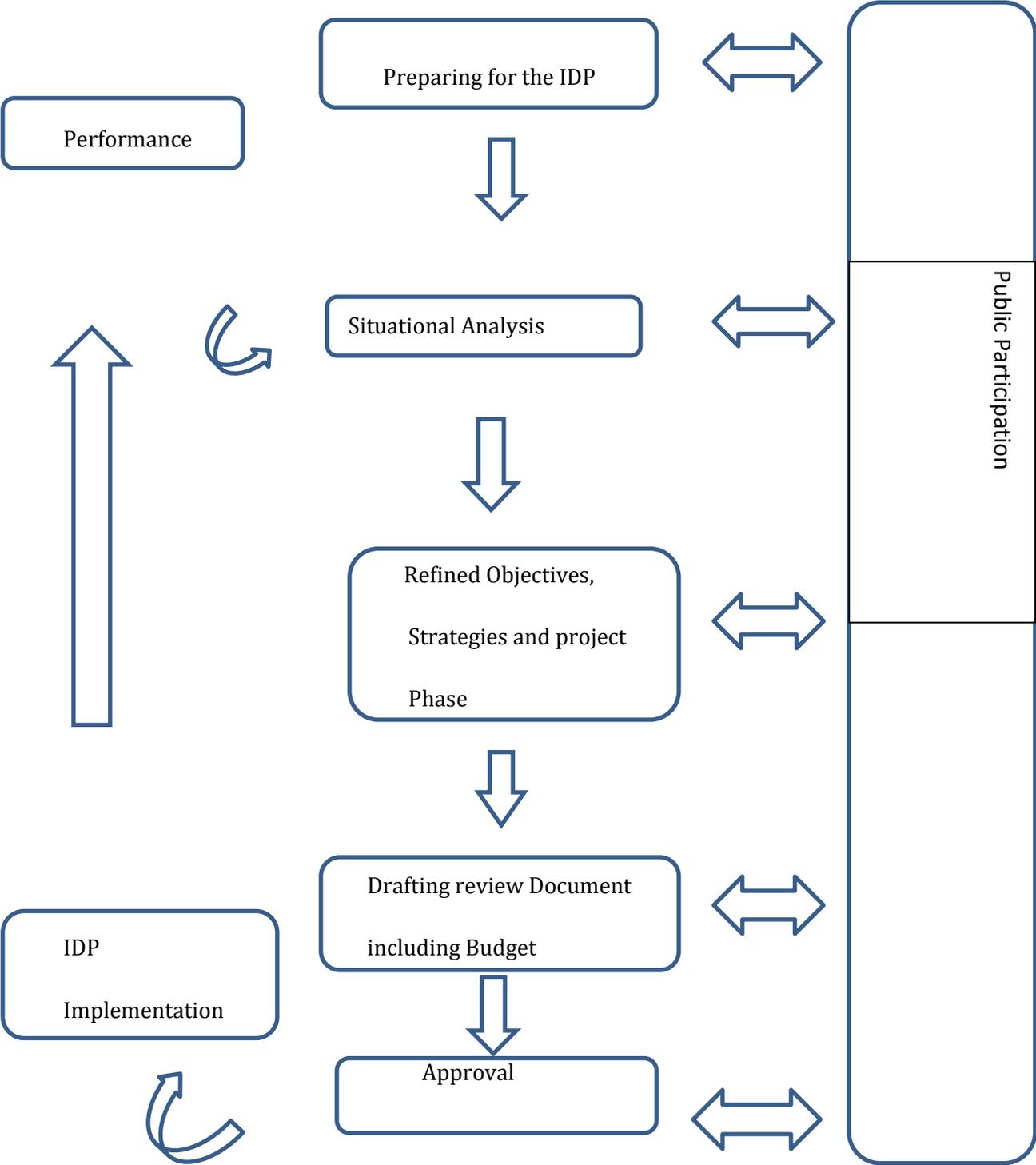
The structures that have been put in place prioritize projects that are espoused in the IDP as informed by people's priorities.

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**

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.



## 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

## 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:

**Table 1: Strategic alignment**

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

## 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 communicable and non-communicable 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.

## MONITORING OF THE PROGRESS

In terms of the Municipal Finance Act No 56 Of 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.

## **1. PLANNING FRAMEWORK**

### **1.1. 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.

### **1.2. Legislative background**

The constitution of the Republic of South Africa (Act 108 of 1996) is the supreme law of the country and fundamentally aims to protect human rights and promote democratic governance. It therefore provides for a new approach to government on national, provincial and local government levels. The new constitutional model redefines the 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 Of 1987;
- Disaster management Act no.57/2002.

## **2. FRAMING THE 2015/2016 IDP**

The 2015/2016 IDP was prepared within the legal and policy requirements, opportunities provided and challenges posed by the local, provincial and national context.

## **3. 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.

#### **4. THE NATIONAL DEVELOPMENT PLAN**

National Development Plan (NDP) offers a long term perspective. It defines as a destination and identifies the role of different sectors of the society that need to play in reaching the goal. Then NDP aims to eliminate poverty and reduce inequality by 2030. According to the plan South Africa can realize these goals by drawing energy of its people, growing inclusive economy, building capabilities, enhancing the capacity of the state, prompting leadership and partnership throughout the society.

NDP objectives are:

- Increasing employment by 13m in 2010 to 24m in 2030;
- Raise per capita income from 50 000 in 2010 to 120 000m by 2030;
- Establish a competitive base of infrastructure, human resources and regulatory framework;
- Broaden ownership of assets to historical disadvantaged groups;
- Increase quality of education;
- Provide access to quality health care;
- Establish effective, safe and affordable transport;
- Ensure households food and nutrition security;
- Realise a food trade surplus, with one third produced by small scale farmers or households;
- and
- Play a leading role in continental development, economic integration and human rights.

## 5. NEW GROWTH PATH FRAMEWORK

The Framework details government approach to job creation, reducing inequality and defeating poverty and it calls for:

- A more inclusive and greener economy;
- Government to prioritize its efforts and resources to support employment creation and equity;
- Business to take a challenge to invest in new areas;
- A vision to achieve a more developed democratic, cohesive and equitable society.

## 6. 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.

## 7. LIMPOPO EMPLOYMENT, GROWTH AND DEVELOPMENT PLAN (LEGDP) FOCUSES ON:

- 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.

## **8. 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 2015/2016 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 2015/2016 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.

## **9. 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.

The division of powers and functions between the district and local municipalities were adjusted by the MEC for local government and housing in terms of section 16 and 85 of the municipal structures Act, 1998 and published in the provincial Gazette No. 878, dated 07 March 2003 which gave local municipalities to promote local tourism.

## **10. INSTITUTIONAL ARRANGEMENTS TO DRIVE THE IDP PROCESS**

The following table portrays the structures/stakeholders, composition, and responsibilities in respect of the Integrated Development Planning Process in the Greater Letaba Municipality.

**Table 2: IDP structures, roles and responsibilities**

<b>STRUCTURES/STAKEHOLDERS</b>	<b>COMPOSITION</b>	<b>ROLES AND RESPONSIBILITIES</b>
Executive Committee	Mayor, Portfolio chairpersons, and members of the Management committee	Mayor chairs IDP forums meeting. EXCO decides on the process plan and makes recommendations to the council.
Council	All councillors	Approves the Process Plan and IDP.
Municipal Manager	Municipal Manager	Oversees the whole process and takes responsibility therefore
IDP/PMS Manager	IDP/PMS Manager	Managing the IDP process on a daily basis.
Secretariat	Provide by then office of the Municipal Manager	Record proceedings at IDP meetings. Issue invites for all IDP meetings Distribute and reports to all stakeholders.
IDP steering (Technical) Committee	Municipal Manager IDP,PMS Manager, Section 57 Managers Sectional Heads Communication Officer	Provide technical expertise and support. Ensure that the annual municipal budget and business plans are linked and based on the IDP.
IDP Representative Forum	Mayor Executive Committee Members Councillors IDP Steering Committee Traditional Leaders Ward Committee Representative of Organised Groups Sector Departments and Parastatals Mopani District municipality	Represent interest of their constituents in the IDP process Provide organizational mechanism for discussion, negotiation and decision making amongst stakeholders. Monitor the performance of the planning and implementation process.

<b>STRUCTURES/STAKEHOLDERS</b>	<b>COMPOSITION</b>	<b>ROLES AND RESPONSIBILITIES</b>
Ward Councillors and Committees	All Ward Councillors	Link the planning process to their wards Assist in the organizing of public consultation and participation.

## 11. IDP PROCESS OVERVIEW: STEPS AND EVENTS

The table below shows the steps and events of the IDP process and activities.

**Table 3: Steps and events of the IDP process plan**

<b>DATES</b>	<b>IDP</b>	<b>BUDGET</b>	<b>RESPONSIBILITY</b>
04 August 2014	IDP steering Committee discusses Process Plan EXCO considers the Process Plan	Commence process to review all budget related policies	Mayor, MM, IDP and CFO
08 August 2014	Council sitting Approves the Process Plan		MM, Mayor and Speaker
19 August 2014	Management meets to discuss IDP Analysis Phase		MM
22 August 2014	IDP Steering Committee: Analysis Phase		Mayor, MM and IDP
29 August 2014	IDP Representative forum: Analysis phase	Submit financial statement to Provincial and National Treasuries, Auditor General and Department of Cooperative Governance, Human	MM and CFO, Mayor, MM and IDP

<b>DATES</b>	<b>IDP</b>	<b>BUDGET</b>	<b>RESPONSIBILITY</b>
		Settlement and Traditional Affairs	
09 September 2014	Management: Preparation for strategic planning session		MM, Directors and Assistant Directors
17-19 September 2014	Strategic Planning Session: Strategies phase		All councilors, MM, Directors and Assistant Directors
25 September 2014	Management: consolidate strategic session discussion		MM, Directors and IDP
30 September 2014	IDP Steering Committee: Strategic phase		Mayor, MM and IDP Coordinator
09 October 2014	IDP Rep Forum: Strategic Phase		Mayor, MM AND IDP
23 October 2014	Management Meeting: Project Phase		MM and All Directors
19 November 2014	IDP Steering Committee: Projects phase		CFO, MM, IDP and Manager
20 November 2014	IDP Rep Forum: Project Phase		Mayor, MM and IDP Coordinator.
10 January 2015	Management: Half-Year IDP performance report and annual report, recommendations on adjustments budget	Half year budget performance report	MM, All Directors and PMS
15 January 2015	EXCO: Half year IDP performance report and annual report	EXCO: Noting half year budget performance report	MM
22 January 2015	Council sitting: Approval of adjustments budget and performance assessment and annual reports.		Mayor, MM & CFO
29 January 2015	Publication of the annual report for public input	Commencement of Draft Budget-	CFO

DATES	IDP	BUDGET	RESPONSIBILITY
		Processes	
14 February 2015		Extended Finance Committee (Budget and Finance committees): Discussion of Draft budget.	Mayor, MM and All Directors.
28 February 2015		Submitted adjustments to the provincial treasury, National Treasury and other organs of state. Note National budget for provincial and National allocations to municipalities for incorporation into budget.	MM and CFO
11 March 2015	IDP Steering Committee: Draft IDP Discussion, SDBIP	Extended Finance Committee (Budget and Finance Committee): First draft MTREF budget	Mayor, MM and All Directors.
26 March 2015	EXCO: consideration of the oversight report, draft IDP and Budget, SDBIP		Mayor and MM
30 March 2015	Council: Approval of the oversight report, draft IDP and Budget, SDBIP		Speaker and MM

<b>DATES</b>	<b>IDP</b>	<b>BUDGET</b>	<b>RESPONSIBILITY</b>
09 April 2015	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
03 – 16 April 2015 and 1-3 May 2015	Public participation on draft IDP/ budget		MM, Office of the speaker, Mayor
14 May 2015	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
20 May 2015	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
21 May 2015	EXCO Final Draft IDP and Budget		MM and Mayor
22 May 2015	IDP Representative forum: Consider final Draft IDP/Budget		MM and IDP coordinator
27 May 2015	Council Sitting: Adoption of the Final Draft IDP and Budget	Adoption of the budget	Speaker and MM
10 June 2015	Submission of IDP Local Government & Housing	Submission of the approved budget to Provincial	MM & CFO

<b>DATES</b>	<b>IDP</b>	<b>BUDGET</b>	<b>RESPONSIBILITY</b>
		& National Government	
18 June 2015	Submission of the draft SDBIP		Mayor and MM
26 June 2015	Signing of the SDBIP	Adoption of the SDBIP	Mayor

## **12. 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 2015/2016 IDP Review process:

- Updating baseline information to ensure sound decision-making in addressing service delivery gaps
- Meeting the national targets in terms of service provisioning
- Responding to key issues raised in the 2015/2016 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.
- Revising the vision, mission, objectives, strategies, programmes and projects.
- Updating and developing pending sector plans and programmes of the IDP.
- Responding to issues rose during the municipality assessment.
- National development plan.

## **13. MUNICIPAL PROFILE**

### **13.1. Description of Municipal Area**

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 km<sup>2</sup>. 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.

## 13.2. Demographic Profile

### 13.2.1. Population Trends

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

**Table 4: Below depicts Population and Household**

<b>Population</b>		<b>Households</b>	
Census 2001	Census 2011	Census 2001	Census 2011
247 739	212 701	59 539	58 262

**Source: (Census 2011)**

**Table 5: Below depicts population per ward per gender**

<b>Ward</b>	<b>Total population</b>	<b>Male</b>	<b>Female</b>
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	Total population	Male	Female
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 6: Below depicts household per ward**

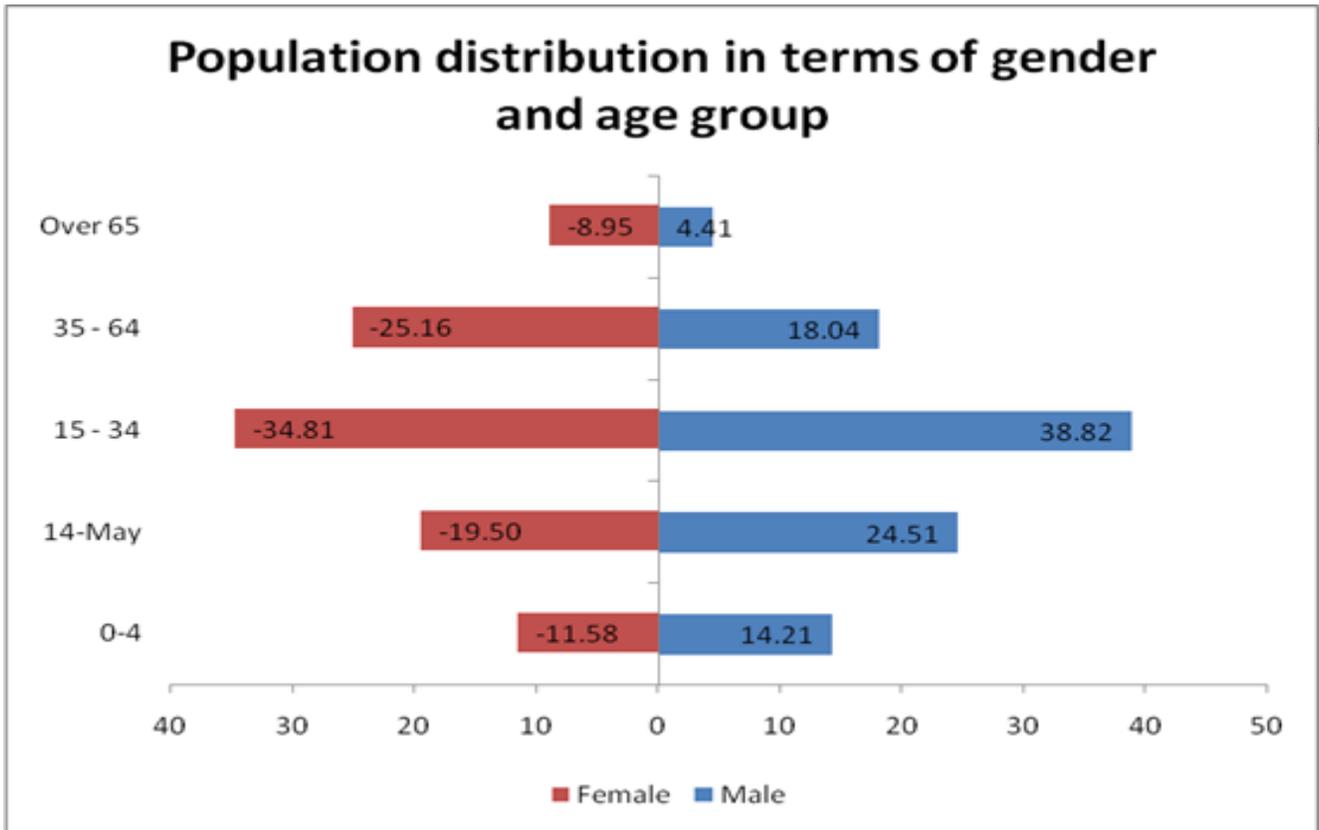
Ward	Household	Percentage
Ward 1	1960	3,4%
Ward 2	1240	2,1%
Ward 3	1497	2,6%
Ward 4	2457	4,2%
Ward 5	1896	3,3%
Ward 6	1976	3,4%

Ward	Household	Percentage
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%

### 13.3. Age and Gender Distribution

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.

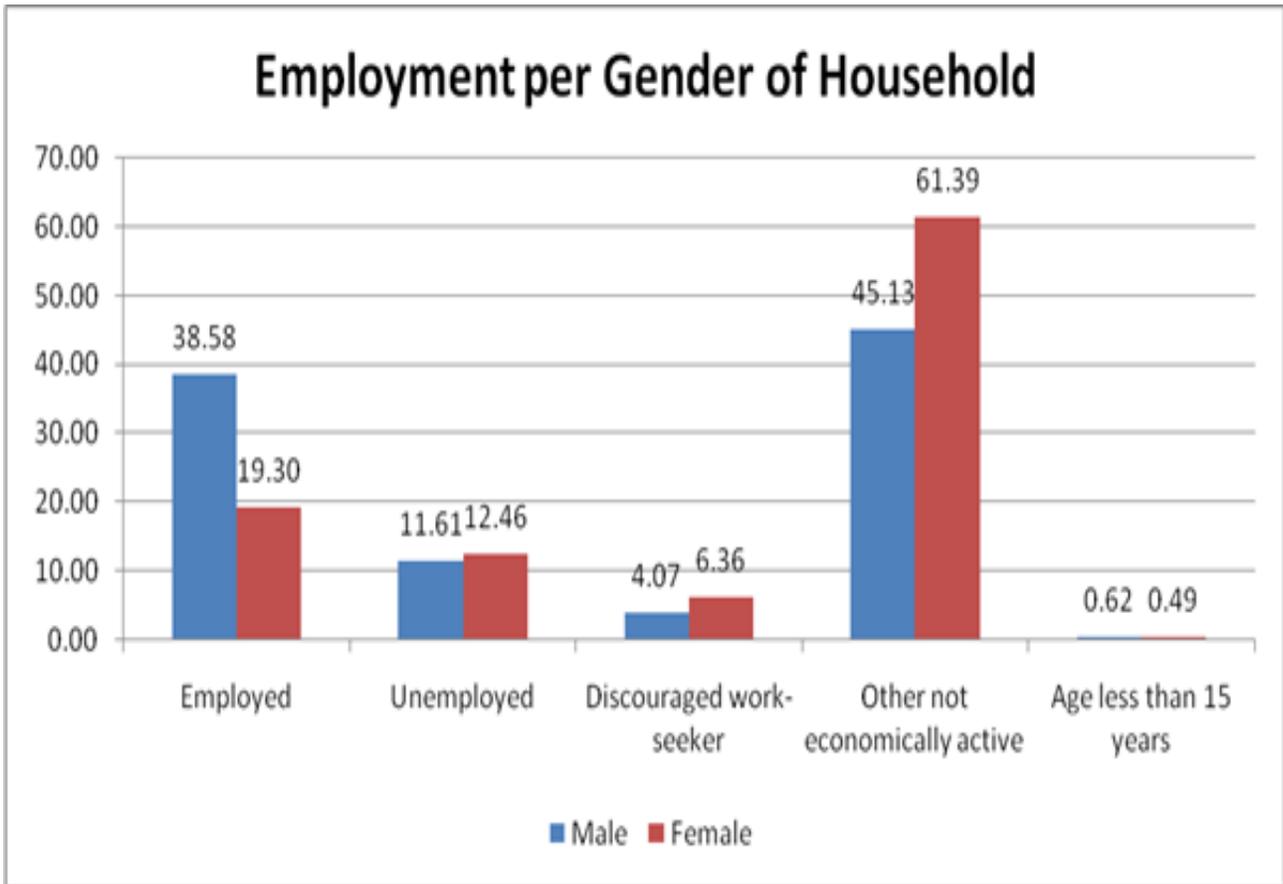
**Graph 1: Below depicts age and gender distribution**



### **13.4. 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.

**Graph 2: Below graph depicts Employment by Gender**



**Source: Census 2011**

**13.4.1. Employment and Unemployment Rate**

Employment rate 28, 94%

Unemployed rate 71, 06%

**13.5. 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 indicates household income in Greater Letaba Municipality.

**Table 7: Below depicts Income per Household**

Income	Households	%
No Income	8407	14.4
R1 - R4800	4928	8.5
R4801 - R9600	9260	15.9
R19601 - R19 600	15128	26
R19 601 - 38 200	12212	21
R38 201 - R76 400	3814	6.5
R76 401 - R153 800	2170	3.7
R153 801 - R307 600	1419	2.4
R307601 - R614 400	630	1.1
R614 401 - R1 228 800	132	0.2
R1 228 801 - R2 457 600	76	0.1
R2 457 601 or more	84	0.1
Unspecified	2	0.1
<b>Total</b>	<b>58 262</b>	<b>100</b>

### 13.6. Level of Education

**Table 8: Below table depicts level of education.**

Levels	Greater Letaba Municipality	%
Grade 1/sub A (completed or in process)	7627	5.6
Grade 7/standard 5	15877	11.7
Grade 11/standard 9/form 4/NTC II	15919	11.8
Attained grade 12; out of class but not completed grade 12	6419	4.7
Grade 12/STD 10/NTC III (without university exemption)	10159	7.5
Grade 12/STD 10 (with university exemption)	754	0.6
Certificate with less than grade 12	1430	1.1
Diploma with less than grade 12	1562	1.2
Certificate with grade 12	952	0.7
Diploma with grade 12	2777	2.1
Bachelor's degree	1479	1.1
B. Tech	78	0.1
Post graduate diploma	317	0.2
Honour's degree	459	0.3
Higher degree (masters/PhD)	72	0.1
No schooling	38459	28.5
Out of scope (children under 5 years of age)	28068	20.8
Unspecified	2334	1.7
Institutions	494	0.4
<b>Total</b>	<b>135165</b>	<b>100</b>

Source: 2011 StatsSA.

### 13.7. People with disabilities in the municipality

**Table 9: Below depicts disability by gender**

Type of disability	Male	Female
Sight	345	134
Hearing	392	102
Communication	421	143
Physical	729	567
Intellectual	1	32
Emotional	493	432
Multiple	145	57
<b>Total</b>	<b>2526</b>	<b>1467</b>

**(Census 2011)**

## 14. SPATIAL ANALYSIS

### 14.1. 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.

### 14.2. 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 km<sup>2</sup>;
- 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:

#### **14.2.1. 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.

#### **14.2.2. 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.

#### **14.2.3. 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.

#### **14.2.4. 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.

#### **14.3. 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.

### **15. SETTLEMENT HIERACHY**

Settlement hierarchy of the municipality is usually based on the classification of individuals' settlement as reflected below in the table:

**Table 10: Below depicts settlement hierarchy**

Type	Characteristics	Area
1 <sup>st</sup> order Settlement	<ul style="list-style-type: none"> <li>▪ Growth points</li> <li>▪ Settlement located relatively close to each other.</li> <li>▪ Meaningful economic and social activities.</li> <li>▪ Services are available for potential business</li> <li>▪ Higher level of services</li> </ul>	Modjadjiskloof, Ga-Kgapane and Senwamokgope
2 <sup>nd</sup> Order Settlement	<ul style="list-style-type: none"> <li>▪ This group of settlement are located close to each other</li> <li>▪ Have virtually no economic base.</li> <li>▪ The area has no infrastructure services.</li> <li>▪ Substantial number of people stay in this area</li> </ul>	Mokwakwaila
3 <sup>rd</sup> Order settlement	<ul style="list-style-type: none"> <li>▪ The areas exhibit development potential; based on population growth.</li> <li>▪ The areas are traditionally rural areas.</li> <li>▪ And have more than 500 people.</li> <li>▪ They don't form part of the cluster.</li> <li>▪ Most of these areas are relatively isolated in terms of surrounding settlement.</li> <li>▪ The potential of self-sustained development growth is limited.</li> <li>▪ Lack of development opportunities.</li> </ul>	Mapalle and Rotterdam
4 <sup>th</sup> order of settlement	<ul style="list-style-type: none"> <li>▪ The settlement is a traditional rural area, where settlement is located in the manner that they are interdependent.</li> <li>▪ Settlement is linked together by social infrastructure e.g. (clinic, schools etc.)</li> <li>▪ The settlement is small and they less and they have less than 1000 people per village</li> </ul>	
5 <sup>th</sup> Order of settlement	<ul style="list-style-type: none"> <li>▪ All small settlements which are mainly rural villages, which do fall under 4<sup>th</sup> order of</li> </ul>	Motlhele area

	settlement. <ul style="list-style-type: none"> <li>▪ No economic base in this area.</li> <li>▪ The potential for future self-sustainable development of these settlements is extremely limited.</li> </ul>	
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## 16. LAND USE COMPOSITION AND MANAGEMENT TOOLS-LUMS AND GIS

LUMS determines and regulates the use and development of the land in the municipal area in accordance with Town-Planning and Town Ordinance. Geographic Information system assists with the information regarding land development and upgrading and the municipality upgrades the systems regularly.

### Spatial Development Growth points Areas

**Table 11: below table depicts Spatial Development Growth Points Areas**

<b>Provincial</b>	<b>District</b>	<b>Municipal Growth Points</b>
Modjadjiskloof	Kgapane Township	Mokwakwaila Senwamokgope

## 17. LAND CLAIMS AND THEIR SOCIO-ECONOMIC IMPLICATIONS

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 Of Noordgedagte. The status of other land claims in the area has been investigated and notable progress has been observed.

**Table 12: The table below gives the status of Land claims**

Total number of claims lodged	196
Total after consolidation	194
Total settled	2
Hectors restored	91812.01ha
Households Benefited	1923
Beneficiaries	17234
Outstanding claims	97284.02ha

**Table 13: below table depicts claims settled**

REF/KRA NO	CLAIMANT
CPA-2001/0278/A	Pheeha Community
CPA-12/1299/A	Tshwale Community

**Table 14: Illegal Land Occupation**

PROPERTY DESCRIPTION	LAND OWNERSHIP	COMMENT(S)
Meshasheng	Greater Letaba Municipality	About 24 people have built shacks
Masenkeng	Greater Letaba Municipality	Service Provider has been appointed to develop residential sites
Mokgoba in Modjadjiskloof	Greater Letaba Municipality	About 200 foreigners have built shacks

## 18. SPATIAL CHALLENGES

- Large area in Modjadjiskloof town is owned by one private person and this create a challenge in terms of upgrading and expansion of the town;
- There's illegal settlement and land occupation in areas such as Masenkeng, Mokgoba and Meshasheng;
- Illegal occupation of land by illegal car wash along D13380 road from Kgapane to Matswi;

- Land restitution and redistribution;

This is the policy of the government to restore land to the people who were dispossessed since 1913. The government process progresses at a snail pace.

## 19. 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 Transversonosis Cycad Forestry only found here);
- Vast tomato plantations of ZZ2;
- Modjadjiskloof waterfalls;

- Walking trails both in the Caravan Park and in the nature reserve;
- Manokwe Caves ( feasibility study has been completed);
- Scented Garden (Garden for the blind), which has been renovated recently;
- Nehakwe Mountains Lodge.

## **20. 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 Sprintsrand, 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;
- Mokuakwaila 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.

## **21. SPATIAL DEVELOPMENT CONSIDERATION (LAND AVAILABILITY)**

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, via:

- 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.

## **22. ENVIRONMENTAL ANALYSIS**

### **22.1. Introduction**

Greater Letaba municipality is faced with environmental risks and threads that lead to environmental degradation. 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. Page | 41

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.

#### **22.1.1. Environmental Legislation:**

**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.

**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.

**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, Via 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**

- Sekgosesese 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 storm water 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;
- Mamanyoha;
- 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 CO<sub>2</sub>, 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 CO<sub>2</sub> 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.

### **22.3. 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 process 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 9: 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. The municipality has skip bins in Mokwakwaila, Mothele, Madumeleng and Lenokwe.

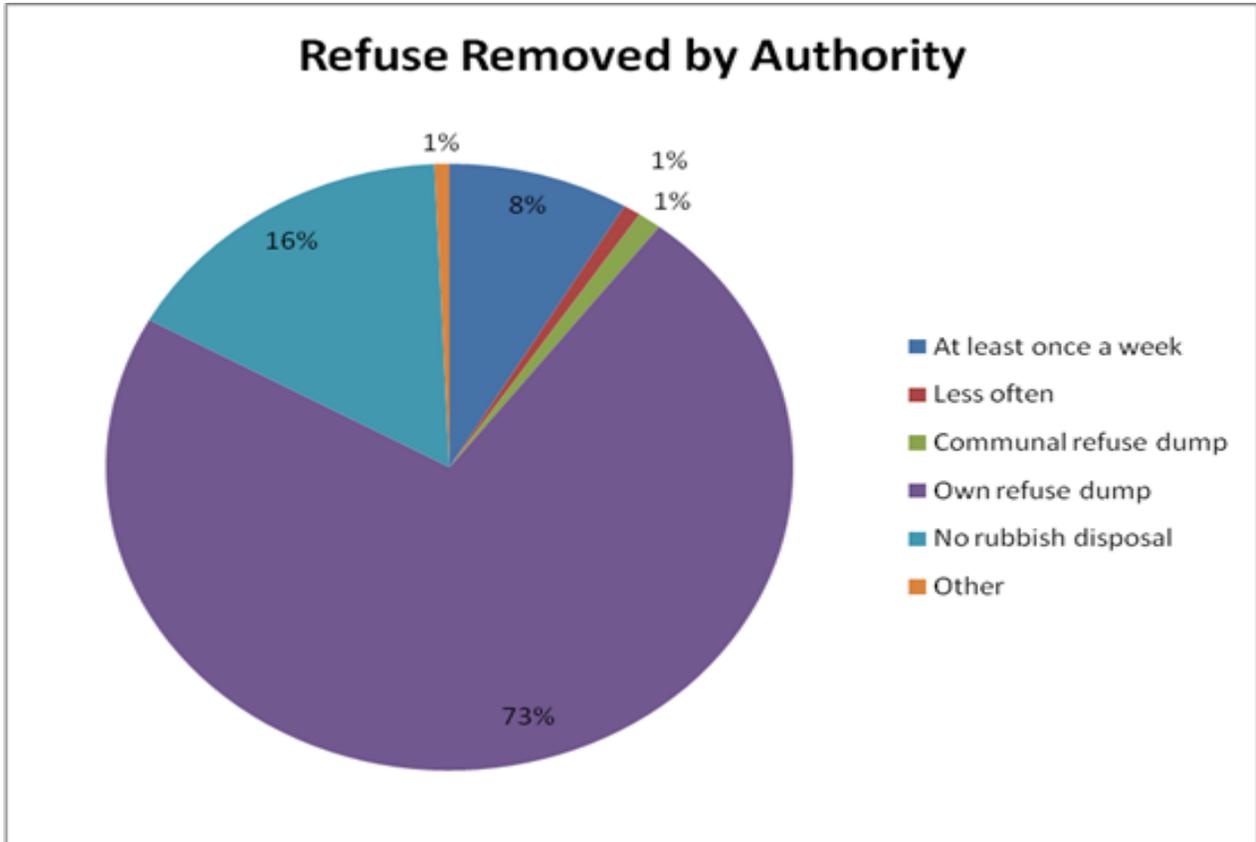
Refuse removal service by the municipality has been focusing in urban areas (towns and townships).

**Table 10 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 2008 (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		<b>9 454</b>
Other		<b>410</b>
<b>TOTAL</b>		<b>58 262</b>

### **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.

## **23. SOCIAL ANALYSIS**

### **Background**

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

## 24. INTEGRATED AND SUSTAINABLE HUMAN SETTLEMENT

GOGHSTA and the municipality have a mandate to facilitate between the community and department in terms of housing provision.

### Types of dwelling

Table 8 indicates that approximately 84.8% of the households live in brick-houses showing satisfactory conditions of living. The table also shows that 4% of the households are in informal settlement. This calls for immediate spatial reconstruction and formalisation where possible.

Huts and other traditional dwellings are also prevalent i.e. 6.5%. This indicates that numerous households still live in dwellings which are below RDP standards.

The figures below do not necessarily mean housing backlogs as indicated by the municipality through ward based surveys have been exaggerated, as a larger percentage of the individuals in need of RDP houses still reside with parents or immediate relatives, hence the increase in household sizes.

**Table 11: The table below depicts the type of dwelling:**

Type of Dwelling	2001	%	2011	%
House or brick structure on a separate stand or yard	50523	84.8	52491	90.0
Traditional dwelling/hut/structure made of traditional materials	3857	6.5	3988	6.4
Flat in block of flats	59	0.1	297	0.5
Town/cluster/semi-detached house (simplex: duplex: triplex)	55	0.1	9	0.0
House/flat/room in back yard	459	0.8	589	1.0
Informal dwelling/shack in back yard	250	0.4	1013	1.7
Informal dwelling/shack NOT in back yard e.g. in an informal/squatter settlement	2439	4.1	942	1.6
Room/flatlet not in back yard but on a shared property	460	0.8	112	0.2
Caravan or tent	-	-	57	-

Private ship/boat	-	-	-	
Workers' hostel (bed/room)	1378	2.3	-	
Other	60	0.1	322	0.6
<b>Total</b>	<b>59539</b>	<b>100</b>	<b>58262</b>	<b>100</b>

**Source: STATSA (2011)**

### **Housing backlog**

The Department of Local Government and Housing indicates a backlog of 4696 on the beneficiary list. This is based on the applications submitted by the municipality to Department. As such the indicated backlog is extremely lower than the actual backlog. Of this backlog, DLG&H could only address 4.2% (i.e. an allocation of 200 houses). With this progress, the municipality will not be able to ensure that all beneficiaries are allocated houses by 2014. 5442 RDP houses have been built since 2001. In 2011, DLGH has allocated 890 RDP units to six wards in the municipality. This goes a long way in redressing most of the low cost housing in the municipal area.

There are other factors that come into play as far as housing is concerned. These include the challenge of unavailability of land to develop integrated settlements in areas such as Modjadjiskloof, Ga-kgapane and Senwamokgope. Land claims pose a limitation on housing development. Illegal occupation of land has worsened the situation in areas such as Ga-Kgapane.

Rural housing however, may be an immediate solution to the challenge of housing as well as increment in unused infrastructure in the municipal area. This include among others, in-situ upgrading or constructing.

However, there are integrated housing developments in Maphalle, Jamela and Mooiplaats. Priority should also be given to incomplete low cost houses in Ga-Kgapane and Senwamokgope as well as unblocking of various projects in villages.

## 25. HEALTH AND SOCIAL DEVELOPMENT

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 hospitals, clinics and health centre.

**Table 12: the table below indicate health facilities**

VILLAGE NAME	CLINIC NAME	HOSPITAL/HEALTH CENTRE
Kgapane	Kgapane Clinic	Kgapane Hospital
Meidingeng	Meidingeng Clinic	
Sekgopo	Sekgopo Clinic	
VILLAGE NAME	CLINIC NAME	HOSPITAL/HEALTH CENTRE
Modjadjiskloof	Modjadjiskloof Clinic	Modjadjiskloof Health Centre
Shotong	Shotong Clinic	
Modjadji	Sekwiting Clinic	
Bolobedu	Bolobedu Clinic	
Matswi	Matswi Clinic	
Senopelwa	Senopelwa Clinic	
Seapole	Seapole Clinic	
Ramodumo	Ramodumo Clinic	
Mamanyoha	Mamanyoha Clinic	
Lebaka	Lebaka Clinic	
Maphalle	Maphalle Clinic	
Raphahlelo	Raphahlelo Clinic	
Mamaila	Mamaila Clinic	
Middlewater	Middlewater	
Pheeha	Pheeha Clinic	
Rotterdam	Rotterdam Clinic	
Bellevue	Bellevue Clinic	
<b>Total</b>	<b>20</b>	<b>2</b>

## 26. 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.

### **Health Facilities Backlog**

- Insufficient mobile and visiting points;
- Modjadjiskloof lack of space for the clinic;
- 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.

### **Prevalence of range of diseases**

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 the lives of then people.

## 27. SAFETY AND SECURITY

The South African police service (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 13: below depicts 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 needs to prioritize. The highest crime types in this municipality which are still posing challenges to communities are theft, burglary and assault.

**Table 14: the table below depicts the crime hotspots**

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

## 28. EDUCATION

Greater Letaba Municipality has a number of existing schools and their conditions left much to be desired.

**Table 15: The table below depicts the number of existing schools**

<b>Year</b>	<b>2014</b>
Secondary	189
Primary	199
Combine	-
Intermediate	-
LSEN	1
<b>Total</b>	<b>389</b>

### Education Backlog

The following areas are affected by the Backlog

- Mandela Park;
- Nkwele-motse;
- Modumane;
- Hlohlokwe;
- Makaba;

- Mothobeki;
- Modjadjiskloof (Secondary);
- Mahunsi;
- Shamfana (High School);
- Reinstatement of Modjadji College as a need.

**Classroom backlog is also prevalence in most of the schools in Greater Letaba Municipality.**

There is infrastructure backlog in both high and primary schools in relation to infrastructure such as electricity, water, and sanitation is noticeable.

Dumani Primary School eight (8) Classrooms have been blown away by wind during disaster in 2010. And since then nothing has been done to replace the dilapidated classrooms.

**Table 16: table below depicts teacher/learner 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/leaner ratio for primary Schools, Greater Letaba municipality complies 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. The performance of Primary Schools in terms of Annual Assessment is not satisfactory and the Learner cannot read and writer and instead teachers read for the Learners before they could write Annual Assessment and this has a long term impact on Grade 12 results.

**29. SPORTS, ARTS AND CULTURE**

Greater Letaba Municipality has Arts and culture committee to coordinate Sports, Arts and Cultural activities; this is done in liaison with the Department of Arts, Sports and Culture in the Province.

- The development of sports in the municipality is still a challenge;
- Non-Utilization of the stadium such as Mokwakwaila Stadium is also a cause of concern;
- Delay in the functionality of Senwamokgope stadium is, as well a challenge.

### **Sports, Arts and Culture backlog**

- Libraries facilities

And in terms of libraries, shortage of books makes it difficult for people to develop academically. The Modjadjiskloof Library, Soetfontein Library and Ga-Kgapane Library are the only three libraries that currently operational. The Greater Letaba Municipality have three backlogs of libraries in Mokwakwaila, Sekgopo and Rotterdam.

The state of school libraries leaves much to be desired, there are no libraries in most of the schools and they have converted classrooms to be utilized as libraries and they are under resourced with books and personnel.

- Stadiums and gravel play grounds facilities

In terms of stadiums there's only a backlog of two stadiums at Rotterdam and Goudplaas. There are also backlogs in relation to play grounds in areas where there are no stadiums and there's a need for the municipality to embark on the programme of developing playgrounds in rural areas or to upgrade the existing ones to the acceptable standards.

### **30. HERITAGE SITES**

Greater Letaba Municipality have number of sites which can be identified, celebrated and declared as heritage sites and such sites are:

- Modjadji Cycad Forest;

- The Rain Queen White House;
- Lebjene Ruins;
- Manokwe Cave;
- Baobab Tree;
- Khelobedu Dialects.

### **31. THUSONG CENTRE SERVICES**

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.

The following organizations provide services in the centre:

- SAPS;
- Social Development;
- Greater Letaba Municipality;
- Electricity Utility.

### **32. POST OFFICE AND TELECOMMUNICATIONS:**

The telecommunication infrastructure plays an important role in the development of other socio-economic sectors. An effective telecommunication infrastructure that includes universal access is essential to enable the delivery of the basic services and the reconstruction and the development of the deprived areas.

#### **Rural Broadband**

That the proposal to provide rural broad-band services with more capacity and integrated advanced services to the community of Greater Letaba Municipality by the ML Telecoms trading as Maberekise Telcoms is approved. This will go a long way to assist the community of Greater Letaba Municipality

more so because there was a shortage of network in other areas of the municipality especially rural areas.

### **Number of post offices**

Greater Letaba municipality have three post offices i.e. Modjadjiskloof Post office, Ga-Kgapane post office and Roerfontein post office in Sekgosese area, but by and large satellites post offices have been installed in the villages where the post offices are far away from villages in question.

### **Network infrastructure challenges**

There are areas in the municipality which experienced network infrastructure challenges, areas such as between Munnik and Sekgopo, Abel, Motlhele, Ga-Mahowa and Thakgalang.

### **Post office and telecommunications backlogs**

#### **Post office**

The Greater Letaba Municipality have five areas which don't have post offices and such areas are, Mokwakwaila, Rotterdam, and Thakgalane.

## **33. FIRE AND RESCUE SERVICES, DISASTER AND RISK MANAGEMENT**

### **Background Information**

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

Greater Letaba Municipality has identified the following major disaster risks challenges:

Table 16: The table below depicts major disaster risks prevalent in the municipality:

No	Type	Risks
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1	Hydro meteorological Hazards	Draught, floods and fire
2	Biological hazards	Food poisoning, foot & Mouth diseases.
3	Technological hazard	Dam failure, road accidents
4	Environmental degradation	Deforestation, soil erosion, land degradation, and water pollution.

### 34. LOCAL ECONOMIC DEVELOPMENT

#### 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.

#### A Broad Economic Overview of South Africa

South Africa is a middle-income developing country with an abundant supply of natural resources, well-developed financial, legal, communication, energy and transport sectors, a modern infrastructure, and a stock exchange which rank among the 10 largest in the world.

Its economic policy over the past nine years has been shaped by the government’s development strategy in areas of education, health, social development, security, land reform and poverty alleviation. The government’s policy decisions have been designed to promote sustainable economic growth, and to ensure that the benefits of growth are shared across an increasingly greater spectrum of society.

The country’s economic policy is based on the macro-economic policy called growth, employment and Redistribution (GEAR). It aims to find a balance between promoting economic growth on one hand, and social service delivery and job creation on the other. GEAR combines the goals of deficit reduction, reprioritizing of government expenditure to enhance poverty reduction, and embarking on macro-economic reforms to promote job creation.

The social transition that has accompanied the demise of apartheid has seen a vast increase in economic participation. Factors underlying this have included an increase on female participation in the economy, as well as migration to urban areas by rural poor. South Africa also has a dual agricultural economy: a well-developed commercial sector and predominantly subsistence oriented sector in the traditionally settled rural areas. Of which Mopani District is constituted. This is probably

one of the glaring factors that provides for the South African economy as consisting of the first and the second Economy. The first and second Economy in our country is separated from each other by a structural fault.

The second economy emerged during the long period of colonialism and apartheid as a result of the deliberate imposition of social, political and economic exclusion of the African majority by a racist state.

Whilst exacerbated by the imperatives of globalization, the restructuring of the economy also reflect, to some degree the response of capital to the extension of citizenship and economic rights to previously disenfranchised. This restructuring has segmented the labour market into three overlapping zones, namely core, non-core workforce and the peripheral workforce.

The core consists of workers that benefit directly from global integration, advances in worker rights and other forms of inclusion in social, economic and political institutions. Formal sector workers are generally highly organised in the trade union movement, although new jobs created in the formal sector tend to have diminished, it still constitutes more than half of the economically active population.

While they enjoy higher salaries, secure employment and good working conditions, growing numbers of people depend on their wages. Men rather than women are more easily absorbed into this core of labour market.

The restructuring of the workforce is increasing the levels of a typical employment. This includes actualization, fixed term contract and working from home.

Those pushed into these precarious and intensive working conditions become part of non-core workforce. Because of the temporary nature of their work, union organization is much harder amongst the non-core workforce. The rights won by workers in the core of the economy are difficult to realize in an environment of poorly organized temporary workers, where women are more likely to find work.

The peripheral zone consists of those who have been excluded from the formal economy and engage in informal income generating activities on the margins, or depend on the support of friends and family and or social grants.

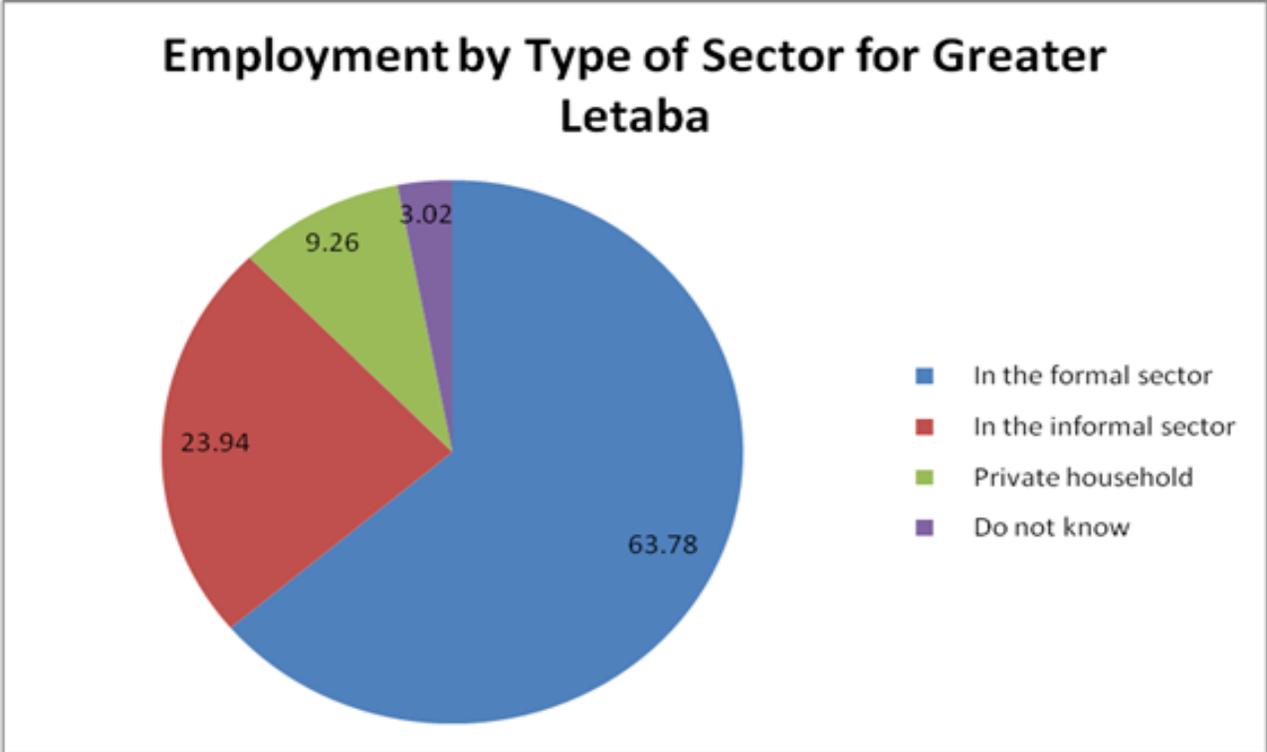
This includes the street traders and hawkers who sell basic commodities to the poor, memorabilia to the tourists and food to urban workers. While some of those operating in the urban economy are able

to secure relatively stable niches in markets created by formal sector economic activity, others find themselves excluded from such markets altogether and eke out a survival through dependence on welfare grants and the barter of goods services.

**35. LOCAL ECONOMIC PROFILE**

**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 avocados, with litchis and nuts also being farmed in the regions surrounding the municipality on a commercial scale. The largest tomato farm in Southern Africa, ZZZ is located in the Mooketsi valley within GLM.

### **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.

### **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;
- Modjadji Museum;
- Nahakwe Mountains Lodge.

### 36. 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.

### 37. 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 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:** 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 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.

### **38. 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.

### **39. LOCAL SKILL BASE**

Greater Letaba Municipality should concentrate on three priority sectors, namely agriculture, tourism and retail .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 has 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.

### **40. BASIC SERVICES DELIVERY ANALYSIS**

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 Lemondokop 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 through 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.

### **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.

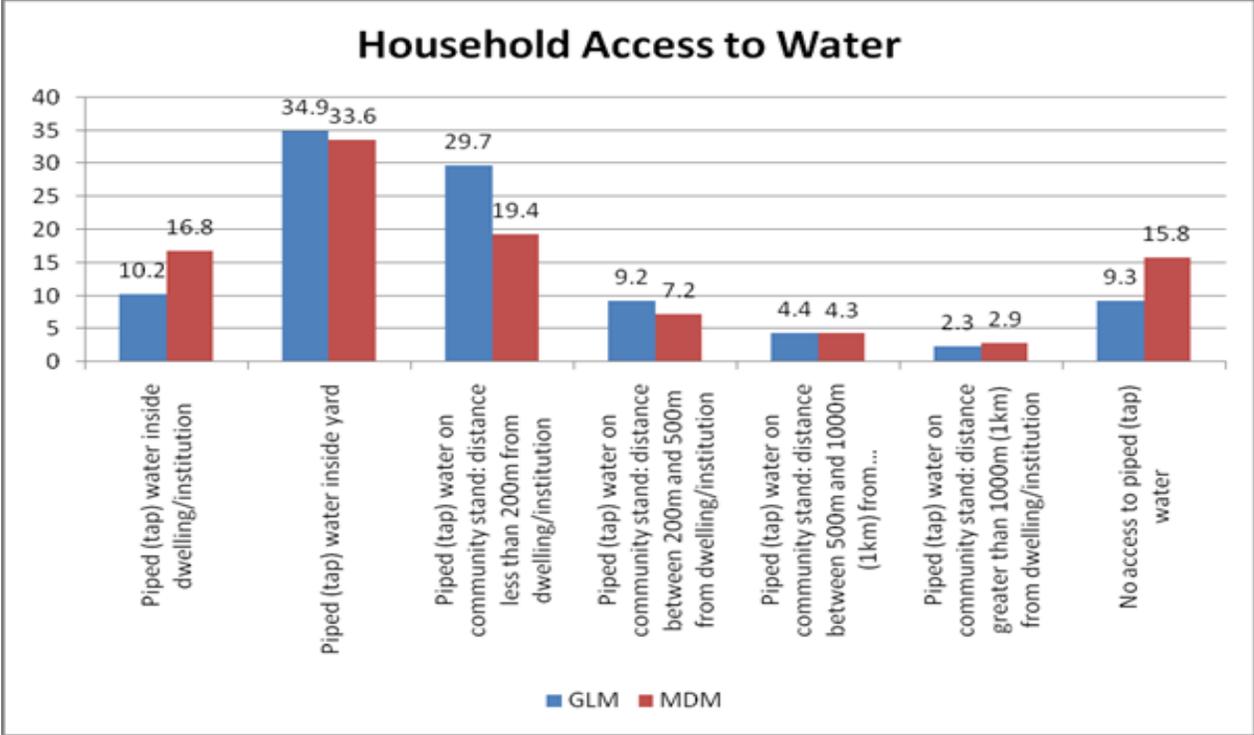
There is a need to address shortage of bulk water through the upgrading of existing purification plants, refurbishment of some resources, provision of package plants and drilling or equipping of additional boreholes as a temporary relief measure.

#### **41. ACCESS 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

## SOURCES OF WATER

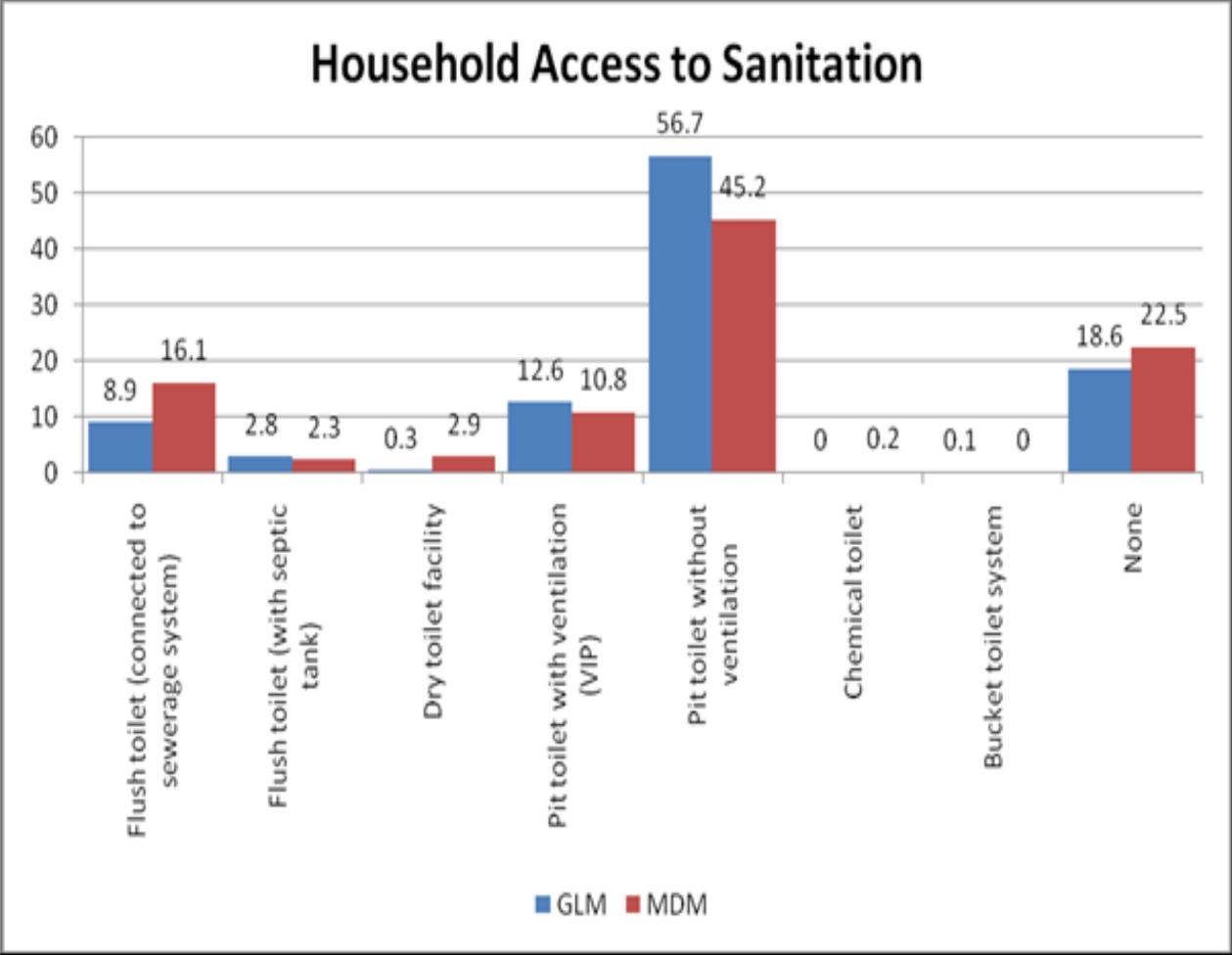
**Table 17: the table below depicts sources of water**

Source	Benefiting areas
<b>Politsi water supply scheme</b>	Mokgoba, Modjadjiskloof, Kgapane and surrounding farms
<b>Modjadji Water Supply scheme</b>	
- Upper Modjadji Rural Water Supply Scheme	Mamphakathi, Bodupe, Moshakga, Motsinoni, Ramphenyane and Mokwasele.
- Worcester/Polaseng/Mothobeki Rural water supply	Matswi, Ditshosing, Shawela, Polaseng, Mokwakwaila, Ratjeke and other surrounding areas
- Lower Molototsi Rural water Supply scheme	Jokong, Mpepule, Thlothlokwe, Mothele, Kuranta, Ramodumo, Buqa, Abele Taolome and the surrounding villages.
<b>Middle Letaba Rural water Supply</b>	
	Sekgosese Area, Maphalle, Mohlabaneng, Jamela, Sefofotse, Bellevue, Mamaila Mphotwane, Nakampe, Refilwe and Makgakgapatse.
<b>Sekgopo Rural Water Supply scheme</b>	
(No bulk water Supply, the entire area depend on ground water supply)	Sekgopo comprises of 15 village of which they depend on ground water.

## 42. ACCESS TO SANITATION

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.

Graph : the below graph depicts households access to sanitation:



### Water and sanitation backlog

Services	Total households	Level of Services	Coverage	Backlog	% Backlog
<b>Water</b>	<b>58 262</b>	Inside dwelling	5948	<b>9328</b>	<b>16 %</b>
		Inside yard	20320		
		Communal stand pipe >200m	17276		
		Communal stand pipe <200m	5390		
<b>Sanitation</b>	<b>58 262</b>	Flush toilet	5949	<b>7867</b>	<b>13.5%</b>
		Pit latrine (Ventilation)	11390		
		Pit latrine (without ventilation)	33056		

### 43. WATER AND SANITATION CHALLENGES

- Ageing for water and sanitation infrastructure (Modjadjiskloof and Kgapanane);
- Over reliance on boreholes (Sekgopo and Sekgosese area);
- Illegal connection, theft and vandalism;
- Water rights and allocations;
- Quality of drinking water.

### Free Basic Water and Free basic Sanitation

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 are a total of 131 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.

Service	No. Indigent Households	Access	Backlog
Water	5 804	5345	459
Sanitation	5 804	3210	2594
Electricity	5 804	3894	1910
Refuse removal	5 804	5 804	--

### Status of electricity network in Modjadjiskloof

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.

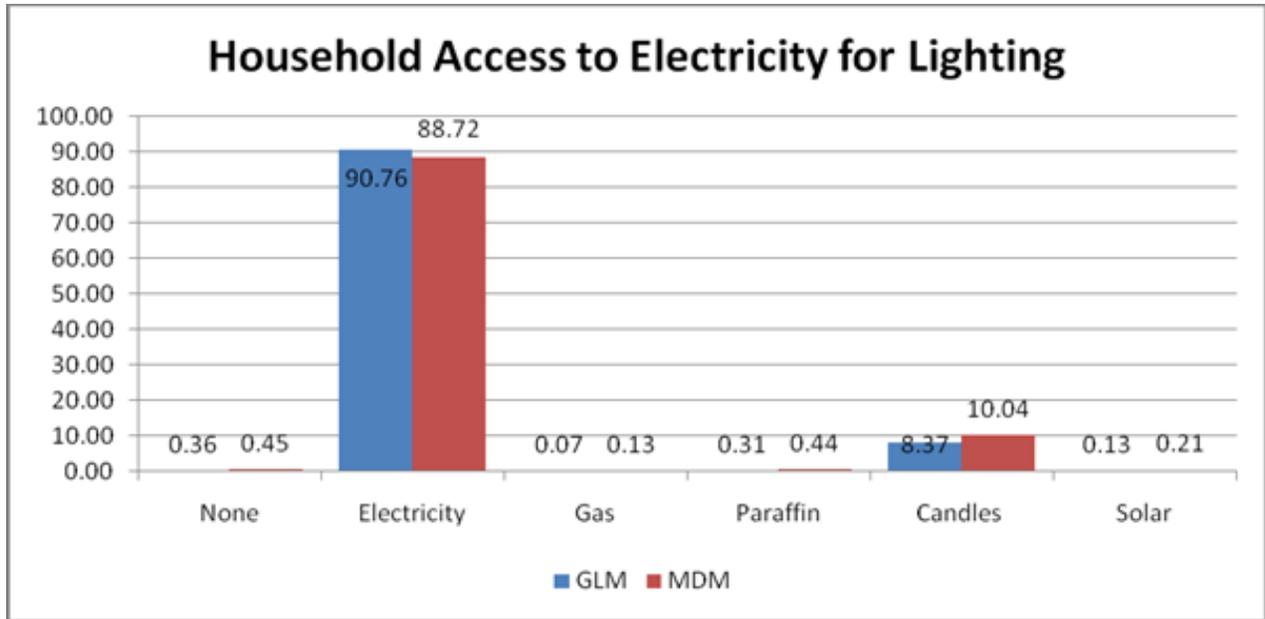
The infrastructure is composed of:

- The high voltage 11.5 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 Greater Letaba Municipality has developed its own electricity master plan and the upgrading of the current network to advance compliance with the national electricity regulator (NER Standard has been completed).

**Households Access to Electricity**



Source: StatsSA 2011

**44. 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.

**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.

#### 45. TRANSPORT INFRASTRUCTURE

##### 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.

##### 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 Kgapanne	Along road R36 north of Modjadjiskloof to Kgapanne
4	Modjadjiskloof to Giyani	Road R36 north of Modjadjiskloof into road R81 towards Giyani
5	Ga-Kgapanne to Mookkwaila	From Kgapanne heading north through villages to Mookkwaila
6	Mooketsi to Sekgosese	From Mooketsi heading north through villages to

		Sekgosese
7	Sekgosese to Bungeni	Road from Lemondokpp through villages to Bungeni.

### Storm water, Drainage and backlog

The municipality has a backlog of storm water drainage in all gravel streets and roads and the upgrading of some internal streets from gravel to concrete paving blocks in various villages and township is continuous.

### Table below reflect the roads and bridges requiring immediate attention

Roads	Bridges
Road D1329 (near Rabothata) and bridge	Sephokhubje-Mamaila bridge
Road D1331 (Polaseng-Mothobekgi)	Sekgopo bridge
Road R36 (Botha Street)	Shaamiriri bridge
Road D3150 (Wholesale – Thakgalang - Maruleng)	Modjadjiskloof, Uitzecht street bridge
Road D3164 & D3205 (Sekgosese to Maphalle)	Rotterdam - Sephokhubje bridge
Road D3734 (Raphahlelo)	Rotterdam bridge
Road D3195 (Maphalle to Senakwe)	Polaseng-Matipane bridge
Road D3210 (Senwamokgope)	Mamokgadi - Ntata bridge
Sekgopo – Moshate Road	Abel – Shamfana bridge
Road D3200 (Rampepe - Hlohlokwe)	Ntata – Peterson (Block 18) bridge
Road D3196 (Ditshoshing)	Mapaana – Meidingeng bridge
Road D1350 (Matswi to Motupa)	Ramodumo Kuranta bridge
Road D3216 (Mamanyoha, Taolome)	Shawela bridge to cemetery
Road D3212 (Mamokgadi, Ga-Ntata)	Motsinoni-Mamakata bridge
Road D3222 (Sephokhubje)	
Road D3213 (Ntata – Peterson)	

<b>Roads</b>	<b>Bridges</b>
Road D841 (Modjadjiskloof – Tzaneen) Expansion of R81 Road D3206 (Maupa-Sedibeng) Road D3207 (Bellevue –Shimauxu) Road D3242/1 (Jamela road) Phaphadi – Sekhimini road Sekgopo/Setaseng road	

### Classification of roads in GLM

<b>National Tarred Roads</b>	
R36	Mooketsi-Modjadjiskloof-Politsi

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

<b>Provincial Gravel roads</b>	
D617	Mooketsi-Valkrans
D569	P43/2-D1308
D3221	Lekgwareng-Abel
D3231	Mamaila-Cross No1
D3734	Ga-Phooko
D3205	Maphalle-Blinkwater-Rotterdam
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-Soekmekaar
D3219	Taulome-mahekgwe
D3216	Taulome-D3200
D3212	Bellevue-Mamokgadi
D3207	D3820-Sidibane
D3206	Sedibeng-Maupa
D3243	Jamela-D3242
D3242	D3205-D9

### **Backlogs on Roads and Storm Water Drainage**

The backlog is estimated at 787 Km road including storm water drainage. The municipality has a backlog of roads that need storm water drainage.

### **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 more than 10 minutes to access public transport which is above service norm and standard.

## 46. TYPES OF TRANSPORT

Municipality have three types of transport mode:

- Taxis;
- Rail operations;
- 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 Municipality 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 taxi 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.

### **Rotterdam 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 operators for routes
- No integrated transport system

## **47. GOOD GOVERNANCE AND PUBLIC PARTICIPATION**

### **Background**

Section 152 of the constitution reflects that one of the objectives of the Local government is to encourage the involvement of communities and community. 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 a number of ways and systems to involve communities and improve governance such as:

- 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.

### **Municipal Council and Committees**

The Municipal Council Committees such as the Executive and Portfolio committees are fully functional. Council meetings are held quarterly with special council meetings convened when needs arise.

### **Relationship with Traditional leaders**

GLM has a good relationship with the 10 traditional leaders. These traditional leaders serve in the council of the Municipality. The municipality has established a Traditional Leaders Forum which sits on a 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.

### **Inter-governmental Relations**

Greater Letaba Municipality is responsible for facilitating inter-governmental relations within its area of jurisdiction. The municipality is the convener of the manager's forum for strategic alignment, coordination and integration that serves as an intergovernmental structure where sector Departmental managers in the municipality meet with their municipal counterparts.

### **Community input**

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

### **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.

### **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.

### **Oversight Committee**

#### **Municipal Public account committee**

The municipality has established a Municipal Public Accounts Committee in terms of Sections 33 and 79 of the Municipal Structures Act 1998. This committee plays an oversight role of the council. The committee consists of nine non-executive councillors.

#### **The committee members are:**

**Chairperson:** Cllr. Baloyi M.J.

#### **Members:**

1. Nakana M.
2. Machethe N.
3. Rabapane D.
4. Lebepe A.
5. Morwatshehla F.

6. Mkansi G.
7. Makgeru A.
8. Matloga I.
9. Mokwalakwala F.

## **48. AUDIT, ANTI-CORRUPTION AND RISK MANAGEMENT**

### **Internal Audit**

Internal controls and compliance audits are conducted and report are submitted to the management and acted upon. The municipality has just appointed the Internal Auditor who will add value to the final management. There is also a District-shared Audit committee which renders services to its local municipalities.

### **Anti-corruption**

Corruption is defined as “Any conduct or behaviour in relation to persons entrusted with responsibilities in public office which violates their duties as public officials and which is aimed at obtaining undue gratification of any kind for themselves or for others” Public Service Anti-corruption strategy.

The municipality has developed the anti-corruption strategy, whose objectives are:

- To prevent and combat fraud and corruption and to related corruption activities;
- To punish perpetrators of corruption and fraud;
- To safeguard GLM properties, funds, business and interest.

### **Risk management**

The municipality has identified the following as major risks:

- Lack of access to land and increased land prices;
- Theft and vandalism of projects;
- Untraced rate payers;
- Shortage of skilled personnel;
- Health hazard;
- Failure to attend IDP meetings by business sector.

The municipality has developed risk policies which will outline how the municipality will deal with risks. The Risk Management Officer has been appointed.

### **Supply Chain Committees**

The municipality has established supply chain committees in terms of notice 868 of 2005 as made by the minister of Finance. These committees are functional. Bid specification, evaluation and adjudication committees were established.

### **Complaints Management System**

The municipality has established a complaints management system in order to address service delivery related complaints. Through this system the municipality is able to attend and address issues concerning the municipality directed these two offices.

### **Audit outcome for the past five (5) financial year**

The table below depicts the audit outcomes of Greater Letaba Municipality for the past five (5) financial years.

#### **Municipal Audit Outcomes from 2009/10 to 2012/13**

<b>2009/10</b>	<b>2010/11</b>	<b>2011/12</b>	<b>2012/13</b>
Unqualified	Adverse	Qualified	Disclaimer

### **Public participation programme**

The municipality has developed an annual public participation programme. The programme targets all wards and specific villages. These meetings afford politicians opportunity to report back on progress made and direct contact with ordinary community members. The municipality also conducted IDP/Budget public participation in May Month (2014). These meetings were well attended and were spread across the 8 municipal clusters.

## **Communication System**

The municipality has a communication strategy which is reviewed annually and appointed Communication Officer. These initiatives have improved communications amongst stakeholders around key municipal activities and programmes.

## **Special programme for council**

The special programmes of council are namely:

- Gender desk;
- Youth desk;
- And the Disability desk.

These desks have been established in the office of the mayor, to champion the interest and promote needs of special groups in the programmes and activities of the municipality. The needs of the special groups amongst others are:

- Promoting the needs of special;
- Skills Development;
- Employment opportunities;
- Assistance devices like wheelchairs, walking sticks, hearing aids etc.

## **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.

## **49. MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT**

### **Background**

The purpose of conducting an institutional analysis is to ensure that the municipal development strategies take existing institutional capacities into consideration and that institutional shortcomings are addressed. The Greater Letaba Local Municipality was established in 2000 in terms of the Municipal Structures Act, 1998 (Act No. 117 of 1998).

## 50. 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.

### 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

<b>Cllr. Modjadji G.H.</b>	The Mayor
<b>Cllr. Malola P.</b>	Corporate and Shared Services
<b>Cllr. Kgafela.</b>	Finance
<b>Cllr. Phatudi E.</b>	Economic Development, Housing and Spatial Planning
<b>Cllr. Moroatshehla F.M.</b>	Agriculture and Environment
<b>Cllr. Rababalela J.</b>	Public Transport and Roads
<b>Cllr. Kgatla M.</b>	Infrastructure
<b>Cllr. Sathekge M.</b>	Water and Sanitation Services
<b>Cllr. Baloi N.N.</b>	Health and Social Development
<b>Cllr. Seale M.C.</b>	Sport, Recreation, Arts and Culture

## 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;
- 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.

## 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 Development	To ensure that the service delivery requirements for roads are met and maintenance of water, sewerage and electricity are conducted for access 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

<b>Directorate/Office</b>	<b>Purpose of the directorate</b>
	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.

## 51. MANAGEMENT SYSTEM INFORMATION

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;
- Record Management 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;
- Cell Phones Allowance Policy.

### **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.

### **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:

- HIV/AIDS Policy;
- Smoking Policy;
- Capacity Building Policy (Skills Development Policy);
- Staff Provisioning Policy (Staff Recruitment Policy);
- Transport Control;
- Career and retention management Policy;
- Motor Vehicle Scheme Policy (Travelling and Subsistence);
- Sexual Harassment Policy;
- Granting of Bursaries to Members of Public Policy;
- Contract of Service Policy;
- Labour Relations Policy;
- Conditions of Service Policy;
- Recruitment and selection Policy.

### 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)	04		01		05
Senior management(level 02)	08	01	01	0	10
Professionally qualified and experienced specialist and mid management (level 03)	05	0	08	0	13
Skilled technical and academically qualified workers ,junior management ,supervisors, foreman and	15	01	14	0	30

superintendents					
Semi-skilled and discretionary decision making	37	0	22	0	59
Unskilled and defined decision making	55	0	40		95
<b>Total</b>					<b>210</b>

### **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 diverse needs of skills such as agriculture, Tourism, Agro-processing and engineering.

### **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;
- Involve the community in setting indicators 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).

## 52. FINANCIAL VIABILITY

### 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.

### 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.

**Then following financial management policies and procedures were developed and reviewed:**

### Review of Credit control and debt collection procedures/policies

- The Credit Control and debt Collection policy was reviewed, the policy is credible, sustainable, manageable and informed by affordability and value for money. There has been a need to review certain components to achieve a higher collection rate. Some of the revisions included the lowering of the credit periods for the down payment of deb.

### 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.

### 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.

### 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.

**Tariffs policies**

The municipality's tariff policies provide a broad framework within which the council can determine fair, transparent and affordable charges that also promote sustainable delivery. The policies envisaged to be compiled for ease of administration and implementation of the next two years.

**Indigent policies**

In terms of the municipality's indigent policy, households with a total monthly gross income of R1 500.00 or less qualifies to a subsidy on property rates and services charges for sewerage and refuse removal and will additionally receive 6kl of water per month free of charge.

**Rates policy**

Greater Letaba Municipality council in adopting this rates has sought to give effect to the sentiments expressed in the preamble of the property Rates Acts, The Rates policy allows the municipality to exercise their power to impose rates within a statutory framework which enhance certainty, uniformity and simplicity across the nation, and which takes account of historical imbalances and the burden of rates on the poor.

**Write off Policy**

The policy is in accordance with the Local Government Municipal Finance Management Act 2003, Local Government Municipal Systems Act 2000, as amended and other related legislation. The policy ensures that before any debt is written off; it must be proved that the debt has become irrecoverable.

**Inventory and Assessment Management**

Greater Letaba Municipality is conducting stock counting on quarterly and annual basis.

**Cash flow Management**

Greater Letaba Municipality does not have challenges in terms of paying all creditors.

**Expenditure Management**

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

## Supply Chain Management

Policies implemented as per requirements.

## 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.

## Operating Transfer and Grant receipts (National and provincial allocation)

2013/2014	2014/2015	2015/2016	2016/2017
R146 418 000.00	R 167 589 000	R 208 754 000.00	R 210 859 000
R 1 550 000 .00	R 1 600 000.00	R 1 650 000.00	R 1 700 000.00
R 890 000.00	R 934 000.00	R 967 000.00	R 1 018 000 00
R 1 198 000.00	R1 731 000 00	-	-
R 46 950 000.00	R 53 440 000.00	R 56 218 000.00	R 58 687 000.
R 197 007.000	R 225 294 000.	R 267 589 000	R 272 264 000

## 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

	2010/11	2011/12	2012/13	2013/2014	2014/15
<b>Revenue</b>	R168 844563	R218 120688	R198 865955	R316 361	R232 085703
<b>Expenditure</b>	R167 678604	R217 709582	R138 900189	R150 578	R159 252395

## Submission of financial statement to the Office of the Auditor General (AG)

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

## WARD BASED PRIORITY NEEDS FOR 2014/2015

Ward	Priority	Villages/ Section
<b>01</b>	<b>Water And Sanitation</b>	Whole Ward
	<b>Electricity</b>	
	Electrification	Sehloamotheka, Madumeleng, Rasewana
	Street Lighting	Lenokwe, Rasewana, Koope, Sebefe, Thibeni, Maolwe And Makhutukwe
	<b>Roads And Transport</b>	
	Street Paving	Makhutukwe Bus Stop To Molokwane, Bolobedu Clinic, Makhutukwe Bus Stop To Makgobatlou, Sehlakong Graveyard, Sehloamotheka, Thibeni, Madumeleng, Sebefe, Koope, Lenokwe Bus Stop To Graveyard, Rasewana
	<b>Waste Management</b>	Skip Bins To All Villages
	<b>Community Facilities</b>	Clinic At Koope
<b>02</b>	Water	All Areas
	Roads Paving	Moshakga, Makaba, And Motsinoni
	RDP Houses	400 RDP Houses
	Sanitation	300 Toilets
	Clinic	1

<b>03</b>	<b>Electricity</b>	
	Electricitification	Mapaana,Tshabelamatswale,Home-2000 Extension, Meloding Extension
	High Mast Lights	Between Home-2000 And Tshabelamatswale ,Mapaaana
	Storm Water Drainage	2000 And Tshabela Matswale
	Paving	Mapaana ,Tshabela Matswale
<b>04</b>	<b>Electricity</b>	
	Electrification Of New Extension	Las Vegas, Meshasheng, Mesopotamia Los Mecherry&Khapamadi
	Street Lights	Tshamahansi
	Sites	Demarcation Of Sites
<b>05</b>	<b>Sanitation</b>	Meidingen,Rabothata,Maraka,Malematja,Lebala
	<b>Roads Transport</b>	
	Paving	Malematja Street Paving,Eidingen,Malematja Two Schools
	<b>Housing And Land</b>	Meidingen,Lebala,Rabothata,Rabothata Lower Primary
	<b>Community Facilities</b>	Sports Complex, , Rabothata Lower Primary School
	Community Hall	Rabothata Village
	Job Creation	Market Centre,Meidingen,Droping Centre
	Water	Rabothata To Lebala
<b>06</b>	<b>Water</b>	Ramphenyane,Sethokong,Mokwasele,Shotong
	<b>Electrification</b>	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
	<b>Roads And Transport</b>	
	Paving	Ramphenyana Road To The Traditional, Mokwasele Road To Cemetry,Modubung Road To Cemetry,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
<b>07</b>	<b>Roads And Storm Water</b>	
	Roads	Mamakata To Raseleka
	Pedestrian Bridge	Rabothata Village,Iketleng,Maraka,Makhurupetsi,Mollong
	<b>Water And Sanitation</b>	Mamakata Village,Mollong Village, Six Mobile Jojo Tank 3x Mamakata,X2 Mohlakamosoma ,X1 Maraka
	<b>Sanitation</b>	
	Toilet	34 Mamakata,60 Makhurupetsi,60 Rabothata,58 Maraka,70 Iketleng,38 Mollong,20 Seatlalleng,5 Raseleka ,40 Molelema,59 Sekhuting,200 Mohlakamosoma,123 Raseodi,12 All Cemeteries
	<b>Electricity</b>	
	<b>Health</b>	Mobile Clinics Is Needed
	<b>Community Hall</b>	Mamakata--Boshakge
	Apollo Lights	X 10 For All Villages
<b>08</b>	<b>Electricity</b>	All Extensions
	Street Lights	Rapitsi-Itieleng,Mandela Park
	Community Hall	Rapitsi
	Sports Ground	Rapitsi
	RDP Houses, Toilets	Mandela Park , Itieleng, Tshabelamatswale, Rapitsi, Mmaphakhate
<b>09</b>	<b>Water</b>	
	Borehole And Reticulation	Marotholong,Malatji,Mogano,Staseng,Moshate
	<b>Roads (Tarring)</b>	Moshate Road, Setaseng Road
	Street Paving	Malatji,Marotholong,Mogano,Balobedu,Setaseng,Makola,Mailula,Moshate,Moshate Extension
	<b>Bridges</b>	Setaseng To Moshate, Mogano To Setaseng, Mogano To Mogano, Mogano To Malatjie,Maroyholong To

		Makhabeni,Marotholong To Mameriri,Marotholong To Sports Complex
	<b>Storm Water Control</b>	Malatjie,Mogano,Setaseng,Moshate
	<b>Fencing</b>	Badimong Community Cemetery
	<b>Appollo Li</b>	
10	Roads	Compilation Of Paving
	Library	Maboyini
	Water	All Villages
	Park	
	Upgrade Of Sports Facilities	
11	<b>Electrification</b>	Kgopong Village
	<b>Water</b>	
	Water Reticulation	Boshakge,Sekgothi,Tlatsa,Kgopong,Mabulana
	Booster Pump	Tlhabelani Mponeng Section,Motwasethla And Tlhabelang Itieleng
	<b>Roads And Transport</b>	
	Road(Paving)	Mabulana,Boshakge,Tshabelang,Sekgothi,Tlatsa,Kgopong
		Matswi Road From Bus Stop To Morwatshehla And Small Part Of Itieleng Section
	<b>Electricity</b>	
	High Mast Lights	Matswi Bus Stop,Kheshokholwe Bus Stop, Morwasethla Next To Tavern, Mabulana Next To Tavern
12	<b>Roads And Transport</b>	
	Paving	Itieleng Next To Masehlone Primary, Thakgalang Next To Next To Mamathoro To Manyorong,
	Culverts	Giyani And Mmadibete Section,Mmonatshohle And Mmangwako Secondary,Mmonatshohle And Extensions
	Tar Road	Nkei To Thakgalang (Old Magistrate)

	<b>Electricity</b>	
	Electricitification	Itieleng Extension
	High Mast Lights	Thakgalang No 1,No 2 No 3,No 4,Itieleng Nkei, Old Stand,Merakeng
	<b>Facilities</b>	
	Clinic	Itieleng
	Community Hall	Thakgalang
	Sports Complex	Thakgalang And Itieleng
	<b>Water</b>	
	Equipment Of Borehole	Itieleng
	Water Reticulation	Itieleng
	Reservoir	Thakgalang No 4,No 2,No 3,Itieleng
	<b>Sanitation</b>	All Sections At Itieleng, Thakgalang All Sections
	<b>Housing</b>	
	RDP Houses	Itieleng Section (70),Thakgalang (50)
13	<b>Water</b>	
	Borehole	X2 Chabelang, X2 Senwamokgope
	Reticulation	Senwamokgope And Chabelang
	Steel Tank	Senwamokgope Moshongoville And Tlhabelang Thabanatshwana
	<b>Electricity</b>	
	Apollo Lights	3 Chabelang,3 Senwamokgope
	Street Lights	Chabelang And Senwamokgope
	Electrification	Chabelang 100 Household, Senwamokgope 45 Household
	<b>Sanitation</b>	
	Toilets	Chabelang 100 And Senwamokgope 100
	<b>Roads And Transport</b>	
	Paving	Senwamokgope,Chabelang,Home Affairs And Public Works
	Tar Road	Chabelang And Itieleng, Senwamokgope D3210
	Low Level Bridge	Chabelang
	Bridges	Chabelang And Senwamokgope Lebelebore

	Street Naming	Senwamokgope
	<b>Community Waste Management Needs</b>	
	Rubbish Bin X Recycling Project(Bottle,Tin,Paper, Plastic)	Senwamokgope
	Big GLM Dust Bin	Chabelang
14	<b>Sanitation</b>	
	Toilets	250 Toilets
	<b>Water</b>	
	Paving	Lemondekop And Vaalwater 2
	Borehole	3 More Jojo Tanks,3 More Boreholes, Borehole H10-0816 To Be Electrified And Equipped
	Water Reticulation	Nahakwe Avenue Section,Ngakelane,Jacob Zuma And Vaalwater 2 Extension, Jacob Zuma Primary School
	<b>Electricity</b>	
	Electrification	Jacob Zuma Section
	Apollo Lights	Lemondekop And Vaalwater 2
	Roads And Transport	
	Bridge	3 Small Bridges
	Culverts	4 Culverts And Upgrading Of Streets
	<b>House</b>	
	RDP Houses	150 Houses In The Ward,Lemondokop(100),Vaalwater 2 Village(50
	<b>Facilities</b>	
	Community Hall	Lemondekop
	Clinic Needed	Lemondekop
	Shopping Complex	Lemondekop
	Recreation Centre	Lemondekop
	More Classroom And	Nahakwe Secondary

	Furniture	
	<b>Electricity</b>	
15	Electrification	Tikyline Phooko Sosong Section Dirapeng Phooko (New Stand Section) Mahwibidung&Mampsana Section, Mosehla Stop, Baberwa,Sebelaolo View
	Apollo Lights	Raphahlelo Tribal, Phooko Tribal,SRDA,Sejekeng,Kwatane,Rakgara Romans,Matsena,Sodoma,Pelo Ya Kgomo,Monnatshohle,Iketleng,Maoma, Selema,Payane
	Post Connection	55 Household
	Streets Light	All Section
	<b>Water</b>	
	New Borehole	Phooko Next Reservoir, New Stand Of Phooko, New Stand Of Raphahlelo.
	Equipped Borehole	Malebepa,Mamanyoha Next To Mahloma,Polaseng Next To Bridge,Modau,Matsena Shop Kwatane,Matsena Giant Killers,Mahlakanya,Mashia Farm.Ramalepe Farm Phooko Tipping,Marindi
	Upgrading Of Water Reticulation	All 12 Section
	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	Raphahlelo Tribal Office Phooko Market Next To Ramaite
	<b>Sanitation</b>	
	Household VIP Toilet	600 Units In All Sections,30 Units In Sodine
	School Enviro Toilet	Mahudu,Pelo Ya Kgomo,Babaerwa,Ramaite,Motsokotsa,Tsekere,Machepelel e
	Clinic Enviroloo Toilet	Raphahlelo Clinic
	Pre-School And Drop In Centre	All Six Pre-Schools, All Eight Drop In Centre

Toilet	
<b>Community Job Creation And Live Hood</b>	
Re-Establishment Of SRDA Project Brick Making, Dress Making, Farming Environmental Project	SRDA
Fencing Of Grave Yard	Phooko And Raphahlelo
Funding Assistance For Agriculture	Masia,Pig Project,Mokgolohli Farming
<b>Roads And Transport</b>	
Tarring Of Main Road	Wholesale To Dooring Boom, Wholesale To Serene,Wholesale To Morebeng
Paving	Serakwana Via Phooko Tribal Office To Makolene,Mphebatho Via Raphahlelo Royal House, Raphahlelo Graveyard To Mampjana, Mahwibidung,Phooko Graveyard To Killers,Tippeng To Iketleng Borehole,Mamolai Pre-School Via Makoro Café
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 Grading	All Sections
Upgrading Of Low Level	Mashekane(Norman),Mahwibiduni,Dikwete Flood,Dikwete Borehole Mackklagy),Machepelele,Rakgara/Kwatane/Macheru Spaza,Tippeni Mmonatsohle,Phooko Graveyard,Polala Mmonatsohle,Kwatane Moyone,Magrace To One Line Rakgara,Mphaphudi And Mayasha
Community Waste Management	SRDA,Clinic,Phooko And Raphahlelo Tribal Office, All Schools7,Day Cares Centres 6,Drop In Centres 8
<b>16 Electricity</b>	
Electrification	Tshamiseka B & Rotterdam In Khwayaririmi
Post Connection	Sephokhubje
<b>Sanitation</b>	

	Toilets	Tshamiseka A-35,B-30,Pongolo-3o,Chaki Magezeni 80,Khomosanisweso -40,Deep Eleven-33,A Hi Vonisaneni 25,Tshamahase-89
	<b>Roads And Transport</b>	
	Culverts	Rotterdam All Areas
	Paving	Rotterdam And Sephokhubje
	Tar Road	Rotterdam And Sephokhubje
	<b>Waste Management</b>	
	Waste Collection	Rotterdam And Sephokhubje
<b>17</b>	<b>Electricity</b>	
	Electrification	Mmonatshohle, Mabitleng, Makwaleng, Naledi, Tshaba Re Bone Section.
	Apollo Lights	Naledi, Citizen Section
	<b>Houses</b>	All Village In The Ward(150) Units
	<b>Sanitation(Toilet)</b>	All Village In The Ward (11) Units
	<b>Community Facilities</b>	All Villages
	Sports Complex	
	Community Hall	Rebone Section
	Library	Naledi
	<b>Water</b>	All Villages
	Borehole	Citizen Section
	Two Tanks	Citizen And Naledi Section
	Reticulation	Mmonatshohle And Tshaba Re Bone Section
<b>18</b>	<b>Water</b>	
	Boreholes	6
	Steel Tanks	4
	<b>Electricity</b>	
	Electrification	Extensions
	Apollo Lights	6
	<b>Low Level Bridge</b>	8
	<b>RDP Houses</b>	300 Units In The Ward
	<b>VIP Toilet</b>	300 Units In The Ward

<b>19</b>	<b>Roads And Transport</b>	
	Street Paving	Jamela
	Grading Of Streets	Jamela/Mohlabaneng
	Low Level Bridge	Jamela/Mohlabaneng
	<b>Community Facilities</b>	
	Library	Jamela
	<b>Water</b>	
	Water Reticulation	Jamela
	<b>Electricity</b>	
	Electrification Of Ext	Jamela/Mohlabaneng
	High Mast Lights	Jamela
<b>20</b>	<b>Electricity</b>	
	Apollo Lights	Shawela And Ditshosing Village
	Electrification	Maphalle New Stand And Shawela New Stand
	<b>Water</b>	
	Reservoir	All Villages
	<b>Roads Ant Transport</b>	
	Culverts	Maphalle Village
	Paving	All Street In The Village
	Bridge	Shawela Molototsi River
	Street Upgrade	In All Villages In The Ward
	<b>Community Facilities</b>	
	Community Hall	In All Villages
21	<b>Electricity</b>	
	Electrification	Mothobeki , Polaseng
	High Mast Lights	Polaseng, Mothobeki
	<b>Water</b>	
	Water Reticulation	Polaseng,Matshelapata,Matipane,Mothobeki,
	Bulk Water	Femane Extension, Ramaroka
	<b>Roads</b>	
	Paving	Polaseng,Ramaroka,Matshelapata/Matipane, Femane Village

	Low Level Bridge	Polaseng, Mothobeki, Ramaroka To Graveyard
	Bridge	Matshelapata, Molototsi, Matipane/Maphalle
	Demarcation Of Streets	Polaseng, Mashasheni, Mothobeki, Femane Village
	Creation Of Road	New Stand
	<b>Sanitation</b>	
	Sanitation And RDP House	Polaseng, Ramaroka, Matshelapata, Matipane, Mothobeki, Femane
	Community Facilities	
	Clinic	Mashashane
22	<b>Electricity</b>	
	High Mast Lights	Refilwe
	<b>Water</b>	
	Water Reticulation	Makgagapatse
	<b>Roads</b>	
	Small Bridge	Makgagapatse(2), Refilwe (2), Nakampe(2)
	Street Paving	Makgagapatse, Refilwe, Nakampe
	Tar Road	To Bochabelo
	<b>Sanitation</b>	
	VIP Toilets	600 Makgagapatse, 400 Refilwe, 400 Nakampe, 200 Mamaila
	RDP Houses	300 Makgagapatse, 300 Refilwe, 300 Nakampe, 300 Mamaila
23	<b>Electricity</b>	
	Electrification	78 New Stand Sefotse
	Apollo Lights	Sefotse, Sedibeng, Mmaupa, Bellevue
	<b>Water</b>	
	Borehole	Sefofote, Mmaupa, Old Stand Bellevue
	Water Reticulation	Bellevue, Sedibeng
	Water Well	Maupa
	Reservoir	Maupa
	<b>Sanitation</b>	
	RDP House	Sefotse, Sedibeng, Bellevue

	VIP Toilet	Bellvue,Sedibeng,Sefofotse
	<b>Roads</b>	
	Roads	Sefofotse
	Pavement	Sedibeng,Mmaupa,Bellvue
	Maintenance Of Roads	Maupa
24	<b>Bridges</b>	
	Bridges	Ntata And Mamokgadi
	<b>Street Paving</b>	
	<b>Sanitation</b>	250 Toilets
	RDP House	300 RDP Houses
	<b>Electricity</b>	Mamokgadi
	High Mast Lights	Ntata/Seapole
	<b>Water</b>	
	Renovation Of The Reservoir	Block 18 (Mamatlepa)
	<b>Community Hall</b>	Ntata
25	<b>Sanitations</b>	
	Sanitation	30 Buqa,42,Shaamfana,20 Mpepule,12 Jokong
	RDP House	20 Buqa,21 Shaamfana,21 Mpepule,27 Jokong
	<b>Roads And Transport</b>	
	Tar Road	Buqa,Shaamfana,
	Paving	Buqa,Shaamfana,Mpepule,Jokong
	Speed Humps	Mpepule, Jokong
	<b>Community Facilities</b>	
	Community Hall	Buqa,Shaamfana,Mpepule,Jokong
	Park	Buqa,Mpepule,Jokong,
	Sports Complex	Shaamfana
	<b>Electricity</b>	
	Electrification	Extension To New Stand
	High Mast	2 Buqa,3 Shaamfana,3Jokong
	Street Lights	Buqa,Shaamfana,Mpepule,Jokong
	<b>Water</b>	

	Additional Borehole	Buqa
	40 Taps And Cattle Dam	Buqa
	Bulk Water	Shaamfana And Jokong
	Reservoir	Mpepule
	Bridges	Between Abel And Shamfana, Shamfana And Mpepule, Shamfana And Giyani
26	<b>Electricity</b>	
	Electrification	Kuranta,Ratjeke,Abel,Mothlele,Ramodumo
	Streets Lights	Ramodumo,Mothlele,Abel,Mahekgwe
	<b>Water</b>	
	Cattle Dam	Ramodumo,Kuranta,Ratjeke,Mahekgwe,Abel
	In Yard Taps	Abel,Mahekgwe,Kuranta
	Bulk Supply Water	Ramodumo,Mothlele,Abel,Mahekgwe, Kuranta
	<b>Roads And Transport</b>	
	Paving	Ratjeke,Ramodumo,Mothlele
	Tar Road	Mahekgwe And Abel
	Bridge	Mahekgwe And Abel
	<b>Waste Management</b>	
	Refuse Removal And Dust Bins	Ramodumo,Mothlele,Abel,Mahekgwe, Kuranta
27	<b>Electricity</b>	
	High Mast	Hlohlokwe And Rampepe
	<b>Water</b>	
	Borehole	Tlhotlhokwe And Mamanyoha
	Scooping Of Dams	Taulome,Mamanyoha And Tlhotlhokwe
	<b>Roads And Transport</b>	
	Paving	Mohokoni
28	<b>Electricity</b>	
	Electrification Extensions	Mauyuuyuu,Barcelona,Mahuntsixikhulu
	Street Lights	Crossin,Makaringe,Mauyuuyuu,Ximorela,Barcelona,Mkhulu gomba,Mahuntsixikhulu

	<b>Water</b>	
	Borehole	Manyuunyuu 2,Ximonele1,Newstand 1,Mahuntsi 1,Masenoani 2,Makaringe 1,Extensions At Manyuunyuu, Barcelona
	<b>Roads And Transport</b>	
	Tar Road	Maphalle Via Rotterdam To Sekgosese
	Culvert	Makharintse,Duvula,Fakazi-Makaringe,Manyuunyuu-Bazuka Street,Mahuntsi-Mkhuludomba
	Paving	Dumani Primary School ,Duvula,Makaring Secondary,Mahuntsi To Ximoneal,Scrapyard To Chaku Secondary
29	<b>Water</b>	
	Water	Goedplaas
	<b>Roads And Transport</b>	
	Paving	Mokgoba
	Market Stalls	Mooketsi

## 53. STRATEGIC PHASE

### 53.1 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.

### 53.2 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 expections 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 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 service.
- 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

### **53.3 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.

<b>Strengths</b>	<b>Weakness</b>	<b>Opportunity</b>	<b>Threats</b>
Political Stability in Council	Poor internal controls	Tourism: Modjadji nature reserve, Grootbosch, Modjadjiskloof waterfalls, Manokwe cave, Modjadji museum, Nahakwe mountain lodge and caravan park	Water shortage: strikes, civil unrest, revenue collection, migration, political reputation, discourage investment, negative impact on agriculture
Traditional Leader relationship and support	Frequent outrage of electricity	Agriculture: Tomato, oranges, poultry, avocado and small scale farmers	Population Decline: Decrease in equitable share ,economic growth, limitation of skill transfer and knowledge
Consultative Forums	Poor allocation of financial and human resource	Mining: Corundum, Gold and Building sand	Rural Land: Low revenue base, urbanisation-contributes towards migration
Well qualified competent leadership	Poor Planning within the institution	Forestry: Sekgosese,Thakgalane,M odjadjiskloof timber	Unemployment: Poverty, crime, migration, civil unrest, substance abuse, perpetuate dependency on social grants, deforestation
Sound financial management In House Capacity	Ill – discipline by employees	Agro-Processing: Macademia, nuts, tomatoes, avocados, litchis, oranges and mangoes	Environmental Factors: Veld fire, grazing, plantation, deforestation

<b>Strengths</b>	<b>Weakness</b>	<b>Opportunity</b>	<b>Threats</b>
Effective Ward Committee	Inadequate roads infrastructure at rural areas	Eco-Cultural: Pottery, carpentry, beads work, traditional attire and cultural diversity	Education: Lack of higher institutions, migration, skills shortage
	Inadequate coordination with sector department	Unique Topography: Khehlakone, Thakgalane and Modjadjiskloof	
	Poor implementation of employment equity policy		
	Municipality is not WSA		
	Structure not align to powers and functions Key official lacking appropriate competencies		

#### **53.4. 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 corruption.

**National Outcomes:**

- Improved quality of basic education;
- A long 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 and local economic system;
- Environmental asset and natural resources those 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 Focuses amongst other on the following:**

- The active and participation of all South African 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.

MTSF	NDP	LEGDP	GLM STRATEGIC OBJECTIVES	OUTCOME 9
<p><b>Strategic priority 1:</b> speeding up growth and transformation of economy to create decent jobs and sustainable livelihoods i.e. expenditure management.</p>	<p>Faster economic growth and employment.</p>	<p>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.</p>	<p>Sustainable Financial Institution.</p>	<p>Implement the community work programme and cooperatives support.</p>
<p><b>Strategic priority 2:</b> massive programme to build economic and social infrastructure investment programme, public transport infrastructure, low cost and affordable housing, improving</p>	<p>Strengthening the links between economic and social strategies.</p>	<p>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</p>	<p>Improve quality of life.</p>	<p>Improve access to basic services. Actions supportive to human settlement outcomes.</p>

MTSF	NDP	LEGDP	GLM STRATEGIC OBJECTIVES	OUTCOME 9
provincial and local government capacity, health, education, library, sporting, and recreation.		service and to support economic activities, while considering environmental sustainability and pursuing maximum employment impact.		
<p><b>Strategies priority 3:</b> 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.</p>	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 to municipal financial, planning and support.

MTSF	NDP	LEGDP	GLM STRATEGIC OBJECTIVES	OUTCOME 9
<p><b>Strategic priority 4:</b> Strengthen the skills and human resource base i.e. adequate basic services (water, sanitation, electricity to schools, and access to facilities such as libraries, classrooms and laboratories.</p>	<p>Raising standards of education, a healthy population and effective social protection.</p>	<p>Improve health care: to transform a health system, improve quality of care and public facilities, boost 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</p>	<p>Access to sustainable basic services</p>	
<p><b>Strategic priority 5:</b> 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</p>	<p>Raising standards of education, a healthy population and effective social protection.</p>	<p>Improve health care: to transform a health system, improve quality of care and public facilities, boost 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.</p>	<p>Access to sustainable basic services.</p>	

MTSF	NDP	LEGDP	GLM STRATEGIC OBJECTIVES	OUTCOME 9
treatment, management and care of HIV and AIDS.				
<p><b>Strategies priority 6:</b> Intensify the fight against crime and corruption i.e. fights against crime and corruption in the public and private.</p>	<p>Raising standards of education, a healthy population and effective social protection.</p>	<p>Fighting crime and corruption: to curb levels of crime and corruption.</p>	<p>Improved quality of life.</p>	
<p><b>Strategic priority 7:</b> Build a cohesive caring and sustainable communities i.e. development and strengthening of community organisations such as school governing bodies, community policing forums and ward committees.</p>	<p>Collaboration between the private and public sector.</p>	<p>Cohesive and sustainable communities: meet the target of halving poverty and unemployment by 2014 and in conjunction with other priorities, to strengthen human capabilities, promote shared and social solidarity and strive to reduce overall inequalities</p>	<p>Integrated and sustainable human settlement.</p>	<p>Single window of coordination.</p>

MTSF	NDP	LEGDP	GLM STRATEGIC OBJECTIVES	OUTCOME 9
<p><b>Strategic Priority 8:</b> Pursuing African advancement and enhanced international co-operation.</p>	<p>The active efforts and participation of all South Africans in their own development.</p>	<p>Creation of a better African 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.</p>		<p>Single window of coordination.</p>
<p><b>Strategic Priority 9:</b> Sustainable resource management and use.</p>	<p>The active efforts and participation of all South Africans in their own development.</p>	<p>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</p>	<p>Integrated sustainable development.</p>	<p>Implement a differentiated approach to municipal financing, planning and support.</p>

MTSF	NDP	LEGDP	GLM STRATEGIC OBJECTIVES	OUTCOME 9
		use and preserving quality of drinking water.		
<p><b>Strategic priority 10:</b> 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</p>	<p>The active efforts and participation of all South Africans in their own development.</p>	<p>A Development state, including improvement of public service: 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 strengthen democratic institutions.</p>	<p>Improved governance and organisational excellence.</p>	<p>Improve administrative capacity.</p>

society and strengthening democratic institutions.				
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**FINANCIAL VIABILTY**

<b>Programme</b>	<b>Programme Objectives</b>	<b>Programme result</b>	<b>Programme KPI</b>	<b>Short term strategy</b>	<b>Medium term strategy</b>
Budget management	To ensure that budget of the municipality is approved and managed within the treasury regulation and MFMA.	Well managed budget.	Timeous submission of approved annual budget and timeous submission of approved draft budget.	Preparation and Management of budget within benchmark set by national treasury within the guideline from MFMA	Preparation and management of municipal budget.
Revenue Management	To increase revenue	Improvement revenue generation mechanism.	% increase in R-value revenue collection	Implementation of revenue collection strategy.	Review revenue collection strategy.
Expenditure Management	To manage the expenditure of the municipality within the approved budget.	Sound and sustainable finances.	% decrease in municipal budget variance.	Manage the expenditure within the approved.	Manage the expenditure within the approved.

<b>Programme</b>	<b>Programme Objectives</b>	<b>Programme result</b>	<b>Programme KPI</b>	<b>Short term strategy</b>	<b>Medium term strategy</b>
Supply Chain Management	To ensure that procurement processes are within legislation, transparent and equitable.	Increase procedural, equitable and transparent supply chain management process.	% compliance to supply chain management processes.	Ensure compliance with legislation.	Deliver optimal supply chain management services to all internal departments.
Asset Management	To ensure accurate management of inventory and assets of council.	To ensure accurate management of inventory and assets of council.	GRAP compliance of assets report.	Full GRAP compliance	Full GRAP compliance.
Billing	To ensure increase revenue collection.	Increase revenue generation.	% decrease in variances.	Cash flow and cash availability.  Validation of metre reading.  Maintain SMS account balance management system.	Cash flow and cash availability.  Validation of metre reading  Maintain SMS account balance management system.

<b>Programme</b>	<b>Programme Objectives</b>	<b>Programme result</b>	<b>Programme KPI</b>	<b>Short term strategy</b>	<b>Medium term strategy</b>
Cost recovery and debt collection	To ensure increase collection rate and reduction in outstanding debts.	Reduction in outstanding debts.	% reduction in outstanding debts.  % increase in collection rate.	To reduce bad debts.  To improve cash flow position of the municipality.	To reduce bad debts.  To improve cash flow position of the municipality.
Investment and resource mobilisation.	To ensure effective implementation of investment policy and resource mobilisation.	Increase financial resources.	Amount of money invested.  Amount of money generated through investment.	Implementation of investment policy.  Ensure that investment is met with credible financial institution.	Profit form such investment are utilised from infrastructure development.

**GOOD GOVERNANCE AND PUBLIC PARTICIPATION**

**Strategic objective: Improve governance and organisational excellence**

<b>Programme</b>	<b>Programme Objectives</b>	<b>Programme result</b>	<b>Programme KPI</b>	<b>Short term strategy</b>	<b>Medium term strategy</b>
Public participation	To ensure that communities and other stakeholders participate in matters of governance.	Democratic local government.	No. of local izimbizos.  No. of people attending izimbizos.	Implementation of public participation strategy.	Implementation and review of public participation strategy.
Ward committee	To ensure effective of the ward committee.	Effective and efficient ward committee system.	No. of ward committees meeting held.	Submission of monthly report by ward committees.  Capacity building and training for ward committees.	Submission of monthly report by ward committees.
Inter-governmental relations	To establish the relationship with the other spheres of government.	Effective inter-governmental relations.	No. of meetings held with individual sector departments and state owned enterprises.	Identify and engage prospective partners.	Engage partners within other sphere of governance.

<b>Programme</b>	<b>Programme Objectives</b>	<b>Programme result</b>	<b>Programme KPI</b>	<b>Short term strategy</b>	<b>Medium term strategy</b>
Communication	To ensure that communities and stakeholders are well informed about.		Frequency of website update. No. of media reports and articles released. No. of media briefings arranged.	Production of internal newsletters. Updating website. Release media reports. Organise media briefings.	Production of internal newsletters. Updating website. Release media reports. Organise media briefings.
Customer care	To determine the level of clients satisfaction.	Client satisfaction survey report and submit to council.	Finalize client satisfaction survey before 30 June 2016 with report to council.	Conduct preparatory work for client satisfaction.	Conduct actual client satisfaction survey and report to the council.
Information management	To ensure proper data management.	Improve records keeping and data management.	No. of daily server back-ups available off-side.	Strengthening the municipal record keeping system.	Strengthening the municipal record keeping system.
Sound governance	To ensure good corporate governance.	Clean audit report.	% reduction in audit queries.	Internalized organizational values and policies. Ensure that identified risks are	Internalized organizational values and policies. Ensure that identified risks are

<b>Programme</b>	<b>Programme Objectives</b>	<b>Programme result</b>	<b>Programme KPI</b>	<b>Short term strategy</b>	<b>Medium term strategy</b>
				addressed.	addressed.
Risk management	To ensure that organisational risks are minimized.	Reduced risks.	% reduction on risks identified.	Appointment of a risk manager.	Implementation of the risk management strategy.
Fraud and audit-corruption	To ensure that fraud and corruption is eradicated.	Fraud and corruption free municipality.	No. of cases reported. % of cases successfully dealt with.	Implementation of the fraud and anti-corruption strategy.	Implementation of the fraud and anti-corruption strategy.
Management and administration	To ensure an effective and efficient management and administration of the municipality.	Effective and efficient management and administration.	No. of management meetings held. No. of departmental or staff meeting held.	Provision of strategic management to the institution.	Provision of strategic management to the institution.
Regulatory framework	To ensure that the municipality has sound and approved policies in place.	Sound and effective organisation.	No. of policies and by-laws approved and gazetted.	Finalization of promulgation of by-laws. Identify and develop new by-laws and policies.	Finalization of promulgation of by-laws. Identify and develop new by-laws and policies.

<b>Programme</b>	<b>Programme Objectives</b>	<b>Programme result</b>	<b>Programme KPI</b>	<b>Short term strategy</b>	<b>Medium term strategy</b>
Council support	To ensure that council is fully supported in order to discharge its responsibilities effectively.	Fully effective and functional council.	No. of council meetings held. No. of cluster meetings held. No. of EXCO meetings held.	Provide secretarial functions for all council and cluster meetings.	Provide secretarial functions for all council and cluster meetings.
Safety and security	To ensure safe and secure council properties.	Safe and secured council properties.	% reduction in R-value council properties lost through theft or damage.	Assessment of the safety and security status quo. Develop safety and security plan.	Implement the safety and security plan.
Organisational performance management	To monitor and report on organisational performance in line with the IDP.	Efficient and effective service delivery.	No. of quarterly SDBIP reports audit prior to submission.	Ensure that the IDP and SDBIP contain measurable performance objectives and achievable KPI's.	To audit all quarterly SDBIP reports prior to submission to council.

## LOCAL ECONOMIC DEVELOPMENT

### Strategic Objective:

Programme	Programme objective	Programme Result	Programme KPI	Short Term Strategy	Medium Term strategy
Enterprise Development(SMM E Support)	To ensure that our people have access to job opportunities.	Decreased unemployment.	# of the jobs created through enterprise development initiatives.	Development of project implementation plans for all development identified projects Liaise with all stakeholders and integrate their implementation plans with the IDP source funding for project implementation	Establishment of partnerships with stakeholders. Source funding for project implementation of tourism projects.
Tourism	To ensure that there are jobs created through tourism	Local tourism exposure Employment opportunities for the	# of the jobs created through tourism initiatives	Development of project implementation plans for all tourism identified	Establishment of partnerships with stakeholders. Source

<b>Programme</b>	<b>Programme objective</b>	<b>Programme Result</b>	<b>Programme KPI</b>	<b>Short Term Strategy</b>	<b>Medium Term strategy</b>
	Initiatives.	People.	Projects. Liaise with all stakeholders and integrate their tourism implementation plans with the IDP		Funding for project implementation of tourism projects.
Fruit and nut cluster	To ensure that there are jobs created through the fruit and nut cluster	Employment opportunities for the people	# of the jobs created through fruit and nut cluster	Development of project implementation plans for all fruit and nut cluster	Liaise with all stakeholders and integrate their fruit and nut cluster implementation plans with the IDP
Agriculture	To alleviate poverty and food security through agriculture initiatives and projects	Employment opportunities for the people through agriculture initiatives	# of the jobs created through agriculture initiatives	Strengthening relationships with the Department of Agriculture and local farmers in order to integrate	Support new farmers in conjunction with the department of Agriculture and established farmers

<b>Programme</b>	<b>Programme objective</b>	<b>Programme Result</b>	<b>Programme KPI</b>	<b>Short Term Strategy</b>	<b>Medium Term strategy</b>
				their plans with the IDP	
Community works programme	To alleviate poverty and food security through CWP	Employment opportunities for the people through CWP	# of the jobs created through CWP projects( all projects and departments	Identify beneficiaries from wards using indigent register	Shortlist and appoint CWP beneficiaries from ward
Expanded Public Works Programme	To create more job opportunities for our people	Employment opportunities for the people through EPWP	# of work opportunities created through EPWP identified projects	Identify and register capital projects for EPWP implementation Monitor compliance for the implementation of EPWP	Identify and register capital projects for EPWP implementation Monitor compliance for the implementation of EPWP

**Strategic Objective:**

<b>Programme</b>	<b>Programme objective</b>	<b>Programme Result</b>	<b>Programme KPI</b>	<b>Short Term Strategy</b>	<b>Medium Term strategy</b>
Marketing and investor targeting	To promote the municipality in South Africa and Internationally to ensure economic growth	Greater Letaba Municipality known countrywide as investment destination	% increase in investment in the municipality  # of networking meetings	Development of marketing strategy for the municipality outreach and to meet with internal and external stakeholders	Implement our marketing strategy to promote the municipality

**BASIC SERVICES AND INFRASTRUCTURE DEVELOPMENT**

**Strategic objective**

<b>Programme</b>	<b>Programme objective</b>	<b>Programme result</b>	<b>Programme KPI</b>	<b>Short Term Strategy</b>	<b>Medium Term strategy</b>
Water and sanitation services	To ensure that all households have access to basic level of water and sanitation.	All GLM communities with access to basic water and sanitation services by 2015.	# of households with access to basic water and sanitation services in formal towns and townships.  % decrease in water borne diseases and outbreaks.	Establish status quo of provision of water and sanitation to all households. Develop strategies and liaise with MDM on how basic water will be provided to all households	Monitor and coordinate implementation of strategies and projects to ensure attainment of the target for eradication of water and sanitation backlogs by 2015.

Programme	Programme objective	Programme result	Programme KPI	Short Term Strategy	Medium Term strategy
			Reduction in distribution losses.	by 2015.	
Free basic services	To ensure that all indigent households have access to free basic services.	Improve quality of life for all community members.	% increase of households with access to free basic services.	Registration of indigents.  Communication of benefits of indigent registration to community members.	Continue with registration and updates of indigents.  Communication of benefits of indigent registration to community members.
Roads and storm water infrastructure development	To ensure that all our communities have access to roads and storm water.	All communities have access to road and storm water.	Km of tar roads and storm water constructed.  Km of road gravelled.	Development of roads and storm water management system to assist in managing the provisioning of roads infrastructure efficiently.	Implementation and monitoring of roads and storm water management system.

<b>Programme</b>	<b>Programme objective</b>	<b>Programme result</b>	<b>Programme KPI</b>	<b>Short Term Strategy</b>	<b>Medium Term strategy</b>
Households electricity programme	To ensure that our communities have access to electricity.	All communities have access to electricity by 2015	% of households with access to electricity.	Establish status quo of provision of electricity to all households. Develop strategies and liaise with ESKOM and other stakeholders on how basic electricity will be provided to all households by 2015.	Lobby for more funds annually from DME and ESKOM for electrification of villages.
Solar energy	To ensure that the municipality contributes towards the green economy by introducing renewable energy supply sources.	Green economy for the municipality.	Renewable energy and energy efficiency (REEE) strategy development and approved by 2016.	Interact with stakeholders such as SALGA, Department of Environmental Affairs and other as part of consultations.	Develop and approve the renewable energy and energy efficiency strategy for the municipality.

<b>Programme</b>	<b>Programme objective</b>	<b>Programme result</b>	<b>Programme KPI</b>	<b>Short Term Strategy</b>	<b>Medium Term strategy</b>
Access to RDP houses	To ensure that all deserving households have access to proper and safe housing.	All deserving households have access to at least standard of housing.	# of increase households that have access to at least RDP standard of housing.	Establish the status quo of provision of housing in the municipality. Liaise with GOGHTA to eradicate housing backlog.	Liaise with GOGHTA to eradicate housing backlog.
Public transport	To ensure that people have access to reliable public transport.	Access to reliable transport.	# of people having access to reliable public transport.	Establishment of partnership with private taxi and bus owners through the strengthening of the local public transport forum.	Development of the public transport plan.
Maintenance and upgrading of municipal buildings	To ensure that there is sufficient safe offices space of all employment.	Sufficient office space.	% decrease of office backlog.	Office space needs analysis.	Office space planning and implementation.

<b>Programme</b>	<b>Programme objective</b>	<b>Programme result</b>	<b>Programme KPI</b>	<b>Short Term Strategy</b>	<b>Medium Term strategy</b>
Electrical network maintenance and upgrade	To maintain and upgrade electrical infrastructure .	Sustainable and reliable electrical supply.	R-value spent on maintenance of electricity plan.	Review maintenance plan and electricity plan	Implementation of maintenance plan and electricity plan.
Roads and storm water maintenance	To maintain and upgrade roads and stormwater services.	Well maintained and upgraded roads and stormwater.	R-value spent on maintenance of roads and stormwater infrastructure as a % of asset value.	Development of roads and stormwater management system.	Implementation and monitoring the road and storm water management system.
Sports and recreation	To ensure that our communities have access to well-maintained sports and recreation facilities.	Development and well maintained sport and recreation facilities.	# of developed sports and recreational facilities.	Developing and maintaining sports and recreation.	Developing and maintaining sports and recreation.
Parks and open spaces	To ensure that our community have access to clean aesthically pleasing environment.	Clean and aesthically pleasing environment	# developed and maintained parks.	Review and implement the parks management plan.	Review and implement the parks management plan.

<b>Programme</b>	<b>Programme objective</b>	<b>Programme result</b>	<b>Programme KPI</b>	<b>Short Term Strategy</b>	<b>Medium Term strategy</b>
Library services	To increase the number of people using the GLM libraries.	Enhanced education and increased quality of life.	# People using the GLM library services.	Rendering of efficient, prompt and friendly library services.	Rendering of efficient, prompt and friendly library services.
Youth, gender and people with disabilities	To ensure that youth, woman and people with disabilities benefit and are empowered through LED initiatives.	Employment opportunities for the youth, woman and people with disabilities.	# of jobs created for youth, woman and people with disabilities through LED initiatives.	Mainstream created for youth, woman and people with disabilities through LED initiatives.	Monitoring the mainstream created for youth, woman and people with disabilities through LED initiatives.
HIV/AIDS	To ensure effective HIV/AIDS management in the construction industry. To ensure effective support of the HIV/AIDS council.	HIV/AIDS free construction industry workforce. Sustainable and integrated HIV/AIDS activities. Healthy and productive workforce	% reduction in the spread of HIV/AIDS amongst the construction workforce. # of AIDS council meeting held. # information sharing sessions per work station.	To ensure that all service providers appointed by GLM, communicate to their workforce and adhere to GLM HIV/AIDS policy program.	To ensure that all service providers appointed by GLM, communicate to their workforce and adhere to GLM HIV/AIDS policy program.

<b>Programme</b>	<b>Programme objective</b>	<b>Programme result</b>	<b>Programme KPI</b>	<b>Short Term Strategy</b>	<b>Medium Term strategy</b>
	To ensure effective implementation of internal focus programme. To ensure effective implementation of prevention programmes.	Reduction in new infections.	% decrease in teenage pregnancy. % increase in people testing for HIV/AIDS.	Draw annual programme for meetings. HIV/AIDS workplace policy approved. Develop and implement an awareness programme. Implement a condom distribution strategy.	Encourage sub committees to hold meetings and draw their own programmes. Establish and sustain peer group educators. Mainstreaming of HIV/AIDS.

## MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT

### Strategic objectives

Programme	Programme objective	Programme result	Programme KPI	Short Term Strategy	Medium Term strategy
Human resource management (Personal provision/ employment equity/career management and retention.	To ensure that sustainable staff is appointed. To ensure a productive, aspiring and motivated staff. To ensure that employment equity targets is achieved.	Suitable and skilled staff appointed productive, aspiring and motivated workforce.	% reduction in non-equity.  % staff turnover.  # resignations.  # promotions.	Right staff appointed in right positions. Implement and monitor employment equity plan and target. Create a conducive environment for employees to ensure skills are retained.	Right staff appointed in right positions. Implement and monitor employment equity plan and target. Create a conducive environment for employees to ensure skills are retained.
Organisational design	To ensure that the organisational structure.	Effective administration of organisational structure.	#amendments effected.	Ensure correct and aligned organisational structure.	Ensure correct and aligned organisational structure.
Performance management	To ensure that performance management systems cascaded to lower levels.	Performance management.	Level to which PMS has cascaded.	Develop processes and procedures to cascaded PMS.	Systematically cascade PMS to lower levels.

<b>Programme</b>	<b>Programme objective</b>	<b>Programme result</b>	<b>Programme KPI</b>	<b>Short Term Strategy</b>	<b>Medium Term strategy</b>
Occupational health and safety	To ensure an effective and functional OHS system.	Effective and functional OHS system.	# minor incidence. # of fatalities. # OHS meetings. # of trained OHS representatives. # of inspections.	Ensure efficient and effective OHS system.	Ensure efficient and effective OHS system.
Employee assistance programme	To ensure that the employee assistance programme is available for employees with challenges.	Healthy and productive workforce.	# cases reported. # cases successfully dealt with.	Effective implementation of employee assistance programme.  Ensure that all employees are aware of the services offered by employee assistance programme.	Effective implementation of employee assistance programme.  Ensure that all employees are aware of the services offered by employee assistance programme.
Capacity building training	To ensure that the municipality complies with legislation by preparing the WSP and	A developed work skill plan.	Work skill plan submitted to LGSETA on time and in right format.	Use data for targeted training interventions.	Use data for targeted training interventions.

<b>Programme</b>	<b>Programme objective</b>	<b>Programme result</b>	<b>Programme KPI</b>	<b>Short Term Strategy</b>	<b>Medium Term strategy</b>
	implement employee training.				
Labour relations	To ensure the maintenance of healthy labour relations in the work place. To ensure maintenance of discipline amongst employees.	Healthy labour relations disciplined workforce.	# of trained presiding officers. # of trained prosecutors. # of misconduct cases dealt with. # LLF meeting. # of disputes resolved. # of disciplinary cases successfully dealt with. # of grievances successfully dealt with. # of strikes successfully managed.	Reduction of costs dealing with labour relations issues. Implementation of new misconduct process. Reduce costs for services. Capacitated staff to improve service delivery. Maintain good relationship with labour. Effective strike management.	Capacitated staff in improve service delivery. Effective misconduct management.

**SPARTIAL RATIONALE**

**Strategic objective**

<b>Programme</b>	<b>Programme objective</b>	<b>Programme result</b>	<b>Programme KPI</b>	<b>Short Term Strategy</b>	<b>Medium Term strategy</b>
Integrated human settlement	To ensure that there is sustainable development in rural areas in to townships towards the 2030 vision.	Integrated and sustainable rural development.	IHSSP approved by 30 June 2015.	Consultation and lobbying for buy-in from stakeholders for support of the IHSSP.	

## 54. PROJECT PHASE

### 54.1. Introduction

During the strategy phase, strategic objectives were 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 the 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.

<b><u>OPERATING REVENUE</u></b>	<b>Actuals</b>		<b>Actuals</b>	<b>Current Year 2014/2015</b>		<b>Budget</b>	<b>Budget</b>	<b>Budget</b>
	<b>2011/2012</b>	<b>2012/2013</b>	<b>2013/2014</b>	<b>Original Budget</b>	<b>Adjusted Budget</b>	<b>2015/2016</b>	<b>2015/2017</b>	<b>2017/2018</b>
Assessment Rates	6 920 579	6 418 553	8 633 560	6 355 008	6 355 008	6 660 048	7 052 991	7 447 959
Grants & Subsidies - Operational	156 914 382	136 289 616	188 010 338	171 854 000	172 967 513	212 960 000	212 759 000	208 726 000
Solid waste (refuse)	2 902 195	3 443 508	3 526 293	4 092 948	4 092 948	4 289 410	4 542 485	4 796 864
Sewerage				-		-	-	-
Vehicle Licensing & Testing	4 998 699	4 773 358	5 072 002	7 682 508	7 682 508	8 051 268	8 526 293	9 003 766
Debt Impairment	-5 360 148	-	-	-6 010 920	-6 010 920	-	-	-
Electricity	8 436 130	11 822 993	10 478 071	15 906 477	15 906 477	16 802 542	17 793 892	18 790 350
Interest Earned - FNB	2 107 952	1 876 556	2 245 750	2 377 818	2 877 818	3 015 953	3 193 895	3 372 753
Interest Earned - External Investments	2 516 858	3 220 395	3 171 960	3 610 800	3 610 800	3 784 118	4 007 381	4 231 795
Interest Earned - Outstanding Debtors	4 231 088	5 298 477	6 120 546	5 607 360	5 607 360	5 876 513	6 223 228	6 571 728
Other Income	6 187 937	668 349	916 986	20 223 020	20 123 020	128 925	136 532	144 177
Gain on disposal of PPE				106 200	106 200	106 200	106 200	106 200
<b>Total Income excluding MIG</b>	<b>189 855 672</b>	<b>173 811 805</b>	<b>228 175 506</b>	<b>231 805 219</b>	<b>233 318 732</b>	<b>261 674 978</b>	<b>264 341 896</b>	<b>263 191 591</b>

Withdrawals from Investment	44 881 000	57 109 000			
Traffic Account withdrawal			20 000 000		
Grants & Subsidies - MIG	53 440 000	67 756 360	55 692 000	57 880 000	61 159 000
<b>Total Income</b>				322 221	
<b>Including MIG</b>	<b>330 126 219</b>	<b>358 184 092</b>	<b>317 366 978</b>	<b>896</b>	<b>324 350 591</b>

**OPERATING EXPENDITURE**

Salaries & allowances	40 305 647	47 300 613	53 969 138	64 346 273.40	62 283 233.46	65 065 495	69 067 023.38	73 107 444.24
Councillors' remuneration	13 351 473	14 235 330	15 220 576	16 855 524	16 335 524	17 054 287	18 103 125.71	19 162 158.56
Purchases of Water	-	-	-	-	-	-	-	-
Purchase of Electricity	9 487 172	10 611 608	10 325 878	13 483 727	11 483 727	12 884 742	14 456 680	16 220 395
General expenses	30 548 721	68 617 356	57 602 316	57 859 565.34	60 289 396.54	59 490 747.85	55 973 044.71	59 289 732.22
Repairs & Maintenance	2 925 779	2 510 626	5 055 616	9 498 650	6 590 966	7 025 595	7 440 105	7 856 751
Capital charges	1 558 604	1 458 537	1 345 982	2 107 008	2 107 008	200 000	211 800	223 661
Debt Impairment	-	-	-	-	-	5 229 159	5 537 679	5 847 789

Depreciation	9 004 039	11 339 548	13 196 629	10 048 950	16 798 898	11 605 245	12 289 955	12 978 192
<b>Total expenditure</b>	113 764 776	156 073 618	156 716 135	174 199 697	175 888 753	178 365 470	183 079 413	194 686 124
Minus Debit elsewhere	9 004 039	11 339 548	13 196 629	10 048 950	16 798 898	-	-	-
<b>Net expenditure</b>	122 768 815	144 734 070	143 519 506	164 150 747	159 089 855	178 365 470	183 079 413	194 686 124
<b>Net surplus/(Deficit)</b>	67 086 857	29 077 735	71 459 371	67 654 472	74 228 877	103 119 706	81 262 482	68 505 467

VOTE	DESCRIPTION	2011/2012	2012/2013	2013/2014	Current Year 2014/2015		Budget	Budget	Budget
		Actuals	Actuals	Actuals	Original Budget	Adjusted Budget	2015/2016	2016/2017	2017/2018
	Contribution by own income	23 981 229	27 026 854	33 135 725	112 535 472	186 338 127	103 119 706	81 262 482	68 505 467
	Contribution from Grants	28 208 546	33 129 042	38 984 629	53 440 000	67 756 360	55 692 000	57 880 000	61 159 000
	Total	52 189 775	60 155 896	72 120 354	165 975 472	254 094 487	159 001 507	139 142 482	129 664 467

**PRIORITY ISSUES: ROADS, STORM WATER AND BRIDGES**

PROJECT NAME	PROJECT LOCATION	MEDIUM TERM EXPENDITURE FRAMEWORK			IMPLEMENTIN G AGENT
		2015/2016	2016/2017	2017/2018	
Ga-Kgapane Storm Water Channel	GLM	R2 400 000			GLM
Low Level Bridge	GLM		R19 845 118		GLM
TLB ( Backhoe loader)	GLM		R1 815 000		GLM
Pedestrian Roller	GLM	R120 00			GLM
Walker Compactor	Modjadjiskloof	R50 000			GLM
Mapaana Street Upgrading	Maapana		R3 500 000		GLM
Tipper Truck	GML		R1 669 800		GLM
Rehabilitation of Modjadjiskloof Street	Modjadjiskloof	R4 000 000			GLM
Rehabilitation of Ga-Kgapane Street	Ga-Kgapane	R4 000 000			GLM
Bulldozer	GLM		R3 146 000		GLM
Roller x3	GLM		R900 000		GLM
Modjadjiskloof Gabion	Modjadjiskloof	R1 200 000			GLM
Itieleng-Sekgosese Street Paving	Itieleng-Sekgosese	R5 300 000			GLM
Refilwe Street Paving	Refilwe	R5 300 000			GLM
Mmamakata Raselaka	Mmamakata	R5 300 000			GLM

Street Paving					
Khosothona Taxi Rank	Khosothona	R2 000 000			GLM
Wholesaler Taxi Rank	Wholesaler	R2 000 000			GLM
Mmamphakhathi Street Paving	Mmamphakhathi	R2 000 000			GLM
Rehabilitation of Ga-Kgapane Taxi Rank; Paving Extension and Storage Tank	Ga-Kgapane	R480 000			GLM
Busstops	GLM		R2 500 000		GLM
Lemondokop Street Paving	Lemondokop	R5 000 000			GLM
Sekgopo Street Paving	Sekgopo	R700 000			GLM
Photocopy Machine(4) and Printers	GLM	R100 000			GLM
Traffic Blue Lights (2)	GLM	R5 000			GLM
Stop Watchers (6*1)	GLM	R10 000			GLM
Road Block Trailer and Equipment	GLM	R250 000			GLM
Strong Room Modjadjiskloof DLTC	Modjadjiskloof	R250 000			GLM
Relocation of DLTC		R250 000			GLM
Cubicles and Bullet proof Glass for DLTC		R250 000			GLM

Completion of Modjadjiskloof DLTC		R250 000			GLM
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**PRIORITY ISSUE: ELECTRICITY**

PROJECT NAME	PROJECT LOCATION	MEDIUM TERM EXPENDITURE FRAMEWORK			IMPLEMENTING AGENT
		2015/2016	2016/2017	2017/2018	
Prepaid Metres In Mokgoba Village	Mokgoba	R500 000			GLM
Upgrade of Electricity To NER Compliance	Modjadjiskloof	R1 000 000			GLM
Installation of Energy Efficient Street Lights	GLM	R640 000			GLM

**LOCAL ECONOMIC DEVELOPMENT**

PROJECT NAME	PROJECT LOCATION	MEDIUM TERM EXPENDITURE FRAMEWORK			IMPLEMENTING AGENT
		2015/2016	2016/2017	2017/2018	
Madumeleng Youth Information Centre	Madumeleng		R500 000		GLM

Maphalle Youth Information Centre	Maphalle		R500 000		GLM
GLM Show Ground	Matipane		R16 000 000		GLM

### COMMUNITY SERVICES

PROJECT NAME	PROJECT LOCATION	MEDIUM TERM EXPENDITURE FRAMEWORK			IMPLEMENTING AGENT
		2015/2016	2016/2017	2017/2018	
Shotong Library	Shotong	R2 600 000			GLM
Rotterdam Library	Rotterdam	R2 600 000			GLM
2000 Chairs And 10 Tables for Mokwakwaila and Senwamokgope Community Halls	Mokwakwaila and Senwamokgope	R100 000			GLM
Ward 2 Community Hall	Ward 2	R2 400 000			GLM
Ward 5 Community Hall	Ward 5	R2 400 000			GLM
Matswi Community Hall	Matswi	R2 400 000			GLM
Mohlele Community Hall	Mohlele	R2 400 000			GLM
Mamaila-Kolobetona Community Hall	Mamaila-Kolobetona	R2 400 000			GLM
Shamfana Community Hall	Shamfana	R2 400 000			GLM
Lemondekop Community	Lemondekop		R500 000		GLM

Hall (Turnkey)					
Thlothlokwe Community Hall (Turnkey)	Thlothlokwe		R500 000		GLM
Fencing of the New Cemetery	GLM	R1 000 000			GLM
Disaster Emergency Lights	GLM	R20 000			GLM
Fire Extinguisher	GLM	R300 000			GLM

### SPORTS; ART AND RECREATION

PROJECT NAME	PROJECT LOCATION	MEDIUM TERM EXPENDITURE FRAMEWORK			IMPLEMENTING AGENT
		2015/2016	2016/2017	2017/2018	
Electric Lawn Mower	GLM	R20 000			GLM
Car Trailer	GLM	R30 000			GLM
Chain Saws x2	GLM	R32 000			GLM
Drive on Lawn Mower	GLM	R150 000			GLM
Enhancement and Beautification of Town Entrance	GLM	R200 000			GLM
Mamanyoha Sport Complex	Mamanyoha	R6 414 503			GLM
Madumeleng/Shotong Sports Complex	Madumeleng/Shotong	R500 000	R 16 774 250		GLM

Thakgalane Sport Complex	Thakgalane	R500 000	R 16 774 250		GLM
Rotterdam Sports Complex	Rotterdam	R6 414 503			GLM
Sekgopo Youth Centre	Sekgopo	R2 250 000			GLM
Ga-Kgapane Youth Centre	Ga-Kgapane	R2 250 000			GLM
Roerfontein Youth Centre	Roerfontein	R2 250 000			GLM
Mokwawkwaila Youth Centre	Mokwawkwaila	R2 250 000			GLM
Madumeleng Old Age Facility	Madumeleng	R1 800 000			GLM
Roerfontein Old Age Facility	Roerfontein	R1 800 000			GLM
Ga-Kgapane Old Age Facility	Ga-Kgapane	R1 800 000			GLM

**PRIORITY AREA: WASTE MANAGEMENT**

PROJECT NAME	PROJECT LOCATION	MEDIUM TERM EXPENDITURE FRAMEWORK			IMPLEMENTING AGENT
		2015/2016	2016/2017	2017/2018	
Landfill Site	Maphalle Village	R3 000 000	R10 000 00 0		GLM

Swivel Bins	GLM	R150 000			GLM
Skip Bins x30	GLM	R250 000	R500 000		GLM
Rehabilitation of Old Modjadjiskloof Dumping Site	Modjadjiskloof	R2 500 000			GLM
Ga-Kgapane Parks Below Civic Centre	Ga-Kgapane	R300 000			GLM
Chain Saws	GLM	R60 000			GLM

#### FINANCIAL VIABILITY

PROJECT NAME	PROJECT LOCATION	MEDIUM TERM EXPENDITURE FRAMEWORK			IMPLEMENTING AGENT
		2015/2016	2016/2017	2017/2018	
Printers (4) Revenue, Assets and SCM	GLM	R40 000			GLM
Printers (2) Salary Section and Revenue section	GLM	R300 000			GLM
Printer All in One (Fax, Scan and Print) Budget Office	GLM	R10 000			GLM
Advance Scanner (Huge MB)	GLM	R40 000			GLM
Money Counting Machine	GLM	R3 000			GLM

**ORGANISATIONAL TRNSFORMATION AND EXCELLENCE**

PROJECT NAME	PROJECT LOCATION	MEDIUM FRAMEWORK	TERM EXPENDITURE			IMPLEMENTING AGENT
			2015/2016	2016/2017	2017/2018	
Telephone Management Upgrading	GLM	R150 000				GLM
Office Furniture	GLM	R500 000				GLM
Mobile overhead projector(2)	GLM	R40 000				GLM
Disaster Recovery Plan Implementation	GLM	R1 000				GLM
Laptop Replacements (15)	GLM	R400 000				GLM
Desktop PC Replacements (20)	GLM	R200 000				GLM
Uninterrupted Power Supply (UPS)	GLM	R150 000				GLM
Traffic System Upgrade	GLM	R100 000				GLM
Case-ware Upgrade	GLM	R100 000				GLM
Brail Printer Software and Installation	GLM	R100 000				GLM
Allicad Software	GLM	R100 000				GLM
Master System Plan Upgrade	GLM	R50 000				GLM
Civil Designer Software	GLM	R100 000				GLM

Air conditioners (10)	GLM	R50 000			GLM
Recording Machine: Imbizo	GLM	R20 000			GLM
Vehicle (2) for Registry and Senwamokgope NP 200 with Canopy	GLM	R200 000			GLM
Refrigerator	GLM	R5 000			GLM
Cash Power System	GLM	R150 000			GLM
Call Log System	GLM	R100 000			GLM
Mobile Filling Unit	GLM	R200 000			GLM
Foyer To The Main Interior Design (Registry and Corps)	GLM	R150 000			GLM
Aqua Cooler Bottles x2	GLM	R4 000			GLM
Aqua Cooler x2	GLM	R8 000			GLM
Shredding Machine	Ga-Kgapane+ Sub-office	R5 000			GLM
Microwave	GLM	R1 500			GLM
Suggestion Boxes (4)	GLM	R60 000			GLM
Banners Batho-Pele (4)	GLM	R15 000			GLM
Refurbishment Of Municipal Workshop and Stores	GLM	R500 000			GLM
Steel Fence And Gate	GLM	R20 000			GLM
Counter For Registry	GLM	R15 000			GLM

(Security Burglar)					
URNS Mokwakwaila And Kgapane	GLM	R1 200			GLM
Picture Camera	GLM	R15 000			GLM

PROJECT NAME	PROJECT LOCATION	MEDIUM TERM EXPENDITURE FRAMEWORK			IMPLEMENTING AGENT
		2015/2016	2016/2017	2017/2018	
Folding Tables (10)	GLM	R10 000			GLM
Podium	GLM	R10 000			GLM

### CONTRIBUTION FROM MIG

PROJECT NAME	PROJECT LOCATION	MEDIUM TERM EXPENDITURE FRAMEWORK			IMPLEMENTING AGENT
		2015/2016	2016/2017	2017/2018	
Upgrading of Streets-Sekgopo Moshate	Sekgopo-Moshate		R550 000	R7 000 000	MIG
Upgrading of Streets-Mamphakhathi	Mamphakhathi		R550 000	R7 000 000	MIG
Upgrading of Streets-Ramphenyane	Ramphenyane		R550 000	R7 000 000	MIG
Las-Vegas Street Paving	Las-Vegas		R550 000	R7 000 000	MIG
Upgrading of Streets-Ditshosing	Ditshosing		R550 000	R7 000 000	MIG
Upgrading of Streets-GaNtata	GaNtata		R550 000		MIG
Mokwakwaila Library	Mokwakwaila	R1 000 000			MIG

Ga-Kgapane Stadium	Ga-Kgapane		R8 400 000		MIG
Sephukubje Street Paving	Sephukubje	R4 210 000	R2 293 000		MIG
Seatlaleng Street Paving	Seatlaleng	R6 000 000			MIG
Mohlakong Street Paving	Mohlakong	R6 000 000			MIG
Matshelapata Street Paving	Matshelapata	R6 000 000			MIG
Ga-Kgapane Indoor Hall	Ga-Kgapane		R6 000 000	R8 224 230	MIG
Shawela Street Paving	Shawela	R6 000 000			MIG
Sekgopo-Maboyini Street Paving	Sekgopo-Maboyini	R6 000 000			MIG
Thlothlokwe Street Paving	Thlothlokwe	R6 000 000			MIG
Shamfana Street Paving	Shamfana	R6 000 000			MIG
Kherobeni Street Paving	Kherobeni	R6 000 000			MIG
Mamaila-Mphotwane Library	Mamaila-Mphotwane		R400 000	R3 500 000	MIG
Abel Library	Abel		R400 000	R3 500 000	MIG
Itielene-Ga-Pheeha Library	Itieleng-Ga-Pheeha		R400 000	R3 500 000	MIG
Polaseng Youth Information Centre	Polaseng		R447 000	R2 800 000	MIG
Taolome Youth Information Centre	Taolome		R447 000	R2 800 000	MIG
Highmast Lights In 8 Villages	GLM		R5 000 000		MIG
Sidewalks From Ga-Kgapane to Mokwakwaila	Ga-Kgapane-Mokwakwaila		R13 456 600		MIG

Goedplaas Community Hall	Goedplaas	R270 000	R7 000 000		MIG
Ntata Community Hall	Ntata	R271 000	R7 000 000		MIG
PMU 3%	GLM	R1 670 760	R1 736 400	R1 834 770	MIG

### SECTOR DEPARTMENT PROJECTS

PROJECT NAME	PROJECT LOCATION	MEDIUM TERM EXPENDITURE FRAMEWORK			IMPLEMENTING AGENT
		2015/2016	2016/2017	2017/2018	
Build 1x4 Classroom Block, Multipurpose Classroom; Nutrition Center. Renovate 1x4 Classroom Block; Demolish 1x4 Classrooms.	Khumelong Primary	R1 000 000	R207 000		Department Of Education
Renovate 12 Classrooms; Build Small Admin And Build Nutrition Center. Fencing.	Kiletsa Primary	R3 000 000	R273 000		Department Of Education

PROJECT NAME	PROJECT LOCATION	MEDIUM TERM EXPENDITURE FRAMEWORK			IMPLEMENTING AGENT
		2015/2016	2016/2017	2017/2018	
Build Nutrition Centre; Medium Admin Block. Renovate 15 Classrooms.	Kolobetona Secondary	R3 000 000	R307 000		Department Of Education
13/14: Build 10 Classrooms And Demolish 2x5 Classroom Blocks, Renovate 1x3classrooms Block. 14/15: Build Small Admin Block And Nutrition Center.	Kubune Primary	R1 900 000	R430 000	R356 000	Department Of Education
Build 5 Classrooms; Nutrition Centre And Small Admin Block. Renovate 4 Classroom And Demolish 3 Classroom	M.R. Mamaila Primary	R3 000 000	R267 000		Department Of Education

Upgrade All School Facilities For Minimum Functionality.	Mabipilong Primary	R3 000 000	R5 000 000	R400 000	Department Of Education
Build 12 Classrooms; Nutrition Centre; Medium Admin Block. Demolish All The 15 Classrooms And Admin Block On Site.	Magoletsa Secondary	R3 000 000	R5 700 000	R343 000	Department Of Education
Build 10 Classrooms; 12 Envirolloos; Nutrition Centre; 1x Multipurpose Classroom; Fencing; Drill And Equip Borehole.	Makaba Primary	R3 000 000	R2 500 000	R5 600 000	Department Of Education

PROJECT NAME	PROJECT LOCATION	MEDIUM TERM EXPENDITURE FRAMEWORK			IMPLEMENTING AGENT
		2015/2016	2016/2017	2017/2018	
13/14: Build 12 Classrooms 14/15: Build Small Admin Block, Nutrition Center. Demolish 3x3 Classrooms Block.	Mampeule Secondary	R3 000 000	R2 150 000	R388 000	Department Of Education

Build 12 Classrooms	Mandela Barloworld Agricultural High School	R2 000 000	R395 000		Department Of Education
Replace The Roof Of 10 Classrooms And General Renovations.	Mangwako Secondary				Department Of Education
Build 8 Classrooms; Nutrition Centre And Medium Admin Block.	Manonyaneng Secondary	R3 000 000	R1 400 000	R347 000	Department Of Education
Build 5 Classrooms; Build 1x Multipurpose Classroom, 1x Nutrition Centre, Renovation Of 1x4 Classroom Block. Renovate 1 Classroom And Storeroom.	Manwagae Secondary	R2 000 000	R370 000		Department Of Education
Build 8 Classrooms, 1x Multipurpose And Nutrition Centre.	Mmaba High In Maupa Village	R1 600 000	R390 000		Department Of Education
Build 8 Classrooms, 1x Multipurpose And Nutrition Centre.	Mmalesiba High	R4 000 000	R4 000 000	R400 000	Department Of Education

PROJECT NAME	PROJECT LOCATION	MEDIUM TERM EXPENDITURE FRAMEWORK			IMPLEMENTING AGENT
		2015/2016	2016/2017	2017/2018	
Build 4 Classrooms And Nutrition Centre.	Mankopana Primary	R200 000			Department Of Education
Renovating All Existing And Guard House, 1xmultipurpose Classrooms, Nutrition Centre.	Modumaane Secondary	R1 310 000	R217 000		Department Of Education
Upgrade All School Facilities For Minimum Functionality.	Mohokone Primary	R4 000 000	R4 000 000	R400 000	Department Of Education
Build 8 Classrooms, Nutrition Centre And Medium Admin	Mohumi Secondary	R3 700 000	R3 700 000	R346 000	Department Of Education
Upgrade All School Facilities For Minimum Functionality.	Molokwane Primary	R4 000 000	R4 000 000	R400 000	Department Of Education
Build 16 Classrooms, Medium Admin And	Moshakga Primary	R3 000 000	R4 950 000	R6 000 000	Department Of Education

Nutrition Centre. Demolish 12 Classrooms.					
Renovate 12 Classrooms, Medium Admin And Nutrition Centre.	Motsipa Secondary	R3 980 000	R299 000		Department Of Education
Build 8 Classrooms, Small Admin Block And Nutrition Centre. Demolish 2x4 Colapsing Classroom Blocks.	Mulai Jubilee Secondary	R3 000 000	R900 000	R223 000	Department Of Education
Build Small Admin And Nutrition Centre.	Nakampe Primary	R3 500 000	R175 000		Department Of Education

PROJECT NAME	PROJECT LOCATION	MEDIUM TERM EXPENDITURE FRAMEWORK			IMPLEMENTING AGENT
		2015/2016	2016/2017	2017/2018	
Build 10 Classrooms, 12 Envirolloos, Fencing, Nutrition Centre, Drill And Equip Borehole.	Pheega Primary School (New School At New Restitution Land Use).	R5 700 000	R365 000		Department Of Education
Build 1xmultipurpose Classroom, Nutrition	Pulane High	R3000 000	R1 740 000	R237 000	Department Of Education

Centre And Renovate 6 Classrooms.					
Build 5 Classrooms, Nutrition Centre And 1x multipurpose Centre. Renovate 4 Classrooms	Rammila Secondary	R2 310 000	R244 000		Department Of Education
Upgrade And Additions	Ratseke Primary	R3 000 000	R4 000 000	R600 000	Department Of Education
Build 8 Classrooms, Medium Admin Block And Nutrition Centre	Sebelaolo Primary	R4 000 000	R5 700 000	R485 000	Department Of Education
Build 5 Classrooms, Nutrition Centre And 1x multipurpose Classrooms. Renovate 3 Classrooms And Demolish 3 Classrooms	Sehonwe Primary	R3 300 000	R365 000		Department Of Education
Build 12 Classrooms, 16 Envirolloos, Medium Block, Nutrition Centre, Fencing, Drill And Equip Borehole.	Sekgopo Primary		R4 000 000	R5 500 000	Department Of Education

PROJECT NAME	PROJECT LOCATION	MEDIUM TERM EXPENDITURE FRAMEWORK			IMPLEMENTING AGENT
		2015/2016	2016/2017	2017/2018	
Rehabilitation, Renovations Or Refurbishment.	Seripe Primary	R319 000			Department Of Education
13/14: Build 8 Classrooms. 14/15: Build Small Admin Block And Nutrition Center. Demolish 6 Mud Bricks Classrooms And Renovate 6 Classrooms.	Shotong Primary	R1 205 000			Department Of Education
Build 8 Classrooms, Nutrition Centre And Medium Admin Block. Renovate 8 Classrooms And Demolish 8 Classrooms.	Tseana Secondary		R4 000 000	R5 000 000	Department Of Education
Build 1x multipurpose Classroom And Nutrition Centre.	Tshamiseka Primary	R180 000			Department Of Education
13/14: Build Medium Admin And Nutrition Centre. 14/15: Renovate	Tshweni Secondary	R1 395 000			Department Of Education

4x3 Classroom Blocks And 2x Multipurpose Classrooms.					
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PROJECT NAME	PROJECT LOCATION	MEDIUM TERM EXPENDITURE FRAMEWORK			IMPLEMENTING AGENT
		2015/2016	2016/2017	2017/2018	
Renovate 8 Classrooms. Build 1x multipurpose Classroom And Nutrition Centre.	Tsoganng Primary	R261 000			Department Of Education.
Construction Of A Library Phase 1	Sekgopo Village	R1 000 000			Department Of Sports, Arts And Culture
Compile Quarterly Economic Development Indicators	GLM	R500 000			LEDET
Planting Of Indigenous Trees To Support Greening Limpopo	GLM	R170 000			LEDET
Assessment Of The Performance Of The	GLM	R50 000			LEDET

Municipality In Line With Green Economy Requirements					
Run Awareness Campaigns And Capacity Programmes For Municipalities On Environmental Awareness	GLM	R600 000			LEDET
Appoint Youth To Support Municipalities To Implement Waste Management Programmes		R36 444 800(Provincially )			LEDET



## **55. INTERGRATION 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 extend of the epidemic and the proposed efforts and actions of the municipality to address the problem;
- Municipal Institutional Plan, which will spells out the management reforms and organisational arrangements the municipality intends implementing in order to achieve the development goals of the IDP;
- Disaster Management Plan, which will outlines the preparedness of the municipality; and finally;
- Integrated Performance Management System, comprising key performance indicators, activity related milestones, and output targets.

## **56. Sectoral Plans and Programmes**

### **56.1. 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, and 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.

## **56.2. Spatial Development Framework**

The Spatial Development Framework (SDF), which forms part of the Mopani District Municipality in the Limpopo Province, was approved by the council in 2009/2010 financial year. 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 km<sup>2</sup>;
- 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.

### **56.3. EMPLOYMENT EQUITY PLAN**

Greater Letaba municipality has taken in to cognizance the history of apartheid laws and practices with the resultant disparities and inequities, in the spirit of Employment Equity Act is geared towards achieving employment equity across all occupational levels and categories.

It is further committed to the right to equity as clearly enshrined the Constitution of the Republic of South Africa. Attempts will be made in order to ensure that the work force is a true reflection of the demographics of the municipal area, the province and the attempts will be made in order to ensure that work force is a true reflection of the demographics of the municipal area, the province and the country. The plan is also aimed at ensuring that South Africa fulfils her obligations as a member of the International Labour Organisation.

#### **Objectives**

- To do away with all forms of unfair discrimination with regard to employment practices and policies;
- To develop and communicate a sexual harassment policy that is in line with the code of conduct on sexual harassment;
- To eradicate all barriers that may hamper the advancement of the designated groups;

- To create a corporate culture that affirms and exploits workplace diversity;
- To ensure that management is actively committed to implement equity;
- To create IDP related strategies that can be employed to make reasonable and serious progress on employment equity on all occupational levels and categories.

#### **56.4. 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)

**56.5. 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.

## 56.6. INTEGRATED HIV/AIDS PLAN

The apparent complacency of the Greater Letaba community in respect of HIV/AIDS is a 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.

The contributory factors for high prevalence of HIV/AIDS and related diseases amongst others are:

- Poverty, gender inequality and orphanage;
- Rapid urbanisation and cultural modernization;
- Gross border gates and national routes;
- Dynamics of growing economy;
- Increased in the commercialization of sexual activities;
- High employment rate;
- Low literacy rate;
- Alcohol and substance abuse;
- High crime rate;
- The municipality has developed an HIV/AIDS programme in line with the national policies and guidelines.

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, counselling, 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.

### **56.7. 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:

- Those 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.

## **56.8. 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.

## **56.9. SUCCESSION AND RETENTION PLAN**

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.

#### **56.10. 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 also components of the Disaster Management Plan:

- **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.

## **56.11. ORGANIZATIONAL PERFORMANCE MANAGEMENT SYSTEMS (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)<sup>1</sup> 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;

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<sup>1</sup> 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.

- The Green Paper: National Strategic Planning (2009)<sup>2</sup> 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.

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

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<sup>2</sup> The Presidency. *Republic of South Africa. 2009. Green Paper: National Strategic Planning.*

## 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)<sup>3</sup>: “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 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

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<sup>3</sup> Performance Management Guidelines for Municipalities (2001)

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.

## 56.12. 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	Ga-	Khumelo	Senwamo kgope Ext	Rural Villages			TOTAL	DEFICIT ( )
SETTLEMENT NAME		30 0	31 9	300				919	
Ga-Kgapane	700	30 0						300	-400

Mokgoba	120							0	-120
Senwamokgope	40			40				40	0
Rural villages	39 000				39 000			39 000	0
<b>TOTAL ALLOCATED</b>	<b>39 860</b>	30 0	-	40	39 000			39 340	-520
<b>SURPLUS (+)</b>		0	319	260				38 421	

### PROPOSED PRIORITY PROJECTS

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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

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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.

### **56.13. 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.