Mopani District Municipality

# Reviewed Integrated Development Plan

2021 - 2026 (2021/22 Version 1)

May 2021

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



**Cllr Pule Shayi**
Executive Mayor

**Our pride is in serving our people**



**Cllr Sedibeng WD**
Speaker

**Our pride is in the wellbeing of our society**

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***"To be the food basket of Southern Africa and the tourism destination of choice"***

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# GLOSSARY

**ABET** – Adult Basic Education and Training

**AIDS** – Acquired Immune Deficiency Syndrome

**BPM** – Ba-Phalaborwa Municipality

**CAPEX** – Capital Expenditure

**CBD** – Central Business District

**CBOs** – Community Based Organisations

**COGTA** – Cooperative Governance and Traditional Affairs

**CoGHSTA**- Cooperative Governance, Human Settlements and Traditional Affairs

**COVID 19** – Corona Virus Disease 2019

**CPFs** – Community Policing Forums

**CRDP** – Comprehensive Rural Development Programme

DDM - District Development Model

**DEA** – Department of Environmental Affairs

**DMA** – District Management Area

**DoE** - Department of Education

**DoH** - Department of Health

**DPWRI** – Department of Public Works, Roads & Infrastructure

**DWA** – Department of Water Affairs

**ECD** – Early Childhood Development

**EPWP** – Extended Public Works Programme

**ES** - Equitable Shaer

**ESKOM** – Electricity Supply Commission

**GEAR** – Growth, Employment and Redistribution

GEMC³ :Global Environmental Management command control centre

**GGM** – Greater Giyani Municipality

**GGP** – Gross Geographic Product

**GLM** – Greater Letaba Municipality

**GTM** – Greater Tzaneen Municipality

**GVA** – Growth Value Added

**HAST** - HIV & AIDS, STI and TB

**HIV** – Human Immune Deficiency Virus

**IDP** – Integrated Development Plan

**IDT** – Independent Development Trust

**IGR** – Inter-Governmental Relations

**ISRDP** – Integrated Sustainable Rural Development Programme

**KNP** – Kruger National Park

**KPAs** – Key Performance Areas

**KPIs** – Key Performance Indicators

**LED** – Local Economic Development

**LEDET** - Limpopo Economic Development, Environment & Tourism

**LEGDP** – Limpopo Employment Growth and Development Plan

**LDP** - Limpopo Development Plan

**LSEN** - Learners with Specialised Education Needs

**LGTAS** – Local Government Turn Around Strategy

**LSEN** – Learners with Specialised Education Needs

**LUMS** – Land Use Management Scheme

**OPEX** – Operational Expenditure

**MDM** – Mopani District Municipality

**MEC** - Member of Executive Council

**MFMA** – Municipal Finance Management Act

**MIG** - Municipal Infrastructure Grant

**MLM** – Maruleng Local Municipality

**MPCCs** – Multi-purpose Community Centres

**MSA** - Municipal Systems Act

**Mscoa** - Municipal Standard Chart of Account

**MTAS** - Municipal Turn-around Strategy

**MTSF** – Medium Term Strategic Framework

**NGOs** – Non- Governmental Organisations

**NPOs** – Non Profit Organisations

**OFCOLACO**: Officials of Colonial Land Company

**OLS** – Operational Licensing Strategy

**PEGDP** – Provincial Employment Growth and Development Plan

**PGDS** – Provincial Growth and Development Strategy

**PMS** – Performance Management Systems

**PPPs** – Private Public Partnerships

**RAL** – Road Agency Limpopo

**RD&LR** - Rural Development and Land Reform

**SADC** – Southern African Developing Communities

**SANDF** – South African National Defense Force

**SASSA** – South African Social Services Agency

**SCM** – Supply Chain Management

**SDBIP** – Service Delivery Budget Implementation Plan

**SDF** – Spatial Development Framework

**SDI** – Spatial Development Initiative

**SMMEs** – Small Medium and Micro Enterprises

**SODA** – State of the District Address

**SONA** – State of the Nation Address

**STATSSA** – Statistics South Africa

**SWOT** - Strengths, Weaknesses, Opportunities, Threats

**UN** - United Nations

**UNESCO** - United Nations Education, Scientific and Cultural Organisation

**WSIG** - Water Services Infrastructure Grant

**WSDP** – Water Services Development Plan

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

***"To be the Food Basket of Southern Africa and thé Tourism Destination of Choice"***



The **MISSION** of Mopani District Municipality:

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

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

- innovation
- Excellence
- Commitment
- Care
- Ubuntu.

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

Table 1: SUMMARY OF KPAs, GOALS AND STRATEGIC OBJECTIVES

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

# EXECUTIVE MAYOR'S FOREWORD



This document reflects the fifth cycle of the IDP, aligned to the 2001, 2006, 2011, 2016 and 2021 IDPs of Mopani District Municipality. In over fifteen years of the existence of Mopani District Municipality we have much to point to the development of our communities in both social and economic development through the IDP as a transformational tool to fulfill "the people shall govern"

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

The Covid 19 pandemic would have swept most of our people if concerted efforts were not placed on observing health safety protocols, supported by the level of development in the District.

The effect of Covid 19 is still with us and all cautions must be adhered to. We cannot stay at the comfort of these achievements. There are still patches of areas and households falling short of adequate basic services or services provided in unsustainable manner. In order to ensure that no-one is left out, leadership still has the next hurdle to go through. IDP (plan) is the results of very hard work aimed at setting a pace for the Council to deliver services to the people. This loaded goal shall remain the drive for the fifth phase of our Council. Having learned from the past, the vision of the District is "To be the food basket of Southern Africa and thé Tourism destination of choice". Being guided by this vision, the development priorities, objectives and strategies for the next five years were set, to ensure the impact of development within our communities.

Indeed this first version of the IDP for the current Council – is the result of engagements with communities, organs of the state and private sector within Mopani District Council and with various institutions and stakeholder organizations in the district. It has been a politically led process driven by the community that resulted in a plan that is aimed at guiding the socio-economic development of our society even during the transition from this Council to the next. It is an overarching plan that defines the synergy between various priority needs from both three spheres of government and the sector plans that addresses these needs in a manner that allows government policies to operate in our municipal space.

The State of the National address of 2019 by the President of South Africa Hon. Cyril Ramaphosa, came robust on the call to corporate development approach by all who matters in the development agenda of South Africa, with particular emphasis on engaging private sector with government in all three spheres in a coordinated manner, the "District development model". It is this approach that our current IDP is hinged on. This operational model introduced by the President, District Development Model came handy to foster and accelerate the coordination of the three spheres of government inclusive of the private sector to share their contribution in the services to the community. It has been apparent that altogether in the coordinated development platform will yield much for the wellbeing of our communities.

Through a number of programmes that the District has, e.g IDP Representative forum, Mayoral Imbizos, Intergovernmental Fora, District Ward Committee conference, different summits, corporate interest groups, Khawuleza, IDP/ Budget public participation, etc., the people of Mopani have voiced their aspirations clearly and loudly. That has assisted in the review of community and stakeholder needs, reprioritization of developmental objectives and seeking better ways to implement programmes to achieve key

objectives and measuring municipal performance as per the targets set. The municipality has put its focus on addressing the needs of, particularly, the rural poor, in order to graduate them from the prejudices of poverty into "better life for all". It has identified key priority issues, objectives, strategies, programmes and projects to respond to the institutional and socio-economic challenges facing the district.

The Spatial Development Framework (SDF) and the Local Economic Development (LED) Strategy provide a comprehensive description of our environment and its spatial characteristics. They also reflect on the district's competitive advantages and opportunities as confirmed during the District Economic Summit held in March 2018 and subsequent Mining Indaba in 2019.
This IDP has a clear and quantified budget and implementation plans as well as the Organisational Performance Management System. And to that effect, it will be clear from the content that the District has progressed tremendously since 2011 & 2020 todate, despite the institutional challenges that need continuous adjustment. In our endevour to provide services to our communities we continue to realize that when we attain one milestone, there are still more challenges ahead. That gives us clear indication that IDP and its review processes will remain the popular roadmap for the transformation of our society, thus responding to issues as they emerge. Today the coronavirus, the worldwide pandemic has caused a swing on the resource commitments in all spheres of government and as District we are and will be ensuring that our contribution in the control of the spread, is notable.
Since the disease knows no boundaries, we trust that our joint efforts and struggle against coronavirus will contribute emensely to the efforts by all in the country and the world at large.

We hereby present this Plan as a developmental plan for all government with clear strategical reference to every activity carried out within the District, by the municipalities, private sector, Traditional leaders as well as other organs of the state. It is indeed the living document that captures hopes of our communities and it is not intended to be static, rather dynamic. It requires an accelerated degree of intergovernmental action and alignment to ensure that all developmental role players in the district align their plans to government-wide priorities.

The current Council has had the first exposure to lead the review process of the 2016/17 and 2019/20 IDP. The efforts put to that effect are highly appreciated. The deliverable thereof will be fully owned and driven by this leadership in teaming with communities. It is also reviewed at the time when our Limpopo Provincial government has adopted reviewed Limpopo Development plan in alignment with the **National Development Plan** as a planning guide for all spheres of government towards the realization of Vision 2030, in making strides in ensuring that all our people attain both quality and decent standards of living and quality of life through the developmental pillars enshrined in the document, the NDP. One important pillar in development is the promulgated SPLUMA which is guidng all land development matters in a way to uproot the legacy of the past. Although the faces of Council change from time to time, IDP holds the aspirations of our communities and remains central to unfading commitment of the Council and in no way shall they be "pushed under carpet".

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

South Africa cannot be complete without Limpopo nor Limpopo complete without Mopani. Our efforts are relevant in that space. The horizon lies ahead. It is what we put in today that informs the output of tomorrow.

**Cllr P.J Shayi**

**Executive Mayor**

## MOPANI DISTRICT MUNICIPALITY STRATEGIC INTENT

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

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

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

Therefore the IDP Review, Performance Management System and Budget processes had to roll out concurrently so that the final plan is authentic, measurable and realistic. The plan ensures that accountabilities of employees are integrated and sound. The IDP review process has progressed in alignment with the following phases: Analysis Phase, Strategies Phase, Projects Phase, Integration Phase and Approval Phase. During the Analysis Phase, an analysis was conducted in terms of the current developmental status of Mopani District Municipality, with due consideration of the withdrawal of the District Management area. These areas have been incorporated into the adjoining local municipalities, i.e BPM & GGM. Wards were also delimitated, resulting in Ba-Phalaborwa with added 2 wards, Greater Letaba with 3 and Maruleng with 2 wards. (Source: MDB record of 2005).
Following the wards reconfiguration of Mopani [source: Municipal Demarcation Board, 2015], all except Maruleng Local municipality, have one additional ward each, resulting with **GGM= 31 wards; GTM= 35 wards, BPM= 19 wards, GLM=30 wards and Maruleng= 14**. Total wards for Mopani District Municipality is now 129.

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

The first strategic planning session of the current Council was held on 1-3 March 2017 to review the overall Strategy of the municipality, which consists of Strategic Themes (also known as KPAs) and Strategic goals and Objectives. The Strategic goals and Objectives are contained in the Strategy Map which indicates how value will be created for stakeholders, communities and citizens. It provides a visual representation of the Strategy and is based on the Balanced Scorecard Methodology. During this review process Strategic Key Performance Indicators had to point clearly what the municipality intends to achieve in a period spanning from year 2016 and over, as the IDP gets reviewed annually. In order to strengthen impact, strategic developmental corridors have been identified where investors and any value adding organ of state, parastatal, etc. could put their resources with

good potential gains. The corridors are also supporting the District growth nodes. For implementation purposes, in the Projects Phase, the Operational Strategies of the municipality were determined by means of identification of projects and initiatives which will ensure the achievement of the Intent of the municipality. A crucial element of this phase is to ensure that the budget is aligned and integrated through allocating and apportioning of funds for the programmes/ projects and initiatives identified. The Service Delivery and Budget Implementation Plan (SDBIP), as prescribed by the Municipal Finance Management Act remains the integral tool for monitoring the implementation of the IDP on annual basis as per the reviewed IDP of the District Municipality. Supplement to that are the Annual Performance Plans of sector departments that have projects within the District/ Local municipalities.

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

It goes without a say that IDP is a plan of government. Therefore all role players commiting their resources into Mopani strategic intent, will accelerate impact to the well being of our communities. The Intergovernmental forum of 24/11/2020 confirmed the Strategies that should take the fifth Council to next five years. The planning work was further sealed at the Strategic Planning session of 30 Nov. 2020 to 2 December 2020 where private sector became hand-in-glove with government within Mopani. The partnership was overwhelmly embraced by all, inclusive of Traditional Authorities.

Emphasis was made on District Development Model as the the' approach that would remove the silos development planning and have robust engagement of private sector in the Local Development Agenda. In this approach the District is the planning platform at Local government level by all spheres of government, monitored from the Presidential office. Indeed the projects packaged herein are aimed at addressing that.

In terms of the envisaged one plan, the District is on course to finalise the first generation of the One plan at least this year. The annual IDP reviews will cater for changing circumstances and performance assessment to ensure relevance to the status quo on development.

## CHAPTER 1: THE PLANNING FRAMEWORK

### 1.1 LEGISLATIVE BACKGROUND AND POLICY IMPERATIVES TO THE MUNICIPALITY

**Section 156 of the Constitution**

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

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

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

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

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

**Municipal Finance Management Act 53 of 2003**

At the implementation phase of the IDP requires clear accountability on funds and control mechanisms thereof. It is this Act provides full management of funds at Municipal level. The Finance Regulations and Circulars in terms of this ACT are of critical importance to ensure alignment on projects, funding and reporting. After IDP is adopted by Council the Service Delivery Budget Implementation Plan is drawn and approved by the Executive Mayor. It is this plan that the Municipal Manager must operate within its provisions, monitored by Executive Mayor for quality assurance against the IDP.

### 1.2 POWERS AND FUNCTIONS OF MOPANI DISTRICT MUNICIPALITY

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

| | POWERS AND FUNCTIONS OF MDM | Legislative reference | Effective/ | Comment |
|---|---|---|---|---|
| (a) | Integrated Development Planning for the district municipality as a whole, including a framework for integrated development plans for the local municipalities within the area of the district municipality, taking into account the integrated developments plans on those local municipalities, | **Mandates:**<br>➢ Sections 83 and 84 of the Municipal Structures Act, 1998,<br>➢ Limpopo Provincial Notice No. 309 of 2000, Government Gazette No. 615 of 1st October 2000.<br>➢ Limpopo Provincial Notice no 356, Gaz. No. 1195 of 14th October 2005. | Effective | The IDP Framework is reviewed annually with Locals and approved by MDM Council. |
| (b) | Bulk supply of water that affects a significant proportion of municipalities in the district | | Effective | MDM as the WSA and DWS are responsible for bulk water supply in the District |
| (c) | Bulk supply of electricity that affects a significant proportion of municipalities in the district. | | Not Effective | ESKOM is responsible. |
| (d) | Bulk sewerage purification works and main sewage disposal that affects a significant proportion of the municipalities in the district. | | Effective | Water purification plans are operational |
| (e) | Solid waste disposal sites serving the area of the district municipality as a whole. | | Effective | Allocated to Locals |
| (f) | Municipal roads which form integral part of a road transport system for the area of the district municipality as a whole | | Not Effective | DPWRI perform the function. |
| (g)* | Regulation of passenger transport services | | Effective | DoT |
| (h)* | Municipal Airport serving the area of the district municipality as a whole | | Not effective | DoT and Private |
| (i) | Municipal Health Services serving the area of the district municipality as a whole | | Effective | MDM |
| (j)* | Fire Fighting services serving the area of the district municipality as a whole | | Effective | MDM |
| (k) | The establishment conducts and control of fresh produce markets and abattoirs serving the area of the district municipality as a whole | | | MDM made funds available for 2019/20 for business plans on agro-processing. LDARD is more active on food production market. DRDLR has initiative on agri-hub + FPSU which are in planning phase. |
| (l) | The establishment, conduct and control of cemeteries and crematoria serving the area of the district municipality as a whole | | Effective | LMs responsible. |
| (m) | Promotion of local Tourism for the area of the district municipality as a whole | | Effective | The function need active Tourism associations and strategy to market further. National Tourism Department is part of the Technical committee of the District for integration. |
| (n) | Municipal public works relating to any of the above functions or any other functions assigned to the district municipality | | Not Effective | However, MDM will be signing MOU with DPWRI on Vukuphile programme to empower new businesses. |
| (o) | The receipt, allocation and if applicable, the distribution of grants made to the district municipality | | Effective | No distribution of grants |
| (p) | The imposition and collection of taxes, levies and duties as related to the above functions or as may be assigned to the district municipality in terms of national legislation. | | Not applicable | Not applicable |
| (g') | Public transport in Greater Tzaneen and Greater Letaba municipalities. | **Adjusted mandates:**<br><br>Provincial Gazette No. 878, dated 07 March 2003 | Not Effective | BPM, MLM and GGM should be responsible for theirs. |
| (h') | Municipal airport services in Greater Letaba, Greater Giyani and Ba-Phalaborwa municipalities | | Not Effective | GTM and MLM should be responsible for own airports |
| (j') | Firefighting services in Greater Giyani, Greater Letaba and Greater Tzaneen, Ba-Phalaborwa and Maruleng municipalities. | | Effective | Fully-fledged Fire services unit is established |
| | Solid waste disposal sites serving the area of the district municipality as a whole. | | Effective | Alocated to Locals but District is still assisting. |
| | **OTHER FUNCTIONS THAT ARE DONE YET NOT LISTED/ COVERED ABOVE** | **LEGISLATION (S)** | | **COMMENT** |
| (i) | Disaster Management services | Disaster Management Amendment Act 16 of 2015 | | Service is effective |
| (ii) | Provision of the water and sanitation services | Water Services Act no. 108 of 1997. | | Effective |

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

| Municipality | Municipality to perform the following Adjusted powers & functions |
|---|---|
| Greater Tzaneen | • Solid waste disposal;<br>• The establishment, conduct and control of cemeteries and crematoria serving the municipal area;<br>• Municipal works relating to any of the above functions or any other functions assigned to the local municipality<br>• Municipal airport services. |
| Greater Giyani | • Solid waste disposal;<br>• The establishment, conduct and control of cemeteries and crematoria serving the municipal area;<br>• Municipal works relating to any of the above functions or any other functions assigned to the local municipality<br>• Public transport services |
| Greater Letaba | • Solid waste disposal;<br>• The establishment, conduct and control of cemeteries and crematoria serving the municipal area;<br>• Municipal works relating to any of the above functions or any other functions assigned to the local municipality |
| Ba-Phalaborwa | • Solid waste disposal;<br>• The establishment, conduct and control of cemeteries and crematoria serving the municipal area;<br>• Municipal works relating to any of the above functions or any other functions assigned to the local municipality<br>• Fire fighting services<br>• Public transport services |
| Maruleng | • Solid waste disposal; |
| Mopani Didstrict | • Public transport in Greater Tzaneen and Greater Letaba municipalities.<br>• Municipal airport services in Greater Letaba, Greater Giyani and Ba-Phalaborwa municipalities<br>• Fire fighting services in Greater Giyani, Greater Letaba and Greater Tzaneen municipalities. |

NB: Maruleng Municipality was as in 2003, falling under the disestablished Bohlabela District Municipality. Thus Mopani will assume the responsibility as embodied in Bohlabela then.

.The previous study has showed that Airport function would not be feasible for the District to perform due to capacity constraint. The responsibility still vests with Department of Transport and Community Liaison through Gateway Airport Authority Limited.

## 1.3 IDP PREPARATORY PHASE

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

### 1.3.1 LEGISLATIVE BACKGROUND TO THE IDP

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

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

public expenditure to community priorities which are interpreted through vision, mission and strategies.

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

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

### 1.3.2 FRAMING THE 2021/22 – 2025/26 IDP

The 2021/22 – 2025/26 IDP development was prepared within the legal and policy requirements, opportunities provided and challenges posed by the local, provincial and national contexts.

#### 1.3.2.1 The National Planning Context

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

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

As suggested by Cabinet around aligning the NSDF, LDP and district IDPs, the key to this activity is ensuring that the three spheres of government use the common platform of (1) "need/ poverty" and (2) "development potential" as espoused in the NSDFP to analyse the space economy of their areas of jurisdiction. In addition to this the proposal calls for the role of the IDPs of district and metropolitan municipalities in determining and structuring public investment and development spending to be drastically strengthened. This entails that district municipalities should, in collaboration with the local municipalities play a far greater role in the determination of district

priorities and the allocation of resources. The district IDP has to become far more informative and decisive on the areas of need and development potential in the district and play a far greater role in decisions on infrastructure investment and development spending by all three spheres of government. Mopani District through the funding from Presidency has therefore engaged the service provider to do an in-depth analysis in socio-economy within its area of jurisdiction, with clear focus on ensuring that NSDF and IDPs are aligned. The output of the project continued to better inform the IDP reviews from year to another.

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

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

During 2013 the Parliament surfaced (approved) with a dynamic document which lays out the transformational approach to planning, viz **National Development plan**. Integrated development planning nationally is central in this document. Stakeholders from all quarters of the country have been bought into it. Mopani has also found her space in ensuring the implementation of the NDP through LDP. See page 18.

**Key targets of the National Development plan are**;

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

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

(3) **Human settlements**
- More jobs in and close to dense urban townships;
- More people living closer to their places of work; and
- Better quality public transport.

(4) **Building a capable state**
- A capable and effective state able to enhance economic opportunities.

(5) **Fighting corruption and enhancing accountability**
- Have a corruption free society with high adherence to ethics

**The SONA of 2018/19 has enriched the goals of NDP by yet pronouncing**
- Clean governance
- Fight against corruption
- Education and Training
- Increased Local economy and
- Thuma mina – Lend a hand.

**The SONA of 2019/20 provided for the following**

District Development Model; This is the planning approach that seeks to radically eliminate the silo operations and encourage better coordination and cooperation in government to improve coherence in planning and implementation across all spheres of government. The approach will be applied in a District-wide area and monitored from Presidency office through Minister of CoGTA.

#### 1.3.2.2 The Provincial Planning Context

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

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

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

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

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

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

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

**LIMPOPO DEVELOPMENT PLAN (LDP)**

- The Limpopo Development Plan strives for economic development and transformation to enable the province to address triple challenges: **unemployment, poverty and inequality**.
- The main economic agenda of the LDP is to intensify job-creation and enhance the skills base of the province towards supporting socio-economic growth and development in the province.
- The province aims to diversify the economy through placing emphasis in manufacturing thus creating value along commodities with competitive advantage within the prioritised economic sectors, in pursuit of addressing losses in employment and promoting sustained job opportunities. (Cluster Value-Chain development).
- Appropriate strategies and policies are in place to guide effective implementation processes

**The LDP aims to achieve the following four overarching goals**:

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

**OBJECTIVES**

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

### 1.3.2.3 The Local Planning Context

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

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

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

The 2021/22 Mopani IDP is a continuation of the drive towards the alleviation of poverty over the short term and the elimination of endemic poverty over the longer term. It takes forward the charge for upliftment as espoused in the previous IDPs. As such it retains the commitment to being (1) easily accessible to all members of the community and (2) strategic, developmentally orientated plan as envisaged in the legislation, policy framework and guidelines, without becoming a futile exercise focused primarily on ensuring compliance. Subsequent to the recent initiative by the Presidency to align the National Spatial Development Perspective (NSDP), the Provincial Employment, Growth and Development Plan (PEGDP) and the District Municipality IDPs as discussed above, this IDP also focuses on “need/ poverty” and “development potential” in its Developmental Analysis.

At the core of the 2021/22 IDP is the challenge and commitment to (1) deepen local democracy, (2) enhance political and administrative leadership, (3) accelerate service delivery, (4) build a developmental local government and (5) ensure that municipal planning and implementation are done in an integrated manner. All of which can only be attended to in an environment of cooperative governance between MDM and (1) the Local Municipalities in its area of jurisdiction and (2) provincial and national line departments.

**Alignment: NDP, LDP & MOPANI IDP**

| NDP | LDP | MOPANI IDP |
|---|---|---|
| **Economy & employment:**<br>• Reduce unemployment to 6% by 2030;<br>• Proportion of adults working to increase from 41% to 61%; and<br>• Have an annual GDP growth of 5.4% over the period. | Create descent employment through inclusive economic growth and sustainable livelihoods | - Grow the economy (through agriculture, mining, tourism and manufacturing).<br>- To promote economic sectors of the District<br>- Account for permanent and temporary jobs per categories within the District |
| **Economic Infrastructure**<br>• Increase the number of people with access to electricity;<br>• Ensure that all people have access to clean portable water and that there is enough water for agriculture and industry;<br>• Have user friendly, cheaper and integrated public transport by 2030; and Develop an ICT sector that enables economic activity. | Ensure sustainable development | ❖ Sustainable infrastructure development and maintenance<br>-Adequate and appropriate infrastructure for access to basic services<br>❖ Provide clean, safe and hygienic water (households access clean and safe water) |
| **Human settlements**<br>• Develop a national spatial framework;<br>• Strengthening the spatial planning system;<br>• Promote spatial planning and land use management reform;<br>• Start a national conversation about cities, towns and villages;<br>• Develop a more coherent and inclusive approach to land;<br>• Radically revise the housing finance regime;<br>• Revise the regulations and incentives for housing and land use management; and<br>• Support the transition to environmental sustainability. | Promote vibrant and equitable sustainable rural communities<br><br>Improve the quality of life of citizens | - Sustainable, optimal, harmonious and integrated land development.<br><br>- Improve community safety and well-being |
| **Building a capable state**<br>• Create a professional public service<br>• Make the public service a career of choice<br>• Improve relations between national. Provincial and local government<br>• Improve state-owned enterprises<br>• Professionalise the police service | Raise the effectiveness and efficiency of a developmental public service | ❖ Democratic and accountable organization:<br>- Improving effectiveness and efficiency<br>- increase revenue generation and implement financial control systems.<br>- Inculcate entrepreneurial and intellectual capabilities.<br>- Strengthen record keeping and knowledge management. |

| | | |
|---|---|---|
| **Fighting corruption and enhancing accountability**<br>• Take legal and political steps to insulate anti-corruption agencies from political interference<br>• Increase resources for anti-corruption agencies<br>• Centralise the awarding of large tenders or tenders with long duration<br>• Make it illegal for civil servants to operate or benefit directly from certain business activities<br>• Expand protection of whistle blowers | Prioritise social protection and social investment | • Anti-corruption strategy and forum<br>• Implementation of Policies<br>• Enforcement of Code of Conduct for officials and Councillors<br>• Compliance with legislation |

## 1.4 BASIS FOR IDP REVIEW PROCESS

The preparation and review of the IDP is a continuous process providing a framework for development planning activities in the district. As such the IDP is not only annually assessed in terms of delivery and the prevailing conditions in the municipality, but also improved upon each and every year. The following aspects informed the 2017/18 IDP Review process:

- Updating baseline information to ensure sound decision-making in addressing service delivery gaps;
- Meeting the national targets in terms of service provisioning/ Millennium Development Goals;
- Responding to key issues raised in the 2016, 2017, 2018, 2019, 2020 and 2021 State of the Nation Address and State of the Province Address;
- Implementation of resolutions attained in the Education summit, Land Summit, Water indaba, LED Summit, Mining summit, Transport Indaba, Health summit, Budget Lekgotla, IGFs;
- Performance assessment of implementation of 2019/20 IDP in terms of the SDBIPs and subsequent annual reports;
- Aligning Sector Departments' strategic plans to the district-wide priorities and service delivery programmes;
- Aligning municipal planning with the key national priority areas listed above;
- Responding to issues raised during the national, provincial and own assessments including issues from communities (SWOT);
- Strengthening focused community and stakeholder participation in the IDP processes;
- Updating and developing pending sector plans and programmes of the IDP;
- Reviewing the vision, mission, objectives, strategies, programmes and projects; in line with current level of services and alignment of IDP, Budget and PMS activities of the district with those of the local municipalities.
- Globa warming/ Climate change

### 1.4.1 THE NATIONAL AND PROVINCIAL PRONOUNCEMENTS

In terms of the National and provincial government programme of action, pronouncements made were focusing on the implementation of National Development Plan by all spheres of government. Emanating from that, Limpopo came up with the Limpopo Development plan from which municipalities would have their expressions in the reviewed IDPs. The SONA of 2019 came strongly on the focus on economic growth with emphasis on land issue and public-private partnership (Khawuleza) as instruments for accelerated development. As an inspirational and motivational campaign individuals need to embrace the spirit of "Thuma mina" meaning "Send me" to serve communities through DDM approach.SONA of 2020/21 has cemented the same tone for further growth,

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

| | ISSUE | RECOMMENDATIONS | INTERVENTIONS |
|---|---|---|---|
| 1 | In some instances information from the District does not corroborate with that of Local municipalities. | District and Locals should find a platform for information sharing and alignment. | A platform of information sharing is created, i.e IDP Technical committee |
| 2 | Strategic nature of IDP necessitate the location of IDP units in MM's office. | IDP units must be located in Municipal Managers' office. | IDP units are located in MM's office in MDM, MLM, GTM but need strengthening of capacity in terms of staffing. |
| 3 | Local skills base is not adequately outlined | Need to establish a district wide skills base. | A Youth Expo or summit will be rolled out in 2021/22 and a skills database will be established for the entire District. |
| 4 | There is shortfall with respect to revenue management, credit control and evidence of billing system in municipalities IDPs. | Sufficient information is needed to expand on revenue management, credit control and evidence of billing system. | Two projects have been initiated on: Accounting on water related transactions & Debt collectors. |
| 5 | Municipalities do not have 5-year financial plan as required. | Municipalities must develop 5-year financial plans. | Mopani has initiated a project on 5-year financial plan for 2021/22. |
| 6 | Alignment between IDP and SDBIP. | SDBIP must align to SDBIP | The current organogram has put IDP and PMS in one unit in MM's office. |

## 1.5 STRATEGIC PERFORMANCE OVERVIEW (Own assessment)

### 1.5.1 Issues identified from previous performance

The District had gone through each and every project that was planned for implementation in 2018/19 and tracked performance. Most of the projects did not reach the set target due to a number of factors, in the main being, budget and performance. In the programmes/ projects where successes were notable it was also analysed as to what contributed to the achievement.

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

| | ISSUE | EXPANTIATION |
|---|---|---|
| 1 | Staffing of various units | In number of Directorates critical posts were not filled. |
| 2 | Budget for programmes/ projects and cashflow challenges | Programmes were budgeted for but could not be implemented due to lack of funds (cash-flow). That also informed the budget adjustment. |
| 3 | Coordination and communication of programmes of MDM with sector departments | Some Projects by sector departments were neither implemented nor reported. Technical committees are either poorly attended by sector departments and/ or attending representatives to not have the necessary information. |
| 4 | Vivid concern on the performance of SCM across all directorates | Despite the completion of demand management plans from directorates, in line with the SDBIP, the acquisition of service providers have often been overtaken by time and thus impacting heavily on time lines for projects. |
| 5 | Limited revenue enhancement streams. | Dependency of the District on grants with little and ineffective revenue streams. District has not recovered funds from local municipalities on water provided. |
| 6 | Poor maintenance and management | Infrastructure in terms of water reservoirs, leaking pipes, illegal connections or vandalism and theft of pump machines have been prevalent in the District. The issue includes office buildings, eg Disaster management centre. |
| 7 | Poor management of risks | Ten strategic Risks have been identified, monitoring set up, but the Risks were not eliminated or reduced. |

In terms of successes attained, the following factors were identified-

(i) Requisite skills to facilitate and develop credible IDP, as seen from the MEC Assessment report.

(ii) Development of municipal policies in-house, as noted from Financial policies of the District.

(iii) Support from sector departments, financially and technically, as through grants (eg. MIG) and technical certification of water projects by DWS, Lepelle Northern Water on MWIG, EIAs by LEDET and brought support by PT & CoGHSTA.

(iv) Development and monitoring of Risk register, providing early warnings to the institution on various issues.

(v) Stable political leadership, which provided oversight in ensuring that governance is maintained in all respects.

- **RECOMMENDATIONS**

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

### 1.5.2 OUTPUT FROM THE FINANCIAL STATEMENTS ON AUDIT FINDINGS

**AUDIT FINDINGS TRENDS (RESULTS ON AUDITED FINANCIAL STATEMENTS BY THE AUDITOR GENERAL)**
Source: Financial Statements of the municipalities

| Municipality | Audit opinion 2018/19 | Audit opinion 2017/18 | Audit opinion 2016/17 | Audit opinion 2015/16 |
|---|---|---|---|---|
| Greater Giyani | Qualified | Qualified | Adverse | Qualified |
| Greater Letaba | Unqualified with findings | Unqualified with findings | Qualified | Qualified |
| Greater Tzaneen | Qualified | Qualified | Unqualified with findings | Unqualified with findings |
| Ba-Phalaborwa | Qualified | Qualified | Disclaimer | Disclaimer |
| Maruleng | Unqualified with findings | Unqualified with findings | Unqualified with findings | Unqualified with findings |
| **Mopani** | Qualified | Adverse | Disclaimer | Adverse |

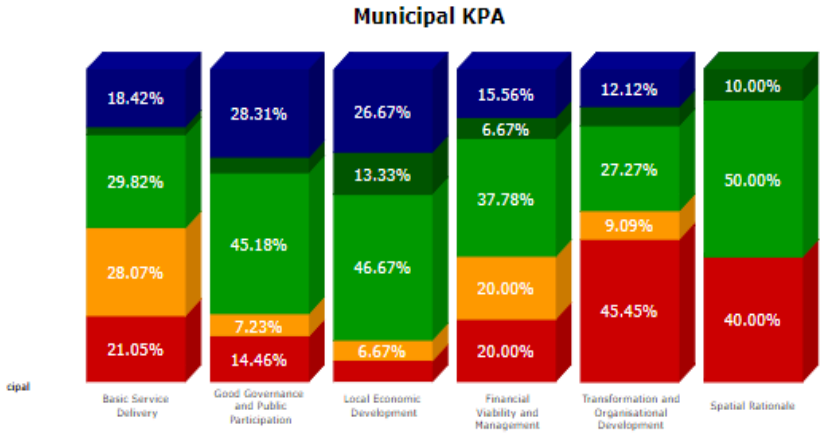
### 1.5.3 PERFORMANCE OUTPUT FROM THE 2019/20 ANNUAL REPORT

**Performance Tool**

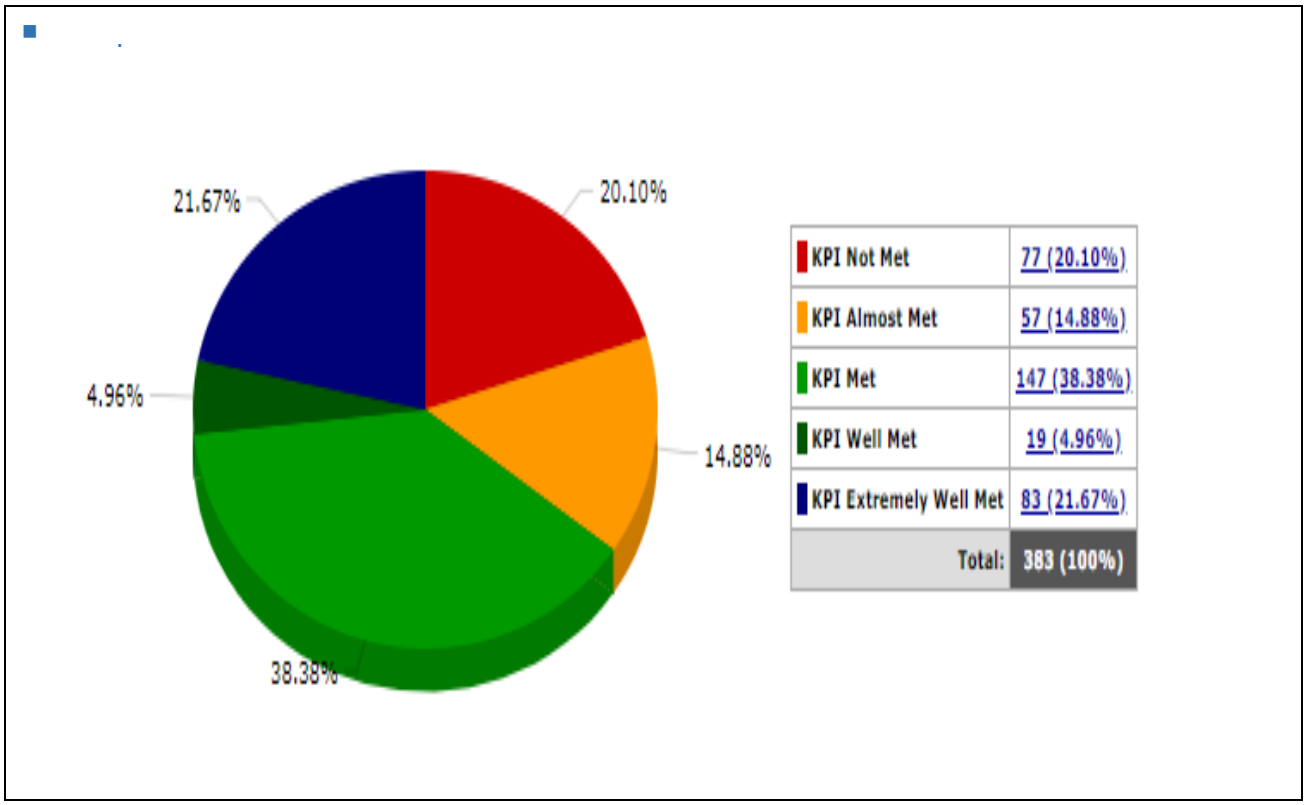
- . Municipal Non –Financial and Financial Performance of Municipal General Indicators

Overall a total of were 383 indicators were assessed. Out of a total of 383 indicators, 21.67% (83) was extremely met, 4.96% (19) was well met and 38.38% (147) was met. Furthermore, 14.88% (57) indicators had a performance that is not fully effective, while 20.10% (27) indicators had an unacceptable performance. See further details below.

**Performance per municipal key performance areas (KPA)**




| | Basic Service Delivery | Good Governance and Public Participation | Local Economic Development | Municipal Financial Viability and Management | Municipal Transformation and Organisational Development | Spatial Rationale |
|---|---|---|---|---|---|---|
| KPI Not Met | 24 (21.05%) | 24 (14.46%) | 1 (6.67%) | 9 (20.00%) | 15 (45.45%) | 4 (40.00%) |
| KPI Almost Met | 32 (28.07%) | 12 (7.23%) | 1 (6.67%) | 9 (20.00%) | 3 (9.09%) | - |
| KPI Met | 34 (29.82%) | 75 (45.18%) | 7 (46.67%) | 17 (37.78%) | 9 (27.27%) | 5 (50.00%) |
| KPI Well Met | 3 (2.63%) | 8 (4.82%) | 2 (13.33%) | 3 (6.67%) | 2 (6.06%) | 1 (10.00%) |
| KPI Extremely Well Met | 21 (18.42%) | 47 (28.31%) | 4 (26.67%) | 7 (15.56%) | 4 (12.12%) | - |
| Total: | 114 (29.77%) | 166 (43.34%) | 15 (3.92%) | 45 (11.75%) | 33 (8.62%) | 10 (2.61%) |



**Performance Challenges encountered in 2019-2020**

(i) The Mopani District municipality has experienced challenges that had an impact on the performance of the municipality shown by non-achievement of the planned targets in some other areas.

(ii) Incomplete Infrastructure Projects related to water and sanitation as a result of termination of contracts of non-performing contractors.

(iii) Community unrests as a result of insufficient supply of water to some communities.

(iv) Procurement processes delayed implementation of projects.

(v) Overtime payments due to working excessive hours caused by shortage of staff in critical positions/ posts.

(vi) Workload on skeletal staffing in critical areas.

(vii) Performance not cascaded to lower levels.

(viii) Nation-wide lockdown as a result of Covid-19 pandemic.

**MEASURES TO IMPROVE PERFORMANCE**

(i) The development of the procurement plan will serve as a tool to monitor procurement processes.

(ii) MDM has currently procured pool of contractors for a period of 36 months, this will prevent delays in procuring contractors when a contractor is terminated, or a new project is allocated.

(iii) Appointment of officials in crucial departments to curb overtime payments.

(iv) Develop and implement the Revenue Enhancement Strategy to increase own revenue.

(v) Enforce and fast track the implementation of Audit Committee recommendations, Internal Audit and Auditor General Findings.

Different mechanisms were employed to monitor and assess the achievement of general key indicators, performance targets that are consistent with development priorities, objectives and strategies as set out in the IDP. It is therefore imperative to reflect on improvements made to service delivery performance and achievements, challenges which will later regulate the corrective actions to be embarked upon to enhance service delivery in the 2021/22 financial year.

The municipality improved in terms of Auditor general, in the year under review, the municipality received a Qualified audit opinion. This is an improvement compared to the adverse obtained in the previous 2018/19 financial year.

It is an honour and privilege that comes with a huge responsibility, not only to turn the situation around, but also set the municipality on the right path, towards a clean administration. To the management and staff, I know that change of leadership brings anxiety and uncertainty, but this time around we must be optimistic about the future, no matter how difficult the situation might be.

## 1.6 IDP PROCESS OVERVIEW: STEPS AND EVENTS

The first IDP Review Framework and the Process Plan that ushered in the current Council were approved by the then Mopani District Council on 31 May 2016. Broadly, municipalities (including the District) did not fully adhere to the IDP Review Framework and process plans due to number of processes to get Councils fully functional through established council committees, at the start. These were also met with the usual service delivery challenges which would not be postponed due to Council settlement. By May 2019 the new Executive Mayor was appointed and sorn on 7/6/2019, after resignation of the former. The Council committees were also adjusted and that as well delayed the adoption of the reviewed 2020/21 IDP to 21/6/2019. The Intergovernmental Forum held on 24//11/2020 discussed and deliberated on Strategies as well as issues in respect of Covid 19. Strategic planning session was held on 30 Nov -2 December 2020 where private/ business sector was involved through District Development Model approach.
Projects were initiated through various directorates, Locals and sector departments and their State owned enterprises. on 23-24/ March 2021.. Sector departments projects are yet to be confirmed and forwarded to the District through OtP.

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

| 2020/21 IDP Review Actual Activities | | |
|---|---|---|
| **Phase** | **Activities and purpose** | **Date** |
| Preparatory | IDP Technical Committee: Preparatory Phase | 15 June 2020 |
| | ISCO: Public participation report | 24 June 2020 |
| | IDP Rep Forum: Preparatory Phase | 25 June 2020 |
| Analysis | ISCO: IDP Analysis | 7 October 2020 |
| | Executive Mayor's IDP meeting: IDP Analysis | 9 November 2020 |
| | ISCO: IDP Analysis | 29 November 2020 |
| | IDP Rep Forum: IDP Analysis | 16 November 2020 |
| Strategies | ISCO: Preparatory meeting for strategic planning session | 12 November 2020 |
| | ISCO: Review of Vision, Mission and Values | 13 November 2020 |
| | District Intergovernmental forum on Strategies phase | 24 November 2020 |
| | Strategic planning session | 30 Nov – 2 Dec. 2020 |
| | IDP/DDM Meeting: One plan | 12 February 2021 |
| | CoGTA's IDP guidelines meeting | 16 February 2021 |
| | IDP Managers' DDM meeting: rolling out of DDM | 26 February 2021 |
| Projects | IDP Rep Forum/ DDM Public Participation: Socio-economic Analysis & Projects | 23-24 March 2021 |
| | IDP Rep forum/ Private/Business sector consultative session: Socio-economic Analysis & Projects | 25 March 2021 |
| Approval | IDP/DDM Steering Committee: DDM Process plan and Structures for DDM | 26 January 2021 |
| | IDP/DDM Steering Committee meeting: DDM Launch Process plan & One Plan | 16 March 2021 |

| | | |
|---|---|---|
| | IDP/DDM Meeting: Readiness of approval of IDPs and DDM launch | 26 March 2021 |
| | IDP/ Budget Steering committee | 29 March 2021 |
| | Portfolio committee on draft IDP 2021/22 version 1 | 30 March 2021 |
| | Council sitting: Adoption of draft IDP/Budget | 31 March 2021 |
| | Executive Mayor' IDP Meeting: Consider issues for public participation and road shows | 7,10,13 & 19 May 2021 |
| | ISCO: Consider final IDP Community inputs | 21 May 2021 |
| | Executive Mayor IDP Meeting: Consider to the final IDDP/Budget | 25 May 2021 |
| | IDP Rep forum: Consider the final IDP/Budget | 25 May 2021 |
| | Council sitting: resolving on adoption of IDP/Budget 2021/22 | 31 May 2021 |
| | ITCO: Preparatory phase for 2022/23 IDP document | 16 June 2021 |
| | ISCO: Consider Framework, Process plan & Code of Conduct | 18 June 2021 |
| | Executive Mayor' IDP meeting: Consider Framework, Process plan, Code of Conduct | 26 June 2021 |
| | Council sitting: Adoption of Framework, Process plan & Code of conduct | TBD |

**ISCO:** IDP Steering Committee; **MANCO:** Management Committee **DDM**: District Development Model

## 1.7 INSTITUTIONAL ARRANGEMENTS TO DRIVE THE IDP PROCESS

It is the primary responsibility of Council, its Councilors, officials and staff to ensure that integrated planning is undertaken. The Mopani District Council is responsible for the approval of the IDP for the district and the responsibility cannot be delegated. Clear accountability and management of the IDP process belongs to the municipality and thus, should be owned and controlled by the municipality. District Councillors, senior officials, local municipalities, sector departments and parastatals, civil society and trade unions, amongst others, have distinct roles to play during integrated development planning processes.

The Executive Mayor is responsible for driving the whole IDP process in Mopani. She provides leadership in the development and reviews of the IDP. The day-to-day management of the IDP process has been delegated to the Municipal Manager who consistently chairs the IDP Steering committee which is made up of a technical working team of dedicated senior management officials, who together with the Municipal Manager and/or the IDP Manager do ensure a smooth IDP compilation process and implementation. The IDP Manager chairs the IDP Technical committee which forms the link between District and Local municipalities in terms of IDP. It comprises of IDP Managers/ Coordinators of all local municipalities in the district and the middle managers of the District municipality. The committee deals with coordination of the day-to-day issues relating to the drafting of the IDP. That includes adherence to IDP Framework and Process plan, coordination of stakeholders, support to Local municipalities and documentation of the IDP (plan).

The District Development Planning Forum, embracing representatives of sector Departments and State-owned enterprises together with Local municipalities and District officials is also established to deal with intra-sphere development planning processes with direct link to IDP processes. The IDP Steering Committee compiles the IDP document through inputs from both IDP Technical committee and District Development Planning forum. Their output is directed to the IDP Representative Forum, for debates and further inputs and refinement to the plan.

In alignment with Provincial initiatives the municipality has established five development Clusters and their respective technical committees to deal with district-wide intergovernmental (alignment) issues in the IDP and its implementation, i.e **S**ocial cluster, **E**conomic Cluster, **I**nfrastructure, **J**ustice, Crime Prevention and Safety and **G**overnance & Administration.

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

### 1.7.1 STRUCTURES THAT DRIVE THE IDP

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

**Table 3: Drivers of IDP**

| STRUCTURE | | COMPOSITION | ROLE/ RESPONSIBILITY |
|---|---|---|---|
| (a) | Council | Members of Council<br>**Chairperson: Speaker** | Approve/ adopt IDP. Section 25(1) Municipal Systems Act 32/2000. |
| (b) | Mayoral committee | Executive Mayor, Portfolio Heads, Municipal Manager and Senior Managers. **Chairperson: Exec Mayor** | - Provide political oversight in the Management of the drafting of the IDP. Section 30 of Mun. Systems Act.<br>- Assign responsibilities to Municipal Manager<br>- Submit the draft IDP to Council |
| (c) | IDP Representative forum | Community structures, SOEs, NPOs, Traditional leaders, Ward Councilors, Associations, interest groups, Government Departments, Local Municipalities and Resource persons. **Chairperson: Exec Mayor**. | Debate and confirm priorities of the municipality in terms of Analysis, Strategies, Projects and Integration phases. Represent communities at strategic decision-making. |
| (d) | IDP Steering committee | ❖ IDP Steering committee (MM, Snr Managers, IDP Manager). **Chairperson: Municipal Manager**<br>❖ IDP Technical committee<br>(IDP Managers (DM & LMs), and Middle Managers (DM).<br>**Chairperson: IDP Manager**<br>❖ District Development Planning forum<br>Sector depts., LMs, MDM & SOEs as per need.<br>**Chairperson; IDP Manager** | - Responsible for the drafting of the IDP<br>- Alignment of process & plans<br>- Horizontal alignment of DM and LMs plans.<br>-Vertical alignment of plans & implementation |
| (e) | Cluster/ Technical Committees: | ❖ **Economic & Spatial PlanningTechnical committee**:<br>(LMs, MDM, Sector depts. & SOEs)<br>(Chair: Snr Manager Planning & Development<br>Core-chair: LEDET<br>❖ **Governance and Administration Technical committee:**<br>(LMs, MDM, Sector depts. & SOEs)<br>(Chair: Snr manager Corporate Services<br>Core-chair: MDM CFO, LMs CFOs & LMs Corp. Snr Managers)<br>❖ **Social Technical Committee**: (LMs, MDM, Sector depts. & SOEs)<br>(Chair: Snr manager Community Services<br>Core-Chair: DoH, DoE & Director from LMs) | - Implement the IDP<br>- Develop Sector plans |

| | | | |
|---|---|---|---|
| | | ❖ **Justice, Crime Prevention and Safety Technical committee**:<br>(LMs, MDM, Sector depts. & SOEs)<br>(Chair: Snr Manager Community Services<br>Core-chair: DSSL& CSD's of LMs)<br>❖ **Infrastructure technical Committee**<br>(LMs, MDM, Sector depts. & SOEs)<br>(Chair: Snr Manager Technical Services<br>Core-chair: DPWRI & DWS) | |
| | | ❖ **Finance Technical Committee**<br>(LMs, MDM, Sector depts. & SOEs, SALGA)<br>(Chair: MDM CFO; Core-chair: Provincial Treasury) | |
| (f) | Performance Audit Committee | ❖ Members of the Audit Committee<br>❖ Monitoring & Evaluation Coordinator<br>❖ Internal Auditor | IDP/Budget Performance Monitoring |
| (g) | Provincial Government | MEC for Local Government. | Assess/ Evaluate the IDP, comment and monitor its implementation. |

**Table 4: Key Inter-Governmental Structures**

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

# CHAPTER 2: MUNICIPAL PROFILE

## 2.1 GEOGRAPHIC LOCATION AND KEY FEATURES

Mopani District municipality is situated in the North-eastern part of the Limpopo Province, 70 km and 50km from Polokwane (main City of the Limpopo Province), along provincial roads R81 and R71 respectively. It is located, on global view, between the Longitudes: 29º 52´E to 31º 52´E and Latitudes: 23º 0´S to 24º 38´S, with 31º E as the central meridian. It is located in the Degree square 2431 Topographical sheets. Tropic of Capricorn (Lat 23°26′12.0″) passes through the District along Jamela village and Mopani Camp in KNP.

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

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

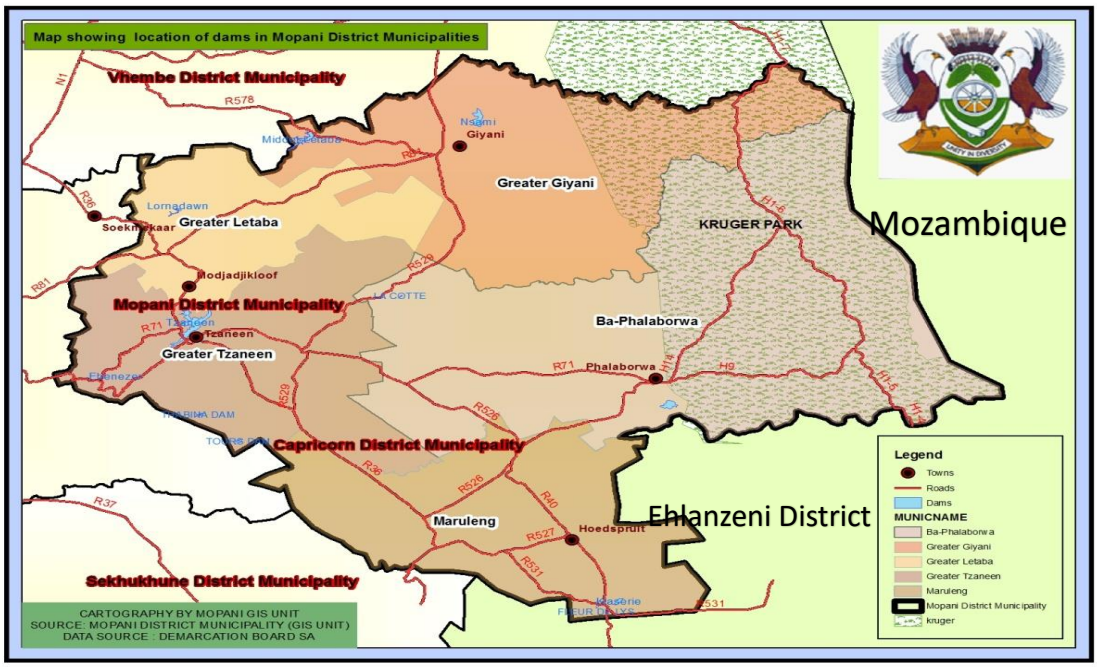


Table 5 below shows the extent of Mopani and its components in terms of Wards, Villages and Urban areas. It will be noted that the area occupied by Kruger National park, is devoted largely to nature conservation. Both Maruleng and Ba-Phalaborwa are least in terms of number of wards and villages and they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

**Source: Municipal Demarcation Board**

**Table 5: Wards per local municipality in Mopani, as revised during 2011 & 2016 boundaries re-determination**

| Local Municipality | Total Area | Number of Reg. Voters | | Councilors | | Wards | | | Current No. Villages | Current No. Urban Areas |
|---|---|---|---|---|---|---|---|---|---|---|
| | | 2011 | 2016 | 2011-2016 | 2016-2021 | 2006 | 2011-2016 | 2016-2021 | | |
| Greater Giyani (LIM331) | 4 171,6 km² | 107820 | 127 728 | 60 | 62 | 30 | 30 | 31 | 93 | 1 |
| Greater Letaba (LIM332) | 1 890,9 km² | 95192 | 110 301 | 57 | 60 | 26 | 29 | 30 | 80 | 3 |
| Greater Tzaneen(LIM333) | 3 242,6 km² | 171887 | 184 324 | 68 | 69 | 34 | 34 | 35 | 125 | 5 |
| Ba-Phalaborwa (LIM334) | 7 461,6 km² | 59188 | 70 416 | 36 | 37 | 16 | 18 | 19 | 23 | 4 |
| Maruleng (LIM335) | 3 244,3 km² | 44963 | 52 535 | 27 | 27 | 12 | 14 | 14 | 33 | 3 |
| **Mopani (DC33) / Total** | **20 011,0 km²** | **479 050** | **545 304** | 51 | 53 | **118** | **125** | **129** | **354** | **16** |

**Source: Statssa Census 2011 and Community Survey 2016.**

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

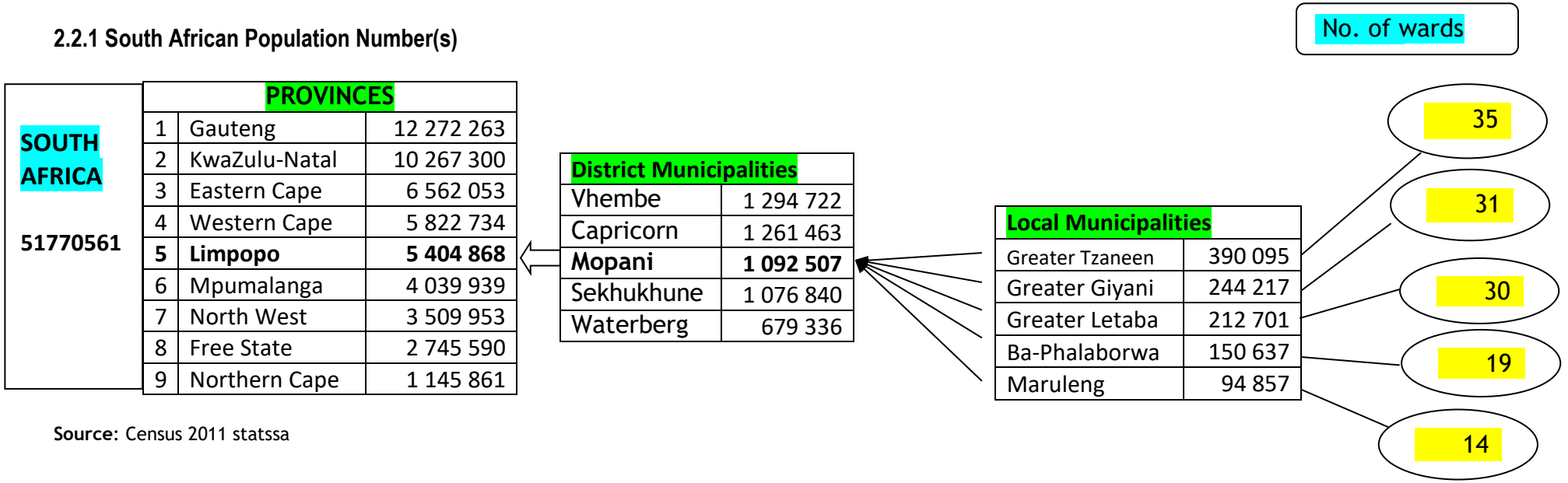
District Management Area (Kruger National Park, north of Lepelle river) has been withdrawn in 2008. Portion of Kruger National park (formerly District Management area) adjoining with Vhembe district falls into Mutale and Thulamela Local municipalities. Portions of Kruger National Park adjoining with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

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

## 2.2 DEMOGRAPHICS

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

### 2.2.1 South African Population Number(s)




**Source:** Census 2011 statssa

### 2.2.2 Population Characteristics

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

#### 2.2.2.1 Population Growth Trends: Census 1996 - 2001 - 2011

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

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

#### 2.2.2.2 Population and households growth/ trend:

**Table 6: Estimated Population STATSSA Census 2001 & 2011**

| Municipality | Area/ Extent | Population | | | Population CS 2016 | Households | | | H/H per CS 2016 | Pop. Density per km² | H/H Size | | Rural population | Urban population | Farming population |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | 2001 | 2011 | Growth | | 2001 | 2011 | Growth | 2016 | 2011 | 2001 | 2011 | | | |
| Greater Giyani | 4 171,6 km² | 239289 | 244217 | +2,06% | 256 127 | 53292 | 63548 | +19,2% | 70 466 | 59 | 5 | 4 | 89,5% | 10,5% | 0 |
| Greater Letaba | 1 890,9 km² | 220103 | 212701 | -3,4% | 218 030 | 53747 | 58261 | +8,4% | 67 067 | 113 | 5 | 4 | 94,3% | 5,7% | 0 |
| Greater Tzaneen | 3 242,6 km² | 375586 | 390095 | +3,9% | 416 488 | 97425 | 108926 | +11,8% | 122 975 | 121 | 4 | 4 | 82% | 10,4% | 7,6% |
| Ba-Phalaborwa | 7 461,6 km² | 131088 | 150637 | +14,9% | 168 937 | 33572 | 41115 | +22,5% | 49 100 | 21 | 4 | 4 | 36,2% | 51,0% | 12,8% |
| Maruleng | 3 244,3 km² | 94382 | 94857 | +0,5% | 99 605 | 23050 | 24470 | +6,2% | 28 777 | 30 | 5 | 4 | 88,7% | 2,3% | 9,0% |
| DMA | | 997 | | | | 611 | | | | - | 2 | | | | |
| **Mopani/ Total** | **20 011,0 km²** | **1 061 445** | 1092507 | +2,9% | 1 159 185 | **261 697** | 296320 | **+13,2%** | 338 385 | 55 | **5** | **4** | **81%** | **14%** | **5%** |

**Comparing Census 2001 and 2011 data**

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

| LOCAL MUNICIPALITIES | CENSUS 2001 | CENSUS 2011 | POPULATION GROWTH 2001 to 2011 | COMMENT |
|---|---|---|---|---|
| Greater Giyani | 239289 | 244 218 | 4 929 (+2.06%) | Gained |
| Greater Letaba | 220103 | 212 701 | -7 402 (-3.4%) | Decreased |
| Greater Tzaneen | 375586 | 390 098 | 14 512 (+3.9%) | Gained |
| Ba-Phalaborwa | 131088 | 150 635 | 19 547 (+14.9%) | Gained |
| Maruleng | 94382 | 94 855 | 473 (+0.5%) | Gained |
| **Mopani** | **(1 061 445)** | **1 092 507** | **31 400 (+2.9%)** | **Gained** |

**Table 7**

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

### 2.2.2.3 Age and Gender Structure

**Mopani District Demographics, Census 2011: By Gender by Age .....Census 2011**

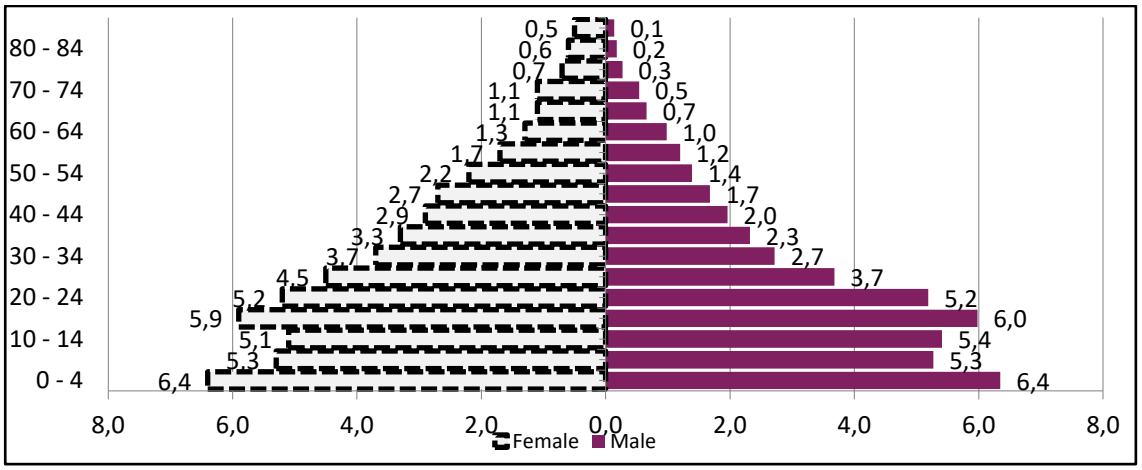



Table 7: Age structure and Gender composition (Number of people) (Statssa 2011 Census)

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

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

The age and gender structure is by and large influenced by levels of fertility, mortality and migration. These factors are also influenced by socio-economic circumstances such as education, level of affluence (income) and location. The tendencies revealed by the structure in par 2.2.2.2 and Table 7, are as follows: In almost all local municipalities there are more females than males. This is most significant in Greater Giyani and Greater Letaba municipalities which are primarily rural/ non-urban in nature. The scenario could be attributed to low levels of education and affluence in these municipalities, exacerbated by men seeking jobs elsewhere. Ba-Phalaborwa has comparable balance in numbers between females and males, however with more males than females at working age categories. That is ascribed to young men employed in the mining sector at Phalaborwa and Gravelotte mines and young women not ready for dirty and hard jobs. The Kruger National Park also has more males than females and that could be attributed to more men ready for field rangers' jobs than women, with the ratio men: women being 63%: 27%. That implies that KNP need to put more focus on employment equity with emphasis on gender balance. Recruitment strategy and training would better assist in this issue.

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

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

It is also notable that population size of Mopani has grown steadily by 3% between the year 2000 to 2011, with absolute pick up in 2005 when Maruleng and part of KNP got incorporated into Mopani. Redetermnation of municipal boundaries in 2008 has not made significant change in this trend since it affected only nature conservation area, Kruger Park. High population growth itself is a threat to the economic growth in terms of scarcilty of prime land space. Since the main source of population growth is birth rate and migration, programmes geared at combating children pregnancies, women empowerment and those dealing with illegal in-migration should be strengthened. As per the Census 2011, the overall population size of Mopani District stands at 1 092 507. The 2021/22 Census will provide update the figure when completed. It is clear that due to Covid 19 challenges the results may not be as prompt as usually provided

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

According to STATSSA data, it is noted that rural areas continue to be highly populated, regardless of low economic activities. The clear picture of these trends is found in Greater Giyani and Maruleng municipalities. Possible factors to these trends could be attributed to (1) the comfort of cultural values that are respected in rural areas, (2) low land cost rural areas, (3) increasing levels of affluence (in mobility) among Black South Africans, (4) improved provision of basic services in rural areas and (5) keeping families together (increased level of choices due to improved commuter transport). The African culture of "fixed home" adds to growing rural areas in that, even when people could get jobs elsewhere they would usually prefer to retain their home at rural areas, where they grow their children. The arguments levelled above pose a need for emphasis on rural development, to have services provided where people want to stay. That also tests the choice for growth points in a municipality. (Ref. Spatial Analysis by Akanya with IPM, 2011). Table 7 depicts trends in both population and households in rounds of five years.

### 2.2.4 Migration: International (Foreign nationals)

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

Although there is significant improvement in the provision of services in rural areas, the demand continues to outweigh the supply resulting in poor quality of services. That has become a cause-factor for influx of households settlements in the fringes of urban areas for better services, causing land-lock against the growth of those areas, e.g Giyani town. It is noted that there are movements both from rural and from urban areas for different aspirations. The **challenges** that continue to surface are therefore :

**(1)** land unavailability in urban areas,

**(2)** need for creation of jobs and provision of sufficient and sustainable services in rural areas,

**(3)** strengthening of border control mechanisms and systems and

**(4)** public safety against increasing crime prone spots in municipalities.

(5) lack of trust among members of communities as they mix with "unknowns".

The subject of foreign nationals (international migrants) has not been explored adequately in Mopani District Municipality, yet its impact is enormous as reflected above and below. The following is critical information collated by MDM and Locals planners during workshop on Migration, Human rights and Sustainable development, 17-21 May 2021, facilitated by Department of Social Development. See below for a glimpse to assist all role players (Locals, Traditional Authorities, sector departments and citizens of South Africa) to contribute to the sustainable and developmental local government of Mopani District Municipality.

**Types of migration being experienced in Mopani: Giyani Local and International**

- Phalaborwa – Local and International
- Letaba – Local
- Tzaneen – Local and International
- Maruleng – Local and International

**Pull-factors for foreign nationals in communities:**

- Phalaborwa – Mining, Tourism [Jobs and business; attractive areas such as SANPARKS and others].
- Giyani – Proximity to the boarder [The nearest areas when landing in South Africa]
- Tzannen – Agriculture [Economic opportunities around agriculture and timber production]
- Letaba – Agriculture [Economic opportunities]
- Maruleng – Agriculture, Tourism [Citrus fruits, game farms are most attractive to foreigners and airport linking to Cape Town]

**In the average the following were viewed as the push factors for most of the foreign nationals from their country of origin, in MDM.**

- War; Political instability; Religion; Economic status of the country; Opportunities and Poverty.

**Categories of forein nationals in terms of permanent, temporary and asylum seekers:**

Ba – Phalaborwa – Permanent (Mozambique – currently residing Matiko Xicaya)
- Temporary China's working for mines

Giyani – Permanent (Mozambique – currently residing Hluphekani)
- Temporary – Somalians

Maruleng – Permanent (Netherlands)
- Temporary – Somalians, Indians

Letaba – Temporary – Somalians

Tzanneen – Permanent and Temporary
- Documented
- Temporarily Somalians

**Areas alomost fully populated by foreign nationals/ migrants (called enclave areas):**

Population from designated countries who end up residing in South Africa pre-establishing businesses and or permanent residence.

- Ba – Phalaborwa: -Homulani – Ba – Phalaborwa (Enclaves)
  -Matiko – Xikaya – (Enclaves)
- Giyani Municipality - Homu 14 C – (Enclaves)
- Letaba – N/A. There are no enclaves in this Local municipalities. Migrants are integrated within the communities.
- Maruleng - Plastic View – Integrated ---------- no enclaves
  - Hoedspruit – Integrated ---------- no eclaves
- Tzaneen Municipality - Hanersburg – Enclaves ---------- residents are mostly from Europian countries on holidays and investments opportunities in the natural resources such as dams around the area.

Finally more researches have to be made around the foreign migrants that inhibit Mopani territorial space. It has also been noted that dominant activities they are involved in are informal and illegal trading, illegal tourism establishments, investments. However, migrants are people like us. They do have rights and also limitations. Projects need to be initiated on the subject of migtation to embrace advantages of what international migrants could bring with to benefits South Africans.

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

**Table 8:** Disability by Gender by Municipality

| Type of disability | GGM | | GLM | | GTM | | BPM | | MLM | | MDM | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | Male | Female | Male | Female | Male | Female | Male | Female | Male | Female | Male | Female | Persons | Totals |
| **Sight:** | | | | | | | | | | | | | | |
| a lot of difficulty | 550 | 1006 | 588 | 1123 | 1130 | 1988 | 399 | 605 | 254 | 443 | 2921 | 5165 | 8086 | 10038 |
| Cannot do at all | 197 | 269 | 147 | 248 | 351 | 395 | 103 | 107 | 51 | 84 | 849 | 1103 | 1952 | |
| **Hearing:** | | | | | | | | | | | | | | |
| a lot of difficulty | 247 | 388 | 317 | 553 | 550 | 870 | 205 | 242 | 176 | 239 | 1495 | 2292 | 3787 | 5748 |
| Cannot do at all | 188 | 188 | 178 | 262 | 358 | 395 | 109 | 132 | 70 | 81 | 903 | 1058 | 1961 | |
| **Communication** | | | | | | | | | | | | | | |
| a lot of difficulty | 413 | 366 | 561 | 595 | 820 | 831 | 330 | 324 | 158 | 177 | 2282 | 2293 | 4575 | 12377 |
| Cannot do at all | 722 | 685 | 942 | 932 | 1319 | 1396 | 618 | 586 | 294 | 308 | 3895 | 3907 | 7802 | |
| **Physical** | | | | | | | | | | | | | | |
| a lot of difficulty | 454 | 951 | 554 | 1042 | 860 | 1615 | 264 | 506 | 189 | 358 | 2321 | 4472 | 6793 | 13293 |
| Cannot do at all | 612 | 606 | 696 | 769 | 1079 | 1231 | 523 | 510 | 204 | 270 | 3114 | 3386 | 6500 | |
| **Wheel chair** | 1297 | 1680 | 1234 | 1455 | 2519 | 2731 | 885 | 845 | 640 | 737 | 6575 | 7448 | 14023 | 14023 |
| Totals by gender | 4680 | 6139 | 5217 | 6979 | 8986 | 11452 | 3436 | 3857 | 2036 | 2697 | 24355 | 31124 | **55479** | **55479** |
| **No. of disabled persons** | **10 819** | | **12 196** | | **20 438** | | **7 293** | | **4 733** | | **55 479** | | | |
| **People can do sign language** | **125** | **152** | **138** | **155** | **284** | **316** | **69** | **60** | **40** | **38** | **655** | **722** | **1377** | **1377** |
| | **277** | | **293** | | **600** | | **129** | | **78** | | **1377** | | | |

Source: Census 2011 Statssa.

| Age group | Mopani |
|---|---|
| 5–9 | 4,2 |
| 10–14 | 2,8 |
| 15–19 | 2,5 |
| 20–24 | 2,6 |
| 25–29 | 2,6 |
| 30–34 | 2,9 |
| 35–39 | 4,0 |
| 40–44 | 5,1 |
| 45–49 | 6,5 |
| 50–54 | 9,8 |
| 55–59 | 12,9 |
| 60–64 | 16,9 |
| 65–69 | 24,4 |
| 70–74 | 31,6 |
| 75–79 | 39,7 |
| 80–84 | 50,2 |
| 85+ | 59,7 |
| Total | 6.0 |

There are five special schools in the district that cater for the learners with special needs, namely the blind, the deaf and the physically challenged. The schools are **Letaba** & **Yingisani** (both at Nkowankowa) and **Pfunanani** at Giyani, **Nthabiseng** and **Franchipan** both at Phalaborwa. There is one **flagship life-care centre** in the district, namely **Shiluvana** centre that caters for homeless and severely disabled people. **eVuxakeni** is now converted into fully functional hospital. In addition, there are 171 normal schools that have infrastructure access facilities for disabled. This total constitutes 24% of all schools in Mopani, which is still low when compared with programmes to integrate disabled learners in the normal schools, i.e the blind and the crippled. Shortage of supporting infrastructure (devices) in most schools is still a serious challenge. However, currently new schools that are being established have full plan to accommodate the disabled. Mentally disabled and the deaf are still problematic cases that may not be easily mainstreamed into normal schools. Such disabled will always need care in special schools.

## SERVICES TO PEOPLE WITH DISABILITIES

The District through the Department of Social Development provides services to people with disabilities through skills development programmes in protective workshops as depicted in the table below. Children with disabilities are placed in stimulation centres.

| Municipality | Number of sites | Number of beneficiaries | Funded sites | Unfunded sites |
|---|---|---|---|---|
| Greater Tzaneen | 3 | 335 | 2 | 1 |
| Greater Giyani | 13 | 678 | 4 | 9 |
| Greater Letaba | 10 | 387 | 5 | 5 |
| Ba-Phalaborwa | 2 | 161 | 2 | 0 |
| Maruleng | 2 | 179 | 0 | 2 |
| **Total** | **30** | **1740** | **13** | **17** |

### CHALLENGES

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

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

| Table 9: Participation of disabled persons in various structures | | | | |
|---|---|---|---|---|
| Political strucures | Municipal structures | Sector Departments | CBOs | Non-participating |
| 5,5% | 7,4% | 3,9% | 5,2% | 78% |

Source: Empirical data from municipalities through CDWs, 2007

The Mopani District Municipality has established the functional Disability desk in line with the provincial and national functions located in the Office of the Presidency and Office of the Premier. This function is one of the special programmes in the Office of the Executive Mayor with its major role of coordinating the implementation of the Integrated National Disability Strategy in the district. The Disability Desk intends to play advocacy role in highlighting the needs of disabled people with emphasis on the following key area: mainstreaming, capacity building, civic education and raising awareness on disability issues.

The district municipality has Disability Framework. There are also three disabled officials within the staff of Mopani district municipality. Braile facility is also available and is used for documentation of various public meetings as well as Council sittings. One of the disabled employees is also multi-lingual in sign language. The employee is sometimes engaged in interpreting for the deaf in public meetings like Izimbizo, IDP Rep. fora, Council sittings, etc. Further development is that programme for initiating every employee with sign language is on and all secretaries and Personal Assistants of senior managers (Directors) have already gone through.

## SERVICES TO OLDER PERSONS

A total number of 5 872 Older persons in the District participate in Active Aging programmes. The programme strengthens relationships and participation in different activities which enhances their well-being, healthy lifestyles, dignity and increase in life expectancy. Most of the Older Persons in the Service centres play a role in the Local, District, Provincial and National Golden games.

| Municipality | Numbers of Service centres | Funded | Number of beneficiaries |
|---|---|---|---|
| Greater Tzaneen | 14 | 07 | 1 442 |
| Greater Giyani | 23 | 05 | 2 025 |
| Greater Letaba | 17 | 10 | 1 019 |
| Ba-Phalaborwa | 01 | 01 | 539 |
| Maruleng | 12 | 04 | 757 |
| **Total** | **67** | **27** | **5 782** |

## CONTRIBUTION TO HIV AND AIDS PROGRAMME

The District provides psychosocial support services and behavioural modification programmes to people infected and affected by HIV and AIDS. DSD provides school uniforms and groceries to families in need. Three thousand nine hundred and thirty-three (3 933) people benefitted from the programme.

### Beneficiaries of Psychosocial support services per municipalities

| Municipality | Number of Beneficiaries |
|---|---|
| Greater Tzaneen | 1 525 |
| Greater Giyani | 988 |
| Greater Letaba | 479 |
| Ba-Phalaborwa | 654 |
| Maruleng | 287 |
| **Total** | **3 933** |

**Beneficiaries of Social and Behavioural change programme per municipalities**

| Municipality | Number of Beneficiaries |
|---|---|
| Greater Tzaneen | 1 161 |
| Greater Giyani | 1 014 |
| Greater Letaba | 1 293 |
| Ba-Phalaborwa | 320 |
| Maruleng | 595 |
| **Total** | **4383** |

## SOCIAL RELIEF OF DISTRESS

The District provides social relief services to families during the time of distress, this include trauma, bereavement, counselling, provision of school uniforms and groceries to families in need. One thousand one hundred and twenty - eight (1128) victims benefitted from the programme. The table below illustrate beneficiaries per local municipality.

**Beneficiaries for social relief of distress**

| Municipality | Number of Beneficiaries |
|---|---|
| Greater Tzaneen | 31 |
| Greater Giyani | 70 |
| Greater Letaba | 815 |
| Ba-Phalaborwa | 0 |
| Maruleng | 212 |
| **Total** | **1128** |

### 2.2.6 Gender

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

### 2.2.7 Labour Status by Gender by Municipality
### EMPLOYMENT and UNEMPLOYMENT RATES

People in the Mopani district are employed in the following sectors: Farming, Industry, Mining, Trade, Government, Transport, Tourism, Manufacturing, Construction and Energy. The Government Sector is the largest employer in the district e.g. 39% of the employed in Greater Giyani work for government. The second largest employer in Mopani district is the farming sector with 25,9% of the employed people. This is however, not the case when considering the municipalities separately with the mining sector employing the second largest portion of the Ba-Phalaborwa population (19,5%). Greater Giyani has the highest level of unemployment with 47% of the population not being employed. The number of people unemployed as a percentage of the total employable population of the District (287 405) is **39%**. It is however important to note that of the unemployed people in the district, about 60% are women. People with no income in Mopani constitute 42.8% of the total population-n

Since 1996 to date the population with no form of education decreased considerably as follows from 1996 …30%, 2001…..22.8% and 2011 ……..12.1%. The up-coming 2021 SA Census will reveal the current status.

**Table 10: Labour status**

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

Source: Census 2011, Statssa

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

### 2.2.8 INCOME CATEGORIES

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

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

Census 2011, Statssa

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

It should, however, be taken into account that these figures reflect the total population and not only the potentially economically active portion of the population. Economically inactive people, such as, children and pensioners are also included. It is disturbing to note that, even for the labour force alone, 89,1% of the population in the Greater Giyani Municipality earns less than R800 per month. The situation is worse in Greater Letaba where 92,2% of the earning population earn less than R800 per month, while the situation is much better in Ba-Phalaborwa with only 75% of the labour force earning less than R800 per month. This can be attributed to the high level of urbanization in Ba-Phalaborwa and the presence of mines.

**Table 11 (b): Households Annual income:**

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

## 2.2.9 HOUSEHOLDS DEPENDENCY

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

**Source: Census 2011, Statssa**

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

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

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

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

### 2.2.11 INDIGENT HOUSEHOLDS AS PER INCOME CRITERION

**Table 13: Indigent Households**

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

Census 2011, Statssa

**INDIGENT H/H CRITERIA & SERVICES (Municipal Data)**

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

## LIST OF CRITERIA USED ACROSS THE LOCAL MUNICIPALITIES, MOPANI DISTRICT

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

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

## Criteria and services offered to indigents

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

### 2.2.12 POVERTY ANALYSIS

**Criteria for POOR WARDS**: **Domains for deprived wards**

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

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

## Poverty-stricken wards

Multiple deprived wards in Mopani District Municipalities. STATSSA CENSUS 2011

**Table 13(a)**

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

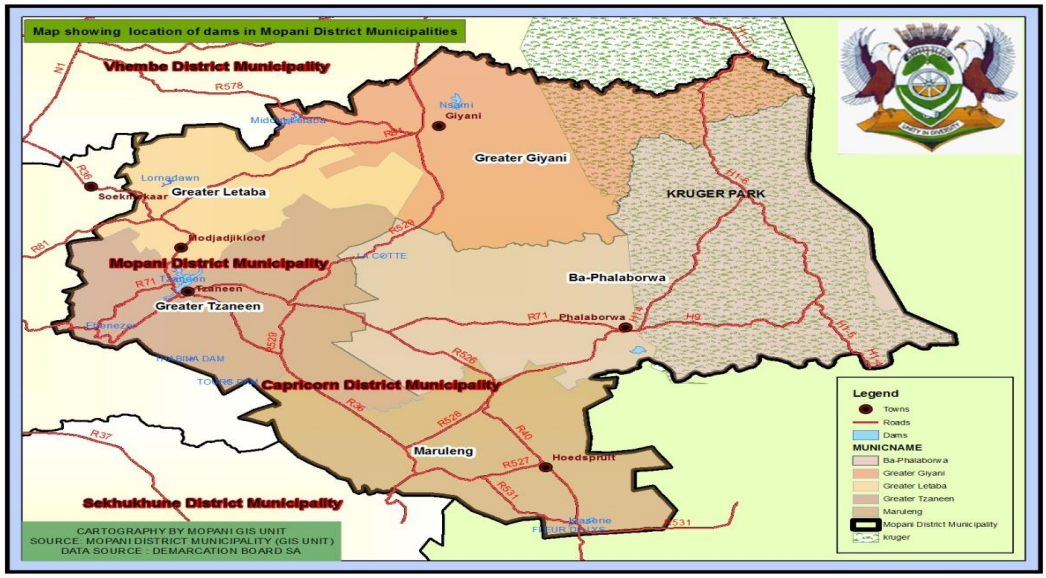
# CHAPTER 3: SITUATIONAL ANALYSIS

## 3.1 KPA: SPATIAL ANALYSIS

### 3.1.1 Background

The spatial analysis provides a visual picture of the existing spatial patterns (that is nodes, networks and areas) that have emerged in the municipal area. This analysis serves to describe the municipal area in spatial terms and understand how space is utilized in the district. It looks at settlement patterns and growth points (nodes), population concentration areas, illegal land occupation and land claims and their socio-economic implications. All these aspects have a bearing on future land usage, infrastructure investment, establishment of sustainable human settlements, public transport and local economic development.

**Map 1: Local Municipalities and Mopani District Municipality**




### 3.1.2 DESCRIPTION OF THE MUNICIPAL AREAS AND ECONOMIC GROWTH POINTS

**Table 14: Economic Growth Nodes of MOPANI DISTRICT MUNICIPALITY**

| MUNICIPALITY | Provincial | District | Local | Local service points |
|---|---|---|---|---|
| **Greater Tzaneen** | Tzaneen | Nkowankowa<br>Lenyenye | Burgersdorp<br>Letsitele<br>Haenertzburg | Ka-Mazwi; Rikhotso; Senopelwa; Ga-Mokgwathi, Runnymede; Serololo; Nkambako. |
| **Ba-Phalaborwa** | Phalaborwa | Namakgale<br>Gravelotte | Lulekani | Ga-Selwane; Mahale; Mukwanana |
| **Greater Giyani** | Giyani | Ndhambi | Xawela<br>Nkomo<br>Xikhumba | Mavalani; Thomo; Homu; Ngove; Xikukwani |
| **Greater Letaba** | Modiadjiskoof | Ga-Kgapane | Senwamokgope | Mooketsi; Thakgalane; Mamaila; Nakampe. |
| **Maruleng** | | Hoedspruit | Metz<br>Lorraine | |

The descriptions and main characteristics of the 5 local municipalities in the district are summarised hereunder:

#### 3.1.2.1 Greater Tzaneen

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

#### 3.1.2.2 Greater Letaba

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

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

#### 3.1.2.2 Greater Giyani

Greater Giyani Municipality is located in the North of Mopani District Municipality with Giyani as its only town. The municipal area is abutting with Thulamela and Makhado municipalities in the north-west, and Mutale Municipality in the north-east, Ba-Phalaborwa on the south, Greater Tzaneen on the south-west and Greater Letaba Municipality on the west. It embraces portion of Kruger National park south of **Shingwedzi river**. Giyani is also the home of the District Municipal offices where the previous administrative offices of Gazankulu homeland were housed. Greater Giyani Municipality covers an extent of 4 171,6 km² and has 93 sparsely located villages. It is home to Muyexe village, the pivote point of the National Rural Development Programme pilot project in South Africa, launched on 17/ 08/ 2009. Giyani town is the largest centre of population concentration, employment opportunities, shopping and recreational facilities in the local

municipality. The economic activities that mostly takes place in Greater Giyani both formal and informal are: small-scale agriculture (maize, vegetables, tomatoes, beef), services, transport and retail development.

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

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

#### 3.1.2.4 Ba- Phalaborwa

The municipality is bordered in the north by Greater Giyani and Greater Tzaneen municipalities and in the south by Maruleng municipality and in the east by Mozambique. It includes portion of Kruger National Park that embraces Olifants, Letaba, Mopani & Shimuwini (bush) camps (north of Lepelle river). It forms part of the Great Limpopo Trans-frontier Park. It is made up of 23 villages and 4 towns. The town of Phalaborwa and the nearby Namakgale/ Lulekani towns and surrounding villages constitute the major population concentration areas in Ba-Phalaborwa. Another smaller rural concentration is Seloane/ Nondweni with the tourist resort of Eiland nearby. The area has a unique natural environment comprising conservation areas and eco- tourism development. These and the large mining development form key economic drivers. The Phalaborwa gate is the most busy gate among all KNP gates opening into Limpopo province, providing access to Giriondo border gate into Mozambique. Hence the provincial growth point, Phalaborwa.

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

#### 3.1.2.5 Maruleng

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

Maruleng shows clear fragmentation between rural and urban area as perpetrated by the apartheid government. Rural communities who constitute over 90% of the entire population are occupying less than 20% of the Municipal area (around Sekororo area) when the remainder is used for first and second order settlements and game farming owned by whites. The three urban areas (Hoedspruit, Kampersrus & Mica) are still predominantly white areas. However that has improved drastically since 2001. There is still a serious challenge on the release of land formerly owned by whites. The costs are exhorbitant for the willing seller and buyer. That hampers further growth of the town Hoedspruit and other developments. Poverty linked with alienation or segregation from the resourceful areas 99is more vivid in Maruleng, where possible places of work are far and often outside the municipality, e.g Tzaneen town and Phalaborwa town. Endeavour to pull economic development around Metz will remain a noble option as it is in proxim to majority of the population.

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

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

### 3.1.3 SETTLEMENT PATTERNS IN THE DISTRICT

The district municipality has approximately 354 settlements, which include 82 first order settlements and 35 second order settlements, 237 third and fourth order settlements. The third and fourth order settlements have 43,6% of the district's population. There is poor accessibility to most villages due to inadequate access roads and internal street networks. The Mopani district is well-served by major arterial routes which links Giyani to Tzaneen, Polokwane, Modjadjiskloof, Phalaborwa and Lydenburg.

The settlements identified as **District growth points** in the area include Namakgale, Gravelotte, Ndhambi/Mageva, GaKgapane, Nkowankowa, Lenyenye and Giyani. The District Growth Points provide some jobs with various high order social facilities and government offices. These growth points or settlements include small government offices for service delivery. Social facilities such as schools, health facilities and police stations are also present at lower level. In order to ensure economic development in these settlements basic services and social services should be improved. These settlements play important role in several sectors such as mining (Gravelotte), retail trade (Namakgale and GaKgapane) and manufacturing (Nkowankowa).

As appearing in the above Table, **Municipal growth points** include Lulekani, Xawela, Senwamokgope, Haenertsburg, etc. The areas have a relatively small economic sector that provides some employment to a smaller number of people. These settlements have very few social services and no government offices. People living in these areas have to travel to larger settlements i.e Provincial and District Growth Points to obtain these services. Two of these growth points play an important role in the economy of the area. Letsitele is one of the most important areas where citrus fruit is produced while Haenertsburg and surroundings has been identified as a very important tourism area. Both these areas need proper basic services of which roads (transport for fruit and tourist travel) are the most important. The various municipalities responsible for service delivery in these areas should ensure that these basic services are of a good standard to support the various economies. District and Municipal growth points are sixteen in number whereas Provincial ones are four.

Ten of the sixteen growth points (District & Municipal) are situated in the Greater Tzaneen and Ba-Phalabowa Municipalities. There are noticeable variations between the municipalities in this regard as 12% of households in Ba-Phalaborwa and 0.7% in Greater Letaba are urbanised. The District is thus largely rural in nature restraining development in the secondary and tertiary economic sectors.

The Spatial Rationale indicates the following tendencies with respect to the **settlement hierarchy** in individual local municipalities:

| **Table 15: MUNICIPALITY** | **TOTAL POPULATION** | **# Growth points and population concentrated areas (1st order settlements)** | **% population residing in growth points areas** |
|---|---|---|---|
| Greater Giyani | 244 218 | 2 | 28% |
| Greater Letaba | 212 701 | 2 | 60% |
| Greater Tzaneen | 390 098 | 3 | 65% |
| Ba-Phalaborwa | 150 635 | 3 | 90% |
| Maruleng | 94 855 | 1 | 2% |

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

### 3.1.4 ILLEGAL OCCUPATION OF LAND

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

**The table below depicts illegal land occupation:**

**Table 16: Areas that are illegally occupied**

| MUN'PALITY | AREA/ LOCATION | OWNER | COMMENT |
|---|---|---|---|
| GGM | Hluphekani (next to Giyani township) | Hosi Homu (Trust land) | Formally camping site for Mozambique refugees and they are still residing there. |
| | Giyani meat Abbattoire area | Hosi Ngobe (Trust land) | Residents are working in the abbattoire & in Giyani town. |
| | B9, between Giyani & Makosha village | Municipality | About 500 residents settled the area |
| MLM | Hoedspruit: Abandoned Transnet properties/ area. | Transnet | More than 20 people pitched shacks and some occupying abandoned Transnet structures with unkempt toilets, shebeens and also doing Car wash, refuse dumping and Driving school. |
| | Hoedspruit: Buffel street next to market | Municipality | Shacks pitched and occupied by foreign nationals & some South Africans. |
| GLM | Makgoba @ Modjadjiskloof, Mešašeng @ Ga-Kgapane, Masenkeng @Tshamahansi/ Los-my-cherry. | Municipality | About 275 families (h/h) have occupied Makgoba whereas Mešašeng is occupied by 70 families.<br>56 families are residing in shacks. |

Beside the above there are patches of informal and illegal developments in and around most of the townships and rural settlements, as people put pressure to come closer to places of work and hoping for access to better services. It will require local municipalities through Land-use management schemes and other control systems to attend to these illegal developments as a matter of urgency, whenever they emerge. It usually starts with one household and followed by another. Before government realises a settlement/ village has emerged.

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

**3.1.5 LAND CLAIMS AND THEIR SOCIO-ECONOMIC IMPLICATIONS (Ref. Regional Land Claims Commission report, Nov. 2018)**

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

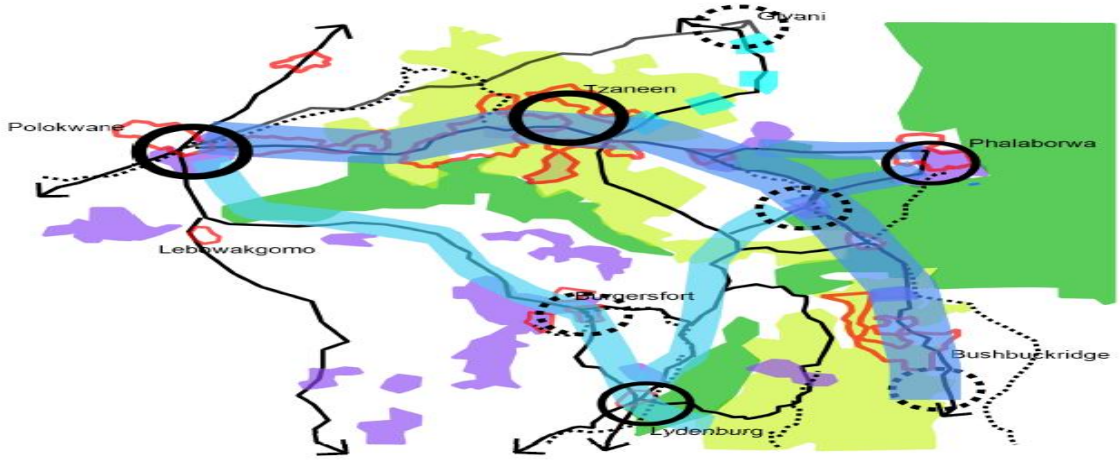
As could be noted in the above Table 17, Land ownership in the district is still a contentious problem. There is a considerable number of land users who are not necessarily owners. There is a total of 44 land claims that are still recorded for processing and they cover the total area of 185 497,6970 ha. The different **land uses affected** in these claims range from **Agriculture, conservation, game, hospitality, settlements and forestry**. A total of 146 claims are yet to be validated and are at different levels of research. Some of the land is not surveyed and the areas are yet to be determined. Most of such areas are in GGM and GTM. The area claimed in the District is currently validated at 7,3% and it impacts heavily on the spatial development framework of the district, with more burden in GTM and BPM municipalities.

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

The demand on land for economic development cannot be overemphasized. For this reason, Mopani District municipality has **purchased a piece of land in extent of 158,5 ha,** named Moshupatsela, **strategically located along the road R71**, about 9km Tzaneen to Phalaborwa road**, initially to advance economic development** in atchaar factory, dried fruits, orchard and vegetables & chilli production. Todate these aspirations have not been realized as new competing ideas and also challenges on sustainability continued to emerge. Mopani District is currently embacing the DDM approach of co-partnering with sector departments and other role players to initiate plans at would be realized.

The sketch below also poses corridors of potential economic development. Valoyi Tribal authority in N'wamitwa, GTM, has set aside vacant land for shopping complex to support N'wamitwa dam and villagers. For Maruleng Local municipality, we have The Oaks-Metz-Trichardsdal corridor with high development potential as the disestablished Bohlabela District Municipality completed the anchor road, Sekororo to The Oaks, in 2005, with the same vision.

### 3.1.6 Development corridors and economic centres:




### 3.1.7 National transport Access of Mopani District Municipality:

- **ROADS:** R36 to Modjadjiskloof to Tzaneen to Lydenburg, R40 to Gravelotte to Hoedspruit to Nelspruit, R71 to Haenetzburg to Tzaneen to Phalaborwa to Giriondo gate (S.A/Mozambique), R81 to Giyani to Mooketsi to Polokwane. The roads Giyani to Phalaborwa and R529 Giyani/ Tzaneen are additional to the main economic corridors in Mopani.
- **AIRPORTS:** (to Johannesburg & Capetown); Eastgate airport (in Maruleng Local Municipality)
- **RAILWAYS: Goods rails** to PLK to Gauteng and **passenger rails** to Nelspruit to Gauteng and also Komatipoort & Richards bay.

### 3.1.8 LEGISLATIVE IMPERATIVES

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

Despite the contemporary local government which went through establisnment to Sustainablility phases, the footprints of the old legislations are still apparent. They are not in support of the developmental state that we are in as a country. They pose number of challenges when municipalities are trying to unify and bring progressive development in their areas. E.g resistence to the implementation of SPLUMA

The Development Facilitation Act 67/1995, came handy to alleviate some of the pressures that are borne by the old regime. However, with the High Court order to deem chapters V & VI of this Act, unconstitutional, June 2010, municipalities had non other than to relying wholly on the old legislations with all the ills borne in them. The promulgation of Spatial Planning and Land Use Management Act (SPLUMA) which is now enacted as “law” has broad relief from the old regime. This is a step forward although it has met with challenges and resistance from Traditional leadership at begin. By year 2018 the Municipal Planning Tribunal was established and land-use applications are processed accordingly. The legacy of the old legislations is switching off slowly as all are bound to the SPLUMA to access land for development.

### GEOGRAPHIC INFORMATION SYSTEM IN MOPANI

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

Mapping and monitoring of infrastructure developments/ assets; vunerable disaster areas, updating information as project operations continue, incidents of sewer blockages, water losses, etc. By mapping these items, the municipality navigates easily to the item. Various municipal units tap on the GIS for data sets for various use.

### 3.1.9.1 KEY SPATIAL CHALLENGES

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

#### 3.1.9.2 KEY SPATIAL OPPORTUNITIES

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

#### ADMINISTRATIVE FRAMEWORK ON THE SPATIAL RATIONALE

- The SDF (Spatial Development Framework) for MDM is reviewed and approved by Council, March 2020. SPLUMA awareness sessions were held with Traditional Authorities to encourage communities.
- Municipal Planning Tribunal is in place and effectively operational.
- Utilisation of integrated GIS (Geographical information System) as a planning tool is yet a challenge in the District and the Local Municipalities. MDM GIS Forum has been established in 2017/18 and is composed of GIS officials from MDM local municipalities, OTP, COGHSTA, SALGA, LDARD, University of Venda. Necessary equipment are in place. GIS framework and Strategy are developed to enhance information sharing, District and Local municipalities.

## 3.2 SOCIAL, ENVIRONMENTAL AND ECONOMIC ANALYSIS

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

## 3.2.1 SOCIAL ANALYSIS

## Background

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

### 3.2.1.1 Housing

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

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

| Housing needs in Mopani District Municipality (H/H) | | | | | | | |
|---|---|---|---|---|---|---|---|
| Current Type of Housing | Mopani | | GGM | GLM | GTM | BPM | MLM |
| | Census 2001 | Census 2011 | Census 2011 | | | | |
| Traditional dwelling/ hut/ structure made of traditional materials | 71 517 | 15 003 | 5 974 | 2 412 | 4 831 | 1 149 | 637 |
| House/ flat/ room in backyard | 3 221 | 2 029 | 253 | 589 | 652 | 449 | 86 |
| Informal dwelling (shack; in backyard) | 2 230 | 2 998 | 615 | 1 013 | 1 084 | 148 | 138 |
| Informal dwelling (shack; not in backyard; e.g. in an informal/ squatter settlement or on a farm) | 7 686 | 3 631 | 868 | 942 | 1 672 | 65 | 84 |
| Other | | 1 141 | 138 | 322 | 501 | 84 | 96 |
| **Total Housing needs** | **84 654** | **24 802** | **7 848** | **5 278** | **8 740** | **1 895** | **1 041** |
| **Total no. of Housing per Municipality** | | **296 320** | **63 548** | **58 261** | **108 926** | **41 115** | **24 470** |
| **Percentage of Housing needs** | | **8,4%** | **12,4%** | **9,1%** | **8,0%** | **4,9%** | **4,3%** |

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

**Table 19: Land tenure status per households, 2011 Census**

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

While housing provisioning has improved to 84,7% of the households in the District residing in housing that meet minimum standards, there is still significant number that still live and sleep in risk housing, 15,3%. "Better life for all" also need to covers them. The influx of international migrants in Mopani has tremendous impact on housing development. Forward planning would remain the way to go.

## 3.2.1.2 HEALTH AND SOCIAL DEVELOPMENT

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

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

| **Table 20: HEALTH FACILITIES IN MOPANI FOR POPULATION NO. 1 092 507, STATSSA, 2007** | | | | | |
|---|---|---|---|---|---|
| **No. facilities available & Hospitals capacities** | | | | | |
| | | **2016/17** | **2017/18** | **2018/19** | **2019/20** |
| Hospitals:<br>Hospital capacities (no. of beds): | | 8<br>831 | 8<br>831 | 8<br>831 | 6<br>831 |
| Health Centres | | 8 | 8 | 8 | 8 |
| Clinics<br>Gateway clinics (located in hospitals) | | 93<br>3 | 93<br>3 | 93<br>3 | 97<br>3 |
| Mobile clinic teams | | 27 | 27 | 27 | 27 |
| Community Home-based care: Funded: (NPOs) Not Funded (+-): | | 65<br>42 | 65<br>42 | 65<br>42 | 65<br>42 |

NB: The capacities for the hospitals stayed at 1473 beds. That is due to the impact the home-based care facilities are making. As per rise in covid 19 infection, the demand continue to outweigh supply.

#### 3.2.1.2.1 Prevalent Diseases in Mopani District

Diarrhea
Pneumonia
Tuberculosis
HIV and AIDS
Malaria
Sexually Transmitted Infections (STI).
Non-communicable diseases, eg hyper-tension, sugar diabetis, etc.
Covid-19 epidemic

| Table 21: Health Amenities/ Facilities and Services Backlogs, by Local Municipalities..... 2019/20 | | | | | | | |
|---|---|---|---|---|---|---|---|
| | **MDM** | **BPM** | **GTM** | **GLM** | **MLM** | **GGM** | **KNP** |
| Private Hospitals | 2 | 1 | 1 | - | - | - | - |
| Specialised Hospital | 1 | - | - | - | - | 1 | |
| Provincial Hospital | 1 | | 1 | - | - | - | - |
| District Hospitals | 6 | 1 | 2 | 1 | 1 | 1 | - |
| Health Centres + Clinics + Gateway clinics | 104 | 10 | 34 | 21 | 11 | 27 | - |
| % Facilities providing 24-hour service | 87% | 80% | 85% | 90% | 90% | 90% | - |
| No. of applications for new Clinics | 12 | 1 | 2 | 2 | 2 | 5 | - |
| No. Health Centres needed | 2 | - | - | 1 | 1 | - | - |
| Clinics with water | 104 | 10 | 34 | 21 | 11 | 27 | - |
| Without Water | 2 | - | - | 1 | - | 1 | - |
| Clinics with sanitation | 104 | 10 | 34 | 21 | 10 | 27 | - |
| Clinics without sanitation | - | - | - | - | - | - | - |
| Available mobile teams/ mobile clinics | 27 | 4 | 11 | 4 | 4 | 4 | - |
| Visiting points | 1032 | 20 | 459 | 194 | 162 | 195 | 2 |
| Teams Needed | 17 | 2 | 5 | 3 | 2 | 3 | 2 |
| No. of visiting points needed | 3 | - | - | - | - | - | 3 |
| NPOs for home-based care(funded+non-funded) | 63/42 | 6 | 14 | 8 | 7 | 28 | - |
| Health Care givers | 1931 | 138 | 418 | 308 | 235 | 832 | - |
| No. of Community Home-based soc. care-givers | 1160 | 44 | 268 | 64 | 98 | 247 | - |

Backlogs reflected in terms of number of Clinics without water poses serious concern to the effect that these amenities cannot be utilized to full potential. The conditions under which staff is working do not reflect the image of health services. Not easy to attract and retain skilled personnel under such circumstances. Clear plans have to be sought to clear these backlogs if millennium goals are to be attained.

The mobile teams cannot spend sufficient time at stations for quality service due to high number of stations (visiting points) that need to be covered per time. It will be necessary to have more mobile clinics/teams established for quality service and full coverage to communities. Kruger National Park is currently served with two mobile clinic points whereas it has four main camps and one bush camp. Analysis indicates acute shortage of the services for urgent attention in this internationally acclaimed tourism icon.

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

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

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

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

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

| Greater Giyani | Greater Letaba | Greater Tzaneen | Ba-Phalaborwa | Maruleng |
|---|---|---|---|---|
| Nkhensani Hospital | Kgapane Hospital | Dr C.N Phatudi Hospital | Maphutha-Malatji Hospital | Sekororo Hospital |
| Mugodeni Grace Health Centre | Raphahlelo Clinic | Van Velden Hospital | Lulekani Health centre | Lorraine clinic |
| Dzumeri Health Centre | Senopela Clinic | Letaba Hospital | Selwane Clinic | Sekoro clinic |
| Makhuba Clinic | Mamaila Clinc | Nkowankowa Health centre | Ben-Farm clinic | Sofaya clinic |
| Kremetart Clinic | Sekgopo Clinic | Lenyenye Clinic | Humulani clinic | Bismark clinic |
| Basani Clinc | Maphalle Clinic | Karlota Clinic | Mahale clinic | Turkey clinic |
| Bochabelo clinic | Shotong Clinic | Mariveni Clinic | Namakgale A clinic | Hoedspruit clinic |
| Hlaneki clinic | Matswi Clinc | Dan Clinic | Namakgale B clinic | Mabins clinic |
| Khakhala-Hlomela clinic | Modjadji clinic | Julesburg CHC | Busstop clinic | The Oaks clinic |
| Kheyi clinic | Pheeha clinic | Shilubana CHC | Makhushane clinic | The Willows clinics |
| Mapayeni clinic | Senobela clinic | Khujwana clinic | Mshishimale clinic | Callais clinic |
| Mhlava Willem clinic | Bellevue clinic | Karlota clinic | Phelang Community Center | Hlokomela Training Trust |
| Msengi clinic | Lebaba clinic | Mariveni clinic | | |
| Ndengeza clinic | Raphahlelo clinic | N'wa Mitwa clinic | | |
| Ngove clinc | Rotterdam clinic | Dr Hugo clinic | | |
| Nkomo B clinic | Seapole clinic | Nyavana clinic | | |
| Nkuri clinic | Chatlie Rhangani | Makgope clinic | | |
| Ntluri clinic | Mamanyoha clinic | Muritjie clinic | | |
| Ratanang clinic | Medingen clinic | Madumane clinic | | |
| Shikhumba clinic | Bulobedu clinic | Motupa clinic | | |
| Shitlakati clinic | Sekgopo clinic | Morapalala clinic | | |
| Shivulani clinic | Busstop clinic | Tzaneen clinic( Bus Stop) | | |
| Skimming clinic | ZZ2 clinic | Lenyenye clinic | | |
| Thomo clinic | | Lephepane clinic | | |
| Zava clinic | | Mohoboya clinic | | |
| Muyexe Clinic | | Jamela clinic | | |
| Matsotsosela Clinic | | Mohlaba clinic | | |
| | | Maake clinic | | |
| | | Ooghoek clinic | | |
| | | Mokgathi clinic | | |
| | | Ramotshinyadi clinic | | |
| | | Mawa clinic | | |
| | | Letsitele clinic | | |
| | | Tours clinic | | |
| | | Zangomama clinic | | |
| | | Mogapeng | | |
| | | Moime clinic | | |
| | | Relela Clinic | | |

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

**3.2.1.2.3 HIV and AIDS Prevalence (Tendency)**

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

| Table 23: Mopani District Municipality HIV & AIDS Prevalence over 10 years | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| **Year** | **2008** | **2009** | **2010** | **2011** | **2012** | **2013** | **2014** | **2015** | **2016** | **2017** |
| Trend | 25.2 | 22.5 | 26.2 | 24.8 | 23.8 | 24.2 | 25.4 | 23.3 | 24.8 | 24.6 |
| | **Prevalence in year 2013 – 2018 per Municipality** | | | | | | | | | |
| **YEAR** | **MOPANI DM** | **Ba-Phalaborwa** | | **Greater Letaba** | | **Greater Giyani** | | **Greater Tzaneen** | | **Maruleng** |
| **2013/14** | **24,2%** | 27,3% | | 17,5% | | 21,3% | | 28,5% | | 26,8% |
| **2014/15** | **25,4%** | 27,1% | | 24,2% | | 17,9% | | 28,0% | | 30,0% |
| **2015/16** | **23,3%** | 31,4% | | 18,4% | | 14,4% | | 29,7% | | 22,7% |
| **2016/17** | **24,8%** | - | | - | | - | | - | | - |
| **2017/18** | **24,6%** | - | | - | | - | | - | | - |

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

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

Despite the scale of the epidemic, there is relatively limited data on the impact at personal, community, business or national level. One reason for this is undoubtedly the enormous stigma that is still attached to HIV infection. It should also be noted that the most common method of assessing HIV & AIDS prevalence within the country is by conducting a survey of women attending antenatal clinics. In South Africa, such surveys have been conducted by the National Department of Health since 1990 at a sample of public antenatal clinics. These surveys are based on anonymous and unlinked samples accompanied by basic demographic data and are a low-cost tool for regularly monitoring key aspects of the HIV epidemic. The results on these surveys are depicted in Table 25:

## COUNTRY-WIDE HIV AND AIDS PREVALENCE

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

The abovementioned table demonstrates that Kwazulu-Natal (KZN) has the highest prevalence rate since 2002. It is noted with regard to Limpopo province that the infection rate has increased from in 2002 to 2005 and then decreased in 2006-2010. According to the Provincial Department of Health and Welfare 2008 Summary Report, Mopani district has increased from the highest HIV prevalence of 23,8% in 2007 to 25,2% in year 2008, with Waterberg at 23,6%, Sekhukhune at 21,8%, Capricorn at 21,0% and Vhembe at 14,7%. Mopani has further increased to 26,2% in 2010 and dropped to 24,8% in 2011. By 2013 the prevalence dropped slightly to 24,6%. By 2017 HIV & AIDS prevalence was @ 24.6%.

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

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

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

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

**COVID-19 PANDEMIC**

The 2019–20 coronavirus pandemic is an ongoing global pandemic of coronavirus disease 2019. It is often called covid-19 which means coronavirus disease 2019. The disease originated in China, Wuhan, Hubei. The disease is symptomized by fever, cough, shortness of breath and lead to more complications of pneumonia, kidney failure. It is said to be caused by Severe Acute Respiratory Syndrome coronavirus 2. It is transmitted through Human-to-human transmission via respiratory droplets. The first case was identified on 17 November 2019 in China. To prvent it people must avoid close contact with infected individuals; frequently washing hands with soap and water; not touching the eyes, nose, or mouth with unwashed hands; and practicing good respiratory hygiene.

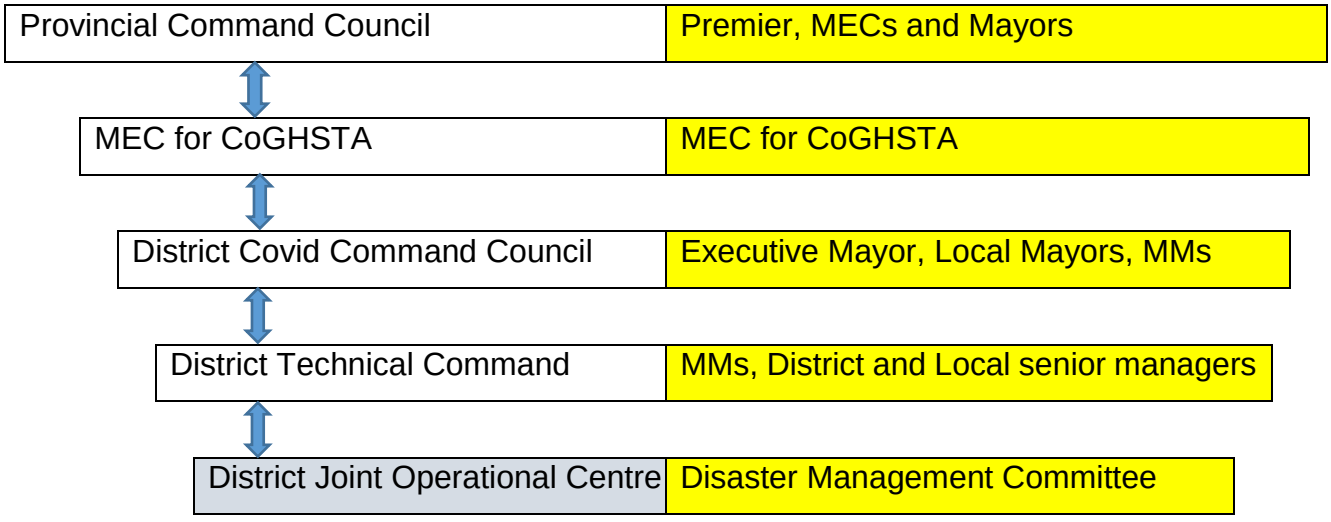
The disease has since spread rapidly to many countries in the world and South Africa also followed. On 15 March 2020, the Head of National Disaster Management Centre, Dr Maphaka Tau **classified** COVID-19 pandemic as a National Disaster in terms of Section 23(1) (b) of the Disaster Management Act 57 of 2002, as amended through a Government Gazette Notice number 43096-dated 15 March 2020. Through the same Gazette Minister of Cooperative Governance and Traditional Affairs, Dr Nkosazana Dlamini Zuma (MP) **declared** COVID-19 pandemic as a National Disaster in terms of Section 27(1) of the same Disaster Management Act 57 of 2002.

The President of South Africa, Cyril Matamela Ramaphosa, announced the declaration of the National State of disaster for Corona Virus on 15 March 2020. He further urged the society to take all necessary measures to minimise the potential impact and transmission thereof. Government departments (Naional and Provincial) positioned themselves for combating the spread of coronavirus by introducing a plethora of regulations in quest to limit contact of people. On the midnight of 26 March 2020 the President declared a nationwide lockdown, restricting all people to stay at home, international and national flights were stopped and almost everything ceased to move.

Municipalities, as local government also followed suit to implement the Covd 19 Regulations flowing from National government.
Mopani District together with sector departments established District Command Council to ensure implementation and compliance to coronavirus pandemic.

## 1. STRUCTURAL PREPAREDNESS AND RESPONSE

Mopani District Municipality Disaster Management Centre revised its contingency plan and further developed a district institutional model aligned to the national model for Covid-19 response



The following are key critical areas which must be addressed in order to ensure rescilience in containing the spread of coronavirus:

- COVID-19 Health Priorities
- Workforce (staff)
- Basic services
- Food and water security
- Economic activities
- Environmental health and integrity (environmental crime)
- Institutional arrangements and policy

**The day to day issues have been:**

- Provision of PPEs and Sanitisation
- Screening and Testing
- Quarantine sites and shelters
- Homeless shelters and food provisioning
- Provision of water and sanitation
- Transport and regulatory enforcements
- Support to SMMEs (Local spazas)
- Covid-19 Compliance assurance
- Special focus on schools reopening, to observe Covid-19 safety protocol.
- Monitoring of Immigrants and Foreign Nationals

**Challenges faced by the health sector of Mopani District:**
Monitoring of adherence to safety protocols in all public places such as schools, shopping centres, municipal and government offices, health facilities, pay-points for social grants. EPWP have been appointed to assist in these areas. Hand sanitisers, musks and temperature scanner, social distance are non-negotiables in these spaces.
Delivery of water into jojo tanks to all schools that do not have standing source of water.
Monitoring compliance in scholar transport and public mini-buses.
Housing the homeless such as street kids, hobos, etc. in the identified and equipped sites.
Creating space for people who would not quarantine themselves.
Creating more health facilities to strengthen the current capacity to absorb more patience.

**The status quo indicates**
As at 14 June 2020 MDM was the second lowest in contacting the disease with Vhembe being the lowest. National Treasury allocated additional MIG grant for Covid 19 projects. Mopani as the water authority had to ensure substantial investment in water provision as a results of Covid 19. Short and long term water projects were prioritized for more resouces. Although for most of the time the vaccine was not discovered, South Africans had to adher to life style safety protocols to minimize the spread of the covid-19. Consequently MDM experienced infection rates decreasing in line with other areas in the country. Economic activities resumed although reservatly. Currently the situation has become normal under “new normal”.

### 3.2.1.3 SAFETY AND SECURITY

The Mopani District is daunted with high rate of crimes, such as, murder, attempted murder, and rape, robbery with aggravated circumstances, assaults and so forth. There are also emerging crime types such as theft out of motor vehicle, Car hijacking and house breaking particularly in urban centers in the District, e.g Tzaneen and Giyani. The South African Police Service (SAPS) is responsible for public safety and security in the district. Although, municipalities have a legislative requirement to provide for safety and security services (municipal policing), currently the municipalities within the district do not have the capacity to render these services.

There are Community Policing Forums (CPFs) in all the local municipalities who work in partnership with the police to curb crime in communities. The number of police stations per LM are indicated in Table 27 hereunder:

**Table 27: Police stations & civilians and Magisterial offices in the district** (Source: SAPS Mopani Area Office)

| | | POLICE STATIONS | | MAGISTERIAL OFFICES |
|---|---|---|---|---|
| | | MOTHER | SATELITE | |
| **Ba-Phalaborwa** | Phalaborwa | 1 | 0 | 1 |
| | Gravelotte | 1 | 0 | 0 |
| | Lulekani A & B | 1 | 0 | 1 |
| | Namakgale | 1 | 0 | 1 |
| | Seloane | 0 | 1 | 0 |
| | **Sub – Total** | **4** | **1** | **3** |
| **Greater Giyani** | Giyani | 1 | 0 | 1 |
| | Babangu | 0 | 0 | 0 |
| | Dzumeri | 0 | 1 | 0 |
| | Hlaneki | 0 | 1 | 0 |
| | Homu- North | 0 | 1 | 0 |
| | Makhuva | 0 | 1 | 0 |
| | Muhlahlandlela | 0 | 1 | 0 |
| | Ndengeza | 0 | 1 | 0 |
| | Nkuri | 0 | 1 | 0 |
| | **Sub- Total** | **1** | **7** | **1** |
| **Greater Letaba** | Bellevue | 0 | 1 | 0 |
| | Modjadjiskloof | 1 | 0 | 0 |
| | Kgapane | 1 | 0 | 1 |
| | Sekgopo | 0 | 1 | 1 |
| | Thakgalane | 1 | 0 | |
| | Worcester | 0 | 1 | 0 |
| | **Sub-Total** | **3** | **3** | **2** |
| **Greater Tzaneen** | Haenertzburg | 1 | 0 | 0 |
| | Lenyenye | 0 | 0 | 1 |
| | Letsitele | 1 | 0 | 0 |
| | Maake | 1 | 0 | 0 |
| | Matlala | 1 | 0 | 0 |
| | Nkambako | 0 | 1 | 0 |
| | Nkowankowa | 1 | 0 | 1 |
| | Rhelela | 0 | 1 | 0 |
| | Serolorolo | 0 | 1 | 0 |
| | Tzaneen | 1 | 0 | 1 |
| | **Sub-Total** | **6** | **3** | **3** |
| **Maruleng** | Hoedspruit | 1 | 0 | 0 |
| | Metz | 0 | 1 | 0 |
| | The Oaks | 0 | 1 | 0 |
| | **Sub – Total** | **1** | **2** | **0** |
| **Mopani** | **Total** | **15** | **16** | **9** |

### 3.2.1.3.1 CRIME

According to SAPS in Mopani, there are not enough police officers in the district. Where staffing is adequate lack of vehicles and other equipment are problematic. It is one area that need the Department to prioritise. Information regarding the reported cases of crime received from the SAPS is indicated in the Table below. It will be seen that **Greater Tzaneen is top, followed by Ba-Phalaborwa and Greater Giyani** where the following are the top ten crimes in Mopani: **Theft in general, Burglary at residential premises, Assault with the intent to inflict grievous bodily harm, Common assault, Malicious damage to property, Burglary at non-residential premises, Total Sexual Crimes, Shoplifting, Commercial crime, Theft out of or from motor vehicle.**

Crime types like Robbery at residential and non-residential premises, Theft of motor vehicles and motorcycles, Illegal possession of firearms and ammunition, Neglect and ill-treatment of children, Car hijacking, Public violence, Kidnapping and Truck hijacking are reasonably under control and at a reasonably low rate. Tables 28 show Frequencies and tendencies for the past five years for the various crimes in every municipality. There are areas of successes and where efforts need to be concentrated to overcome the problem of crime in our areas. Table 28 also indicate the priority actual Flash point areas which are highly vulnerable to various types of crime needing urgent attention for the safety and security of our people.

Types of Crime are classified as follows:

- **Contact crimes :** Murder, Sexual Offences, Robbery and assualt
- **Contact Related:** Arson, Malicious damage to property
- **Property Related** : Burglary residential, Burglary non-residential, Theft of vehicles and Theft out of vehicle
- **Crime detected as result of Police Action**: Drug related and illegal possession of firearms and ammunition
- **Other Serious Crimes:** Commercial Crimes & Shoplifting

## GREATER LETABA MUNICIPALITY (Modjadjiskloof police station) CRIME FREQUENCIES AND TENDENCIES

| Table 28: Crime Category | 2015/16 | 2016/17 | 2017/18 | 2018/19 | 2019/20 | Comment |
|---|---|---|---|---|---|---|
| Murder | 5 | 3 | 3 | 9 | 8 | Decrease |
| Total Sexual Crimes | 32 | 36 | 26 | 30 | 24 | Decrease |
| Attempted murder | 3 | 5 | 3 | 4 | 2 | Decrease |
| Assault with the intent to inflict grievous bodily harm | 198 | 163 | 176 | 136 | 97 | Decrease |
| Common assault | 108 | 101 | 75 | 68 | 25 | Decrease |
| Common robbery | 20 | 22 | 29 | 24 | 46 | Increase |
| Robbery with aggravating circumstances | 17 | 17 | 21 | 15 | 15 | Decrease |
| Arson | 6 | 6 | 3 | 6 | 3 | Decrease |
| Malicious damage to property | 57 | 24 | 38 | 41 | 24 | Decrease |
| Burglary at non-residential premises | 55 | 36 | 33 | 48 | 33 | Decrease |
| Burglary at residential premises | 149 | 139 | 92 | 129 | 67 | Decrease |
| Theft of motor vehicle and motorcycle | 9 | 7 | 3 | 4 | 0 | Decrease |
| Theft out of or from motor vehicle | 38 | 29 | 21 | 13 | 6 | Decrease |
| Stock-theft | 6 | 3 | 13 | 5 | 2 | Decrease |
| Illegal possession of firearms and ammunition | 1 | 1 | 2 | 7 | 1 | Decrease |
| Drug-related crime | 14 | 35 | 34 | 58 | 45 | Decrease |
| Driving under the influence of alcohol or drugs | 4 | 7 | 3 | 12 | 29 | Increase |
| All theft not mentioned elsewhere | 231 | 213 | 163 | 146 | 179 | Increase |
| Commercial crime | 18 | 19 | 33 | 32 | 29 | Decrease |
| Shoplifting | 20 | 19 | 29 | 20 | 16 | Decrease |
| Car hijacking | 0 | 1 | 2 | 0 | 2 | Increase |
| Truck hijacking | 0 | 0 | 0 | 0 | 0 | Nil |
| Robbery at residential premises | 3 | 5 | 4 | 0 | 0 | Decrease |
| Robbery at non-residential premises | 0 | 2 | 5 | 6 | 1 | Decrease |
| Culpable homicide | 14 | 14 | 18 | 17 | 19 | Increase |
| Public violence | 0 | 0 | 1 | 0 | 0 | Decrease |
| Crimen injuria | 16 | 17 | 8 | 10 | 3 | Decrease |
| Neglect and ill-treatment of children | 0 | 0 | 0 | 2 | 0 | Decrease |
| Kidnapping | 0 | 0 | 0 | 0 | 0 | Nil |

| Flagship crime areas in Greater Letaba | |
|---|---|
| **Contact Crime** | **Property related Crime** |
| Mshengu- Sekgopo | Hans fontein farm |
| Lehlareng | Groenfontein farm |
| Motjeketa | Botha street CBD |
| Politsi | Ga-Sekgopo |
| Ga-Kgapane | Mohlabaneng |
| Ga-Rapitsi | Jamela |
| Madibeng | Bellevue |
| Modubung | Mamaila |

## GREATER TZANEEN (Tzaneen, Maake, Letsitele, Hannertsburg & Ritavi police stations) CRIME FREQUENCIES & TENDENCIES

| Crime Category | 2015/16 | 2016/17 | 2017/18 | 2018/19 | 2019/20 | Comment |
|---|---|---|---|---|---|---|
| Murder | 62 | 64 | 63 | 73 | 74 | Increase |
| Total Sexual Crimes | 516 | 429 | 378 | 440 | 469 | Increase |
| Attempted murder | 62 | 53 | 50 | 53 | 64 | Increase |
| Assault with the intent to inflict grievous bodily harm | 1447 | 1159 | 1140 | 1036 | 1081 | Increase |
| Common assault | 1174 | 865 | 715 | 633 | 585 | Decrease |
| Common robbery | 415 | 308 | 257 | 247 | 257 | Increase |
| Robbery with aggravating circumstances | 345 | 190 | 193 | 265 | 279 | Increase |
| Arson | 77 | 91 | 60 | 59 | 39 | Decrease |
| Malicious damage to property | 642 | 541 | 489 | 499 | 461 | Decrease |
| Burglary at non-residential premises | 488 | 433 | 531 | 564 | 491 | Decrease |
| Burglary at residential premises | 1112 | 989 | 996 | 1049 | 1058 | Increase |
| Theft of motor vehicle and motorcycle | 97 | 84 | 60 | 59 | 39 | Decrease |
| Theft out of or from motor vehicle | 555 | 325 | 351 | 395 | 349 | Decrease |
| Stock-theft | 63 | 76 | 60 | 74 | 83 | Increase |
| Illegal possession of firearms and ammunition | 35 | 39 | 43 | 30 | 48 | Increase |
| Drug-related crime | 245 | 472 | 391 | 420 | 318 | Decrease |
| Driving under the influence of alcohol or drugs | 58 | 114 | 143 | 266 | 296 | Increase |
| All theft not mentioned elsewhere | 2348 | 1662 | 1415 | 1346 | 1390 | Increase |
| Commercial crime | 140 | 208 | 520 | 511 | 380 | Decrease |
| Shoplifting | 532 | 356 | 491 | 564 | 433 | Decrease |
| Car hijacking | 12 | 4 | 12 | 13 | 7 | Decrease |
| Truck hijacking | 0 | 1 | 0 | 1 | 0 | Decrease |
| Robbery at residential premises | 55 | 38 | 40 | 65 | 83 | Increase |
| Robbery at non-residential premises | 8 | 16 | 33 | 38 | 71 | Increase |
| Culpable homicide | 78 | 83 | 85 | 91 | 73 | Decrease |
| Public violence | 1 | 3 | 3 | 2 | 4 | Increase |
| Crimen injuria | 198 | 107 | 91 | 90 | 109 | Increase |
| Neglect and ill-treatment of children | 11 | 10 | 10 | 15 | 12 | Decrease |
| Kidnapping | 5 | 3 | 2 | 5 | 4 | Decrease |

| Flagship crime areas in Greater Tzaneen | | | | |
|---|---|---|---|---|
| Tzaneen | Letsitele | Maake | Ritavi | Hannertsburg |
| **Contact crime:** | | | | |
| Motupa village | Belle Ombra farm | Tickeyline | Nkowankowa industrial | - |
| Marinoni | Mantlakasi | Lorraine | Mariveni | - |
| Moleketla | Nkambako | Maake | Mbamba Matches | - |
| Bus Terminal Wheatley | Xihoko | Lenyenye | Mokgolobotho | - |
| **Property related crime:** | | | | |
| Station road CBD | Miami plot | Pulaneng | Nkowankowa A,B,C | - |
| Agatha | Carlifornia farm | Makhwibidung | Mokgolobotho | - |
| | Bonn village | | | - |

**BA-PHALABORWA (Namakgale, Phalaborwa and Lulekani police stations)**
**CRIME FREQUENCIES & TENDENCIES**

| Crime Category | 2015/16 | 2016/17 | 2017/18 | 2018/19 | 2019/20 | Comment |
|---|---|---|---|---|---|---|
| Murder | 9 | 11 | 17 | 19 | 12 | decrease |
| Total Sexual Crimes | 133 | 137 | 114 | 145 | 148 | Increase |
| Attempted murder | 26 | 14 | 22 | 15 | 24 | increase |
| Assault with the intent to inflict grievous bodily harm | 483 | 409 | 380 | 375 | 331 | Definite decrease |
| Common assault | 278 | 296 | 280 | 256 | 191 | Decrease |
| Common robbery | 175 | 165 | 127 | 109 | 105 | Definite decrease |
| Robbery with aggravating circumstances | 68 | 34 | 83 | 31 | 37 | Increase |
| Arson | 10 | 9 | 15 | 15 | 14 | Decrease |
| Malicious damage to property | 250 | 229 | 242 | 204 | 205 | Increase |
| Burglary at non-residential premises | 111 | 195 | 224 | 181 | 120 | Decrease |
| Burglary at residential premises | 658 | 531 | 539 | 513 | 445 | Definite decrease |
| Theft of motor vehicle and motorcycle | 93 | 45 | 35 | 26 | 20 | Definte decrease |
| Theft out of or from motor vehicle | 279 | 170 | 97 | 147 | 190 | Increase |
| Stock-theft | 25 | 38 | 27 | 33 | 27 | Decrease |
| Illegal possession of firearms and ammunition | 12 | 11 | 17 | 13 | 8 | Decrease |
| Drug-related crime | 32 | 40 | 50 | 36 | 24 | Decrease |
| Driving under the influence of alcohol or drugs | 14 | 32 | 18 | 51 | 101 | Increase |
| All theft not mentioned elsewhere | 958 | 777 | 750 | 670 | 597 | Definite decrease |
| Commercial crime | 68 | 104 | 143 | 134 | 93 | Decrease |
| Shoplifting | 202 | 151 | 198 | 212 | 151 | Decrease |
| Car hijacking | 12 | 7 | 12 | 5 | 0 | Decrease |
| Truck hijacking | 0 | 0 | 1 | 0 | 0 | Unheard |
| Robbery at residential premises | 5 | 8 | 31 | 7 | 11 | Increase |
| Robbery at non-residential premises | 1 | 3 | 8 | 4 | 15 | Increase |
| Culpable homicide | 19 | 17 | 28 | 25 | 29 | Increase |
| Public violence | 3 | 0 | 1 | 1 | 4 | Increase |
| Crimen injuria | 96 | 82 | 67 | 72 | 71 | Decrease |
| Neglect and ill-treatment of children | 5 | 8 | 9 | 6 | 9 | Increase |
| Kidnapping | 2 | 2 | 0 | 4 | 2 | decrease |

| Flagship crime areas in Ba-Phalaborwa | | | |
|---|---|---|---|
| **Namakgale station** | **Lulekani station** | **Gravelotte station** | **Phalaborwa station** |
| **Contact crime** | | | |
| Namakgale Zone A,B,C | Far East | Harmony 6 | Phalaborwa CBD |
| Makhushane | Matiko Xikaya | Gravelotte | Phalaborwa Taxi rank |
| Mashishimale | Pondo section | Murchison mine | Selati road |
| Majeje | Beer Garden | | |

| Property related crime | | | |
|---|---|---|---|
| Namakgale Zone A,B,C | Pondo Five rms | Harmony 3 | Anna Botha Flats |
| Makhushane | Humulani | Chester Farm | Phalaborwa Town Houses |
| Mashishimale | Lulekani | San Wild | |
| Majeje | | Eden Game Lodge | |

## GREATER GIYANI (Giyani police station) CRIME FREQUENCIES AND TENDENCIES

| Crime Category | 2015/16 | 2016/17 | 2017/18 | 2018/19 | 2019/20 | Comment |
|---|---|---|---|---|---|---|
| Murder | 22 | 20 | 18 | 35 | 20 | Decrease |
| Total Sexual Crimes | 187 | 136 | 111 | 115 | 156 | Increase |
| Attempted murder | 17 | 19 | 11 | 14 | 25 | Increase |
| Assault with the intent to inflict grievous bodily harm | 388 | 355 | 324 | 374 | 449 | Increase |
| Common assault | 265 | 254 | 234 | 235 | 248 | Increase |
| Common robbery | 52 | 46 | 54 | 58 | 66 | Increase |
| Robbery with aggravating circumstances | 36 | 48 | 56 | 89 | 70 | Decrease |
| Arson | 49 | 38 | 33 | 40 | 49 | Increase |
| Malicious damage to property | 175 | 174 | 133 | 142 | 147 | Increase |
| Burglary at non-residential premises | 72 | 110 | 151 | 200 | 157 | Decrease |
| Burglary at residential premises | 253 | 235 | 280 | 395 | 438 | Increase |
| Theft of motor vehicle and motorcycle | 7 | 21 | 15 | 15 | 14 | Decrease |
| Theft out of or from motor vehicle | 41 | 51 | 53 | 77 | 59 | Decrease |
| Stock-theft | 79 | 41 | 58 | 51 | 58 | Increase |
| Illegal possession of firearms and ammunition | 14 | 14 | 11 | 9 | 10 | Increase |
| Drug-related crime | 21 | 38 | 40 | 63 | 33 | Decrease |
| Driving under the influence of alcohol or drugs | 3 | 6 | 22 | 13 | 114 | Increase |
| All theft not mentioned elsewhere | 428 | 496 | 421 | 321 | 386 | Increase |
| Commercial crime | 56 | 73 | 103 | 144 | 161 | Increase |
| Shoplifting | 152 | 119 | 139 | 203 | 159 | Decrease |
| Car hijacking | 1 | 4 | 6 | 4 | 2 | Decrease |
| Truck hijacking | 0 | 0 | 1 | 0 | 0 | Decrease |
| Robbery at residential premises | 0 | 8 | 6 | 25 | 11 | Decrease |
| Robbery at non-residential premises | 1 | 3 | 3 | 14 | 19 | Increase |
| Culpable homicide | 35 | 28 | 28 | 27 | 32 | Increase |
| Public violence | 2 | 2 | 2 | 2 | 4 | Increase |
| Crimen injuria | 38 | 36 | 26 | 45 | 80 | Increase |
| Neglect and ill-treatment of children | 11 | 5 | 5 | 3 | 10 | Increase |
| Kidnapping | 3 | 1 | 1 | 5 | 2 | Decrease |

| Flagships on Contact crime(Greater Giyani) | Flagships on Property related crime (GGM) |
|---|---|
| Giyani Town | Giyani Town |
| Mavalani | Dzingidzingi |
| Hlaneki | Siyandhani |
| Dzumeri | Hlaneki |

## MARULENG (Hoedspruit police station) CRIME FREQUENCIES & TENDENCIES

| Crime Category | 2015/16 | 2016/17 | 2017/18 | 2018/19 | 2019/20 | Comment |
|---|---|---|---|---|---|---|
| Murder | 8 | 3 | 8 | 5 | 7 | increase |
| Total Sexual Crimes | 27 | 26 | 37 | 30 | 18 | decrease |
| Attempted murder | 14 | 5 | 7 | 5 | 4 | decrease |
| Assault with the intent to inflict grievous bodily harm | 124 | 104 | 100 | 78 | 91 | increase |
| Common assault | 80 | 86 | 61 | 75 | 53 | decrease |

| | | | | | | |
|---|---|---|---|---|---|---|
| Common robbery | 27 | 17 | 15 | 21 | 10 | decrease |
| Robbery with aggravating circumstances | 12 | 20 | 30 | 20 | 19 | decrease |
| Arson | 4 | 5 | 2 | 1 | 5 | increase |
| Malicious damage to property | 67 | 58 | 59 | 63 | 43 | decrease |
| Burglary at non-residential premises | 77 | 65 | 70 | 63 | 48 | decrease |
| Burglary at residential premises | 128 | 129 | 89 | 93 | 62 | decrease |
| Theft of motor vehicle and motorcycle | 23 | 32 | 11 | 8 | 9 | increase |
| Theft out of or from motor vehicle | 44 | 38 | 20 | 11 | 15 | increase |
| Stock-theft | 3 | 21 | 9 | 4 | 4 | decrease |
| Illegal possession of firearms and ammunition | 1 | 2 | 4 | 7 | 4 | decrease |
| Drug-related crime | 11 | 42 | 8 | 19 | 14 | decrease |
| Driving under the influence of alcohol or drugs | 3 | 8 | 17 | 14 | 20 | increase |
| All theft not mentioned elsewhere | 261 | 243 | 255 | 179 | 159 | decrease |
| Commercial crime | 22 | 20 | 18 | 36 | 22 | decrease |
| Shoplifting | 8 | 13 | 21 | 10 | 14 | decrease |
| Car hijacking | 1 | 4 | 3 | 1 | 2 | increase |
| Truck hijacking | 0 | 0 | 0 | 0 | 0 | decrease |
| Robbery at residential premises | 3 | 4 | 8 | 5 | 5 | decrease |
| Robbery at non-residential premises | 0 | 0 | 8 | 6 | 8 | Increase |
| Culpable homicide | 11 | 19 | 9 | 9 | 10 | Increase |
| Public violence | 0 | 0 | 2 | 0 | 0 | Decrease |
| Crimen injuria | 17 | 7 | 11 | 11 | 9 | Decrease |
| Neglect and ill-treatment of children | 1 | 0 | 0 | 1 | 0 | Decrease |
| Kidnapping | 0 | 1 | 0 | 3 | 2 | Decrease |

| Flagships on Contact Crime (Maruleng) | Flagships on Property related crime (Maruleng) |
|---|---|
| The Oaks | Champion chicken |
| The Willows | Marula Park |
| Winlake Farm | Jokmanspruit |
| Royal | The Oaks |

**3.2.1.3.2 CRIME TYPES THAT ARE TOP OF THE LIST IN THE FOLLOWING CATEGORIES WITHIN THE DISTRICT, IN THE PERIOD APRIL 2015 – MARCH 2020, .....(REF. DEPT SAFETY & SECURITY, SAPS)**

**Table : MDM CRIME RATINGS AND FREQUENCIES PER LOCAL MUNICIPALITY**

| Crime Category | April 2015 to March 2020 | | | | | | |
|---|---|---|---|---|---|---|---|
| | GTM | BPM | GGM | MLM | GLM | MDM | Ratings |
| All theft not mentioned elsewhere | 1390 | 597 | 386 | 159 | 179 | **2373** | **1** |
| Burglary at residential premises | 1058 | 445 | 438 | 62 | 67 | **2070** | **2** |
| Assault with the intent to inflict grievous bodily harm | 1081 | 331 | 449 | 91 | 97 | **2049** | **3** |
| Common assault | 585 | 191 | 248 | 53 | 25 | **1102** | **4** |
| Malicious damage to property | 461 | 205 | 147 | 43 | 24 | **880** | **5** |
| Burglary at non-residential premises | 491 | 120 | 157 | 48 | 33 | **849** | **6** |
| Total Sexual Crimes | 469 | 148 | 156 | 18 | 24 | **815** | **7** |

| | | | | | | | |
|---|---|---|---|---|---|---|---|
| Shoplifting | 433 | 151 | 159 | 14 | 16 | **773** | **8** |
| Commercial crime | 380 | 93 | 161 | 22 | 29 | **685** | **9** |
| Theft out of or from motor vehicle | 349 | 190 | 59 | 15 | 6 | **619** | **10** |
| Driving under the influence of alcohol or drugs | 296 | 101 | 114 | 20 | 29 | **560** | **11** |
| Common robbery | 259 | 105 | 66 | 10 | 46 | **484** | **12** |
| Drug-related crime | 318 | 24 | 33 | 14 | 45 | **434** | **13** |
| Robbery with aggravating circumstances | 279 | 37 | 70 | 19 | 15 | **420** | **14** |
| Crimen injuria | 109 | 71 | 80 | 9 | 3 | **272** | **15** |
| Stock-theft | 83 | 27 | 58 | 4 | 2 | **174** | **16** |
| Culpable homicide | 73 | 29 | 32 | 10 | 19 | **163** | **17** |
| Arson | 60 | 14 | 49 | 5 | 3 | **131** | **18** |
| Murder | 74 | 12 | 20 | 7 | 8 | **121** | **19** |
| Attempted murder | 64 | 24 | 25 | 4 | 2 | **119** | **20** |
| Robbery at non-residential premises | 71 | 15 | 19 | 8 | 1 | **114** | **21** |
| Robbery at residential premises | 83 | 11 | 11 | 5 | 0 | **110** | **22** |
| Theft of motor vehicle and motorcycle | 39 | 20 | 14 | 9 | 0 | **82** | **23** |
| Illegal possession of firearms & ammunition | 48 | 8 | 10 | 4 | 1 | **71** | **24** |
| Neglect and ill-treatment of children | 12 | 9 | 10 | 0 | 0 | **31** | **25** |
| Car hijacking | 7 | 0 | 2 | 2 | 2 | **13** | **26** |
| Public violence | 4 | 4 | 4 | 0 | 0 | **12** | **27** |
| Kidnapping | 4 | 2 | 2 | 2 | 0 | **10** | **28** |
| Truck hijacking | 0 | 0 | 0 | 0 | 0 | **0** | **29** |

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

## 3.2.1.4 EDUCATION

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

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

| Table 29: Level of Education by Municipalities (No. Persons) | | | | | | |
|---|---|---|---|---|---|---|
| **GRADING** | **GGM** | **GLM** | **GTM** | **BPM** | **MLM** | **Mopani** |
| Grade 0 | 4109 | 4609 | 9117 | 2777 | 2200 | **22812** |
| Grade 1/sub A (completed or in process) | 8741 | 7627 | 9855 | 2390 | 3098 | **31711** |
| Grade 2/sub B | 12083 | 11229 | 14197 | 5443 | 4044 | **46996** |
| Grade 12/Std 10/NTC III (without university exemption) | 13084 | 10159 | 17684 | 10283 | 1712 | **52922** |
| Grade 12/Std 10 (with university exemption) | 3000 | 754 | 3388 | 1790 | 1264 | **10196** |
| Certificate with grade 12 | 947 | 952 | 1917 | 2170 | 463 | **6449** |
| Diploma with grade 12 | 3218 | 2776 | 4585 | 2101 | 414 | **13094** |
| Bachelor's degree | 1640 | 1480 | 2585 | 1095 | 80 | **6880** |
| Btech | 195 | 78 | 406 | 135 | 184 | **998** |
| Post graduate diploma | 801 | 317 | 952 | 78 | 281 | **2429** |
| Honour's degree | 547 | 459 | 638 | 222 | 176 | **2042** |
| Higher degree (masters/PhD) | 439 | 0 | 233 | 455 | 0 | **1127** |

STATSSA 2011

The information depicted in the Table 34 below indicates that there are a total of 451 primary schools within the district municipality with the largest concentration thereof in the Greater Tzaneen local municipality. The total number of learners at the primary schools is approximately 194 000 accommodated in 4273 classrooms. This implies a pupil-classroom ratio of 45:1

There are a total of 261 secondary schools within the Mopani District Municipality with the majority of these concentrated in the Greater Tzaneen Local Municipality (79). The total number of learners at these secondary schools is just over a 100 000, accommodated in 2476 classrooms. These figures imply a pupil-classroom ratio of approximately 40 in secondary schools within the district. The total number of combined schools is 19. The pupil-classroom ratio at these combined schools is approximately 35 learners per classroom.

There is a serious shortage of schools, and more specifically, classrooms in almost all the local municipality areas for both primary as well as secondary schools. The total class rooms needed is 2378. Facilities and more specifically infrastructure such as electricity, water, sanitation is also needed at many schools within the district municipality area. It is indicated that the condition of the buildings of the majority of the primary and secondary schools are in a very poor conditions. The details below indicate the state of schools infrastructure that needs urgent attention.

### 3.2.1.4.2 NUMBER OF EXISTING AND CATEGORIES OF SCHOOLS

| Table 30 (a) | Number of existing schools (2018/ 2019/ 2020) | | | | | | | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | Greater Giyani | | | Greater Letaba | | | Greater Tzaneen | | | Maruleng | | | Ba-Phalaborwa | | | Mopani District | | |
| Year | 2018 | 2019 | 2020 | 2018 | 2019 | 2020 | 2018 | 2019 | 2020 | 2018 | 2019 | 2020 | 2018 | 2019 | 2020 | 2018 | 2019 | 2020 |
| Secondary | 59 | *60* | **66** | 83 | *83* | ***74*** | 79 | *78* | **75** | 23 | *23* | **22** | 14 | *17* | **14** | 258 | 261 | **251** |
| Primary | 92 | *93* | **97** | 133 | *126* | ***116*** | 156 | *154* | ***143*** | 40 | *40* | **39** | 38 | *38* | **39** | 459 | 451 | **434** |
| Combine | 5 | *4* | **1** | - | - | ***2*** | *7* | *9* | **7** | 2 | *2* | **1** | 5 | *4* | **5** | 19 | 19 | **16** |
| Intermediate | - | - | **-** | - | - | **-** | - | - | - | - | - | **-** | - | - | **-** | - | - | **8** |
| LSEN | 1 | 1 | **1** | - | - | **-** | 2 | *2* | 2 | - | - | **-** | - | *1* | **1** | 3 | 4 | **4** |
| Totals | | *158* | **165** | 216 | *209* | ***192*** | 244 | *243* | ***227*** | 65 | 65 | **62** | 57 | *60* | **59** | 739 | 735 | **713** |

### 3.2.1.4.3 Backlog on classrooms: 2018 to 2020

| Table 30 (b) | Classrooms needed (Backlogs: 2018/ 2019/ 2020) | | | | | | | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | Greater Giyani | | | Greater Letaba | | | Greater Tzaneen | | | Maruleng | | | Ba-Phalaborwa | | | Mopani District | | |
| Year | 2018 | 2019 | 2020 | 2018 | 2019 | 2020 | 2018 | 2019 | 2020 | 2018 | 2019 | 2020 | 2018 | 2019 | 2020 | 2018 | 2019 | 2020 |
| Secondary | 20 | **62** | 31 | 19 | **37** | 134 | 73 | **136** | 181 | - | **24** | 93 | - | **10** | 8 | 112 | **269** | **719** |
| Primary | 43 | **105** | 309 | 56 | **134** | 177 | 115 | **193** | 284 | 49 | **42** | 103 | 53 | **65** | 12 | 316 | **523** | **944** |
| Combined | 4 | **-** | 11 | - | **-** | - | - | **-** | 6 | - | **-** | - | - | **-** | - | 4 | **-** | **17** |
| LSEN | 10 | **-** | 3 | - | **-** | - | 8 | **-** | 10 | - | **-** | - | - | **-** | - | 18 | **-** | **13** |
| TOTALS | 77 | **167** | 593 | 75 | **171** | 355 | 196 | **329** | 501 | 49 | **66** | 234 | 53 | **75** | 36 | 450 | **808** | **1 693** |

### 3.2.1.4.3 WORRYING CONDITIONS IN EXISTING SCHOOLS

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

**Table 31: Number of schools that need urgent attention on infrastructure (2018/ 2019/ 2020)**

| CATEGORY | CONDITION | MDM | | | GTM | | | GGM | | | MLM | | | GLM | | | BPM | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | 2018 | 2019 | 2020 | 2018 | 2019 | 2020 | 2018 | 2019 | 2020 | 2018 | 2019 | 2020 | 2018 | 2019 | 2020 | 2018 | 2019 | 2020 |
| **SECONDARY** (258 /261 schools) | Dilapidated/ Life threatening | 16 | 73 | **119** | 9 | 21 | **32** | 2 | 16 | **44** | | 5 | **10** | 4 | 27 | **31** | 1 | 4 | **2** |
| | Over-crowded | 31 | 18 | **61** | 9 | 6 | **6** | 18 | 6 | **17** | 1 | 3 | **15** | 3 | 3 | **21** | - | - | **2** |
| | Mobile classrooms to replace "Under Trees" | 36 | 73 | **72** | 10 | 21 | **12** | 10 | 16 | **16** | 6 | 5 | **4** | 10 | 27 | **37** | - | 4 | **3** |
| **PRIMARY** (459/451 schools) | Dilapidated/ Life threatening | 37 | 85 | **111** | 11 | 29 | **13** | 7 | 15 | **34** | 5 | 5 | **14** | 10 | 29 | **46** | 3 | 7 | **4** |
| | Over-crowded | 34 | 18 | **63** | 11 | 6 | **18** | 9 | 8 | **9** | 6 | 1 | **15** | 5 | 3 | **17** | 3 | - | **4** |
| | Mobile classrooms to replace "Under Trees" | 34 | 25 | **20** | 8 | 6 | **-** | 4 | 8 | **12** | 2 | 1 | **4** | 13 | 3 | **-** | 7 | 7 | **4** |
| **COMBINED** ( schools) | Mobile classrooms to replace "Under Trees" | 1 | 1 | **89** | | | **49** | 1 | 1 | **-** | - | | **-** | - | | **39** | - | | **1** |
| **LSEN** (3/4 schools) | Mobile classrooms to replace "Under Trees" | 2 | 2 | **6** | 1 | 1 | **2** | 1 | 1 | **-** | - | | **-** | - | | **-** | - | | **4** |
| **TOTALS** | | 191 | 295 | **546** | 60 | 90 | **132** | 52 | 71 | **132** | 20 | 20 | **62** | 45 | 92 | **194** | 14 | 22 | **26** |

Further breakdown is depicted in Table 33 below.

#### 3.2.1.4.5 Adult Based Education

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

**Table 32: ABET Centres in Mopani, 2019/20**

| Municipality | MOPANI | Gr. Tzaneen | Gr. Giyani | Maruleng | Gr. Letaba | Ba-Phalaborwa | Kruger National Park |
|---|---|---|---|---|---|---|---|
| **ABET centres** | 200 | 57 | 35 | 15 | 64 | 29 | Nil |
| **Centres needed** | 18 | 3 | 3 | 2 | 10 | - | 1 |

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

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

#### 3.2.1.4.6 Early Childhood Development (ECD)

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

**Table 33: Early Childhood sites in Mopani, 2019/20**

| MUNICIPALITY | MOPANI | MLM | GTM | GGM | GLM | BPM |
|---|---|---|---|---|---|---|
| Learning sites in place | **450** | **47** | **117** | **108** | **115** | **63** |
| Shacks | 76 | 11 | 16 | 22 | 12 | 15 |
| Dilapidated/ Life threatening | 56 | 07 | 17 | 14 | 18 | - |
| Overcrowded | 62 | 13 | 10 | 16 | 13 | 10 |

**CHALLENGES**:

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

- ECD is not yet introduced in Kruger National Park. Dept of Education has started with research for possible establishment.

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

#### 3.2.1.4.7 Disabled Communities (SEE Table 8, p34)

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

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

#### 3.2.1.4.8 Learner/ Teacher ratios

| Table 34: Teacher /Learner ratio ..... STATSSA 2011 | | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| **Education Level** | **Service type** | **MDM** | **GTM** | **GLM** | **GGM** | **MLM** | **Ba-Phalaborwa** | **National norm** |
| **Primary school** | Teacher/ Learner ratio | | | 37 | 35 | 43 | | |
| | Learner/ Classroom ratio | 46 | | | | | 39 | **40** |
| **Secondary school** | Learner/ Teacher ratio | | 31 | 34 | | 39 | | |
| | Learner/ Classroom ratio | | 39 | | | | 53 | **35** |

With regard to the teacher pupil ratio for primary schools, Greater Giyani is the lowest with only 35 pupils per teacher while Maruleng is worse off with 43 pupils per one teacher. Greater Tzaneen has the lowest pupil to teacher ratio for secondary schools with only 31.3 pupils per teacher while Maruleng is again worse off with 34 pupils per teacher.

The learner/classroom ratio, more specifically the ratio for primary schools, in the district compare very unfavourably to the national norm used by the Department of Education, which is 1:40 for primary schools (40 pupils per classroom). The learner to classroom ratio for primary schools in the Mopani District 1:45.41, with the lowest ratio in the Ba-Phalaborwa Local Municipality (1:39), the only municipality complying with the national norms.

The departmental norm with regard to learner to classroom ratio for secondary schools is 1:35 (35 pupils per classroom). The learner to classroom ratio is above the national norm for all four local municipalities with Greater Tzaneen being 1:39 learners per classroom and Ba-Phalaborwa, worse off, with 1:53 learners per classroom. The learner to classroom ratios within Mopani therefore do not comply with the norms of the Department of Education, meaning that there is still a serious shortage of classrooms in the five municipalities for both primary as well as secondary schools.

#### 3.2.1.4.9 TERTIARY INSTITUTIONS SUPPORTING ECONOMIC SECTORS IN MDM

| SECTORS | AGRICULTURE | TOURISM | MINING |
|---|---|---|---|
| INSTITUTIONS | Nil<br>(communities depend on Madzivandlela Agric. college in Vhembe District) | ◈ Sir Vaal Duncan FET<br>◈ Letaba/ Maake FET<br>◈ Mopane FET | Sir Vaal Duncan FET |

The level of education provides an indication of the degree to which the population is employable in specific sectors of the economy. The Mopani district has a very low, but improving, level of education with 41,9% of the population older than 20 years having no education in 1996, improving to only 37,8% in 2001 and 27,1% in CS 2007. (CS 2016 not cascaded to municipalities). This implies that many people in the district have a poor level of education and therefore lack proper skills and knowledge needed in the formal labour market. This has a bearing on their employability, their contribution to the general economy and their ability to pay for services that municipality could provide.

#### 3.2.1.4.10 INDIGENOUS KNOWLEDGE SYSTEM

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

### 3.2.1.5 Sport, Arts and Culture

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

The development of sport in the district is still a challenge. Of all the fifty-three (53) sporting codes, football is the most dominant sport in the district. This is due to the fact that the district is predominantly rural and, as such, the majority of our people do not have access to suitable sporting facilities, equipments and adequate budget for development programmes. For recreational purposes, communities also participate in various indigenous games such as: ncuva, morabaraba, kgati, khokho, jukskei. The District has attained representation internationally in Khokho and Ncuva.

The district population participates in activities organized by the Department of Sport, Arts and Culture, municipalities and sector departments, namely, the O.R. Tambo games, Indigenous games, Wellness games, Sports Against Crime, Race Against HIV and AIDS. There are sporting which are still white dominated and the district does not engage in these sporting codes during the O.R. Tambo games and this is a serious anomaly that needs to be corrected. Hereunder in Table 35 is a list of sports centres in the Mopani District:

#### 3.2.1.5.1 SPORT CENTRES

| Table 35: Sport Centres in the Mopani District | | |
|---|---|---|
| **Name** | **Location** | **Status** |
| T.P. Khuvutlu Sport Centre | **GGM:** Giyani Township, Section A | The centre has 2 tennis courts, a converted basketball court, 4 netball courts, 2 volleyball courts and a clubhouse with toilets. The facility was renovated in 2008 and then vandalised due to lack of security system. |
| Gawula Sport Centre | **GGM:** Gawula Village | The facility has a soccer field, a grand stand with a carrying capacity of 500 people as well as toilet facilities. As a hub, it is recommended that the facility be upgraded and equipped for different sporting codes (netball, volleyball, athletics, cricket and indigenous games. Water and electricity should be provided. |
| Shawela Sport Centre | **GGM:** Shawela Village | The status of the centre and the recommendations are the same as above. The facility needs refurbishment. |
| Khani Sport Centre | **GGM:** Khani Village | The centre has one rocky soccer field, ablution block, change rooms and is well maintained. It is recommended that the centre be refurbished and equipped for different sporting codes (netball, volleyball, athletics, cricket and indigenous games). |
| Ndengeza Sport Centre | **GGM**: Mavuza Village | The status of the centre is such that it needs refurbishment. |
| Julesburg Sport Centre | **GTM**: Julesburg Village | The centre as the hub, needs additional pitches and equipment for different sporting codes (netball, volleyball, athletics, cricket and indigenous games). |
| Relela Sport Centre | **GTM:** Relela village | The centre needs refurbishment and equipment for different sporting codes (netball, volleyball, athletics, cricket and indigenous games). |
| Leretjeng Sport centre | **GLM:** Leretjeng village | New Sport centre that need basic facilities |
| Thomo Sport Centre | **GGM:** Thomo village | The centre needs refurbishment. |
| Selwane Sport Centre | **BPM:** ga-Selwane | The centre is part of the Siyadlala Mass Participation and Club Development Programmes. It needs additional pitches and equipment. |
| Mertz Sport Centre | **MLM:** Metz | The centre is part of the Siyadlala Mass Participation and Club Development Programmes. It needs additional pitches and equipment. |
| Willows Sport Centre | **MLM:** Willows village | The centre is part of the Siyadlala Mass Participation and Club Development Programmes. It needs additional pitches and equipment. |

Source: Submission by the MDM Directorate Community Services.

### 3.2.1.5.2 STADIA

The following stadia are found in the district municipal area:

| Table 36: Stadia in the Mopani District (Source: MDM Community Services Directorate) | | | |
|---|---|---|---|
| **Name** | **Location** | **Capacity (Viewers)** | **Status/ needs** |
| Giyani Stadium | **GGM**: Giyani Township | 20 000 | Need additional pitches for cricket, rugby , hockey and equipment |
| Mokwakwaila Stadium | **GLM**: Mokwakwaila Village | 2 000 | Need additional pitches and equipment |
| Kgapane Stadium | **GLM**: Ga-Kgapane Township | 5 000 | Need additional pitches & refurbishment |
| Lenyenye Stadium | **GTM**: Lenyenye Township | 5 000 | Need refurbishment |
| Nkowankowa Stadium | **GTM**:Nkowankowa Township | 10 000 | Need extra long jump pit and athletic equipment |
| Lulekani Stadium | **BPM**: Lulekani Township | 10 000 | Needs additional pitches and equipment |
| Namakgale Stadium | **BPM**: Namakgale Township | 5 000 | Needs refurbishment , tartan tracks and athletic equipment |
| Senwamokgope Stad. | **GLM**: Senwamokgopi Village | 1 500 | Need additional pitches and equipment |
| Willows Stadium | **MLM**: Madeira village | 2000 | Needs additional pitches and equipment<br>Needs also upgrading of Sport center |

All these facilities are in need of major refurbishment ranging from the need to build new grand-stands, turfed soccer fields, functional irrigation systems, upgrading of soccer fields and athletics tracks, erection of indoor sports facilities, erection of facilities for netball, basketball, Softball, cricket, hockey, swimming and Volley ball. There is also a general need for constant maintenance and upgrading of these facilities.

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

#### 3.2.1.5.3 Legacy of the 2010 World Cup Football Games in Mopani

In September 2010, international tournament for the **interllectually impaired people (INAS-FID World cup)** took place at Giyani and Nkowankowa stadia. As legacy project from FIFA, **artificial pitch for football** was constructed at Burgersdorp in Greater Tzaneen municipality, the area chosen in memory of the 5 soccer players who were killed in the area in a tragedy of a fatal car accident, in 2010. The memories thereof shall not fade away. Tourists have another destination, Burgersdorp to choose.

#### 3.2.1.5.4 ARTS AND CULTURE

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

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

### 3.2.1.5.5 LIBRARY FACILITIES

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

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

**Table 37: Libraries**

| MUNICIPALITY | PERMANENT LIBRARIES | | MOBILE LIBRARY CENTRES | |
|---|---|---|---|---|
| | **Library** | **Location** | **Mobile Library Centre** | **Location/ Village** |
| **MARULENG** | Hoedspruit | Hoedspruit | Ditsepu Creche | Loss |
| | Metz Thusong centre | Metz | Legadima Creche | Metz |
| | | | Maruleng Creche | Butswana village |
| **GREATER LETABA** | Modjadjiskloof | Modjadjiskloof | Sekgosese Circuit Offices | Ga- Mamaila |
| | Sekgosese | Sekgosese | Mohodiela Day Care Centre | Mamokgadi |
| | | | Molatelo Day Care | Ga-Abele |
| **GREATER GIYANI** | Giyani | Giyani | Hletelo Creche | 14C Giyani |
| | Xihlovo | Xihlovo | Mayepu Creche | Mayepu village |
| **GREATER TZANEEN** | Letsitele | Letsitele | Ritavi Circuit Offices | Nkowankowa |
| | Haenertzburg | Haenertzburg | Phephani Day Care Centre | Pharare |
| | Tzaneen | Tzaneen | Thabina Circuit Offices | Lenyenye |
| | | | Vuyeriwani Creche | Hovheni village |
| **BA-PHALABORWA** | Gravelotte | Gravelotte | Phalaborwa Circuit Offices | Namakgale |
| | Makhuva | Makhuva | Majeje Creche | Majeje |
| | Mashishimale | Mashishimale | Dzunanani E.L.C | Mahale village |
| | Rixile | Rixile | | |
| | Leboneng | Leboneng | | |
| | Phalaborwa | Phalaborwa | | |
| | Selwane | Selwane | | |

### 3.2.1.5.6 Thusong Centres (Multi-Purpose Community Centres)

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

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

### 3.2.1.6 POSTAL SERVICES

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

| Table 38: Postal Offices in Mopani District (Total number = 53) | | | |
|---|---|---|---|
| | **Municipality** | **Postal office** | **Location** |
| 1 | Ba-Phalaborwa | Gravelotte<br>Lulekani<br>Maseke<br>Namakgale<br>Phalaborwa North<br>Phalaborwa<br>Phalala | Gravellote<br>Lulekani<br>Maseke/Namakgale<br>Namakgale<br>Phalaborwa<br>Phalaborwa<br>Namakgale section B |
| | | **7** | |
| 2 | Greater Giyani | Dzumeri<br>Eka Homu<br>Giyani West<br>Giyani<br>Masingita<br>Nkuri<br>Nwamanungu<br>Muyexe | Dzumeri<br>Giyani<br>Giyani<br>Giyani<br>Giyani<br>Nkuri<br>Nwamanungu<br>Muyexe |
| | | **8** | |
| 3 | Greater Letaba | Ga-Kgapane<br>Kuranta<br>Modjadji Headkraal<br>Modjadji<br>Mokwakwaila<br>Molotosti<br>Mooketsi<br>Paulusweg<br>Pipa<br>Ramochinyadi<br>Sekgopo<br>Senwamokgope<br>Sephukubje<br>Vuyani | Ga-Kgapane<br>Kuranta<br>Modjadjiskloof<br>Modjadji<br>Ga-Kgapane<br>Molototsi<br>Mooketsi<br>Soekmekaar<br>Maphalle<br>Tzaneen<br>Sekgopo<br>Senwamokgope<br>Paulusweg<br>Vuyani |
| | | **14** | |
| 4 | Maruleng | Hoedspruit<br>Moetladimo<br>Trichardsdal | Hoedspruit<br>Metz<br>Trichardsdal |
| | | **3** | |
| 5 | Greater Tzaneen | Dan<br>Deer Pak<br>Haenertzburg<br>Julesburg<br>Khujwana<br>Lenyenye<br>Letaba<br>Letsitele<br>Magoebaskloof<br>Mhlaba – Cross<br>Moleketla<br>Mosorini<br>Muhlava<br>Nwamitwa<br>Ofcolaco | Letaba<br>Deer Pak<br>Haenertzburg<br>Julesburg<br>Letaba<br>Lenyenye<br>Letaba<br>Letsitele<br>Magoebaskloof<br>Letaba<br>Moleketla<br>Mosorini<br>Letaba<br>Nwamitwa<br>Trichardsdal |

| | | | |
|---|---|---|---|
| | | Shiluvane<br>Tarentaalrand<br>Tzaneen South<br>Tzaneng Mall<br>Tzaneen<br>Xihoko | Shiluvane<br>Letaba<br>Tzaneen<br>Tzaneen<br>Tzaneen<br>Xihoko |
| | | **21** | |

The postal services include:

- Provision of a wide range of competitive services such as banking services, where people can access their financial status information,
- Electronic services through Public Internet Terminals (internet kiosk) where people can create their own e-mail addresses and access information.
- Payment agency for pensions and social grants for the Department of Social Development's South African Social Security Agency (SASSA).
- Provision of services on behalf of different organisations such as National Treasury, SABC TV licences and bill payment facilities for different organizations and municipalities.
- Access to government information (Thusong Post offices) where people could apply for jobs.

While government aims to roll out post offices in rural areas, the dispersed settlement patterns will have a negative impact in meeting the required threshold (5km) for the provision of proper post and telecommunication infrastructure services. The available facilities are mostly in larger settlements and are therefore not conveniently accessible to most small settlements. There are also postal agencies in smaller settlements though they provide limited/ restricted services. Muyexe village which is within the pilot project for Comprehensive Rural Development Programme in Greater Giyani municipality was allocated a new post office for the year 2009/10.

#### 3.2.1.6 TELECOMMUNICATIONS

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

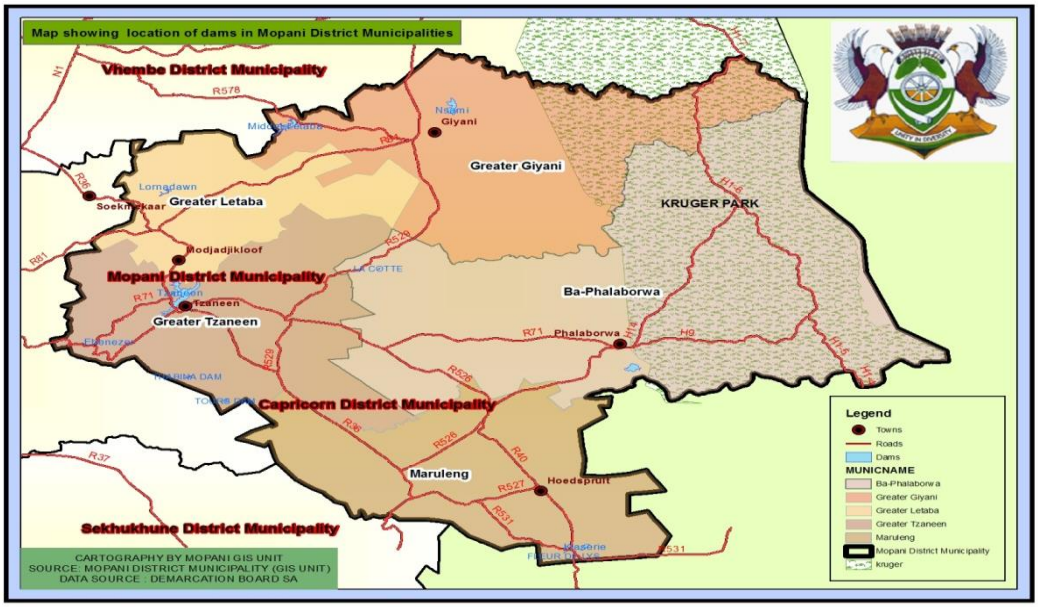
The district is fairly well provided with a public telephone system with more than 53% of all households having access to a public telephone at a nearby location. Majority of households in Mopani do have access to cellular phones and also network coverage in both Vodacom, MTN and Cell-C, is fairly good. There are still few households who do not have telephones within their dwellings. Generally, the availability of telecommunication infrastructure is very similar across the various local municipalities. The proportion of households with telephones in their dwelling in the Ba-Phalaborwa municipality are, however, higher than in the other four municipalities. There are, however, some sparse areas with poor network coverage (e.g Hlomela village). Comunities in such areas are often cut off from information for many purposes. Communications are convenient for the purpose of security, disaster coordinarion, access to job opportunities, people to people contact from families, work places and governance.

## 3.2.2 ENVIRONMENTAL ANALYSIS

**Background**

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

**Map 1: Local Municipalities and Mopani District Municipality**




### 3.2.2.1 Climate

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

### 3.2.2.2 Geomorphology and Geology

The Geomorphology of Mopani District is characterized by a variety of landscapes including the mountainous Great Escarpment along the western boundary, and plains and lowlands with low to moderate relief. The Geology of the district is not uniform and is characterized by sandstones, shale, grit, conglomerate, quartzite and basalt (State of Rivers Report, 2001). The type of geology in Mopani District is highly favourable for minerals such as copper, gold, magnetite, etc. and this is confirmed by the existence of several mining activities taking place around BPM Local Municipality.

#### 3.2.2.3 Natural Water Bodies (Rivers, wetland and dams)

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

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

**Table 39: Wetland areas**

| LOCAL MUNICIPALITY | WETLANDS AREAS |
|---|---|
| Greater Tzaneen Municipality | Mokgolobotho , Dan, Julesburg, N'wamitwa villages |
| Ba-Phalaborwa Municipality | Majeje, Mashishimale, Makhushane villages |
| Maruleng Municipality | Makgaung |
| Greater Letaba Municipality | Ga-Kgapane & Belleview |
| Greater Giyani Municipality | Siyandani, Homu, Shawela (community process salt from the resource) |

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

Mopani District Municipality has good comparative advantage on Eco-tourism due to its proximity to Kruger National Park which is an Eco-tourism hotspot of international importance. It boasts of indigenous Afromontane forests, wetlands, the critically endangered Woodbush Granite Grasslands, endangered species (Modjadji cycads, Cape Parrot, Pel's Fishing Owl, etc.) as well as boasting a vast cultural heritage. There are other numerous environmental conservation areas or natural areas of importance including the Wolksberg Wilderness area re-known as an important biodiversity hotspot, Debengeni waterfalls, Modjadji Nature Reserve, where prehistoric Cycads are found, Manombe Nature Reserve, Provincial Merensky Reserve, Letaba Ranch, geothermal springs in Hans Merensky Nature Reserve and Soutini Baleni (African Ivory Route in the district were traditional salt making activities takes place), Tingwadzi Heritage centre, Lekgalameetse and Muti wa Vatsonga. Apart from all these natural areas, there are several private owned game farms and nature reserves around Ba-Phalaborwa and Maruleng Local Municipalities, such as Klaserie, Thorny Bush and Timbavati. Registered natural heritage sites include, Westfalia Estates, Manotsa, Madrid and Shiluvane. Mopani District is also considered the home of the big five due to part of the world-renown Kruger National Park falling within the district area. To promote the wealth of heritage activities, Mopani DM has established the District Heritage Council which still need to be strengthened.

#### 3.2.2.5 Agriculture and Forestry

Agriculture and forestry also plays an important role for economic growth in Mopani District Municipality. Agriculture and forestry is dependent on natural and or ecological resources and as a result, agriculture and forestry should be aligned to the principles of sustainable development so as to ensure that the agricultural and forestry related activities do not impact adversely on the natural environment. There are several high-value pine and eucalyptus plantations in Mopani District, particularly within the Greater Tzaneen and Greater Letaba Municipalities. The Tzaneen and Letsitele regions of the Letaba catchments areas support citrus, avocados, mangoes and bananas. The Klein Letaba, Molototsi and Nsama river catchments are dominated by rural communities with cattle, goats and subsistence farming (State of Rivers Report, 2001). Mopani District municipality is a major producer of tomatoes in Limpopo and South Africa, as well as export quality avocados. Tomato production is mainly located in the Mooketsi area, which falls within the Greater Letaba and Greater Tzaneen Municipalities, while citrus production is mainly found in the Letsitele area.

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

### 3.2.2.6 Priority Environmental challenges Identified in Mopani District Municipality

#### 3.2.2.6.1 Water Pollution

Agriculture and forestry also plays an important role for economic growth in Mopani District Municipality. Agriculture and forestry is dependent on natural and or ecological resources and as a result, agriculture and forestry should be aligned to the principles of sustainable development so as to ensure that the agricultural and forestry related activities do not impact adversely on the natural environment. There are several high-value pine and eucalyptus plantations in Mopani District, particularly within the Greater Tzaneen and Greater Letaba Municipalities. The Tzaneen and Letsitele regions of the Letaba catchments areas support citrus, avocados, mangoes and bananas. The Klein Letaba, Molototsi and Nsama river catchments are dominated by rural communities with cattle, goats and subsistence farming (State of Rivers Report, 2001). Mopani District municipality is a major producer of tomatoes in Limpopo and South Africa, as well as export quality avocados. Tomato production is mainly located in the Mooketsi area, which falls within the Greater Letaba and Greater Tzaneen Municipalities, while citrus production is mainly found in the Letsitele area.

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

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

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

#### 3.2.2.6.2 Alien Invader Plants and animals

Alien plants are plants which are not indigenous to South Africa and they are either brought deliberately here in South Africa or Mopani district because of their Commercial values or ornaments (pets) or transported through natural means, viz. wind, rivers and migration of birds from one region or country to another. Some of the alien plants are problematic and are referred to as “declared weeds” wherever they are found. They create their territory by tempering with the existing environs. They are poisonous to livestock, harmful to human health, aggravating wildfire, destroying vegetation cover around them and thus causing soill erosion and consume a lot of water thus drying out the arable land and destroying indigenous plants. These are called invasive plants. Identified in Mopani district are bugweeds, pines, eucalyptus, lantana, jacaranda, triffid weed, Mauritius thorn, Mexican sunflowers, potato bush, black wood, black wattle, silver wattle, castor oil and queen of the night. Alien plants that invade riparian habitats include peanut butter cassia, castor-oil, sesbania, ageratum and large cocklebur. Unfortunately some of the plant species are not commonly known by ordinary members of communities but by environmental practitioners. Some are known by different names depending on language commonly used in a place, e.g mma-mo-tlala naga (Sepedi) for lantana.

Target/ Affected areas infested with these plant species in Mopani are Tzaneen, Deerpark, Sekororo dam, Madeira, Hans Merensky nature reserve, Letaba river, N’wamitwa, Lekgalameetse nature reserve, Tours dam, Haernetzburg and Ebenezer dam, Modjadji nature reserve, Thabina nature reserve Letsitele river and Mamathola plantation.

Acute shortage of potable water is already a concern in some parts of the district communities. The District and local municipalities in partnership with other sector departments such ad DWS and DEA need to make conserted effort to prioritize programmes to eradicate alien invader plants as they utilize large quantities of water, putting affected areas vulnerable to drought and fire hazards and out-compete indigenous plants (State of the Rivers Report: 2001). Further loss of water to conserve nature and safe agriculture for our survival may not be solved if the cause is not dealt with forthwith. Conservation of the indigenous biological diversity in the district Municipality is the bone of tourism. Communities and other municipalities are to be made aware and make every effort to fight the invasive alien plants wherever identified. Currently DEA with SANBI are in the firy line in the fight of alien invasive plants. Agric. asociations are in the receiving end of the impact.

#### 3.2.2.6.3 Air Pollution

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

source of air pollution is leakage of sewage and companies burning their waste, causing bad odour.

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

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

#### 3.2.2.6.4 Deforestation

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

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

**Greater Tzaneen municipality**: Xihoko and Morabalala villages.

**Maruleng municipality**: Boulver.

#### 3.2.2.6.5 Soil Erosion

Soil erosion has a negative effect on various land uses, viz roads, arable land, housing, forestry, etc. It also exacerbates floods. The major causes of this condition are improper control on arable land (ploughing along slopes), deforestation, overgrazing, lack of or poor storm water control systems in villages and roads and poor land use management. Land care programmes by the Department of Agriculture would help to curb the soil erosion. Stormwater control systems and greening programmes need to be strengthened to fight soil erosion. The most recent version of the Indicative Risk Profile for Mopani, as prepared by the Mopani District Municipality Disaster Management Centre, soil erosion is identified as a problem in all local municipalities. Among those areas most severely affected include parts of Lulekani, Ben Farm and Namakgale, Mininginisi, Ramahlatshi and The Willows.

#### 3.2.2.6.6 Informal Settlements

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

The formally bushy areas are debushed.

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

#### 3.2.2.6.7 Veld and forest fires

**FIRE & RESCUE SERVICES**

- Fire is used as a management tool to stimulate the growth of green vegetation for grazing. Some plants communities are dependent of fire for reproduction like the pyrrhic plants mostly found in the Fynbos Biome. Improper use of fire may cause serious damage to the environment including exposure of soil to forces of soil erosion, damage to biodiversity, atmospheric pollution, and loss of life and damage to property. There are three main biomes found within the Mopani District i.e. grasslands, savannah and Afromontane forests. The grassland and savannah biomes, in particular, are vulnerable to fire during the dry late winter / early spring months.
- In the previous financial years several cases of wild and forest fires have been reported around Greater Giyani local municipality which has caused serious damage to Manombe nature reserve. Fire has also been reported to have destroyed extensive forests plantations around Greater Letaba and Greater Tzaneen local Municipalities. Wild fires have also been reported to have caused serious damage to mountain ecosystem around Maruleng Local Municipality along the Drakensberg Mountain ranges.
- Wild fire remains one of the biggest hazards for the Mopani district. Satellite-derived fire data captured over the last four years shows that particular areas within the district are more prone to fires than others. These areas include the upper section of the Greater Giyani municipal area, the north-western section of the Greater Letaba municipal area, a large section cutting through the centre of the Greater Tzaneen municipal area across the mountains to the Bolobedu area which extends into parts of the Greater Letaba area, as well as a section in the mountainous Sekororo area. Although some fires may occur as a result of natural causes, most fires originate from human activities, such as clearing of land, honey collection or burning of waste.
- Mopani has established a fully fledged unit for fire services in the District. Each local municipality is allocated an operational Fire station in the following areas: Tzaneen, Giyani, Modjadjiskloof, Phalaborwa and Hoedspruit. Every station ensures twenty-four hour services to communities, in the following services;

- Saving lives and property
- Responding to motor vehicle accidents and incidents
- Specialised search and rescue incidents (high angle, swift water, confined space, trench rescue, harzadous substance, aircrafts & train incidents)
- **Fire-fighting services**
- The District Municipality is striving to improve the working relationship with communities, private institutions and sector departments in addressing the problems. Fire protection Associations are established in GLM, GTM, BPM and MLM. For GGM the Association is still in process of being formed.

**CHALLENGES**

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

**Areas that raise flag in this problem are as follows**:

Man'ombe nature reserve in Greater Giyani municipality.

Bokgaga and Marobo in Greater Tzaneen municipality.

Eden in Maruleng Municipality**.**

### 3.2.2.6.8 GLOBAL WARMING/ CLIMATE CHANGE

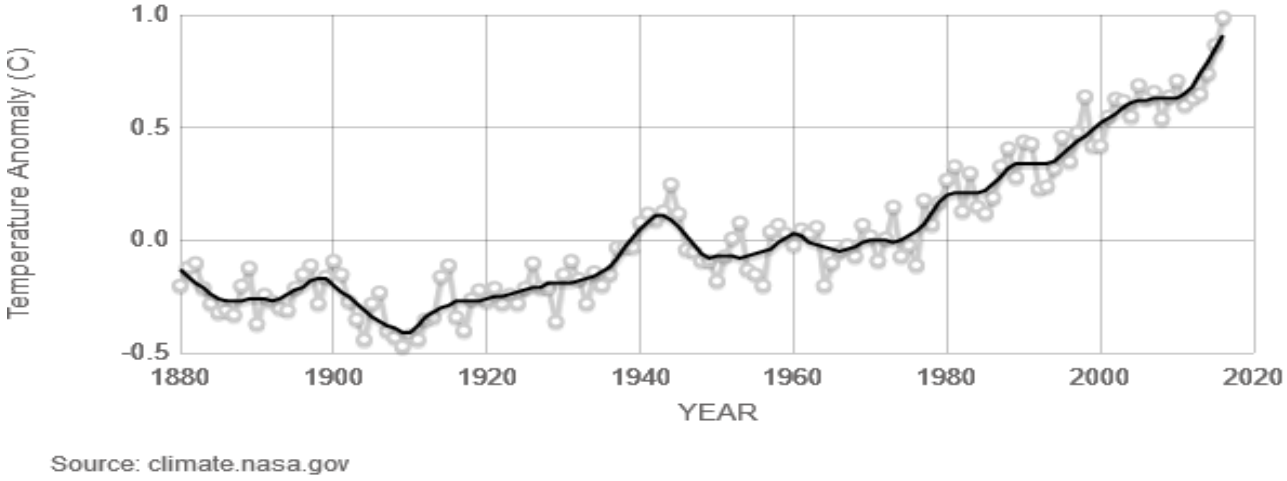
The greenhouse effect is a natural phenomenon through which Earth's climate is regulated. Without the greenhouse effect, Earth would be a cold, barren planet incapable of supporting life as we know it. Incoming light from the sun passes through Earth's atmosphere and is radiated back out to space from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

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

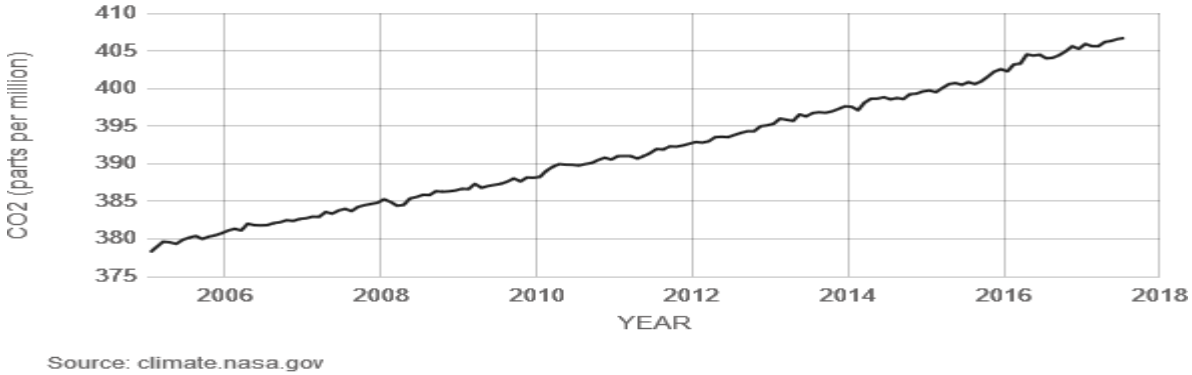
The continued increase of surface temperatures is pushing humankind into unchartered territory. Among the anticipated changes which are expected are more intense extreme weather events such as prolonged drought or severe flooding. All over the world, weather records are being shattered. In August 2017,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

The United Nation's Sustainable Development goals were formulated and adopted by signatories as part of the 2030 Agenda for Sustainable Development, with the official implementation date being 1 January 2016. The Sustainable Development Goals seek to find a balance between economic, social and environmental factors. Among the 17 goals set out in the document is the need to 'take urgent action to combat climate change and its impacts'. The 17 goals set out in the Sustainable Development Goals are linked to targets and indicators which are used as a measure of progress made in achieving the goals. There are several areas which provide Mopani with the opportunity to align itself with the Sustainable Development Goals, such as building the resilience of the poor against climate-related extreme weather, developing community-based early warning systems and implementing policies which will mitigate and adapt communities to climate change. The recently released Disaster Management Amendment Act (Act 16 of 2015) also requires the development of early warning systems and adaptation and mitigation planning in respect of climate change. Per the Act, the development of such plans is now required at all three spheres of government and includes the need for plans to include ecosystem and community-based adaptation plans. The Disaster Management Amendment Act can thus provide a means through which some of the Sustainable Development Goals can be achieved.

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




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




*Direct measurement of carbon dioxide in the atmosphere from 2005 to present. Data source: Monthly measurements (average seasonal cycle removed). Credit: NOAA*

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

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

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

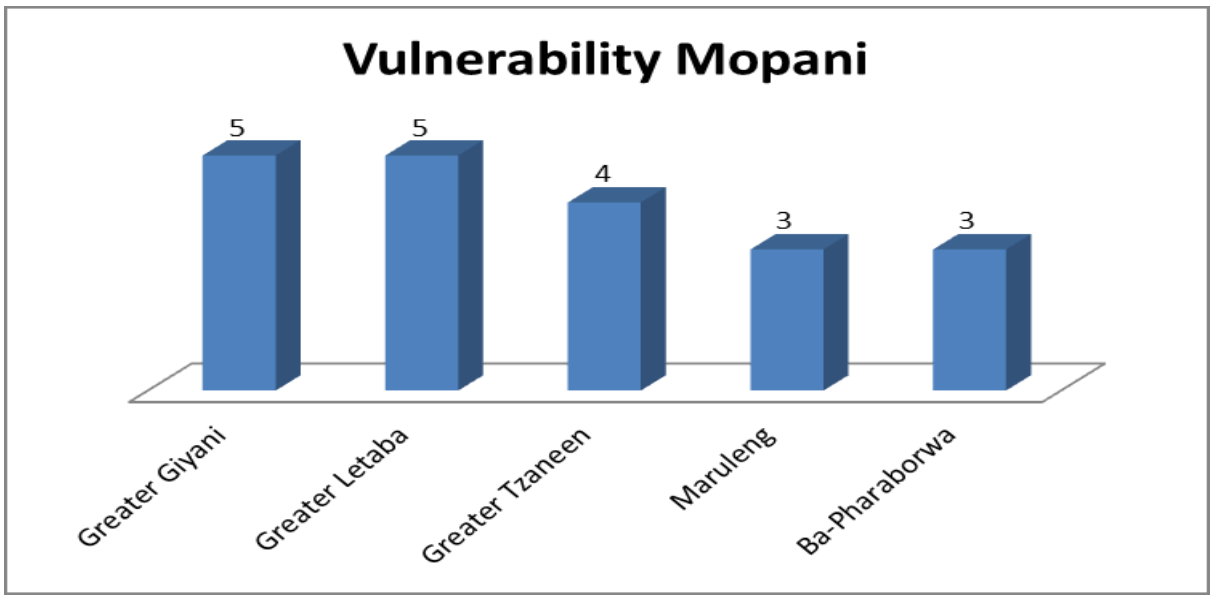



Figure: Climate Change Vulnerability

#### 3.2.2.7 Integrated Environmental Management (IEM)

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

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

As part of the National and Provincial local Government intervention on environmental management, The National Department of Environmental affairs in partnership with DWS and DEDET has funded the development of Environmental Management Framework for Letaba and Olifant Catchments area that has also covered the Mopani District Municipality. The EMF will provide necessary guidance for environmental considerations in Municipal Planning processes to promote sustainable development that caters the needs for current and future generations in Mopani District Municipality. Apart from this, DEA has also deployed an official to provide technical advice on environmental management issues, ensure proper planning and implementation of its EPWP projects funded under its Social Responsibility Programme (SRP) and provides inputs on Municipal planning structures such as IDP Technical committee and IDP representative forums. The District stakeholders are ready and willing to work with various stakeholders including, CBO's, NPO's, PPP,s SMME's academic institutions and sectors departments to deliver on its environmental function.

## SOCIAL SERVICES

## SWOT ANALYSIS

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

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

### 3.3.1 Background

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

### 3.3.2 Broad Economic Overview of South Africa

South Africa is a middle-income developing country with an abundant supply of natural resources, well-developed financial, legal, communication, energy and transport sectors, a modern infrastructure, and a stock exchange which rank among the 10 largest in the world. Its economic policy over the past nine years has been shaped by the government's development strategy in areas of education, health, social development, security, land reform and poverty alleviation. The government's policy decisions are designed to promote sustainable economic growth, and to ensure that the benefits of growth are shared across an increasingly greater spectrum of society.

The country's economic policy is based on the macro-economic policy called Growth, Employment and Redistribution (GEAR). It aims to find a balance between promoting economic growth on one hand, and social service delivery and job creation on the other. Gear combines the goals of deficit reduction, reprioritization of government expenditure to enhance poverty reduction, and embarking on macro-economic reforms to promote job creation. The social transition that has accompanied the demise of apartheid has seen a vast increase in economic participation. Factors underlying this have included an increase on female participation in the economy, as well as migration to urban areas by the rural poor. South Africa also has a dual agricultural economy: a well-developed commercial sector and a predominantly subsistence oriented sector in the traditionally settled rural areas, of which Mopani district is constituted. This is probably one of the glaring factors that provides for the South African economy as consisting of the First and the Second Economy.

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

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

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

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

### 3.3.3 Locating the Mopani District Economy within the Provincial Economy

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

### 3.3.4 Comparative and competitive economic advantages of Mopani District Municipality

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

Phalaborwa Spatial Development Initiative (SDI), linking the port of Maputo and Richards Bay to the mining in Phalaborwa, is one untapped potential development that would increase wealth to Mopani as trading would increase between these areas where raw mining materials are processed. Projects proposals by DBSA need to be resuscitated if mining sector in Phalaborwa would see a turn-around yield. Mopani is also endowed with natural resources such as marula fruits which produce many products in the processing value chain. The name Mopani is loud enough to indicate our wealth in mopani worms, the most nutritious food which is good for health. The provincial economic development study of 2000, identified tourism, agriculture, mining and trade and manufacturing as sectors with a potential for growth in the Mopani district. Agriculture is one sector that yields much products, **excelling in tomatoes** that are exported throughout the world. Other sectors in Mopani are the red and white meat production. Mopani also boasts of the pool of cheap labour to work in labour intensive programmes such as agriculture and EPWP. The challenge may be skilling them for better production. For 2017/18 jobs created where reported to **be 508 which was below the target of 4 457. For 2018/19 the set target for jobs was 5 570 and MDM achieves 1513 jobs in the following categories: borehole aperators = 270; environmentalist=64; data capurers, infrastructure=950 and social sector=227.** Mopani has however put structures in place to ensure that the EPWP programme is taken seriously as championed by a Councillor.

The Mopani District also enjoy the beneficiation economic programmes of Kruger National Park where citizens get jobs to conquer poverty. The district also has comparative advantages in Tourism, Agriculture, Trade & Manufacturing. Hereunder is an analysis of the district economy.

### 3.3.5 Economic Sector Analysis

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

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

- 55%, 48% and 46% of the population of Greater Tzaneen, Greater Letaba and Greater Giyani fall into the provinces' "most deprived 25% of the population" category, while 71% of the population of Ba-Phalaborwa are registered among the "least deprived 25%" of the provincial population.
- A reported Gini co-efficient for Mopani of 0.65 in 2006 – similar to the national figure (0,64). By 2010 MDM's co-efficient became 0,63 (Global Insight, Sptember 2011).
- The Human Development Index – a composite of infant mortality, adult literacy and GNP – for Mopani was 0.5 in 2006 (the same as the previous year), which is below the provincial figure (0,52) and the national figure (0,62).
- The dualism and spatial and sectoral concentration of economic power are further reflected in the district's Tress Index which has deteriorated from 44,38 in 1996 to 53,08 in 2006 (Global Insight, 2008).

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

### 3.3.6 Key economic sectors

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

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

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

**Table 40: Mining ownership and products**

| OWNER | % MINING SHARE | MINING PRODUCTS | % PRODUCTION YIELD |
|---|---|---|---|
| Rio Tinto | 58% | Copper | 75 – 80% |
| Anlo-American | 17% | Magnesite | 10 – 15% |
| Phalaborwa Mining Company (PMC) | 25% | Vermiculate | 10% |

The mines employ over 2,000 people and an additional 450 contractors, and contribute an estimated 80% of Ba-Phalaborwa Municipality's GGP (Asubonten, pers. Comms)1. In 2007 the mine hoisted over 11,8 million tons of which 0,7% was converted into ore. Historically, the international copper price has been notoriously volatile, but in early 2003 the price of copper began to rise and is now over 4 times its 2002 level. This has had a marked impact on the viability of the Phalaborwa mine, allowing it to extend its activities and critically extend the timeframe that it intends to continue to mining in the region. The curret then outlook (as of July 2008) was that the mine will be hoisting copper for another 8 years, and vermiculite and magnesite for at least another 20 years.

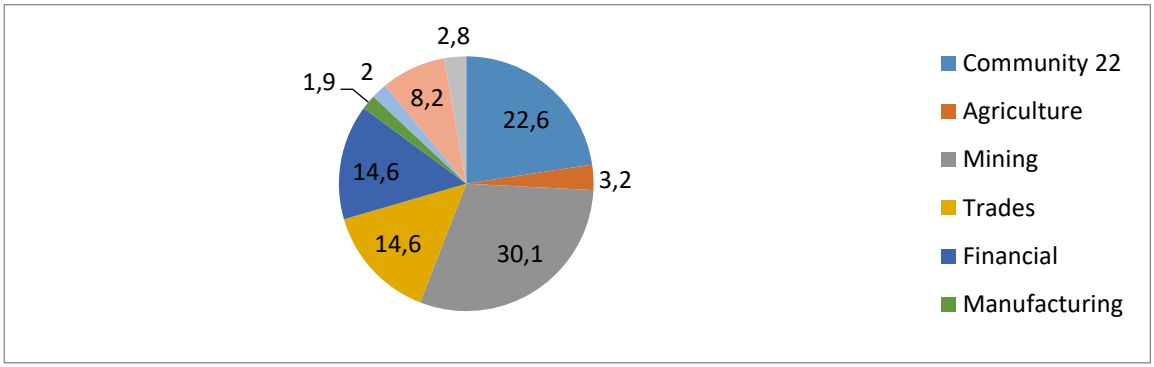
The mine's market share is constrained by the unavailability of rail freight on the existing routes to Richard's Bay and Maputo. More wagons and a more reliable service on these routes, as it is claimed, would enhance the access of the Phalaborwa mining sector and particularly the vermiculite trade (Asubonten,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

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

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

**MOPANI DISTRICT MUNICIPALITY gross value adding (GVA)**

**Figure 2: Economic contribution by sector in Mopani**




**(Source: Global Insight Sept 2011)**

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

### 3.3.7 Major exports

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

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

### 3.3.8 Mopani District sectoral contributions to employment

**Table 41 (b): Sectoral contribution to employment by sectors**

| | Mopani | Greater Giyani | Greater Letaba | Greater Tzaneen | Ba-Phalaborwa | Maruleng |
|---|---|---|---|---|---|---|
| Agricultural; hunting; forestry and fishing | **18048** | 2746 | 2230 | 7309 | 2477 | 3286 |
| Mining and quarrying | **12667** | 886 | 185 | 6326 | 5140 | 130 |
| Manufacturing | **11941** | 1353 | 1953 | 5153 | 2952 | 530 |
| Electricity; gas and water supply | **1509** | 184 | 195 | 809 | 280 | 42 |
| Construction | **15534** | 2107 | 2351 | 7263 | 2986 | 828 |
| Wholesale and retail trade | **28384** | 4220 | 4802 | 12675 | 4543 | 2144 |
| Transport; storage and communication | **6996** | 1062 | 1219 | 2867 | 1335 | 513 |
| Financial intermediation; insurance; real estate and business services | **14706** | 2243 | 2805 | 5866 | 2717 | 1075 |
| Community; social and personal services | **45367** | 7735 | 8527 | 17463 | 7882 | 3759 |
| Private households | **22001** | 3315 | 4082 | 8988 | 4170 | 1445 |
| Other | **4** | 1 | 1 | 2 | 0 | 0 |
| TOTAL | **177157** | **25852** | **28350** | **74721** | **34482** | **13752** |

**Statssa Census 2011**

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

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

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

### 3.3.9 Constraints in the District Economy

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

#### 3.3.9.1 Greater Giyani

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

Large areas of land in the District forms part of the former Lebowa and Gazankulu homelands and are held in trust for tribal and community authorities. These traditional authorities play a very important role in terms of their traditional culture and therefore also have a major influence in the m(e.g. agriculture, tourism, etc.). Most of their decisions are made on an ad hoc basis and usually without any scientific research with regard to environment, economic potential and spatial pattern for cost effective and efficient services to communities. Nearly 25% of the people in the municipality indicated that they are employed in elementary occupations. This might indicate a relatively low level of skills with regard to specific professions.anner in which land is made available to individuals for settlement, as well as the use for economic purposes

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

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

#### 3.3.9.2 Greater Letaba

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

Greater Letaba currently makes the least contribution to the District GDP. However the tomato production by ZZ2 in the municipality remains the pride of the District in exportation and also absorption of labour. Land claims are a major factor influencing development in the District. 12,8% of Greater Letaba municipal area is subject to land claim, i.e extent of 24286,9400ha. This implies that very little can be done in the land since uncertainties prevail until a claim is settled.

#### 3.3.9.3 Greater Tzaneen

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

#### 3.3.9.4 Ba-Phalaborwa

Although Mining is presently the largest sector in Ba-Phalaborwa and created many job opportunities it can also become a constraint in the future. All mines have certain production expectancy and will eventually close. It is indicated that a large number of people are skilled in professional and technical occupations and when the mine closes down these people will have to either move to an area where there is mining activities or have to learn other skills. A large number of people occupied in the Manufacturing sector might also loose their jobs after the mines have closed as they are inter related. There is a large amount of land in Ba-Phalaborwa that is currently under land claims, i.e 25,7%. This is a prime land that has potential for tourism development, extent of 77178,3720ha.

#### 3.3.9.5 Maruleng

The majority of people in Maruleng are located far away from the economic hub of the municipality, namely, Hoedspruit. The town which is the economic node of the municipality is surrounded by privately-owned land which is not readily available for new development. When land is made available, the cost is exorbitant and majority of the people cannot afford that. There is a general shortage of technical skills

in the area and most of the rural communities of Maruleng get jobs in Tzaneen and Phalaborwa and thus promoting economic activities outside their municipality. One other issue is that many people working in Hoedspruit are from Bushbuckridge in Mpumalanga province and they spend their incomes generated in their areas outside Maruleng. 0,6% of the municipal area is subject to 4 registered Land claims. According to the Provincial "War-room on poverty, 2009 ", the following villages have been singled out as the most poverty stricken areas: Madeira (4051), Sofaya (3098) & Ga-Sekororo (3140) spanning a total of 10289 people. Mabins-B in Botshabelo has also been identified through District Women Imbizo with critical lack of basic services starting from water, sanitation, road access, health, education, etc. Plans are underway to turn the situation around.

### 3.3.10. Opportunities in the District Economy

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

#### 3.3.10.1 Greater Giyani

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

The following are the niche areas for economic development:

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

#### 3.3.10.2 Greater Letaba

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

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

#### 3.3.10.3 Greater Tzaneen

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

The following are the niche areas for economic development:

(1) Cultural heritage sites
(2) Adventure, sport and events routes tourism
(3) Tallest tree at Makgobaskloof @ 48m high
(4) Nature based and agric tourism
(5) Tzaneen, Ebenezer dams
(6) GTM Vision 2030 on development of Tzaneen town to City

#### 3.3.10.4 Ba-Phalaborwa

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

The following are the mining niche areas for economic development:

(1) Magnetite
(2) Nickel
(3) Titanium
(4) Mica
(5) Copper, destined for 2020
(6) Apatite
(7) Uranium
(8) Vermiculite
(9) Zirconium
(10) Clay

#### 3.3.10.5 Maruleng

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

(1) K2C Biosphere ecotourism
(2) Perenial agro-products
(3) The valley of Olifant route
(4) Largest game farms
(5) Magnificent Tourism centre
(6) Stone crushing at Mica

### 3.3.11 IMPACT OF ECONOMIC RECESSION (market forces)

Mopani is currently exporting agricultural products such as tomatoes, mining products such as copper and also cultural artifacts. While the production is still good, the problem becomes the exchange of South African currency with other countries. Those receiving our products cannot afford to pay for the same quantities they were paying for before. The results are that our products do not get market or they are traded at low cost. No market no returns on the products and ultimately no resources to produce more and no need to keep more workers as they bear more load on cost to employers, thus retrenchments become the way-out, increasing unemployment uncontrollably. Unless alternative measures are put into place, level of affluence will decrease, poverty stricken communities will increase, indigent registers will need frequent updating, putting government on serious burden on providing free basic services to a larger society than before.

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

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

### (a) BACKGROUND

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

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

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

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

**Table 43: INDIGENT HOUSEHOLDS (See page 38)**

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

Census 2011, Statssa

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

**Source: Local municipalities IDPs**

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

### 3.4.1 WATER

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

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

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

**Table 44: Dams in Mopani**

| No | DAM | LOCATION | Munic's served | LENGTH | HEIGHT | CAPACITY | SURFACE AREA |
|---|---|---|---|---|---|---|---|
| 1 | Middle Letaba | Middle Letaba river | GTM, GLM | 2,6 km | 38 m | 173 128 000 m³ | 1 878,7 ha |
| 2 | Tzaneen | (Groot) Letaba river | GTM | 1,14 km | 50 m | 157 291 000 m³ | 1 163,6 ha |
| 3 | Ebenezer | (Groot) Letaba river | GTM | 0,312 km | 61 m | 70 118 000 m³ | 386,2 ha |
| 4 | Nsami | Nsami river/ Middle Letaba | GGM | 1,254km | 24 m | 24 130 000 m³ | 515 ha |
| 5 | Modjadji | Molototsi river | GLM | 0,857km | 26 m | 8 160 000 m³ | 116 ha |
| 6 | Thapane | Relela village | GTM | O,5KM | 19 m | 1 410 000 m³ | 33,7 ha |
| 7 | Magoebaskloof | Politsi river | GTM | 0,330km | 43 m | 5 500 000 m³ | 44,3 ha |
| 8 | Thabina | Thabina river | GTM | - | - | - | - |
| 9 | Nondweni | Groot Letaba river | BPM | - | - | - | - |
| | | Lepelle/Olifant river | MLM, BPM | - | - | - | - |

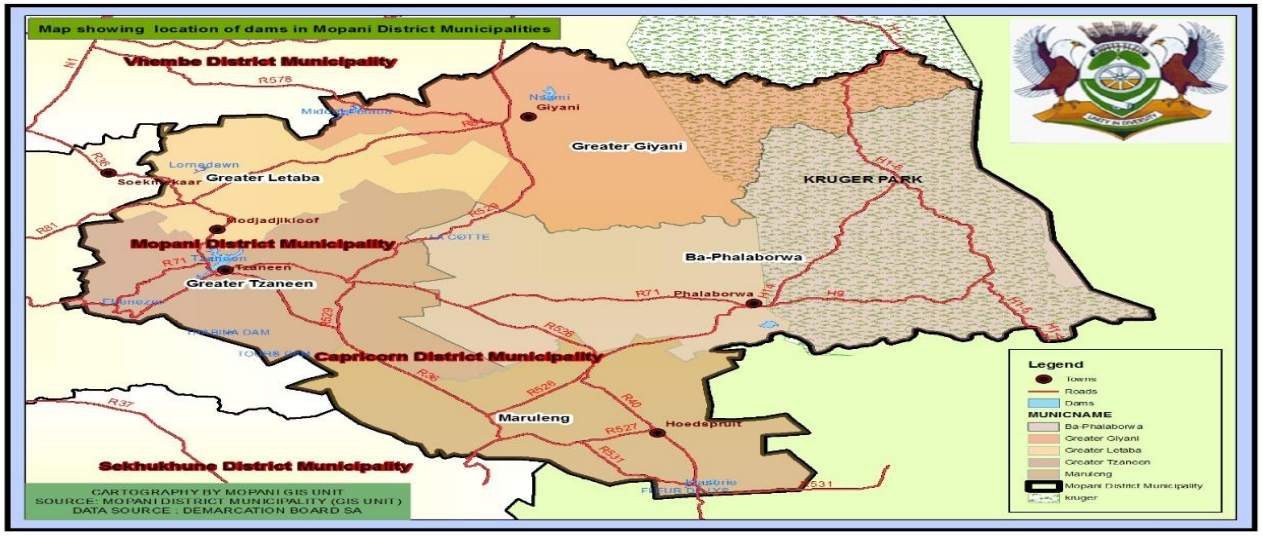
| ENVISAGED DAMS TO SUPPORT MOPANI DISTRICT MUNICIPALITY | | | | |
|---|---|---|---|---|
| | **DAM** | **LOCATION** | **LINKAGE** | **STATUS (2014)** |
| 10 | Nandoni | Luvuvhu river in Vhembe District | Water Pipe to Nsami dam | Pipeline to Nsami dam in Greater Giyani Municipality is under construction. |
| 11 | Nw'amitwa | Nw'angedzi river in GTM | Feeder water pipes to reservoires | Feasibility studies at final stage. |
| 12 | Blyde river | Blyde river, Mpumalanga | Pipeline to Mametja-Sekororo reservoire | Reservoire & water pipe are in place. Water treatment plant is under construction |

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

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

well. The total yield from the dams for primary usage is 273 million $m^3$ per annum. The agricultural sector uses the greatest portion of the available yield in the district, which is estimated at 70%, leaving 30 % for the other water users.

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




### 3.4.1.1 WATER SOURCES (H/H)

Table 45: **Households to type of water source**

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

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

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

All municipalities in the district are providing free basic water to some extent (6000 litres per household per month) with almost none providing free basic waste removal. To eradicate the water backlog, Mopani district as the water services authority has prioritized water services as the first service among all the other services. The Department of Water Affairs (DWA) is currently busy with the establishment/ construction of the N'wamitwa Dam and the raising of the wall of the Tzaneen Dam to address the water shortage problem in the district. Due to the alarming drought that prevailed in the year 2009 there are plans in place to ensure that the situation does not repeat itself. Already bulk water supply pipeline project is initiated to source water from Nandoni dam in Vhembe into Nsami dam in Greater Giyani. Further breakdown on levels of services is depicted in **Table 46** below:

### 3.4.1.2 PIPED WATER (H/H)

**Table 46: Households access to piped water**

| | Greater Giyani | | Greater Letaba | | Greater Tzaneen | | Ba-Phalaborwa | | Maruleng | | Grand Total/ Mopani | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | 2001 | 2011 | 2001 | 2011 | 2001 | 2011 | 2001 | 2011 | 2001 | 2011 | 2001 | 2011 | Change |
| No access to piped (tap) water | 7067 | 9545 | 6795 | 5423 | 20427 | 26373 | 1534 | 1226 | 3297 | 4368 | 39124 | 46935 | +20,0% |
| Piped (tap) water to community stand: distance more than 200m from dwelling | 15486 | 12929 | 14377 | 9295 | 24679 | 14309 | 6115 | 2422 | 3959 | 4440 | 64648 | 33773 | -47,8% |
| Piped (tap) water to community stand: distance less than 200m from dwelling | 7309 | 13174 | 14865 | 17276 | 13921 | 18603 | 4561 | 3495 | 4300 | 4987 | 44984 | 57534 | +27,9% |
| Piped (tap) water inside yard | 17378 | 19398 | 14815 | 20320 | 30496 | 31989 | 11419 | 18721 | 10124 | 9006 | 84666 | 99434 | +17,4% |
| Piped (tap) water inside dwelling | 6050 | 8502 | 2893 | 5948 | 7901 | 17552 | 9939 | 15252 | 1371 | 2669 | 28269 | 49923 | +76,6% |
| Not applicable | 0 | | 1 | | 1 | | 3 | | 0 | | 5 | | |

Census 2011, Statssa

The optimization and conservation of existing water resources is one of the greatest aspects to be addressed in the development strategy of the district due to the centrality of water to human well being, agricultural development and economic growth, to mention but a few examples. This means that, although RDP level should be the minimum, the bulk supply design should cater for higher levels to avoid unnecessary reconstruction in future. Thus, sound-engineering principles that will be used in the design and implementation of water services in the district should take into consideration future socio-economic developments.

### 3.4.1.3 Backlog on access to piped water (h/h) ----------Table 46(a)

| H/H with No access to piped (tap) water 15,8% | Greater Giyani | | Greater Letaba | | Greater Tzaneen | | Ba-Phalaborwa | | Maruleng | | Grand Total/ Mopani | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | 2001 | 2011 | 2001 | 2011 | 2001 | 2011 | 2001 | 2011 | 2001 | 2011 | 2001 | 2011 | Change |
| | 7067 | 9545 | 6795 | 5423 | 20427 | 26373 | 1534 | 1226 | 3297 | 4368 | 39124 | 46935 | +20,0% |
| | 13,3% | 15,0% | 12,6% | 9,3% | 21,0% | 24,2% | 4,6% | 3,0% | 14,3% | 17,8% | 15,0% | 15,8% | |
| Demand | increased | | decreased | | increased | | decreased | | increased | | increased | | |

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

## COMMUNITIES (H/H) IN NEED OF WATER SERVICES

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

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

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

.

### 3.4.2 SANITATION

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

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

**Breakdown of levels of sanitation services per municipality is depicted in the following Table: Census 2011**

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

### 3.4.2.1 Backlog on Sanitation (H/H)

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

### 3.4.2.2 BUCKET TOILET SYSTEM

**----------Table 49**

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

### 3.4.2.3 WATER AND SANITATION SERVICES PROVIDED BELOW RDP STANDARDS

**Table 50:**

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

Source: DWA, April 2012

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

## 3.4.2.4 SANITATION SITUATION AT SCHOOLS, 2020

**Table 51: School sanitation**

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

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

| | | | |
|---|---|---|---|
| 21 | Hubson Ntsamwisi | Bad condition, not flushing properly | Flushing toilets need serious service |
| 22 | Magoza High | Bad condition, with poor drainage system | Need proper drainage system |
| 23 | Petanenge | Very bad condition, toilets damaged | 14 new toilets seats needed |
| 24 | Progress High | Bad condition, leaking pipes and sewerage system damaged | 12 new toilets seats needed |
| 25 | Zivuko High | Not bad, but pipes are leaking | Repair of leaking pipes. |

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

| | | | | |
|---|---|---|---|---|
| 47 | **Mamaila circuit** | Lebaka | | 6 seats needed |
| 48 | | Mamokgadi | | 4 seats needed |
| 49 | | Maufota | | 10 seats needed |
| 50 | | Nakampe | | 8 seats needed |
| 51 | | Nokane | | 24 seats needed |
| 52 | | Pembelani | | 4 seats needed |
| 53 | | Phakeng | | 24 seats needed |
| 54 | | Pipa | | 26 seats needed |
| 55 | | Ramatimana | | 2 seats needed |
| 56 | | Ramollo | | 3 Seats needed |
| 57 | | Sehonwe | | 2 seats needed |
| 58 | | Gidela | | 4 seats needed |
| 59 | | Kheale | | 8 seats needed |
| 60 | | Kheodi | | 2 seats needed |
| 61 | | Makhaka | | 4 seats needed |
| 62 | | Manonyaneng | | 16 seats needed |
| 63 | | Mmaba | | 8 seats needed |
| 64 | | Modisha | | 12 seats needed |
| 65 | | Mokutu | | 2 seats needed |
| 66 | | Molate | | 4 seats needed |
| 67 | | Noblehoek | | 8 seats needed |
| 68 | | Ntlagene | | 10 seats needed |
| 69 | | N'wamavimbi | | 2 seats needed |
| 70 | | Ramila | | 6 seats needed |
| 71 | | Realedisha | | 4 seats needed |
| 72 | | Tseana | | 16 seats needed |
| 73 | **Sekgosese East circuit** | Baberwa primary | No proper sanitation | |
| 74 | | Kolobetona secondary | No proper sanitation | |
| 75 | | Lekgolo primary -2 | No proper sanitation | |
| 76 | | Mahudu secondary | No proper sanitation | |
| 77 | | Mamaila primary | No proper sanitation | |
| 78 | | Mangoako secondary | No proper sanitation | |
| 79 | | Mathibadifate secondary | No proper sanitation | |
| 80 | | Nahakwe secondary | No proper sanitation | |
| 81 | | Nkei lower primary | No proper sanitation | |
| 82 | | Pheeha primary | No proper sanitation | |
| 83 | | Ramaite primary | No proper sanitation | |
| 84 | | Rotterdam secondary | No proper sanitation | |
| 85 | | Sebelaolo primary | No proper sanitation | |
| 86 | | Thabanatshwana primary | No proper sanitation | |
| 87 | | Tshamiseka primary | No proper sanitation | |

Source: Dept of Education, Regional Office, Giyani, 2020

### 3.4.3 ENERGY AND ELECTRICITY

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

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

The four local municipalities in the district have signed the service level agreement with ESKOM for the rolling out of Free Basic Electricity to indigent households in the district. Each poor household is entitled to 50KWh per month. It has been found that most of the people in rural areas and amongst low income households, continue to use a range of energy sources like wood to meet their needs, irrespective of whether their houses are electrified or not. In addition, inefficient energy use compounds poverty: housing without ceilings and a complete lack of accessible information to users on appropriate and efficient energy use condemn poor households to a future of high energy costs.

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

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

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

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

### 3.4.4 WASTE MANAGEMENT

The district municipality is still having a serious challenge with waste management irrespective of the existence of the Integrated Waste Management Plans developed few years ago, for all local Municipalities in the district. Out of five local municipalities in the district it is only Greater Tzaneen and Maruleng local municipality that are having authorized waste management facilities / landfill sites. GGM and

GLM have acquired authorization for Waste disposal sites at Ngove, Maphalle and London respectively. The District municipality has set aside funds to establish the disposal sites in these three municipalities. BPM is using informal site and application for authorization is yet to be made. Most of waste management services are rendered in townships and to a limited scale to rural households.

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

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

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

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

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

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

#### 3.4.4.1 Refuse Removal

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

Table 53 below shows the current status:

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

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

LMs IDPs

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

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

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

Source: Census 2011

### 3.4.4.2 Waste Disposal situation in the Local Municipalities

In addition to the available disposal sites in the district, there are numerous illegal dumping sites that are utilized by the communities and industries. Most of these illegal dumping sites are not protected and children and animals easily access them, posing a serious health risk. This is a reflection of poor waste management practices by municipalities. Poorly managed waste disposal sites also have adverse impact on the water resources as they cause contamination/pollution of surface and ground water. It is the responsibility of the Mopani District Council to ensure that there are appropriate and authorized waste disposal sites that are well managed. The local municipalities have a responsibility to deal with waste removal in their areas of jurisdiction and put control measure against illegal dumping.

**(i) Ba–Phalaborwa**

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

**(ii) Greater Letaba**

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

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

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

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

**(vi) Greater Giyani**

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

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

**(iv) Greater Tzaneen**

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

**(v) Maruleng**

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

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

### 3.4.5 ROADS AND PUBLIC TRANSPORT

#### 3.4.5.1 Roads Infrastructure

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

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

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

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

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

**Table 54: List of major roads within the district**

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

### 3.4.5.2 National Roads in Mopani District Municipality

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

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

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

### 3.4.5.3 Provincial and District Roads: Service Levels

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

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

Source: Road Management Systems (RAL, 2007)

### 3.4.5.4 Specific Roads service levels

**Table 56**

| Road No. | Description | Total km |
|---|---|---|
| | **Provincial Tar Roads – GTM** | |
| P112/2 | Letsitele – Rubbervale | 17,44 |
| P43/2 | Politsi – Tzaneen | 8,88 |
| P43/3 | Tzaneen – D202 | 48 |
| P181/1 | P17/3 – Afcolaco | 8,64 |
| P17/1 | Haenertzburg – Sawmeal | 13,88 |
| P17/2 | P43/2 – Haenertzburg –Magoebaskloof | 30,04 |
| P17/3 | Tzaneen – P181/1 | 40 |
| P188/1 | Tzaneen station – P43/3 | 3 |
| **Total** | | **169,88** |
| | **District Tar Roads – GTM** | |
| D2499 | Merenskyschool road - | 0,36 |
| D1267 | Risaba – Letsitele | 18 |
| D447 | D848 – D978 | 3,8 |
| D548 | Tzaneen –Haenertzburg-Georges valley | 34,97 |
| D1279 | Letsitele valley – Agatha | 19,02 |
| D589 | Tzaneen – Agatha | 12,1 |
| D523 | Tzaneen – Agatha | 11 |
| D673 | Tarentaal rand –Letsitele valley | 26,1 |
| D1350 | Tarentaal rand –Deerpark | 16 |
| D978 | Tzaneen – Deerpark | 16,65 |
| D848 | D447 – Politsi | 8,35 |
| D1292 | Taarentaal – D1267 | 18,73 |
| D8 | Letsitele – P17/3 | 19 |
| D5011 | Letsitele – Nkowankowa | 13 |
| D1801 | Politsi - | 3,9 |
| D2283 | D589 – P17/3 | 4 |
| D2531 | D617 – D668 | 9 |
| D3890 | Maake – C.N Phathudi | 8,2 |
| D3889 | Sunnyside – Maake | 4,4 |
| D3895 | Shilubane –Toursdam | 7,2 |
| D3889 | Rita – Sunnyside | 5,3 |
| D3880 | Lenyenye - | 2,6 |
| D3247 | D1292 – Nwamitwa | 4 |
| D3184 | D3180 – Nature reserve | 4 |
| **Total** | | **269,68** |
| | **Provincial Gravel Roads- GTM** | |
| P17/3 | Leydsdorp – P181/1 | 14,44 |
| **Total** | | **14,44** |
| | | |

| District Gravel Roads – GTM | | |
|---|---|---|
| D202 | P43/3 – P112/2 | 30,44 |
| D617 | Valkrans – Houtbosdorp | 10,74 |
| D3187 | Lekgwareng – Mawa | 10 |
| D3768 | D8 – Molati | 6,7 |
| D3767 | D8 – Bonn | 18,3 |
| D3772 | Rulani – Bordeaux | 5,8 |
| D3771 | Hoveni – Juliesburg-Hoveni | 40 |
| D3897 | Juliesburg – Agriculture | 6,3 |
| D3894 | Mokgapeng – Solani | 4,4 |
| D4120 | D4122 – D3892 | 3 |
| D4122 | D3886 – Mokgapeng | 1 |
| D3891 | Newpapeng – D3770 | 2 |
| D3893 | D3890-D5014-Mokgapeng-Pharara-CN Phathudi | 7,91 |
| D3769 | Myakayaka-Burgersdorp-Mafarane | 10 |
| D4139 | Ramodike dam –Maake | 6 |
| D3888 | Sepopo – Mojakaneng | 2,3 |
| D5014 | Myakayaka-Makudiburg | 1 |
| D4062 | Sunnyside – P1703 | 2 |
| D3896 | Malilani – Masoma | 5,2 |
| D3892 | D3893 – D3770 | 2 |
| D4132 | D3890 – Shilubane | 5 |
| D3880 | Lenyenye – Bokgakga | 14,3 |
| D3181 | D3880 – D3889 | 3 |
| D3870 | Dan – Khujwana | 14 |
| D3762 | D3870 – D4157 | 6,1 |
| D4157 | D3880 – P17/3 | 7 |
| D3766 | P17/3 – D8 | 12 |
| D3767 | D3766 – Sedane | 6,3 |
| D3763 | Mohlaba – Headkraal | 2 |
| D3986 | D5011 – Petenenge | 3 |
| D3770 | Tickyline – Solani – Julesburg | 13,2 |
| D3764 | P17/3 –D3763 | 9 |
| D3881 | D3880 – Lenyenye | 1 |
| D1714 | P17/3 – P43/3 – D978 | 10,76 |
| D2355 | P43/3- | 6,89 |
| D3175 | D1350 – Thabane | 10,6 |
| D1326 | D1350 – D3127 | 3 |
| D1327 | D3175 – D3175 | 2 |
| D3186 | 3175 – D3198 | 19 |
| D3248 | Nwamitwa –Mandlakazi | 10,8 |
| D3247 | Nwamitwa –D3246 –Babanana | 8 |
| D3246 | Mavele – Mosipana | 9,1 |
| D3249 | Risava – Mosipana | 13,8 |
| D3252 | Jopi – Xihoko | 8,7 |
| D3253 | Xihoko – Xirolorolo | 6 |
| D3235 | D3252 – D3198 | 3 |
| D1350 | D3180 – Mothabo | 21 |
| D1328 | Modjadji – D1350 | 6 |
| D3191 | D1350 – Phijaphijamela | 3 |
| D3237 | Modumane – Morapalala | 6,33 |
| D3215 | Morapalala – Moogo 6 | 7 |
| D3198 | D3180 – Miragoma | 40,12 |
| D3200 | Hlohlokwe – Mawa | 10,24 |
| D3202 | Ramachinyadi – Mokwathi | 8 |
| D3984 | D3766 – Mariveni | 2 |
| D21 | Afcolaco – P17/3 | 7 |
| D1826 | D21 – D1827 | 13 |
| D1402 | Politsi road - | 2 |

| | | |
|---|---|---|
| D591 | Grootbosch –D1801 | 6,68 |
| D668 | D882 – P17/2 | 12,76 |
| D549 | P17/1 – D2531 | 14,1 |
| D1498 | P17/2 –D548 | 10 |
| D1286 | D548 - D1498 | 7 |
| D2239 | D548 - | 2,09 |
| D1279 | D548 – Agatha | 6,1 |
| D523 | Agatha from D1279 - | 4,7 |
| D1354 | P17/1 – D558 | 5,44 |
| D558 | P17/1 – D23 | 0,8 |
| D2531 | D668 – D617 | 1 |
| **Total** | | **579,00** |
| **Provincial Tar Roads – GLM** | | |
| P43/2 | Mooketsi –Modjadjiskloof – Politsi | 30,24 |
| **Total** | | **30,24** |
| **District Tar Roads – GLM** | | |
| D9 | Nwamangena – Mooketsi | 53 |
| D1034 | D9 – P43/2 | 19 |
| D1308 | Mooketsi –Morebeng | 14 |
| D447 | P43/2 – Kgapane- D848 | 20,2 |
| D1380 | Modumeleng – Modjadji | 14,06 |
| **Total** | | **119,26** |
| **District Gravel Roads** | | |
| D617 | Mooketsi – Valkrans | 12,8 |
| D569 | P43/2 – D1308 | 7 |
| D3221 | Lekgwareng – Abel | 9,9 |
| D3820 | Msengi – Rotterdam – (D3205-D3164) | 5 |
| D3232 | Ganke – Sekgosese (D15 – D3150) | 15,37 |
| D3231 | Mamaila – Cross no.1 (D3232 –D3232) | 2,82 |
| D3230 | Etieleng – Takgalang | 4,03 |
| D3734 | Ga-Phooko | 10 |
| D3205 | Maphalle – Blinkwater | 7 |
| D3164 | Middelwater – Olifanthoek | 29 |
| D3160 | Itieleng – Senwamokgope | 4 |
| D3209 | Khani – Rivala | 15 |
| D3211 | Nakampe – Skhiming | 11,45 |
| D3180 | Mpepule – Modjadji | 43,94 |
| D3229 | D3187 – Taulume | 10 |
| D3200 | Lebaka – Gawela | 24 |
| D678 | Mooketsi – D1034 | 16,6 |
| D2673 | P43/2 – D1034 | 6 |
| D2672 | D1034 – D1509 | 3 |
| D1509 | D447 - | 12,28 |
| D3184 | Kgapane - | 4 |
| D841 | D848 – D1543 | 9,44 |
| D2674 | Modjadjiskloof – D447 | 11 |
| D839 | P43/2 | 12 |
| D1331 | Mothobeki – Boshage | 6 |
| D1330 | Moshage – Limokwe | 2 |
| D3181 | Modjadji - | 3 |
| D3179 | Modjadji - | 8 |
| D3197 | Sanopelwa – Mothobeki | 2 |
| D3195 | Maphalle –D3225 | 13 |
| D3225 | D3195 – D3200 | 4 |
| D3196 | D9 – Ditshosing | 5 |
| D11 | Wholesale – D9 | 18 |
| D3219 | Taululme – Maekwe | 4 |
| D3216 | Taululme – D3200 | 8 |
| D3220 | Sepharatleng – Mirekoma | 14 |

| | | |
|---|---|---|
| D3212 | Beliew – Mamokgadi | 9 |
| D3213 | D3200 – Kgaretala | 10 |
| D3227 | Block 9 – Mamanyoha | 9 |
| D3822 | Ndengeza – Rivala | 8 |
| D3208 | D9 - | 2 |
| D3207 | D3820 – Sidibane | 7,4 |
| D3206 | Sidibane – Maupa | 5 |
| D3243 | Jamela – D3242 | 1 |
| D3242 | D3205 – D9 | 4 |
| D1923 | D9 – D11 | 8,74 |
| D3222 | D1923 – Middelwater | 7,42 |
| D3223 | D3150 –Middelwater | 5,63 |
| D3210 | D3150 – Senwamokgope | 3,1 |
| D3233 | D3232 – D3150 | 2,82 |
| D15 | D3150 – D3734 | 23,91 |
| D3241 | Jamela – Jamela | 1 |
| D3189 | Rabokgale - | 9 |
| D3191 | Madumane – Byabya | 3 |
| D2654 | D617 - | 5 |
| D1350 | Thakgalang 2 – Olifanthoek | 29 |
| D1329 | Sotong- | 2 |
| D1548 | Modjadjiskloof – D447 | 7 |
| **Total** | | **535,65** |
| **Provincial Tar Roads – Ba-Phalaborwa** | | |
| P11/1 | Gravelotte – Phalaborwa | 60 |
| P11/2 | Rubbervale – Gravelotte | 6,56 |
| P17/3 | Gravelotte – Mica | 33 |
| P43/3 | D202 – Eiland | 37 |
| **Total** | | **136,56** |
| **District Tar Roads – Ba- Phalaborwa** | | |
| D726 | Phalaborwa – Mica | 19,1 |
| D4424 | P112/1 – Madikoshikaya – Lulekani | 10 |
| D3782 | P112/1 – Namakgale | 8 |
| D3790 | Namakgale – D726 | 5 |
| D86 | D726 – Phalaborawa | 7 |
| D2105 | D86 - | 2 |
| D3264 | Phalaborwa - | 7 |
| D1267 | Mphagani –Risaba | 28 |
| D1597 | D1267 – P43/3 | 1 |
| **Total** | | **87,1** |
| **Provincial Gravel Roads – Ba- Phalaborwa** | | |
| P43/3 | Eiland – Letaba ranch | 37 |
| P17/3 | Gravelotte – Leysdorp | 12,56 |
| **Total** | | **49,56** |
| **District Gravel Roads** | | |
| D202 | P112/2 – Leysdorp | 12,56 |
| D4424 | Matikoshikaya – Benfarm – Humulani | 7 |
| D2263 | D726 | 5 |
| D3786 | D726 – Mashishimale – Maseke | 17 |
| D3794 | Mashishimale R3 – Makhushane –R2 | 9 |
| D3791 | Namakgale – Makhushane –R2 | 2 |
| D3792 | D3791 – D3790 | 2 |
| D3781 | Mashishimale – R3 – P112/1 | 4 |
| D1655 | P112/1 – Nondweni | 22 |
| D1191 | Murchison – D3260 | 33 |
| D3782 | D3790 – Namakgale | 4 |
| D3260 | P112/2 - Letaba ranch | 26 |
| D1597 | D1100 – P43/3 | 12 |
| D1100 | D202 – P43/3 | 36 |

| | | |
|---|---|---|
| D1827 | Gravelotte – Harmony | 19 |
| D2512 | Letaba river – P43/3 | 2,56 |
| D3202 | D1267 – Ramochinyadi | 3,52 |
| **Total** | | **216,64** |
| **Provincial Tar Roads – GGM** | | |
| P99/1 | Gaza beef – Sterkrivier dam | 34 |
| **Total** | | **34** |
| **District Tar Roads – GGM** | | |
| D9 | Makgakgapatse – Mushwani junction | 38 |
| D1267 | Kremetart – Constatia(D2512) | 32 |
| D3815 | Masingita – D3641 | 4 |
| D3812 | D3815 – Vuxakeni | 3 |
| D3641 | D3815 –Giyani college of education | 2 |
| **Total** | | **79** |
| **District Gravel Roads – GGM** | | |
| D3641 | Giyani college of education - | 24 |
| D3812 | Vuxakeni – Vuhehli road | 20 |
| D3635 | D3809 –D3636(Mudavula) | 20 |
| D3634 | Giyani – Malonga | 29 |
| D3810 | Thomo –Hlomela road | 34 |
| D3802 | Thomo –Shangoni | 8 |
| D3803 | Mninginisi – Shingwedzi | 13 |
| D3801 | Khakhala –Mhava Willem | 8 |
| D3800 | Shangoni road - | 26 |
| D3809 | Manombe – Makosha – Mahlangula | 7 |
| D3799 | Shingwedzi – Muyexe | 6 |
| D3805 | D9 – Nwadzekudzeku –Shingwedzi | 10 |
| D3816 | Siyandhani –Ngalalume –D3635 | 14 |
| D3807 | D3805 – Mavalani | 5 |
| D3633 | Malonga – Sifasonke –D3635 | 12 |
| D3804 | Xikukwani – Mbatlo –Shangoni | 18 |
| D3814 | 14B – 14A | 3 |
| D3813 | 14A – Mapayeni | 4 |
| D3811 | Vuhehli –Mahlathi gate | 8 |
| D3207 | Ximausa – Sedibene | 8 |
| D3209 | Rivala – Khani | 9 |
| D3238 | Hlaneki – Gandlanani | 8 |
| D3206 | Sedibene – Border | 8 |
| D3187 | Lekwareni – Mbaula | 49 |
| D3836 | Sikhunyane – Ngove | 16 |
| D3840 | Kremetart – D3187 | 46 |
| D3837 | Nkomo – Shamriri | 15 |
| D2512 | Constatia – Shitlakati | 24,6 |
| D3849 | Matsotsosela –Molototsi | 11 |
| D3847 | Kheyi – Khashane | 16 |
| D3848 | Mushiyane – Xitlakati | 8 |
| D3981 | Mbaula – Letaba river | 8 |
| D3982 | Kheyi – D3187 | 2 |
| D3854 | Shiawela – Shikhumba | 6,2 |
| D3948 | Mngongoma – Gidja | 2 |
| D3844 | Mphagani – D1267 | 3 |
| D3820 | Babangu – Msengi | 19 |
| D3843 | Mageva road - | 3 |
| D3842 | Mngongoma – Maphata – Bambeni | 10 |
| D3853 | Guwela – Shikhumba –Shawela | 8 |
| D3980 | Makhuva gate – Letaba river | 10 |
| D3966 | Mbaula – Phalaubeni | 6 |
| D3204 | Skhiming – Dzingidzingi | 9 |
| D3234 | Shimange – via – Dingamazi | 10 |

| | | |
|---|---|---|
| D3211 | Skhiming – Nakampe | 16 |
| D3983 | D1267 – Bambeni | 6 |
| **Total** | | **606,8** |
| | **Provincial Tar Roads – Maruleng** | |
| P142/1 | D2124 –D21 | 4,81 |
| P142/1 | P181/1 – D2124 | 1,78 |
| **Total** | | **6,59** |
| | **District Tar Roads – Maruleng** | |
| D5016 | P17/4&P116/1- D5012 | 0,69 |
| D5012 | D5016- | 5,14 |
| D5012 | P17/4 –D5016 | 1,11 |
| D5012 | SADF CAMP-P17/4 | 0,2 |
| D3901 | D21-D3900 | 9,2 |
| D2240 | D1656-P17/3 | 1,1 |
| D2189 | D1803 - | 1,71 |
| D2189 | P146/1-D1803 | 5,67 |
| D2119 | D1909- | 0,1 |
| D2119 | P194/1- | 0,11 |
| D1803 | P116/1 – D2189 | 12,87 |
| D1185 | P146/1-P116/1 | 4,35 |
| **Total** | | **42,25** |
| | **District Gravel Roads – Maruleng** | |
| D70 | P146/1 –D3934 | 7,81 |
| D4164 | D21- Musirudi High School | 2,4 |
| D3914 | D21 –D3912 | 2,49 |
| D3913 | D21 –D21 | 5,1 |
| D3912 | D3004 - | 1,09 |
| D3912 | D3004 –D3004 | 0,71 |
| D3912 | D3914 –D3004 | 7,04 |
| D3912 | D21 – D3914 | 1,63 |
| D3911 | D21 - | 5,38 |
| D3909 | D3908 –D3009 | 0,33 |
| D3908 | D21 - | 1,51 |
| D3908 | D3909 –D21 | 8,25 |
| D3908 | D3009 – D3909 | 1,37 |
| D3906 | D21 –D21 | 4,96 |
| D3905 | D3900 –D3900 | 2,49 |
| D3904 | D3900 –D3900 | 2,48 |
| D3903 | D21 – D3902 | 1,93 |
| D3902 | D21 –D3903 | 4,5 |
| D3900 | D3901 –P181/1 | 3 |
| D3900 | D3905-D3901 | 4,48 |
| D3900 | D3905-D3905 | 0,87 |
| D3900 | D3904-D3904 | 0,09 |
| D3900 | D3904-D3904 | 1,25 |
| D3900 | D21-D3904 | 1,8 |
| D3899 | D21 - | 3,82 |
| D3898 | D3878 –D21&D3003 | 3,6 |
| D3887 | P81- | 11,25 |
| D3009 | D3909 –D21 | 4,81 |
| D3009 | D3908 –D3009 | 1,31 |
| D3009 | P181/1 –D3908 | 4,19 |
| D3004 | D3912-D3912 | 3,34 |
| D3003 | D21-D21 | 4,97 |
| D240 | P116/1- | 8,36 |
| D2259 | D1909- | 3,9 |
| D2119 | | 27,57 |
| D202 | D1828-P81/1 | 14,53 |
| D202 | D21-D3878 | 3,62 |
| D1771 | P194/1 | 14,61 |
| D2124 | P142/1 –D21 | 5,86 |
| **Total** | | **188,7** |

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

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

**MAJOR CHALLENGES ON ROADS**

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

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

| In order of priority | LM | Road Description | Road number | Total kms | Outstanding kms | Project type/ description |
|---|---|---|---|---|---|---|
| Batch 1 | BPM | Mashishimale to Lebeko | D3781 | 8KM | 4 KM | Upgrading from gravel to tar |
| | GGM | Xikukwane- Mbatlo | D3804 | 15KM | 12KM | Upgrading from gravel to tar |
| | GLM | Seapole-Mothlele-Abel-Lekwareng | D3203 and D3220 | 18km(8km & 10km) | 16km | Upgrading from gravel to tar |
| | GTM | Thaphane cross-Mandlakazi –Nwamitwa | D3248 | 10,8 KM | 10,8KM | Upgrading from gravel to tar |
| | MLM | Calais-Ballon-Moshate (Balloon –Sekororo) | D3878 | 15KM | 12KM | Upgrading from gravel to tar |
| Batch 2 | BPM | Mashishimale to Makhushane (Maune - Mabikiri) | D3794 | 9KM | 5KM | Upgrading from gravel to tar |
| | GGM | R81-Shivulani-Nwadzekudzeku | D3805 | 16,5 KM | 16,5 KM | Upgrading from gravel to tar |
| | GLM | Belvue-Ntata-Seapole | D3212 & D3213 to R81 | 19,8km | 16,8km (6,8km and 10km) | Upgrading from gravel to tar |
| | GTM | C.N Phathudi-Pharare-Mogapeng | D3893 | 7,91KM | 7,91KM | Upgrading from gravel to tar |
| | MLM | | D1583 | 10.7 KM | 10.7 KM | |
| | MLM | Trichardsdal-Lekgalameetse | D1583 | 10.7km | 10.7km | Upgrading from gravel to tar |
| Batch 3 | BPM | Eiland to Letaba Ranch | P43/3 | 37km | 34km | Upgrading from gravel to tar |
| | GGM | Homu 14B-Vuyehli | D3812 | 23,3KM | 14,3KM | Upgrading from gravel to tar |
| | GLM | Raphlahlelo-Phooko | D3239 and D3734 | 13km (3km & 10km) | 13km | Upgrading from gravel to tar |
| | GTM | Musiphane –Risaba | D3249 | 13,8KM | 5,8 KM | Upgrading from gravel to tar |
| | MLM | Madeira ring road (Sekororo Madeira and D21-Madeira) | D3902 and D3903 | 9,6 KM | 9,6 KM | Upgrading from gravel to tar |
| Batch 4 | BPM | Mashishimale R3 to R1 | D3786 | 17KM | 6KM | Upgrading from gravel to tar |
| | GGM | Nkomo B- Bambeni | D3837 | 15KM | 15KM | Upgrading from gravel to tar |
| | GLM | Maphalle-Ditshosing-Polaseng-Senakwe | D3195 | 13km | 13km | Upgrading from gravel to tar |
| | GTM | Moruji to Mavele | D3186 | 31KM | 12KM | Upgrading from gravel to tar |
| | MLM | London to R36 (P181/1) | D3009 | 7KM | 7KM | Upgrading from gravel to tar |
| Batch 5 | BPM | Makhushane to Maseke | D3792 | 9KM | 7KM | Upgrading from gravel to tar |
| | GGM | Hlaneki-Khani | D3238 | 17KM | 8KM | Upgrading from gravel to tar |
| | GLM | Bochabelo- Nakampe | D3211 | 11,8km | 8km | Upgrading from gravel to tar |
| | GTM | Mhangweni-Mafarana | D3775 | 4,4KM | 4,4KM | Upgrading from gravel to tar |
| | MLM | London to R36 (P181/1) | D3009 | 7KM | 7KM | Upgrading from gravel to tar |
| Batch 1 | BPM | Boelang –Mashishimale tribal office | D3786 | 11KM | | Rehabilitation |
| | GGM | Homu 14B-Mapayeni | D3812 | 9KM | | Rehabilitation |
| | GLM | Lebaka-Mokwakwaila | D3200 | 12km | | Rehabilitation |

| | | | | | | |
|---|---|---|---|---|---|---|
| | GTM | Moruji-Khetlhakong | D3184 | 6KM | | Rehabilitation |
| Batch 2 | BPM | Namakgale entrance-Makhushane fourway | D3790 | 5KM | | Rehabilitation |
| | GGM | Kremetart-Phalaubeni | D3840 | 54KM | | Rehabilitation |
| | GLM | Lemondekop-Mamaila | D11 | 19KM | | Rehabilitation |
| | GTM | R36-Mohlava Headkrall | D3763 | 2KM | | Rehabilitation |
| Batch 3 | BPM | D726-Phalaborwa | D86 | 7KM | | Rehabilitation |
| | GGM | Dingamazi-Shimange | D3234 | 4.1KM | | Rehabilitation |
| | GLM | Mamphathi-Mokwakwaila | D3180 | 58KM | | Rehabilitation |
| | GTM | Mohlava cross-Moime Motseteng | D4157 | | | Rehabilitation |
| Batch 4 | BPM | Makhushane tribal office-corner couch | D3794 | 4KM | | Rehabilitation |
| | GGM | R81-Shikukwani | D3804 | 3KM | | Rehabilitation |
| | GLM | Medieng road from Rapitsi 4 waystop | D3179 | 5.1KM | | Rehabilitation |
| Batch 1 | GTM | Senakwe-Morapala | D3199 | 12.7KM | | Maintenance |
| | MLM | Afcolaco-Trichardsdal-De Oaks | D21 | 57KM | | Maintenance |
| Batch 2 | GTM | Thapane-Deerpark | D3175 | 10KM | | Maintenance |
| | MLM | Sekororo-Mahlomelong | D3898 | 4.5KM | | Maintenance |
| Batch 3 | MLM | Metz-Bismark | D3900 | 8KM | | Maintenance |
| Batch 4 | MLM | P181/1-Molalane Cross | D3911 | 15KM | | Maintenance |
| Batch 5 | MLM | D21-Bochabelo | D3912 | 5KM | | Maintenance |
| Batch 6 | MLM | R40 from BPLM at Mica | D1655 | 29KM | | Maintenance |

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|---|---|---|---|---|---|---|
| Batch 1 | GGM | Sikhunyani | D1267 | | | Road safety audits |
| | GLM | Mamphakhathi T-junction -Mokwakwaila | D3180 | | | Road safety audits |
| | MLM | Afcolocao-Trichardsal-De Oaks | D21 | | | Road safety audits |
| Batch 2 | GLM | R81(Polokwane-Mooketsi:downhill road at Sekgopo) | R81 | | | Road safety audits |
| | MLM | De Oaks garage-Hoedspruit: | R527 | | | Road safety audits |
| Batch 1 | GLM | Polaseng Bridge | D3195 | | | Bridge |
| Batch 2 | GLM | Mokwasele to Rabothata Bridge | D1329 | | | Bridge |
| Batch 3 | GLM | Mpepule to Shamfana Bridge | D3180 | | | Bridge |

NB: The listed priorities have got the buy-in of RAL and Department of Public Works, Roads and Infrastructure.

## HOT SPOT PRIORITIES

### Ba-Phalaborwa local municipality

1. Mashishimale to Lebeko-D3781
2. Mashishimale to Makhushane-D3794
   (Maune-Mabikiri)
3. Eiland to Letaba Ranch-P43/3

### Greater Giyani local municipality

- All roads on priority list are hotspots

### Greater Letaba local municipality

1. Lebaka-Mokwakwaila-D3200
2. Mamphakhathi-Mokwakwaila- D3180
3. Rapitsi/Meloding-Mediyeng-D3179
4. Lemondekop-Mamaila- D11
5. GaKgapane cross R36 via Mamphakhathi to Politsi- D447
6. Mokwakwaila to Mpepule
7. R81 to Nakampe- D3211

### Maruleng local municipality

Moshate-Balloon-Calais road- D3878

### Greater Tzaneen local municipality

1. Thapane cross-Mandlakazi –Nwamitwa-D3248
2. C.N Phathudi-Pharare-Mogapeng-D3893
3. Musiphane –Risaba-D3249
4. Moruji to Mavele-D3186
5. Malengana-Tickyline/RamalemaD3880
6. And D3770
7. Mmaphala bridge
8. Phelana to Block D3198
9. Sunnyside graveyard-Bokgaga tarven-D3762
10. Leolo bridge
11. Madumane to Morapala to Block 6-D3215
12. Kings to Shivulani-D3890
13. Matlala bridge
14. Babanana to Madlakazi-D3128
15. Mogapeng 4 ways to Pharare-D3894
16. Moime road-D4157
17. Moruji-Khetlhakong-D3184
18. Mhangweni-Mafarana-D3775
19. Lenyenye to Khujwana-D3880
20. Maluti to Sedan-D3768
21. Pulaneng to Myakayaka ZCC

### 3.4.6 PUBLIC TRANSPORT

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

#### 3.4.6.1 Taxi Facilities

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

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

- 51,0 % are on-street facilities
- 85,2 % are informal
- 7,4 % have lighting
- 16,0 % are paved
- 9,9 % have public telephones
- 2,5 % have offices
- 14,8 % have shelters
- 14,8 have ablution blocks

(i) **Greater Tzaneen Municipality**

- *Burgersdorp Minibus taxi rank*

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

- *Gabaza Minibus taxi rank*

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

- *Lenyenye Minibus taxi rank*

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

- *Leolo Minibus taxi rank*

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

- *Lephephane Minibus taxi rank*

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

- *Letsitele Minibus taxi rank*

Letsitele Minibus taxi rank is situated in Letsitele CBD area. It is a formal minibus taxi rank occupying an area of about 475m$^2$. There are 7 platforms without shelters for loading purposes. There is an office and toilets that are provided and maintained by the Tzaneen Local Municipality. There is also an informal car wash some 150 m away at garage which is utilized by taxi drivers to wash their taxis. Taxis from and into the minibus taxi rank utilizes D8 TRL (see base map) to several destinations like Mulati, Mafarana, Ntsako, Bonn, Sedan, Gabaza and Burgersdorp. D1267 and P43 TRL are utilized for Giyani and Eiland line respectively. D5011 TRL is also utilized from Nkowankowa via Mariveni into and out of the minibus taxi rank. There are no seats at the minibus taxi rank for passengers. The minibus taxi rank is busy during off peak and the afternoon peak periods.

- *Letaba Cross Minibus taxi rank*

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

- *Letaba Hospital (E) Minibus taxi rank*

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

- *Letaba Hospital (W) Minibus taxi rank*

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

- *Mafarana Minibus taxi rank*

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

- *N'wamitwa Minibus taxi rank*

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

- *Madumane Minibus taxi rank*

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

- *Moime Minibus taxi rank*

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

- *Mokgwathi Minibus taxi rank*

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

- *Motupa/Relela Minibus taxi rank*

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

- *Nkambako Minibus taxi rank*

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

- *Nkowankowa Minibus taxi rank*

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

- *Nwamahori Minibus taxi rank*

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

- *Petanenge Minibus taxi rank*

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

- *Rita 1 Minibus taxi rank*

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

- *Rita 2 Minibus taxi rank*

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

- *Thapane Minibus taxi rank*

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

- *Tzaneen Sanlam Centre Minibus taxi rank*

It is a formal minibus taxi rank situated next to Sanlam Centre shopping area occupying an area of about 3934 $m^2$. There are 11 loading platforms with shelters but not enough when the minibus taxi rank is too busy. There are some few seats under the shelters. There are some toilets inside the shopping centre for public use. The minibus taxi rank is very busy starting from the off peak period until afternoon peak period which is the busiest. There are several destinations for taxis from this minibus taxi rank utilizing the P17/R36 route line as the most utilized route. The destinations include Nkowankowa, Dan, Lusaka, Mokgolobotho, Khujwana, Lephephane, Lenyenye, Tickeyline, etc.

- *Tzaneen Pick 'n Pay Minibus taxi rank*

It is a formal minibus taxi rank situated next to Pick 'n Pay shopping mall occupying an area of about 4763 $m^2$. There are two separate loading areas in the minibus taxi rank. The one loading area is for local destine and the other one being for far distance like Boyne, Polokwane, Johannesburg, Giyani, Pretoria, etc. There are 14 loading platforms combined in the minibus taxi rank .The local one has several destinations like Modjadjiskloof, Kgapane, Motupa/Relela, N'wamitwa, Acornhoek, etc. This part of the minibus taxi rank is very busy during the off peak period and the afternoon peak period. The most utilized route by taxis from this part is the D978 via Deerpark followed by P43/3 via D1292 to N'wamitwa. The far destine part of the minibus taxi rank is busy from morning peak until 16h00 as a transfer station. The most utilized route from this part of the minibus taxi rank is the D528 and P17 roads via George's Valley and Makgoebaskloof to Polokwane respectively.

(ii) **Ba-Phalaborwa Municipality**

- *Akanani Minibus taxi rank*

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

- *Lukelani Entrance Minibus taxi rank*

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

- *Majeje Minibus taxi rank*

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

- *Makhushana Minibus taxi rank*

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

- *Maseke Minibus taxi rank*

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

- *Mashishimale Minibus taxi rank*

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

- *Mica/Acornhoek Minibus taxi rank*

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

- *Mondzweni Minibus taxi rank*

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

- *Namakgale Entrance Minibus taxi rank*

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

- *Phalaborwa Minibus taxi rank*

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

- *Tzaneen Minibus taxi rank*

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

(iii) **Greater Letaba Municipality**

- *Modjadjiskloof Minibus taxi rank*

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

- *Ga – Kgapane Minibus taxi rank*

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

- *Mooketsi Minibus taxi rank*

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

- *Sekgopo Minibus taxi rank*

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

- *Sekgosese Minibus taxi rank*

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

- *Mokwakwaila Minibus taxi rank*

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

- *Skhimmini Minibus taxi rank*

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

- *Maphalle Minibus taxi rank*

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

- *Lebaka Minibus taxi rank*

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

- *Blinkwater Minibus taxi rank*

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

- *Phaphadi Minibus taxi rank*

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

(iv) **Greater Giyani Municipality**

- *Giyani Shoprite Complex Minibus taxi rank*

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

- *Giyani Spar Complex Minibus taxi rank*

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

- *Giyani Score Minibus taxi rank*

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

- *Giyani Metro Complex*

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

- *Babangu Minibus taxi rank*

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

- *Gandlanani Minibus taxi rank*

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

- *Dzumeri Minibus taxi rank*

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

- *Nkomo Minibus taxi rank*

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

- *Shawela Minibus taxi rank*

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

- *Ngove Minibus taxi rank*

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

- Thomo Minibus taxi rank

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

- *Makosha Minibus taxi rank*

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

- *Homu 14A Minibus taxi rank*

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

- *Mapayeni Minibus taxi rank*

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

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

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

(v) **Maruleng Municipality**

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

- *Metz Minibus taxi rank*

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

- *De Oaks Minibus taxi rank*

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

- *Sekororo Minibus taxi rank*

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

- *Hoedspruit*

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

#### 3.4.6.2 Major Public Transport Facilities in the Mopani District

| Table 58: Major Public Transport facilities | | |
|---|---|---|
| **Facility Name** | **Facility Status** | **Ownership** |
| Phalaborwa Minibus taxi rank | Formal | Municipality (**BPM**) |
| Modjadjiskloof Minibus taxi rank | Formal | Municipality (**GLM**) |
| Giyani Score Minibus taxi rank | Formal | Municipality (**GGM**) |
| Hoedspruit Minibus taxi rank | Formal | Municipality (**MLM**) |
| Die Oaks Minibus taxi rank | Formal | Municipality (**MLM**) |
| Metz Minibus taxi rank | Formal | Municipality (**MLM**) |
| Rita Minibus taxi rank | Informal | Taxi Association |
| Tzaneen Pick 'n Pay Minibus taxi rank | Formal | Private |
| Tzaneen Sanlam Centre Minibus taxi rank | Formal | Private |
| Giyani Shoprite Minibus taxi rank | Formal | Private |
| Giyani Spar Minibus taxi rank | Formal | Private |

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

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

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

#### 3.4.6.3 Taxi Associations

Taxi Associations in Mopani are as follows:

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

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

#### 3.4.6.4 Mopani District Taxi Council Roles

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

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

#### 3.4.6.5 Bus Termini

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

#### 3.4.6.6 Rail Transport facilities

There is nomore usage of railway train operations as mode of public transport within the District. However there is passenger rail station for trains from Hoedspruit via Nelspruit to Gauteng. Some people from the District use that to go to Gauteng or Nelspruit. Its frequency is twice per week. Mainly rails are used as goods carriers and they are found in the Greater Tzaneen, Greater Letaba, Ba-Phalaborwa and Maruleng areas. There is a rail link from Polokwane to Sekgosese/ Soekmekaar to Mooketsi, running to Modjadjiskloof, Tzaneen, Letsitele, Gravelotte through Hoedspruit to Maputo. The other rail is from Phalaborwa via Hoedspruit to Nelspruit to Richards bay, targeting transportation of mining products to Komatipoort & Richards Bay for processing.

#### 3.4.6.7 AIR TRANSPORT

##### 3.4.6.7.1 Airports and Landing Strips

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

- Hoedspruit (Maruleng) airport and landing strip
- ZZ2 (GLM) – agricultural produce (tomatoes)
- Ba-Phalaborwa – mines
- Eiland (Ba-Phalaborwa) – tourism
- Tzaneen – agricultural produce
- Siyandani (in Giyani) – shopping, mines, agriculture

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

#### 3.4.6.8 Powers and functions on public transport

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

#### 3.4.6.8 Public Transport By-Laws

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

## 3.4.6.9 TRAFFIC MANAGEMENT

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

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

## 3.4.6.10.1 TRAFFIC CONTROL AND POLICING FACILITIES IN MDM

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

### 3.4.6.10.2 Registration and licensing

This functional area is responsible for the following:

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

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

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

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

### 3.5.1 POLICIES AND PROCEDURES

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

- Tariffs Policy
- Water services tariffs
- Inventory management policy
- Asset management policy;
- Virement policy
- Credit control and debt collection policy
- Expenditure policy
- Policy on the writing off of irrecoverable debts
- Indigent Policy
- Investments Policy
- Supply chain management policy
- Cost containment policy

**ADMINISTRATIVE UNITS OF FINANCE**

### 3.5.2 REVENUE MANAGEMENT

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

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

### 3.5.3 ASSETS MANAGEMENT

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

### 3.5.4 BUDGET AND REPORTING

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

### 3.5.5 SUPPLY CHAIN MANAGEMENT

The main function of the Supply Chain Management (SCM) unit is to ensure an efficient and effective system of demand management that complies with Supply Chain Management laws and regulations. The Municipality proud itself with the effective Supply Chain Management unit that is well capacitated to implement the demand management plan.
There is still however a room for improvement in terms of the efficiency on the part of user directorates with regard to the development of accurate specifications.
The operating SCM committees are made up of Bid-adjudication, Bid-evaluation and Bid-specification. The SCM unit is the secretariat of these committee. The committees sit whenever applications/ tender documents are received.

### 3.5.5 EXPENDITURE MANAGEMENT

The main function of the expenditure management unit timeous payment of creditors and employees. Proper record keeping and filling is at amongst the core responsibilities of this section.
The current financial challenges of the municipality due to high depency on conditional grants is a threat to the effective functioning of this unit. Lack of a proper record management system is also keeping back the efficiency of the unit and resulting in unfavourable audit outcomes.

## 3.5.6 SUMMARY OF FINANCE PERFORMANCE/ TRENDS

### Summary of budgeted financial performance, position and cash flow of the municipality

| Table 61(a): Summary of budgeted financial performance, position and cash flow of the municipality: DC33 Mopani – table A1 Budget summary | | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| **Description** | **2017/18** | **2018/19** | **Current Year 2019/20** | | | | **Budget Year 2020/21** | **2021/22 Medium Term Revenue & Expenditure Framework** |
| **R thousands** | **Audited Outcome** | **Audited Outcome** | **Original Budget** | **Adjusted Budget** | **Full Year Forecast** | **Pre-audit outcome** | | |
| **Financial Performance** | | | | | | | | |
| Property rates | – | – | – | – | – | – | – | - |
| Service charges | 178 850 | 186 875 | 186 063 | 187 639 | 187 639 | – | 198 499 | 198 710 |
| External Investment | 5 438 | 13 200 | 9 000 | 13 000 | 13 000 | 5 765 | 13 702 | 13 702 |
| Transfers recognised - operational | 772 495 | 855 547 | 927 159 | 925 159 | 925 159 | 385 633 | 1 011 077 | 1 057 469 |
| Other own revenue | 46 151 | 59 649 | 50 787 | 42 731 | 42 731 | 86 | 45 428 | 241 149 |
| **Total Revenue (excluding capital transfers and contributions)** | 1 002 934 | 1 115 272 | 1 173 009 | 1 168 529 | 1 168 529 | 391 485 | 1 268 706 | 1 511 030 |
| Employee costs | 358 653 | 389 571 | 433 711 | 380 956 | 380 956 | 283 254 | 397 854 | 492 773 |
| Remuneration of councillors | 13 179 | 13 224 | 28 920 | 24 772 | 24 772 | 37 034 | 14 233 | 34 140 |
| Depreciation & asset impairment | 204 196 | 223 747 | 177 736 | 178 067 | 178 067 | – | 186 056 | 210 525 |
| Finance charges | 226 | 71 906 | 466 | 466 | 466 | – | 491 | 358 |
| Materials and bulk purchases | 347 309 | 351 497 | 278 270 | 262 929 | 262 929 | 150 039 | 358 724 | - |
| Transfers and grants | 1 326 | 354 | – | – | – | – | – | - |
| Other expenditure | 319 311 | 272 563 | 430 932 | 342 451 | 342 451 | 210 383 | 323 610 | 184 251 |
| **Total Expenditure** | 1 244 199 | 1 322 860 | 1 350 035 | 1 189 642 | 1 189 642 | 680 710 | 1 280 968 | 922 047 |
| **Surplus/(Deficit)** | (241 265) | (207 589) | (177 026) | (21 113) | (21 113) | (289 225) | (12 262) | 160 229 |
| Transfers and subsidies - capital (monetary allocations) (National / Provincial and District) | 483 882 | 596 763 | 596 866 | 496 633 | 496 633 | 97 858 | 528 638 | 526 487 |
| Transfers and subsidies - capital (monetary allocations) (National / Provincial Departmental Agencies, Households, Non-profit Institutions, Private Enterprises, Public Corporatons, Higher Educational Institutions) & Transfers and subsidies - capital (in-kind - all) | – | – | – | – | – | – | – | - |
| **Surplus/(Deficit) after capital transfers & contributions** | 242 617 | 389 175 | 419 840 | 475 520 | 475 520 | (191 368) | 516 376 | 366 258 |
| Share of surplus/ (deficit) of associate | – | – | – | – | – | – | – | - |
| **Surplus/(Deficit) for the year** | 242 617 | 389 175 | 419 840 | 475 520 | 475 520 | (191 368) | 516 376 | 366 258 |
| | | | | | | | | |
| **Capital expenditure & funds sources** | | | | | | | | |

| | | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| **Capital expenditure** | 5 179 897 | 5 593 001 | 614 929 | 548 680 | 548 680 | 112 474 | 567 412 | 461 022 |
| Transfers recognised - capital | 5 176 425 | 5 415 927 | 544 580 | 539 580 | 539 580 | 111 667 | 532 342 | 461 022 |
| | | | | | | | | |
| Borrowing | – | – | – | – | – | – | – | - |
| Internally generated funds | 3 472 | 177 073 | 19 150 | 9 100 | 9 100 | 841 | 35 070 | 62 172 |
| **Total sources of capital funds** | 5 179 897 | 5 593 001 | 563 730 | 548 680 | 548 680 | 112 508 | 567 412 | 523 194 |
| | | | | | | | | |
| **Financial position** | | | | | | | | |
| Total current assets | 539 906 | 727 848 | 813 600 | 813 600 | 813 600 | 813 600 | 979 859 | 2 260 449 |
| Total non current assets | 5 184 060 | 5 599 772 | 4 813 577 | 4 813 577 | 4 813 577 | 4 813 577 | 6 336 718 | 2 468 176 |
| Total current liabilities | 1 728 499 | 1 735 265 | 537 106 | 537 106 | 537 106 | 537 106 | 1 600 298 | 4 161 360 |
| Total non current liabilities | 108 235 | 124 755 | 57 937 | 57 937 | 57 937 | 57 937 | 60 949 | 4 861 145 |
| Community wealth/Equity | 3 887 232 | 4 467 600 | 5 032 135 | 5 032 135 | 5 032 135 | 5 032 135 | 5 655 329 | 13 751 130 |
| | | | | | | | | |
| **Cash flows** | | | | | | | | |
| Net cash from (used) operating | 587 013 | 671 267 | 475 023 | 529 514 | 529 514 | 710 852 | 503 933 | 541 240 |
| Net cash from (used) investing | (459 706) | (635 665) | (563 730) | (548 680) | (548 680) | (548 680) | (567 412) | 523 194 |
| Net cash from (used) financing | (1 117) | (5 271) | – | – | – | – | – | - |
| **Cash/cash equivalents at the year end** | 133 952 | 161 634 | 72 929 | 53 763 | 34 597 | 162 172 | 98 157 | 37 974 |
| | | | | | | | | |
| **Cash backing/surplus reconciliation** | | | | | | | | |
| Cash and investments available | 131 304 | 161 636 | 45 908 | 45 908 | 45 908 | 45 908 | 154 347 | 37 974 |
| Application of cash and investments | 1 378 709 | 1 709 972 | 295 399 | 314 447 | 314 447 | ########## | 1 575 176 | 2 107 835 |
| **Balance - surplus (shortfall)** | (1 247 406) | (1 548 336) | (249 491) | (268 539) | (268 539) | 579 836 502 | (1 420 829) | 2 145 809 |
| | | | | | | | | |
| **Asset management** | | | | | | | | |
| Asset register summary (WDV) | 5 168 154 | – | 385 994 | 370 613 | 370 613 | 370 613 | 381 356 | 44 308 |
| Depreciation | 178 583 | – | 177 736 | 178 067 | 178 067 | 178 067 | 186 056 | 210 525 |
| Renewal and Upgrading of Existing Assets | 256 140 | – | 69 308 | 45 000 | 45 000 | 45 000 | 35 380 | 38 699 |
| Repairs and Maintenance | 64 407 | 179 194 | 116 823 | 30 776 | 30 776 | 30 776 | 37 823 | 120 899 |
| | | | | | | | | |

**TABLE 61 (b): INCOME ON OWN REVENUE**

| INCOME | Actual | | | | | | |
|---|---|---|---|---|---|---|---|
| **YEARS** | **2015/16** | **2016/17** | **2017/18** | **2018/19** | **2019/20** | **2020/21 Anticipated** | **2021/22 Budget** |
| Interest on current account | R1 050 000 | R3 500 000 | R3 500 000 | R3 500 000 | R6 000 000 | R6 324 000 | R 6 665 496 |
| Interest on Call account | R1 800 000 | R6 800 000 | R6 800 000 | R3 000 000 | R 3000 000 | R7 378 000 | R7 776 412 |
| Fire Services charges | R 200 000 | R 200 000 | R 200 000 | R1 000 000 | R1 000 000 | R1 054 000 | R1110 916 |
| Mayor's charity cup | R3 180 000 | - | - | - | - | - | - |
| Sale of Tender Documents | R1 060 000 | R 560 000 | R 560 000 | R560 000 | R 560 000 | R 590 240 | R622 113 |
| Commission on debit orders | R 120 000 | R 120 000 | R 120 000 | R120 000 | R 120 000 | R 126 480 | R133 310 |
| Insurance Claims | R 310 000 | R 160 000 | R 160 000 | R160 000 | R 160 000 | R 168 640 | R177 747 |
| Skills levy -LGSETA | R1 050 000 | - | - | - | - | R2 108 000 | R221 832 |
| EHS Charges | - | - | - | - | - | R 105 400 | R111 092 |
| **Sub total** | | | | | | **R17 854 760** | **R16 818 918** |
| | | | | | | | |
| Interest earned - external investments | - | - | - | - | - | R 13 701 996 | R13 702 000 |
| Interest earned - outstanding debtors | | | | | | R 41 215 428 | R0 |
| Transfers and subsidies | | | | | | R1 011 077 004 | R1 583 920 000 |
| Other revenue | - | - | - | - | R86 596 393 | R 4 212 480 | R104 152 760 |
| Local Municipalities (basic services) | R206 605 412 | - | - | - | - | R199 154 889 | R 239 774 271 |
| **Sub total** | | | | | | **R1 269 361 797** | **R1 941 549 031** |
| **TOTALS Own funds** | **R215 375 412** | **R11 340 000** | **R11 340 000** | **R8 340 000** | **R97 436 393** | **R1 287 216 557** | **R1 941 549 031** |

## Tables 61 (c) – (d) GRANTS EXPENDITURES

| Year | 2017/18 | | 2018/19 | | 2019/20 | | 2020/21 |
|---|---|---|---|---|---|---|---|
| **GRANT** | **Income** | **Expendit** | **Income** | **Expenditure** | **Income** | **Expendit** | **Income** |
| Equitable share | 757 360 000 | 759 546 553 | 840 762 000 | 840 762 000 | 919 537 000 | 919 537 000 | 1 122 659 000 |
| FMG | 1 795 000 | 1 795 000 | 1 865 000 | 1 865 000 | 2 330 000 | 2 330 000 | 2 700 000 |
| WSIG | 95 000 000 | 58 756 710 | 107 000 000 | 107 000 000 | 40 000 000 | 40 000 000 | 45 000 000 |
| Drought relief WSIG | - | - | 84 500 000 | 57 373 268 | - | - | - |
| MIG | 447 748 000 | 420 736 371 | 444 492 281 | 430 182 934 | 454 295 000 | 454 295 000 | 451 056 000 |
| RRAMGrant | 2 202 000 | 2202 000 | 2 207 000 | 2 207 000 | 2 338 000 | 2 338 000 | 2 225 000 |
| LP ECON (BIOSPHERE) | 216 000 | 216 000 | - | - | - | - | - |
| DPW (EPWP) | 1 725 000 | 1 725 000 | 1 232 000 | 1 232 000 | 3 292 000 | 3 292 000 | 9 433 000 |
| LGWSETA | 725 042 | 752 042 | 393 977 | 393 977 | - | - | - |
| LP-Health (EHP) | 10 674 000 | 14 232 000 | 11 294 250 | 11 294 250 | - | - | - |
| COVID 19 Relief | - | - | - | - | 2 384 000 | 2 384 000 | - |
| **Totals** | **1 306 771 042** | **1 256 403 676** | **1 483 746 508** | **1 452 310 429** | **1 354 776 000** | **1 354 776 000** | **1 633 073 000** |
| **% Usage** | **96%** | | **98%** | | **100%** | | **Pending** |

## Trend of Expenditures on MIG.

| Year | 2016/17 | | 2017/18 | | 2018/19 | | 2019/20 | | 2020/21 |
|---|---|---|---|---|---|---|---|---|---|
| **GRANT** | **Income** | **Expendi** | **Income** | **Expendit** | **Income** | **Expendit** | **Income** | **Expend** | **Income** |
| MIG | 208 500 000 | 208 500 000 | 447 748 000 | 420 736 371 | 444 492 281 | 430 182 934 | 454 295 000 | 454 295 000 | 451 056 000 |
| **% expend** | **100%** | | **94.0%** | | **96.8%** | | **100%** | | **Pending** |

**TABLE 61 (d): Trends on Proportional Distribution and pattern of Budget/ Expenditure on the key items for 2016/17 to 2020/21 respectively**:

| | 2016/17 | | 2017/18 | | 2018/19 | | 2019/20 | | 2020/21 subject to audit | | 2021/22 as budgeted | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| **Salaries** | 380 938 197 | 29% | 378 745 204 | 26% | 367 714 455 | 21% | 403 697 575 | **28.8%** | 397 854 000 | | R 503 028 418 | 26.3% |
| **General Expenses** | 229 017 046 | 17% | 166 056 658 | 11% | 263 964650 | 15% | 126 925 713 | **9.0%** | 181 910 000 | | R 251 196 965 | 13.1% |
| **Repairs & maintenance** | 95 051 585 | 7% | 178 895 090 | 12% | 164 791 824 | 9% | 132 758 097 | **9.5%** | 119 083 000 | | R 259 340 199 | 13.6% |
| **Capital outlay** | 9 176 400 | 1% | 18 513 074 | 1% | 27 680 000 | 2% | 2 331 600 | **0.2%** | 567 412 000 | | R 20 606 000 | 1.1% |
| **Bulk water purchases** | 175 887 358 | 13% | 152 852 000 | 10% | 217 840 000 | 13% | 185 662 900 | **13.2%** | 239 642 000 | | R 377 041 831 | 19.7% |
| **Infrastructure** | 433 611 651 | 33% | 591 944 552 | 40% | 694 472 890 | 40% | 551 580 250 | **39.3%** | | | R 501 587 748 | 26.2% |
| **TOTAL** | 1 323 682 237 | 100% | 1 496 006 578 | 100% | 1 736 463 819 | 100% | 1 402 956 135 | **100%** | 1 505 901 000 | | R 1 912 801 161 | 100% |

**NB: Capital Outlay is combined with Infrastructure Expenditure for 2020/21 fy.**

The above data is depicted below in graphical layout. The expenditure pattern aligns with the rural nature of our District where the greatest demand is in creating a conducive and enabling environment to promote local economy, through infrastructure investment. It will be seen that Infrastructure budget/ expenditure stood at 39% while salaries shared 29% and other items lesser.

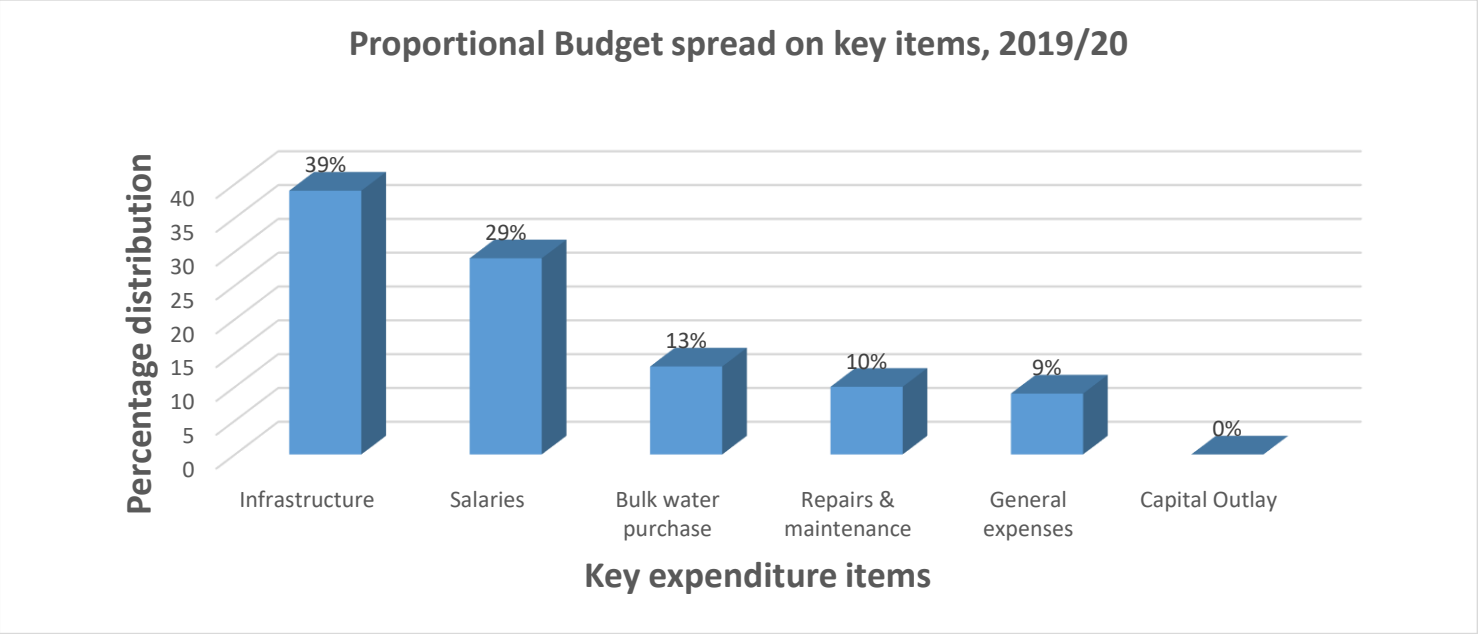



**TABLE 61(e): TOTAL INCOME AND EXPENDITURE TRENDS PER YEAR: 2016/17 - 2019/20**

| Year | Grants | Own Revenue | Total income | Total expenditure | Variance | | Comment |
|---|---|---|---|---|---|---|---|
| **2016/17** | R 961 718 681 | R2 150 88771 | **R1 1768 07452** | **R 953 974 407** | **- R 2 228 33045** | **-18%** | Under expenditure beyond 10% limit |
| **2017/18** | R1 254 190 123 | R230 439 064 | **R1 484 629 187** | **R1 825 130 038** | **+R 340 500 851** | **+23%** | Over expenditure beyond 10% limit |
| **2018/19** | R 1 515 027 907 | R341 277 579 | **R1 856 305 486** | **R1 793 588 008** | **- R 62 717 478** | **-3.4%** | Under expenditure within 10% limit |
| **2019/20** | R1 276 363 003 | R254 636 679 | **R1 530 999 682** | **R 356 826 003** | **- R1 174 173 679** | **-76.7%** | Under expenditure extremely beyond 10% limit |

The variance(-ve) indicates funds that could not be utilised (savings) in a particular financial year. Variance (+ve) indicates over expenditure (deficits). Trends (decrease in variance) show improvement in the ability of the municipality to utilise the funds allocated, over the time. As per MFMA the variance on expenditure should not exceed 10% of the original budget. It is noted that for the year 2018/19 total expenditure fell well within the 10% at absolute value of 3.4%. The 2019/20 was hard-hit where implementation of all capital projects were stopped as a results of shift in focus to nationwide Covid-19 pandemic mitigations through the Disaster Management Regulations.

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

### 3.6.1. BACKGROUND

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

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

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

### Table 62: Municipal Structures involving communities in matters of governance

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

**COUNCILS SEATS**

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

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

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

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

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

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

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

### 3.6.2 SUPPORT TO WARD COMMITTEES

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

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

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

### 3.6.3 PUBLIC PARTICIPATION

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

The following gaps are acknowledged:

- Robust engagements and discussions with the IDP Rep. forum in the IDP Process still need strong facilitation.
- There has been evidence of non-adherence to IDP process schedule by District and Local municipalities;
- Limited continuity on the part of local municipalities to engage in the District IDP meetings.
- There is poor implementation monitoring of the IDP and its review process.
- There has been poor engagement of sector Department in the District IDP Process due to inconsistencies in meetings.

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

MDM has, however, engaged Sector Departments on their infrastructure Plans and projects. The usual challenge has been that Sector Departments identify projects without addressing issues prevailing in the municipalities. A platform of engagement between municipalities

and sector departments is established through Office of the Premier to deal with IDP process issues in line with the IDP Process plan. All intersphere alignment issues in IDP are dealt with in this forum. The inter-governmental monitoring forum has been established to ensure accountability with regard to the implementation of sector departmental projects as included in the IDP.

### 3.6.4 MDM STAKEHOLDER ANALYSIS

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

**Table 63 (a): Outcome of District Area Stakeholder Analysis**

| Stakeholder | Support | Influence |
|---|---|---|
| | *High – 3* | *Medium – 2* *Low – 1* |
| Traditional Authorities | 2.5 | 2.0 |
| Community | 3.0 | 3.0 |
| Business Community | 2.0 | 1.5 |
| Political parties | 3.0 | 3.0 |
| Provincial Sector Depts | 2.0 | 2.0 |
| National Sector Depts | 1.8 | 2.5 |

The outcome was that the Community and Political Parties support and influence decisions appropriately. Traditional Authorities were rated high regarding support to municipalities and above average regarding influence. National and Provincial sector departments rated fairly high regarding influence, but average regarding support. Business Community rated average on support that they render to the municipalities and low regarding the influence they have on decision making. The conclusion that can be drawn from this is that better relationships should be built with National and Provincial Sector Departments as well as with the Business Community to increase the support that they render to the municipalities. Attention should also be paid to involve Traditional Authorities, Business Community and Provincial Sector Departments in decision making in order to allow for improved influence on decisions regarding the relevant areas which have an impact on them.

Stakeholder Analysis specifically relating to the Mopani District Municipality itself was done per Strategic Theme

**Table 63 (b): Stakeholder Analysis relating to Mopani District Municipality**

| Stakeholder | Support | Influence |
|---|---|---|
| | *High – 10* *Medium – 5* | *Low – 1* |
| Local Municipalities | 2.3 | 3.7 |
| Traditional Authorities | 5.0 | 2.5 |
| Community | 5.2 | 5.1 |
| Business Community | 3.9 | 2.5 |
| Political parties | 5.5 | 5.3 |
| Prov Sector Depts. | 3.3 | 5.5 |
| Nat Sector Depts | 2.5 | 5.7 |
| Management | 4.1 | 5.1 |
| Employees | 2.9 | 2.8 |

| Table 63 (b): Stakeholder Analysis relating to Mopani District Municipality | | |
|---|---|---|
| Stakeholder | Support | Influence |
| | *High – 10* | *Medium – 5* *Low – 1* |
| Mining Forum | 1.3 | 4.7 |
| Agricultural Forums | 3.6 | 5.5 |
| NPO's | 4.4 | 5.0 |
| Youth | 5.3 | 6.5 |
| Women | 4.7 | 6.7 |
| Disabled | 4.6 | 6.9 |
| Religious groupings | 2.5 | 2.3 |
| Civic organisations | 4.5 | 6.3 |
| Tourism Forum | 2.9 | 5.5 |

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

- **Local Municipalities**: The District Municipality needs the support from the local municipalities and their influence on decision-making, especially that Mopani District Municipality is the Water Services Authority in all local municipal areas;
- **Business Community**: in order to grow the economy, support from and influence by the Business Community is crucial, especially on service delivery partnerships, skills development and job creation.
- **Provincial Sector Departments**: The District Municipality is dependent on the financial and technical support from Provincial and National Sector Departments to cover all aspects of development within its area(s);
- **Employees**: Staff members are the foundation of a municipality and if there is poor support or complacence on the part of employees, while pressure mounts up on service delivery, community uprisings will occur;
- **Mining Forum**: Mining is the highest economic gross value adding in the District. It is important that mining houses are on board in the decision-making processes of the District in order to support in an informed manner;
- **Agricultural Forums**: The vision of the Mopani District area has direct relevance to agriculture, "….the food basket….". It is therefore crucial that good relations are established and maintained with Agricultural Forums and entities for mutual support;
- **Religious groupings**: To ensure moral regeneration it is important that churches and religious groupings are involved to ensure support and that their views be considered in decision-making processes;
- **Tourism Forums**: The Vision sets the District as the "Tourism destination of choice". Good relationships need to be established with Tourism Forums.

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

### 3.6.5 COMMUNITY DEVELOPMENT WORKERS (CDW)

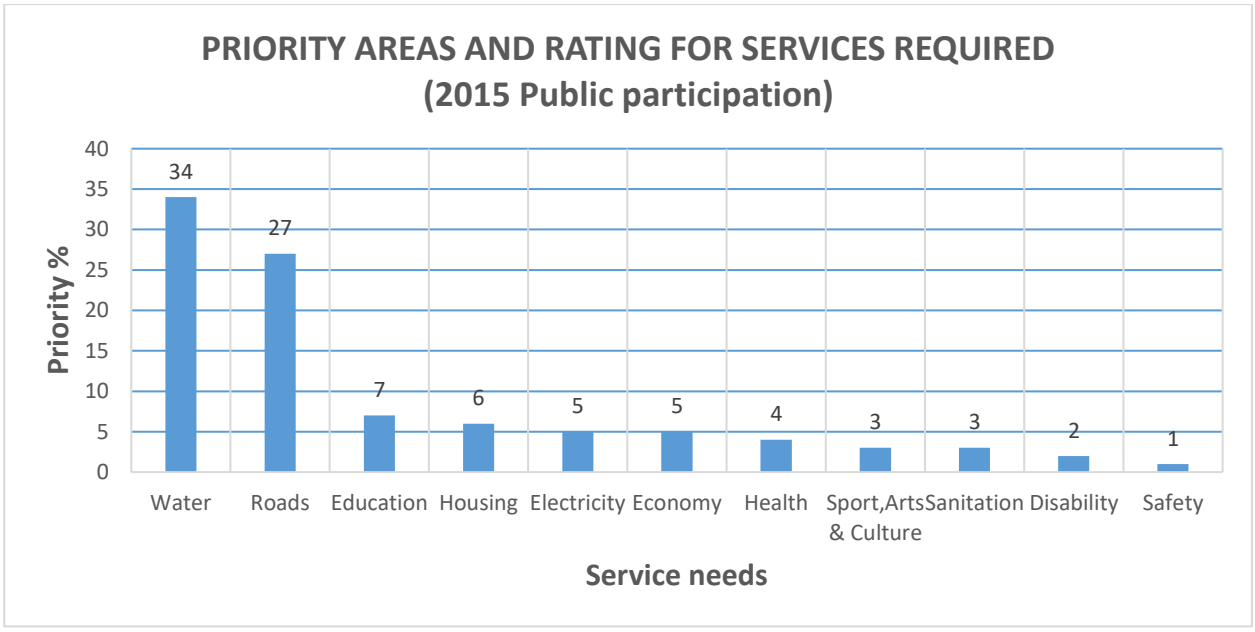
These units or officials are meant to assist communities to participate in issues of governance within their localities. Most often this is far less achieved. There is need to look closely into their structural arrangement and issues to add value to the intended responsibility. The current challenge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

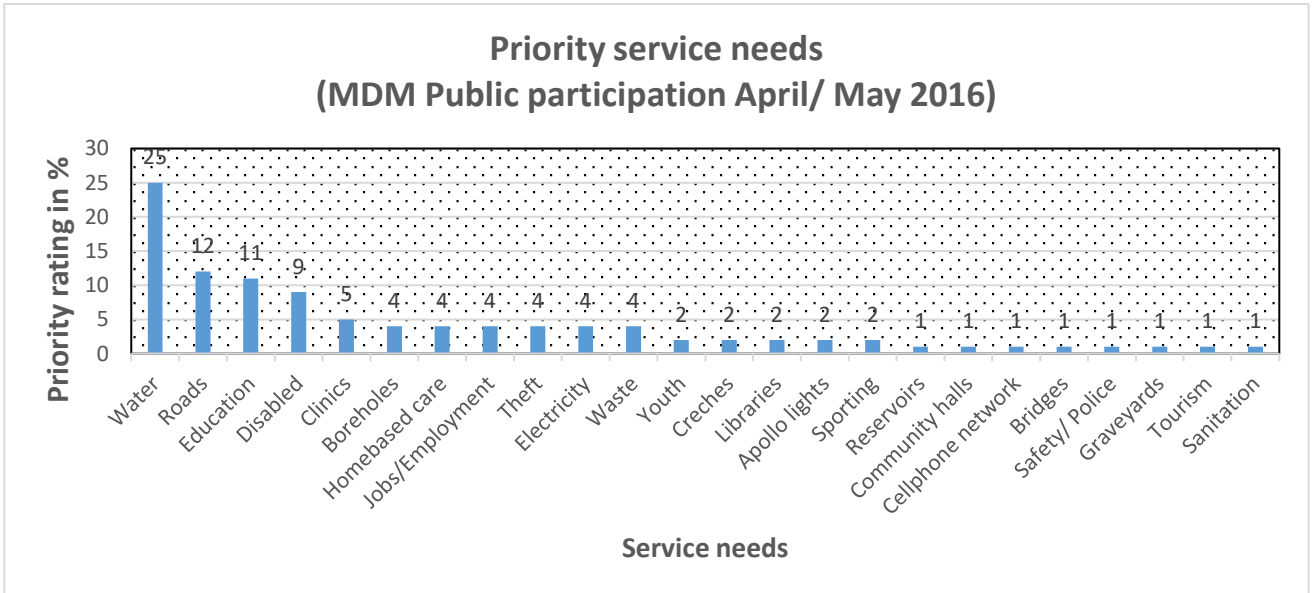
| Table 64: CDWs in Mopani District Municipality | |
|---|---|
| **MUNICIPALITY** | **NUMBER** |
| Greater Tzaneen | 35 |
| Greater Giyani | 19 |
| Greater Letaba | 23 |
| Maruleng | 8 |
| Ba-Phalaborwa | 12 |
| **TOTAL** | **97** |

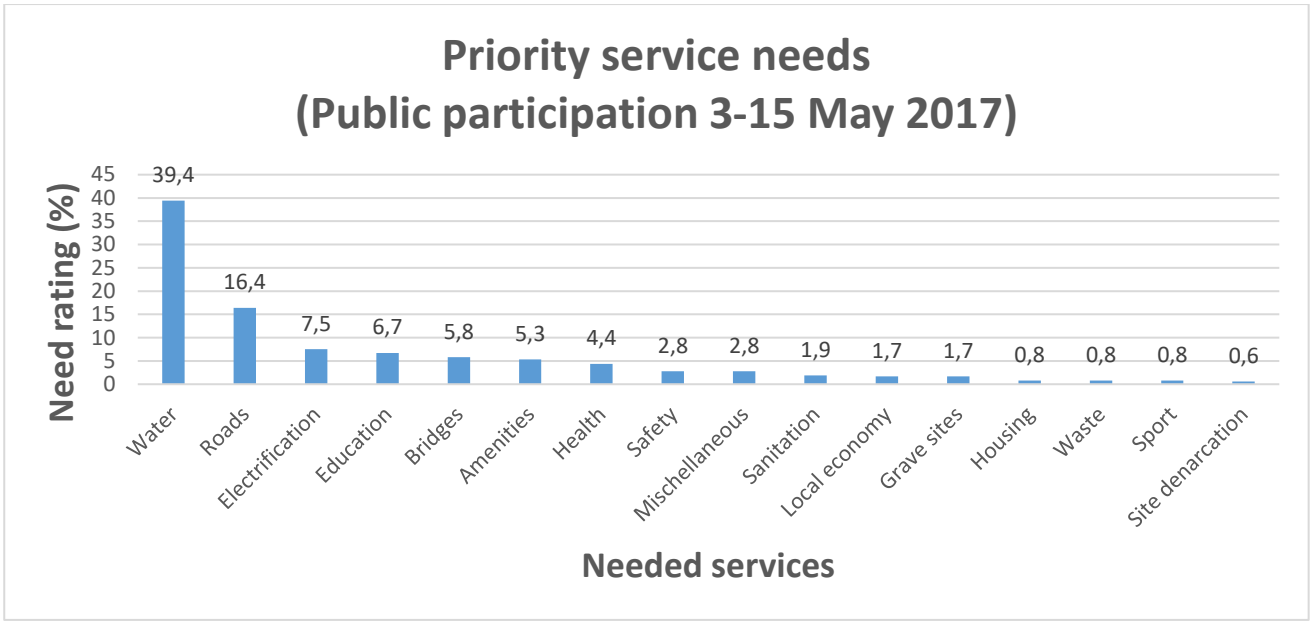
Source: Local municipalities IDPs, 2019/20

**PUBLIC VIEW ON RATING PRIORITY SERVICES REQUIRED (2015 Public participation)**

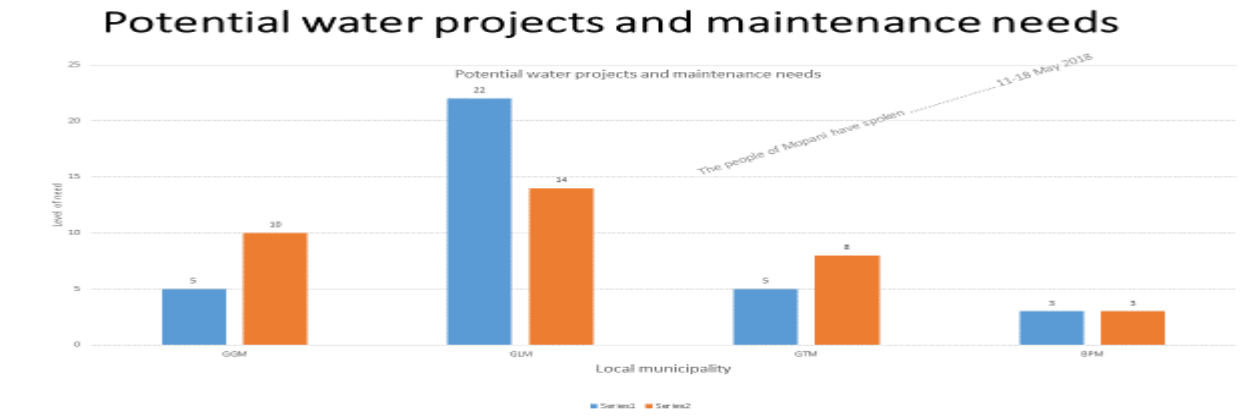
| ISSUE/ SERVICE NEEDS, 2015 | BPM | MLM | GGM | GTM | GLM | MDM RATING | | COMMENT |
|---|---|---|---|---|---|---|---|---|
| WATER | 7 | 12 | 7 | 26 | 45 | 97 | 33,7% | GLM & GTM |
| SANITATION | - | - | 2 | 3 | 3 | 8 | 2,8% | GLM & GTM |
| ELECTRICITY | 2 | 1 | 2 | 3 | 5 | 13 | 4,5% | GLM & GTM |
|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

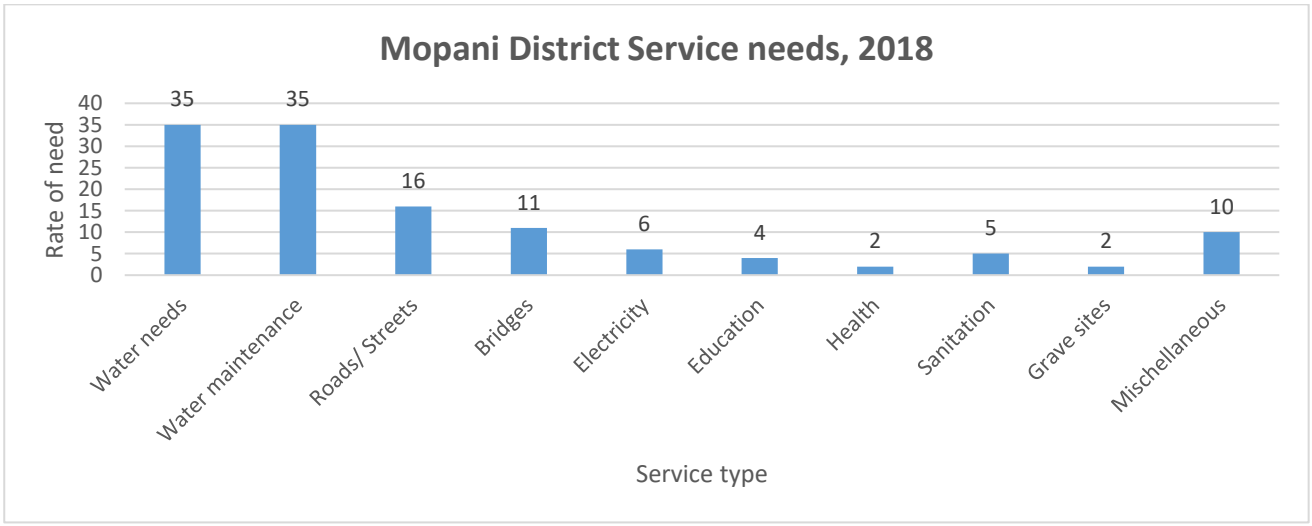





MDM **Public participation: 2017/18: 25 April - 22 May 2018**



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

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

## PROPORTIONAL- REPRESENTATION IN PUBLIC MEETINGS 11 – 22 MAY 2018

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

# PUBLIC PARTICIPATION ANALYSIS OF STAKEHOLDERS 2019

| Venues | Categories of people who attended the public participation (Civic society + Officials) | | | | | | Councilors | Traditional Leaders | Total attendees per LM |
|---|---|---|---|---|---|---|---|---|---|
| | Male | Female | Youth | Disabled | Elderly | Total | | | |
| MLM: Hlohlokwe | 98 | 120 | 67 | 0 | 25 | 218 | 34 | 1 | **253** |
| GLM: Mokwakwaila | 115 | 111 | 47 | 5 | 40 | 226 | 33 | 1 | **260** |
| GTM: Lenyenye | 106 | 122 | 34 | 4 | 73 | 228 | 34 | 0 | **262** |
| GGM: Giyani | 144 | 156 | 33 | 2 | 33 | 300 | 36 | 0 | **336** |
| BPM: Lulekani | 69 | 102 | 11 | 4 | 14 | 171 | 31 | 2 | **204** |
| TOTALS: MDM | 532 | 611 | 192 | 15 | 185 | 1 143 | 168 | 4 | **1 315** |
| Councilors | 80 | 89 | 10 | 4 | 5 | 168 | | | |
| Traditional Leaders | 2 | 1 | 0 | 0 | 1 | 4 | | | |
| **Totals** | **614** | **701** | **202** | **19** | **191** | **1315** | | | |
| **MDM population, Census 2011** | | | | | | **1 092 507** | | | |
| **Comparison** | | | | | | **0.12%** | | | |

## PUBLIC PARTICIPATION ANALYSIS OF COUNCILLORS

| Venues | Categories of people who attended the public participation | | | | | |
|---|---|---|---|---|---|---|
| | Male | Female | Youth | Disabled | Elderly | Total |
| MLM: Hlohlokwe | 16 | 18 | 2 | 1 | 1 | 34 |
| GLM: Mokwakwaila | 16 | 17 | 2 | 1 | 1 | 33 |
| GTM: Lenyenye | 17 | 18 | 2 | 1 | 1 | 34 |
| GGM: Giyani | 19 | 17 | 2 | 0 | 1 | 36 |
| BPM: Lulekani | 12 | 19 | 2 | 1 | 1 | 31 |
| **TOTALS: MDM** | **80** | **89** | **10** | **4** | **5** | **168** |

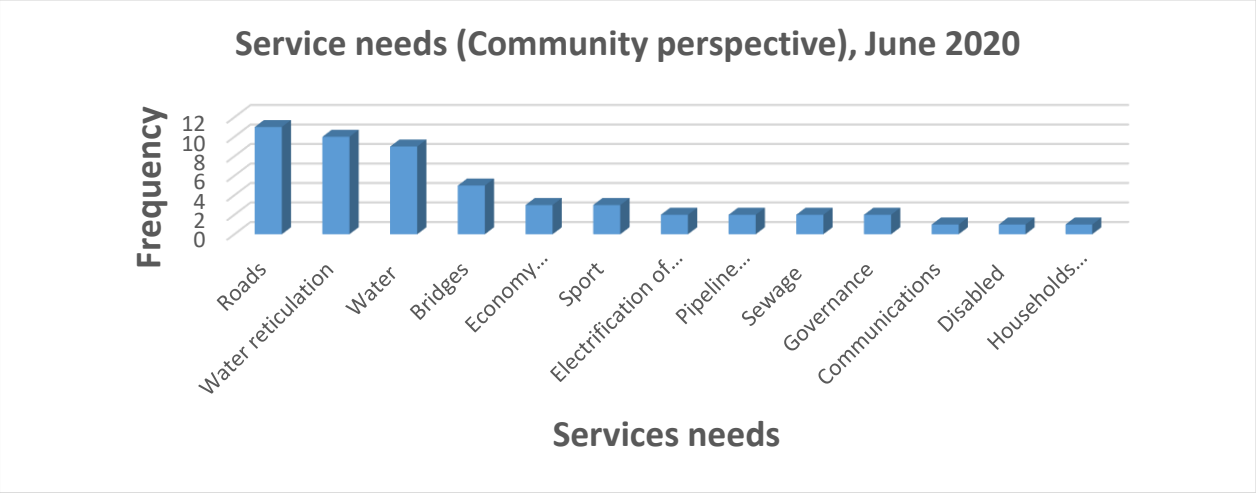
## PUBLIC PARTICIPATION ANALYSIS OF TRADITIONAL LEADERS

| Venues | Categories of people who attended the public participation | | | | | |
|---|---|---|---|---|---|---|
| | Male | Female | Youth | Disabled | Elderly | Total |
| MLM: Hlohlokwe | 1 | 0 | 0 | 0 | 1 | 1 |
| LM:Mokwakwaila | 1 | 0 | 0 | 0 | 1 | 1 |
| GTM: Lenyenye | 0 | 0 | 0 | 0 | 0 | 0 |
| GGM: Giyani | 0 | 0 | 0 | 0 | 0 | 0 |
| BPM: Lulekani | 1 | 1 | 0 | 0 | 0 | 2 |
| **TOTALS: MDM** | 2 | 1 | 0 | 0 | 1 | 4 |

Note:

- All Traditional Leaders had exclusive meeting on draft IDP on 14/5/2019.
- MLM and GGM had Mayors in attendance.
- MLM, GLM and BPM had Traditional Leaders in attendance

## PUBLIC PARTICIPATION REPORT, JUNE 2020



## PUBLIC PARTICIPATION REPORT, MAY 2021

Draft IDP/ Budget 2021/22 – 2026 was broadcasted/ livestreaming/ presented to members of public through the Local Radio stations and members whereafter people were allowed to raised issues of concern and appreciation on the draft document. Issues raised were compiled and were catagorised as follows: (1) issues that need further investigations, (2) issues that were operational and (3) issues that necessitated project initiation. After further engagement with the IDP Representative forum, the following were then included in the final draft IDP 2021/22 – 2026 for adoption by Council:

| NO | ISSUES RAISED | LOCATION | RESPONSIBILITY | PROGRESS |
|---|---|---|---|---|
| | There is an interest on Sand Water extraction at Ramotshinyadi etc, as Jopie Mawa projects has been going on for years, but there is no water. There is a need to budget for Sand Water extraction so that villages along the Molototsi river, Buqa, Daniel, Shamfana can get water. | **Greater Letaba** Ramotshinyadi | **Snr Manager Water Sevices** | No project in the draft IDP |
| | Mopani need to intervene at the sewer projects at Dan village. Director Mahayi to take a lead in this regard. It was indicated that a contractor is busy with site establishment. The Community is demanding the 30% stake in the project, and this project is below the thresh-hold where communities should be given the 30%. It was also indicated that the current budget will not complete the project. | **Greater Tzaneen** Dan Village | Snr Manager Technical Services | Ward Councilor for Dan village need to be briefed and he/she brief the community on the challenges. |

It be noted that, as preparations, prior meetings were held as follows:

Executive Mayor briefing Local Mayors, Speakers and Chief whips, 10 May 2021.

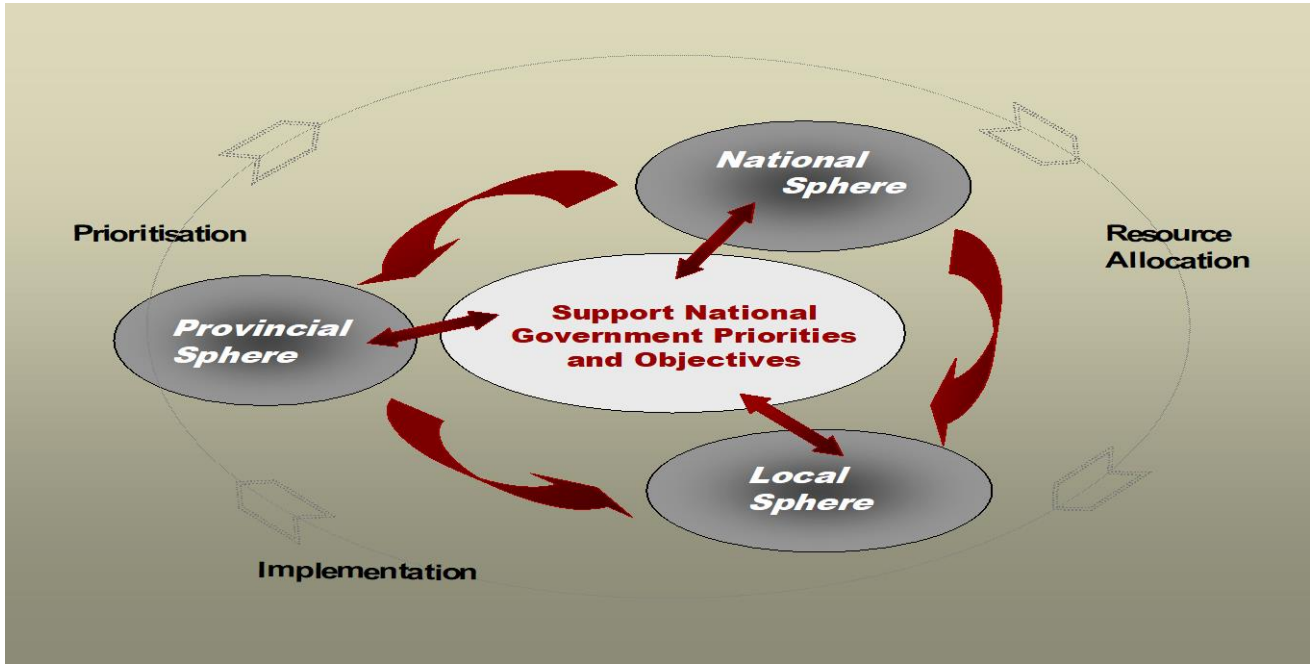
Executive Mayor briefing Local House of Traditional Leaders, 13 May 2021.

Executive Mayor broadcasting (live streaming) through Local Radio stations to Members of public and further engagements through the same platform.

NB: It be noted that issues that would not be included in the final draft IDP, form part of the operations of the District Municipality monitored by Exec Mayor.

### 3.6.6 **INTER-GOVERNMENTAL RELATIONS**

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




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

The relationship between the district municipality, the local municipalities and sector departments in Mopani is improving. There are also inter-municipal structures (i.e. District Intergovernmental Forum, District IDP Engagement forum, Speakers' Forum and District Managers' Forum) that discuss and resolve on issues cutting across all municipalities and sector departments.

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

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

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

- Audit committee to track performance and advise Council. For several years the Auditor General had not expressed his opinion on the financial statements because of lack of sufficient appropriate audit evidence. That has been "disclaimer". Of most to be celebrated is that for 2008/9 and 2009/10 MDM received unqualified audit reports from Auditor General. The 2010/11 shows "Qualified" opinion. Thereafter the District went in Disclaimers and Adverse between 2011/12 – 2017/18 until 2018/19 when municipality rose to Qualification.
- Anti-corruption Strategy in place as enabler to deal with eradication of corruption.
- Risk Management Strategy in place: the unit is not adequately staffed since there is still only one person, the chief risk officer.
- Financial control systems: SCM committees, Audit committee, Budget steering committee and Financial policies are in place.
- HR policies are in place and most of them are addressing labour issues. However full implementation is yet a challenge.
- Program of meetings of House of Traditional leaders with Executive Mayor discussing issues of mutual interest are in place.
- IDP Representative forum affording community involvement in issues of governance through IDP process is fully established & effective.
- Communication forum: to communicate programmes and governance of the District to communities and employees.
- District Development Planning forum: An avenue for integration of Local municipalities and sector Departments (National & Provincial).
- District Managers' forum: Municipal Managers of District and Local municipalities, parastatals and District Managers of sector depts.
- Mayors' intergovernmental forum: Mayors of both District and Local municipalities meet quarterly to track progress on service delivery.
- Disaster Management unit that is linked to the office of the Municipal Manager for prompt response to disasters whenever they occur.
- Forums linking communities with formal structures of municipality (e.g LED, Business, Energy, Health, Gender, Sanitation, Disability, etc.).

# TOP TEN INSTITUTIONAL STRATEGIC RISKS 2021/22

| No | Strategic Objectives | KPAs | Risk Description | Risk Consequence/ Impact | Risk Root Cause | Current controls | Risk Owner | Actions to improve management of the risk | Action Owner | Time Scale |
|---|---|---|---|---|---|---|---|---|---|---|
| 1 | To improve community safety,health and social well-being. | Basic Service Delivery | Workers and members of the public getting infected with Covid 19 | Loss of lives<br>Poor service delivery | None adherence to Covid-19 regulations and protocols by both employer and employees | Covid-19 Regulations and departmental protocols<br>Disaster managemnt act . JOC.<br>Conduct District Command Council meeting bi-weekly | SM Corporate | Adopt & implement working from home policy | Municipal Manager | Bi-Weekly |
| 2 | To increase revenue generation and implement financial control systems | Financial Viability | Inability to collect and generate revenue | Unsustainable service delivery | Ineffective revenue collection mechanisms<br>High level of indigent debtors | Signed SLAs with local municipalities<br>Appointed Billing administrators in the local municipalities | CFO | Engagements with local municipalities through IGR structures to pass over the revenue collected to the district | Municipal Manager | Quarterly |
| 3 | To have integrated infrastructure development | Basic Service Delivery | fragmented development | Community protest | Lack of coordinating structures | DDM/ IDP | SM Planning. | IDP Engagement sessions/ IGR | Municipal Manager | 1.Quartely<br>2.Ongoing |
| 4 | To accelerate sustainable infrastructure & maintenance in all sectors of development | Basic Service Delivery | Poor project management | Poor service delivery | Poor monitoring of project<br>Community disruptions | 1. Allocation of projects to specific project managers<br>2. Schedule site meetings<br>3. Project implementation plan<br>4. Signed Service level agreement | SM Technical | 1. Monitor implementation of signed SLAs.<br>2.Consequence management | Municipal Manager | Ongoing |

| | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| 5 | To improve community safety, health and social well-being. | Basic Service Delivery | Natural and man made fires causing damage to the environment, property and loss of human life | Damage to enviroment, property and loss of lives, Poor service delivery | Human error Lack of awareness education on fire and rescue matters | 1. National Veld & Fire act<br>2. Fire services bi-laws | SM Community | 1. Enforcement of Fire bi-laws | Municipal Manager | Ongoing |
| 6 | To have efficient, effective, economic and intergrated use of land space | Spatial Rationale | Incompatible land development | Loss of lives Collapse of the infrastructure Unsustainable development | Land invasion Informal land occupation | SPLUMA SPLUM bi-laws | SM Planning | 1. Enforcement of SPLUM bi-laws | Municipal Manager | Ongoing |
| 7 | To promote democracy and sound governance | Good Governance and Public Participation | Excessive litigation claims | Loss of municipal funds | Poor contract management. | 1. Review of invoices for attorneys.<br>2. Advisory services to Users particularly PMU on contract management. | SM Corporate | 1. Legal to develop, ensure signature and keep signed SLA.<br>2. Review of invoices for attorneys.<br>3. Advisory services to Users particularly PMU on contract management. | Municipal Manager | Ongoing |
| 8 | To promote economic sectors of the district | Local Economic Development | Inadequate support to local economic growth | High unemployment rate | Inadequate implementation of LED strategy | LED strategy | SM Planning | Implementation of Reviewed LED strategy | Municipal Manager | 30-Sep-21 |
| 9 | To promote democracy and sound governance | Good Governance and Public Participation | Projects implemented not inline with IDP | Community protest Poor service delivery | fragmented / disjoined planning. | IDP/ SDBIP | PMS Manager | 1. Implementation of DDM<br>2. Implemention of the IDP<br>3. Operational of the DDM model | Municipal Manager | Ongoing |
| 10 | To inculcate entrepreneurial and intellectual capabilities | Municipal transformation & Organasational development | High vacancy rate | Poor service delivery | Delays in filling of vacant positions | Staff provisioning policy Organogram | SM Corporate | 1. Implementation of Staff provisioning policy | Municipal Manager | Ongoing |

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

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

**(i) Purpose of the Strategy**

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

(ii) Principles of the Strategy

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

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

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

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

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

**Internal Audit unit:** Promote professional ethics among employees.

### 3.6.9 Internal Auditing services

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

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

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

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

- change of negative perception on auditors generally, has been noted among officials.
- The unit continues to audit key performance areas of the District municipality and the Audit Steering committee manages the findings, ensuring that issues raised as findings are addressed through Audit Action plan. However this is the area where the Audit Steering committee is ever behind on perfecting the tasks. The committee is chaired by Exec Mayor to strengthen the oversight.
- continued support to the municipal functionaries assisted MDM to achieve clean audit / unqualified audit opinion for 2008/9. In the subsequent years the audit opinion by AG went poor. The District is continuously trying all to graduate from the status. With the input and assistance of the Audit committee the District has emerged successfully with "Qualified" AG opinion in 2019/20.

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

3.6.9.1 **The Audit Committee**:

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

The following are matters brought to the attention of Council by the Audit Committee over the years:

- Accounting framework and practice;
- Internal Financial control and internal audits;
- Performance management and evaluation;
- Risk management;
- Skills transfer and capacity building.
- Service Level Agreement between Locals and District on water transactions.
- Integrated Development Planning

#### 3.6.9.2 Audit Steering committee

During every Auditor General's session, queries are raised and documented for further follow up and corrections. In order to comply to the required responses, internal audit committee, referred to as Audit Steering committee is constituted, and it is made up of MM,CFO & Internal Audit Manager and the Director whose unit would be audited at the time. It is through this process that necessary actions are taken to account on the queries raised. Furthermore the Audit committee monitors the implementation of the audit action plan.

#### 3.6.9.3 Risk Management Committee services:

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

The Risk unit is established and resourced with on official, Chief Risk Officer who was appointed in year 2018. The unit assists management to identify and evaluate the effectiveness of council's risk management system and contribute to the improvement of risk management and control systems. That is done by taking the registered risks, categorizing them into low, medium and high risks for management to develop action plan for mitigation and monitoring. The unit serves as secretariat of the Risk Committee and also deal with issues of anti-corruption in the institution.

**CHALLENGES**

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

#### 3.6.10 INTERNATIONAL RELATIONS

In view of global effects on various aspects of development, e.g competition, recession, foreign trading and comparative advantages of Mopani region, it became important for MDM to make advancement in international relations for economical advantages.
Already different economic sectors that could be matched with different municipalities inside and outside the country have been identified/ earmarked. For proximity, a priority has been given to SADC countries neighbouring South Africa with due interest on Agriculture, Tourism, mining, manufacturing and Trade. Specific areas earmarked are municipalities in Zimbabwe, Mozambique and Botswana. As a matter of protocol, Office of the Premier is handling all matters of international relations. Therefore engagements with Office of the Premier office on such matters will be embraced when need arises.

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

It will be a continuous endeavour to ensure our linkages with other countries for mutual economic gains. The information is still important for the fifth Administration (2021/22) to explore the space.

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

### 3.7.1 Background

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

Offices for local municipalities are located as follows:

Maruleng Local Municipality……Hoedspruit Town

Greater Letaba Local Municipality ……..…Modjadjiskloof Town

Greater Tzaneen Local Municipality ……..…Tzaneen Town

Ba-Phalaborwa Local Municipality ……...…Phalaborwa Town

Greater Giyani Local Municipality ……Giyani Town

### 3.7.2 EQUITY

### 3.7.2.1 STRUCTURES OF COUNCIL (2016/17 – 2020/21) ---------- Table 65

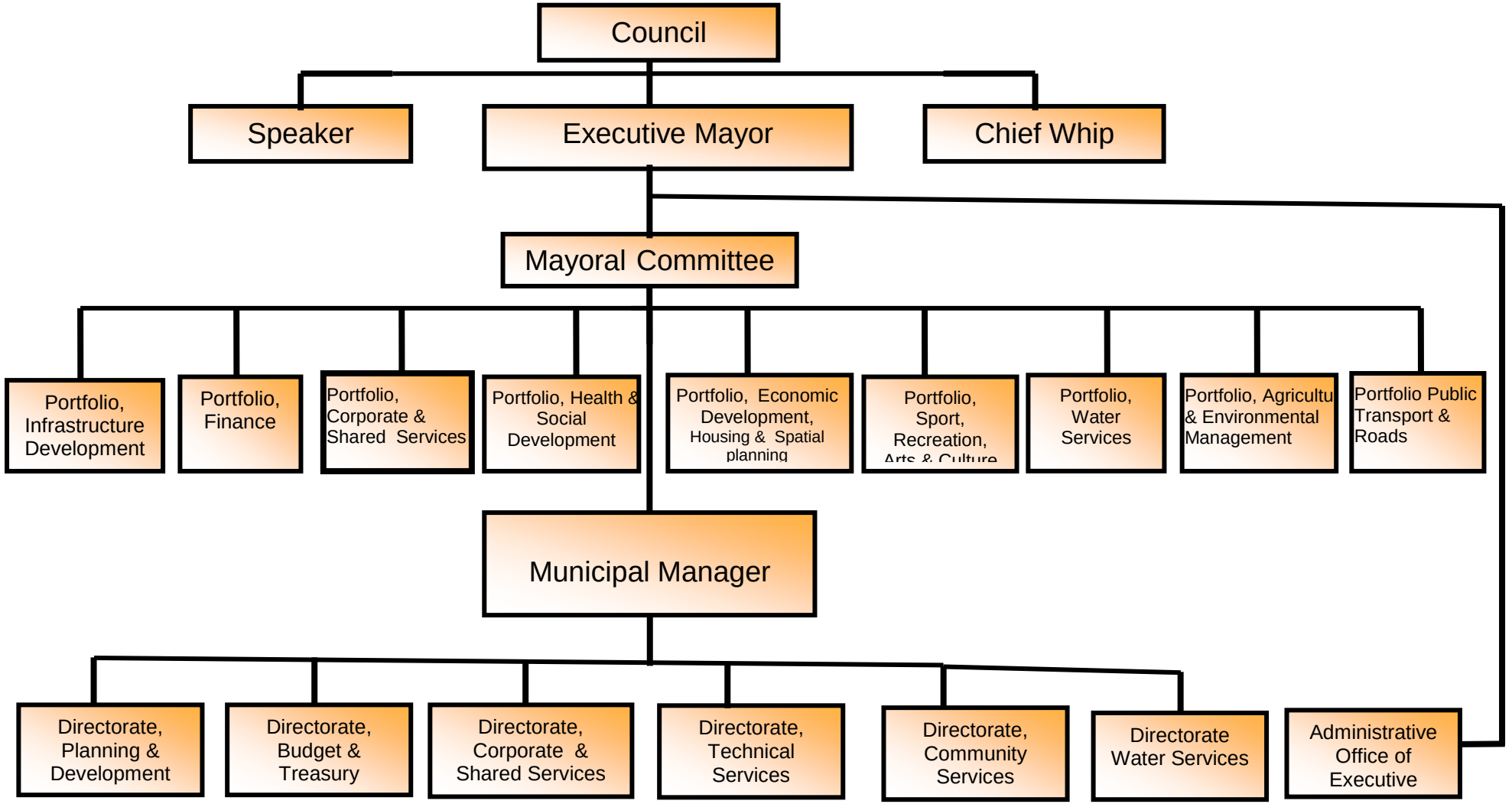
| Table 65 | | Males | Females | Disabled | Youth | T/Leaders | Total |
|---|---|---|---|---|---|---|---|
| **Council** | | 23 | 30 | 2 | 8 | +10 | 53 |
| **Mayoral Committee + Executive Mayor** | | 3 | 7 | 1 | 2 | - | 10 |
| **Municipal Public Accounts Committee** | | 2 | 4 | 0 | 1 | - | |
| **Ethics Committee** | | 4 | 3 | 1 | | | |
| **Portfolio comittees** | Economic Development, Housing& Spatial Planning | 3 | 2 | 1 | 1 | - | 5 |
| | Finance | 3 | 3 | 0 | 0 | - | 6 |
| | Governance& Shared Services | 6 | 0 | 0 | 1 | - | 6 |
| | Water Services | 3 | 2 | 0 | 0 | - | 5 |
| | Infrastructure Development | 2 | 3 | 0 | 1 | - | 5 |
| | Community Development | 2 | 3 | 0 | 0 | - | 5 |
| | Sport, Recreation, Arts & Culture | 1 | 4 | 0 | 0 | - | 5 |
| | Agriculture& Environment Management | 2 | 3 | 1 | 2 | - | 5 |
| | Public Transport & Roads | 3 | 2 | 0 | 1 | - | 4 |

| | | MDM | GGM | GLM | GTM | BPM | MLM |
|---|---|---|---|---|---|---|---|
| **REPRESENTATION OF LMs IN THE DISTRICT COUNCIL** | Councilors | 32 | 7 | 7 | 11 | 4 | 3 |
| | Traditional Leaders | 10 | 10 | 10 | 7 | 5 | 4 |

### 3.7.2.2 GOVERNANCE STRUCTURE OF COUNCIL

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

## MOPANI DISTRICT MUNICPALITY GOVERNANCE STRUCTURE



### *3.7.2.3 EMPLOYMENT EQUITY*

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

**Administrative units supporting political components of Council:**

- Administrative support to the political components of Council is arranged as follows;
  - Council sittings; …….. Manager, Office of the Executive Mayor
  - Executive Mayor's Office; …… Manager, *Office of Executive Mayor*
  - Speaker's Office; …… Manager, *Office of Executive Mayor*
  - Chief Whip's Office; and …… Manager, *Office of Executive Mayor*
  - Portfolio Committees. …… *Manager, Office of Executive Mayor*

- Providing administrative support to inter-municipal *political* structures (e.g. the Mayors intergovernmental Forum); ..Technical committees
- Coordination of inter-municipal *technical* structures (e.g. Governance & Administration Technical Committee); ……Snr Managers
- Providing administrative support to the five Directorates of Council; …… *Accounting officer*
- Coordinating the district administrative IGR structures (e.g. the District Manager's Forum); …Manager *in the Office of Executive Mayor* Integrated Development Planning, Performance Management, Disaster Management, Internal Auditing and Risk...*Accounting officer.*

**Political Office bearers linking with Administrative staff of government and community**

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

**Municipal Administrative staff linkage with sector departments staff**

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

➢ ***3.7.2.3 EMPLOYMENT EQUITY*** ----------***Table 66***

➢ Filling in of top managerial posts

| ***Table 66*** | **MDM** | **BPM** | **GGM** | **GLM** | **GTM** | **MLM** |
|---|---|---|---|---|---|---|
| Women Municipal Manager | 0 | 1 | 0 | 0 | 0 | 0 |
| Total section 57 managers' posts | 7 | 6 | 6 | 5 | 7 | 6 |
| Posts filled | 7 | 3 | 4 | 5 | 5 | 5 |
| Section 57 Women | 2 | 1 | 1 | 3 | 2 | 1 |
| % of women personnel employed | 37 | 38 | 58 | 45 | 40 | 46 |
| Section 57 Disabled | 0 | 0 | 0 | 0 | 1 | 0 |
| % of section 57 managers | 100% | 1,2 | 0,6 | 0,01 | 2,0 | 3,7 |

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

| COUNCILLORS | | | | | | | |
|---|---|---|---|---|---|---|---|
| | | MDM | GGM | GLM | GTM | BPM | MLM |
| African National Congress | | 39 | 51 | 46 | 52 | 26 | 15 |
| Democratic Alliance | | 4 | 2 | 2 | 7 | 4 | 3 |
| Economic Freedom Fighter | | 9 | 5 | 9 | 8 | 6 | 5 |
| Congress of the People | | 1 | | 2 | 1 | 1 | |
| African People's Convention | | | 2 | | 1 | | |
| National Independent Party | | | 1 | | | | 1 |
| Ximoko Party | | | 1 | | | | |
| Limpopo Residents Association | | | | 1 | | | |
| Civic Warriors of Maruleng | | | | | | | 3 |
| TOTAL | | 53 | 62 | 60 | 69 | 37 | 27 |
| GENDER PROPORTION | Females | 30 | 21 | 23 | 34 | 15 | 10 |
| | Male | 23 | 41 | 37 | 35 | 22 | 17 |
| Number of Disabled | | 2 | | | | | |
| Number of Youth | | 8 | | | | | |
| No. of reps from LMs in MDM Council: Total = 32 | | | 7 | 7 | 11 | 4 | 3 |
| TRADITIONAL LEADERS | | | | | | | |
| Traditional Leaders | | 10 | 10 | 10 | 7 | 5 | 4 |
| GENDER SPREAD IN KEY SEATS | | | | | | | |
| Mayor | | Male | Female | Male | Male | Female | Female |
| Speaker | | Male | Male | Female | Female | Male | Female |
| Chief whip | | Female | Male | Male | Male | Female | Male |

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

| Municipality | Total posts filled | Males employed | Females employed | Disabled employed | % disabled |
|---|---|---|---|---|---|
| Mopani | 652 | 425 | 227 | 11 | 1, 6 % |
| GTM | 659 | 415 | 244 | 14 | 2,1% |
| GLM | 221 | 122 | 97 | 2 | 1,0% |
| GGM | 352 | 179 | 173 | 0 | 0% |
| BPM | 418 | 243 | 175 | 19 | 4,5% |
| MLM | 141 | 71 | 70 | 6 | 4,2% |

Municipal data, 2021

### 3.7.2.5 Vacancy rate (as on June 2021 ) …….. Table 68

| MDM DIRECTORATES | NO. OF POSTS PER ORGANOGRAM | NO OF POSTS FILLED | NO. OF VACANT POSTS | COMMENTS |
|---|---|---|---|---|
| Executive Mayor's Office | 34 | 28 | 6 | |
| Municipal Manager's Office | 22 | 12 | 10 | |
| Budget and Treasury | 45 | 29 | 16 | |
| Spatial Planning and Economic Development | 14 | 8 | 6 | |
| Corporate Service | 98 | 91 | 7 | |
| Engineering Services | 19 | 9 | 10 | |
| (Water Services) | 624 | 325 | 299 | |
| Community services | 191 | 161 | 30 | |
| Office of the Speaker | 25 | 5 | 20 | |
| Office of the Chief Whip | 23 | 1 | 22 | |
| **TOTAL** | **984** | **652** | **332** | **Vacant positions to be filled (ALL) in 2020/21** |

Municipal data, 2021

### 3.7.3 INSTITUTIONAL/ ORGANISATIONAL STRUCTURE CHALLENGES/ RECOMMENDATIONS

- The Function of Air Quality has been the responsibility of the District Municipalities since year 2010. Todate the District is having one incumbent for the air quality responsibility. Challenges obviously overweigh the resources.
- The MDM has not yet embraced the Airport function 'though it is the District Power & function. So, there is no unit created to carry out this function yet. There is also budgetary allocaions from National Treasury that tend to scale down budget against a number of functions that are still expected of district municipality to carryout, e.g roads.
- Office space is one limiting factor on appointing units that are office-bound. There is only one block in the former Gazankulu parliamentary complex that is fully full. Some of the Units like, Internal Audit and GIS are accommodated at the Disaster Management centre in Tzaneen to lessen the pressure on office space. Conversely that still put pressure on this specialised facility.
- Mopani has 11 disabled out of 633 employees, which is 1,7% of the current workforce. MDM is thus below 2% threshold required of the staff complement being disabled persons. Greater Letaba and Greater Giyani are also still below threshold with 1% and 0% respectively. Maruleng and Ba-Phalaborwa are ahead at 4,2% and 4,5% in this aspect of equity.
- MDM has placed over 500 staff members transferred from DWS. The challenge is that majority of them do not have requisite qualifications to take responsible tasks. Municipality continues to be in dire need for qualified technicians for engineering services while operational cost to MDM has risen appreciably high, affecting negatively on budget for service delivery projects.
- MDM do not have full spread of racial diversities. There are largely Bapedi, Ba-tsonga, Ba-Venda and some very few Afrikaans. This is informed proportionally by the racial spread of the District. There are also those cases of people who would prefer to work in urban environment rather than rural area (Giyani) where Mopani District Head office is located. Currently almost all senior managers commute from Tzaneen to Giyani for work.
- Office of the IDP needs HR capacity strengthening in order to execute the responsibility with the necessary authority within the MM's office.
- There are still units that are placed in different directorates from their allocated budget, e.g HIV and AIDS unit is in the Office of Executive Mayor while budget is in Community services` directorate. Alignment need to be considered in this respect.

In order to establish possible improvement from the past it became necessary to take a glance on the past development during which the current Council has been operating. Both progress and challenges will enable the current planning process to be well informed when strategies and objectives are reset for the next five years 2022/23 – 2026/27.

## 3. 8 CROSS CUTTING ANALYSIS

### 3.8.1 Disaster Management Services

#### 3.8.1.1 Introduction–Legislation

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

#### 3.8.1.2 Functions of the Disaster Management Unit

The Disaster Management Act provides for:

In terms of the Disaster Management Act, Disaster Management provides for:

"*An integrated and co-ordinated disaster management policy that focuses on preventing or reducing the risk of disasters, mitigating the severity of disasters, emergency preparedness, rapid and effective response to disasters and post-disaster recovery*".

The Disaster Management Framework consists of the following KPAs (Key Performance Areas) and enablers:

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

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

#### 3.8.1.3 Past performances and challenges

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

#### 3.8.1.4 Areas of improvement

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

- The Mopani District Disaster Management Centre was established on 12 December 2008;
- There are now 28 Disaster Management members dedicated for the provision of services related to disaster management within the District:
- The emergency communication centre (ECC) was developed within the Disaster Management Centre;
- GEMC³ Emergency Readiness System is being utilised within the ECC;

- The Mopani Disaster Management Framework, plan and operational specific plans have been developed;
- The Disaster Management Advisory Forum and related Task teams have been established i.e. natural hazards, technological hazards, biological hazards (communicable diseases) and environmental degradation;
- There is an improvement in the provision of services to communities. There is a direct reporting system through the ECC of incidents from members of communities and responses to deal with them are relatively prompt.
- In line with Covid 19 Disaster Management Regulations have been cascaded very well with District Joint Operational committee fully coordinating and mitigating issues of the pandemic in a satisfactory manner.

### 3.8.2 Major disaster risks prevalent in Mopani

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

**Table 69: Disaster Risks**

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

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

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

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

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

The above factors contributing to vulnerability will increase risk. Risk then is the probability that significant losses will be suffered by those affected. It is clear that vulnerability can be defined as the susceptibility to losses due to exposure to a hazard and risk as the convolution of exposure, hazard and vulnerability.

Mopani District Disaster Management centre is located at Tzaneen, providing for easy access to the local municipalities served. The Centre is fairly resourced and equipped to respond timeously should disasters occur or threaten to occur. Programmes are also in place to ensure that communities are made aware and have 24-hour call centre to respond to any evidence of occurrence. GIS is readily accessible and already of use within the Centre, whether for planning, risk assessment, disaster response or related activities. There are still serious challenges that may render the already developed plan less effective, i.e lack of solid strategies to counteract all of the effects of factors for hazard vulnerability. E.g poor access to most areas due to roads infrastructure, lack of billboards for signage for navigation, etc. Further details with regard to hazards and the levels of vulnerability and risk for every local municipality are detailed in the Disaster Management plan.

#### 3.8.2.1 Major disaster incidents that occurred and might repeat

In previous years, Mopani District Municipality was affected by the following and should be on guard against the impact of their occurrances, should they call again:

(i) Greater Giyani Municipality & upper areas of Greater Letaba Municipality were declared a disaster areas in June 2009 due to drought (Disaster Declarations: Provincial Gazette Extra-ordinary 29 July 2009, notice 262 of 2009 and Provincial Gazette Extra-ordinary, 9 September 2009, notice 315 of 2009);
(ii) Rabies outbreak during 2006/2007
(iii) Foot-and-mouth disease outbreak in August 2010 – Ba-Phalaborwa municipal area
(iv) Anthrax outbreak in Maruleng during October 2010
(v) Severe storms in the Sekororo, Mametja, Nkambako, Giyani, Roerfontein, Sekgosese, Bolobedu South and Lenyenye / Tickeyline areas.
(vi) Veld and forest fires, particularly during 2008 in the Greater Tzaneen and Greater Letaba Municipal areas where large commercial plantations of great value are located
(vii) Several major accidents such as the bus accident at George's Valley on 1 August 2010
(viii) Hazardous material spillage – phosphoric acid spilled near Politsi, sulphuric acid spilled near Tzaneen and an accidental mixing of phosphoric and sulphuric acid at a major agricultural producer and train derailment near Mooketsi.
(ix) Declared drought district in 2015.

#### 3.8.2.2 Identified Major Disaster Risks

During 2020, the Mopani District Indicative Risk Profile was updated. A number of hazards were considered, including natural hazards, technological hazards and environmental hazards. A fully consultative process was followed in updated the Risk Profile, involving various government departments and other key stakeholders. The process undertook assessments per local municipality and the results were presented as such. For the Ba-Phalaborwa Municipality, new hazards were identified for consideration in the form of different types of air pollution caused by the burning of waste and mining activities. There are many environmental pressures faced by Ba-Phalaborwa, including those from sand mining, pollution and road traffic accidents. In the Greater Giyani Municipality, among the hazards found to have a high score were mostly related to environmental degradation in the form of deforestation, soil erosion and sand mining. The Greater Letaba Municipality shares similar hazards, with deforestation and soil erosion being identified as problems which need to be addressed. Flooding and severe storms were also indicated as notable

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

**Climate Change**

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

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

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

**The time for action is now.**

According to a booklet distributed by the CSIR at a recent climate change workshop, by 2020:

- A large proportion of Africa's population is projected to be exposed to increased water stress due to climate change, i.e induced shifts in water availability coupled with increased water demand i.e. meaning there will be reduced water security and reduced water quality within Limpopo, and thus the Mopani district as well.
- Yields from rained agriculture could be substantially reduced in certain areas, which would further adversely affect food security and exacerbate malnutrition.

## Fire

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

### Dam Failure

The Mopani district is home to a vast agricultural community and thus, a large number of dams have been built on farms around the district. Many of these dams are relatively small, but some boast an impressive capacity. A dam failure in one of these dams as well as the major dams in the district could have serious consequences for those living downstream. MDM has fortunately not experienced such incidents. However, the need for precautionary measures is absolute. Determination of floodlines needs to take dams failure into account.

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

### Acid Mine Water Drainage

With the heightened awareness around acid mine water drainage, it is necessary to identify old mine shafts within the Mopani district which could lead to the same problem being faced by Gauteng. The impact of acid mine water drainage needs to be thoroughly investigated to determine whether this poses a threat to our underground water resources or to the environment.

### Hazardous materials

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

### Communicable Diseases

The outbreak of any communicable disease, both amongst animals and humans, must be dealt with swiftly to prevent it from becoming a major catastrophe. While a disease such as foot-and-mouth disease primarily only affects cloven-hoofed animals, the consequences of this disease being detected outside the defined buffer areas could hold dire consequences for the local and national economy. For reasons such as this, disease surveillance is of the utmost importance for the early detection of, and reaction to, all communicable diseases. A close working relationship is required with the Department of Agriculture and Rural Development's Veterinary Services directorate, as well as the Department of Health.

**Environmental degradation**

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

**Involvement in new development (spatial development)**

Development leads to disasters, and disasters lead to development. Without the input of disaster management during the planning stages of new development, it is unlikely that aspects such as flood-lines and disaster-prone areas will be taken into account. Mushrooming of informal settlements is adding more stress to areas vulnerable to disaster. E.g Makgoba Village, Bambamachise and Rwanda, place increasing pressure on water quality, the provision of basic services, environmental degradation and ultimately on safety and security. Unless our communities are made aware of the serious disaster caused by their random approach to development, disaster prone areas will be in the increase.

**Illegal electrical connections**

Illegal connections have long been a problem in many areas within the district. Once removed, the illegal wires are quickly replaced with new ones making it a near impossible task to keep an area safe. Exposed wires have reportedly already resulted in numerous deaths, not just in animals, but in humans too.

**Severe weather**

We are constantly at the mercy of the weather. Years of drought may be followed by excess of rain, or an unusual sequence of events can lead to flooding, such as happened in 2000. While we cannot prevent adverse weather, we can take precautions to limit the effect by building more resilience e.g. preventing development within known flood lines, preserving wetlands and grasslands, and encouraging better building practices.

**Quality of RDP housing**

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

**Critical facilities**

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

**Seismicity**

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

Socio-economic & infrastructure impact

Each of the issues discussed above, can have a knock-on effect if not dealt with effectively in the early stages. If not dealt with, these can lead to socio-economic problems and / or infrastructure damage or destruction.

#### 3.8.2.3 Challenges

- Lack of capacity within local municipalities.
- Local municipalities and government departments which do not implement what is required in terms of the Disaster Management Act.
- Need for training of personnel.

## 3.9 MOPANI DISTRICT MUNICIPAL PERFORMANCE FOR 2019/20 FINANCIAL YEAR

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

The following issues have been identified for improvement::

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

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

This landmark event was attended by senior Managers and Councillors from Mopani District Municipality. A strategy map for the district as a whole was confirmed. Sector Department aligned their programmes with the Strategy map of the District-wide. During these two Strategic Planning sessions a number of critical success factors were attained and the outcomes of the different sessions are dealt with in the following sections. To ensure that Mopani District Municipality is a Performance Driven Organisation, it was concluded that the ultimate factors contributing to a performing organisation were:

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

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

- Shortcoming in Strategic Intent is in implementation thereof and that local municipalities differ when it comes to levels of implementing projects according to the strategic intent of the District;
- Proper planning must be informed by what the communities need;
- Baseline information is the key issue hampering planning and progress in service delivery;

- Integration between directorates is needed as well as the implementation of Institutional (Organisational) Performance Management.
- Municipal planning must be guided among others by National Development Plan, Limpopo Development plan and Spatial Land Use Management Act.

The 5-6 February 2018 Strategic planning session focused on 180˚ degrees turn-around on issues surfacing from poor performance. That was also re-iterated during IDP Lekgotla of 29 January 2019. The call to corporate and individual performance cannot be over-emphasised. Silos operations need to be removed. This has been well articulated and demonstrated during the Strategic planning session of 30 Nov. – 2 Dec. 2020 where the DDM planning approach was emphasized. Hence the 2021/22 IDP has been processed through this approach, where deliberate in-road into Business/ Private sector was made to ensure their involvement.

#### 3.9.1 SWOT Analysis

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

A comparison with SWOT Analysis of the previous year indicates that most of the weaknesses that were identified have now been reduced. After meaningful participation, the following SWOT revealed the strong and weak points of the district area, as well as the opportunities and threats in the district area, as shown in the following:

## GENERIC (INSTITUTIONAL) SWOT Table 70

| | Strength | Opportunities |
|---|---|---|
| 1 | Skilled personnel | Willingness of LMs in assisting the District |
| 2 | Legislation, Policies and systems are in place | Adequate legislative framework for financial management |
| 3 | IDP Compliance | Effective Audit committee |
| 4 | International and internal communication strategy in place | Support from sector departments |
| 5 | Established and functional Intergovernmental Relations forums. | |
| | **Weakness** | **Threats** |
| 1 | Lack of succession planning | Land invasion |
| 2 | Lack of project planning and implementation capacity | Community protests |
| 3 | Shortage of personnel in directorates | Demand overweighing supply |
| 4 | Inadequate budget to programmes, operations & maintenance | Non payment of services |
| 5 | High dependency on grants | Climate change |
| 6 | Malicious and non-compliance | Loss of WSA status |
| 7 | Inadequate and ineffective financial control systems | Withdrawal of conditional grants |
| 8 | Poor communication/ Working in silos | High rate of HIV & AIDS & covid 19 inffection |
| 9 | Unavailability of by-laws | Litigations |
| 10 | Inconsistent and unstable organisational structure | Environmental degradation |
| 11 | Lack of performance appraisal | Brain drain |
| 12 | Poor record keeping, information & knowledge management | |
| 13 | IDP processes not providing adequate platform for community engagement. | |
| 14 | Poor contract management | |
| 15 | Poor spending on allocated/ granted funds | |
| 16 | Inadequate Performance Management System. | |

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

**Table 71: Constraints and Key Prioritised and Development focus Areas**

| Pains/ Constraints | | Enablers/ Priority focus areas to address constraints |
|---|---|---|
| Unemployment and poverty | | Economic initiatives in creating decent jobs and funding infrastructure programmes |
| HIV & AIDS | | Infrastructure development and maintenance of assets to improve service delivery |
| Environmental unsustainability | | Water conservation and demand management |
| Un-sustainable service delivery | | Cost recovery from water services |
| Poor service Standards | | Livelihood focused spatial planning |
| Low Revenue generation | | Comprehensive Rural development |
| Poor Data Management | | Environmental management |
| Poor Contracts Management | | Coordination and alignment of municipal development processes. |
| Impact of Covid 19 on jobs | | Democratic and Accountable local government |
| | | Growth points development |

The conclusion that can be drawn from this analysis is:

Utilising the key sector plans for improved integrated development planning;

- Political stability and strong leadership to facilitate increase in revenue base, the enforcement of by-laws, fast tracking of land restitution and improvement on communication and co-ordination. Leading the Comprehensive Rural Development programme.
- The clear strategic intent to be used as a marketing tool to attract investors and thus grow the economy and creating decent jobs.
- Using the Water Services Development Plan in integrated planning to reach national targets, addressing the threat of insufficient bulk water and to develop a long term infrastructure plan.

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

## 3.10: PRIORITISATION OF KEY DEVELOPMENTAL ISSUES IN MDM

**Table 72: KEY PRIORITY AREAS OF MOPANI DISTRICT MUNICIPALITY**

| KPA | STRATEGIC OBJECTIVE | Key Priority issues | Motivation |
|---|---|---|---|
| Municipal Transformation and Organisational Development | To inculcate entrepreneurial and intellectual capabilities. | Skills development<br>Filing system and safety. E-filing. | In order to achieve the goal Entrepreneurial and Intellectual Capability, it is necessary to accelerate the development of skills within the municipality. To ensure positive gain in the changing environment where Council gets elected every 5 years, it is imperative that strategies are developed such that knowledge gained is knowledge stored. |
| | To strengthen record keeping & knowledge management | | |
| Basic Service Delivery | To accelerate sustainable infrastructure and maintenance in all sectors of development. | | Most human settlements are located in scarce river catchments. Many water schemes suffer huge water losses not only due to the lack of technical capacity, but also because of the decaying infrastructure |
| | To have integrated infrastructure development. | Intergovernmental coordination in infrastructure development | It is imperative for socio-economic growth in the Mopani District Area that sector departments, municipal management & other key stakeholders and role-players work together to create an environment of improved service delivery and growth.<br>The delivery of infrastructural initiatives is challenged in that projects are not implemented and completed within specified timeframes, budget and quality & achievement of intended objectives. This results in MDM experiencing funds rolled over in a situation of high deficiency |
| | To improve community safety, health and social well-being | Health services, environmental and basic services | District is dominated by agric sector with citrus, mangoes, bananas, avocados, litchis and vegetables.<br>Most of the farming land is subject to land claim and settlement processes need to be accelerated.<br>The District is blessed with immense beauty & survival of thousands of species to be protected. Ensure effective management of non renewable natural resources. |

| | | | |
|---|---|---|---|
| Local Economic Development | To promote economic sectors of the District | Environment conjusive for economic development | Being in proximity with the internationally acclaimed Kruger National park and the Great Limpopo Transfrontier park, the District has awesome opportunity to embrace. The District also has a variety of natural and cultural resources to promote. |
| Spatial Rationale | To have efficient, effective, economic and integrated use of land space. | Optimal use of land space | Need to increase access locally and outwardly for transportation of goods. Resolving conflicts. |
| Financial Viability | To increase revenue generation and implement financial control systems | Sound financial management and reduction of dependency | Local Municipalities owe the MDM approx. R1 bil in water services. To ensure that the funds owed to MDM for water services provided are resolved, WSP agreement (SLA) with LMs must be implementation.<br>Essential to the adherence to the demand management plan, is to ensure quorated bid committee sittings per schedule are adhered to. |
| Good Governance and Public Participation | Promoting democracy and sound governance | Inclusive Sound governance | In order to have open and transparent decision-making and sound governance practices in the district it will be essential to focus on improving efficiency and effectiveness. Improved effectiveness and efficiency within the district area will advance the utilisation and allocation of financial resources: |

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

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

### 3.10.1 Criteria for determining district-wide priorities

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

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

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

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

**3.10.2 DEVELOPMENT PRIORITIES**

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

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

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

# CHAPTER 4: IDP STRATEGIES PHASE

## 4.1 Background

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

Strategic planning sessions have been held annually to review the strategic intent and assess the programmes that support the strategic objectives. The vision was reconfirmed, the strategies and objectives reviewed and programmes and projects identified and budgeted for. In the whole, the set programmes and projects are meant to unblock the various situations narrated in the "Situational analysis" so that what matters is what we do and how we do it, so that our communities access services due unto them in a sustainable manner.

Following the new Council constituted in August 2016, the Strategies of the District were revisited during the Planning session of 1-3 March 2017 where the Vison and mission were re-affirmed. The Council of 2021 will also go through the process of re-looking into the current strategic intent and guide development in the next 5 years in full consultation with the communities affected.

## 4.2 Developmental Priorities

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

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

## 4.3 Strategic Intent

### 4.3.1 Background

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

(a) to provide democratic and accountable government for local communities;

(b) to ensure the provision of services to communities in a sustainable manner;

(c) to promote social and economic development;

(d) to promote a safe and healthy environment; and

(e) to encourage the involvement of communities and community organisations in the matters of local government.

Section 152(2) prescribes that a municipality must strive, within its financial and administrative capacity, to achieve the objects set out in subsection (1).

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

(a) structure and manage its administration and budgeting and planning processes to give priority to the basic needs of the community, and to promote the social and economic development of the community; and

(b) participate in national and provincial development programmes.

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

The Medium Term Strategic Framework (MTSF) which outlines the priorities, strategic objectives and targets of government for 2019-2024, indicates National Government's Strategic intent to improve the quality of life of South Africans.

| National Strategic priorities | |
|---|---|
| 1 | to deepen transformation and implement the NDP. |
| 2 | to accelerate growth, create decent work and |
| 3 | to promote investment in a competitive economy. |
| 4 | Strengthen the state capacity to deliver services |

### 4.3.2 Vision

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

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

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

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

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

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

### 4.3.3 Mission

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

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

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

### 4.3.4 Values

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

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

### 4.3.5 Strategy Map

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

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

- It offers a differentiated customer value proposition;
- It focuses on the most important institutional processes that need to be addressed;
- It combines a growth strategy as well as a productivity strategy to be sustainable;
- It creates a foundation to be innovative;
- It focuses on both the tangible as well as intangible aspects; and
- It forces change- to do things differently.
- The strategy map leads to the development of Scorecards at different levels that will be used as the measurement and management tool to ensure achievement of the vision, mission and objectives of the strategy. In this way the district municipality can ascertain whether it has made any progress towards attainment of its strategies and the objectives.

A diagrammatical presentation of the strategic map is provided below.

## MOPANI DISTRICT MUNICIPALITY STRATEGY MAP (Strategic goals)

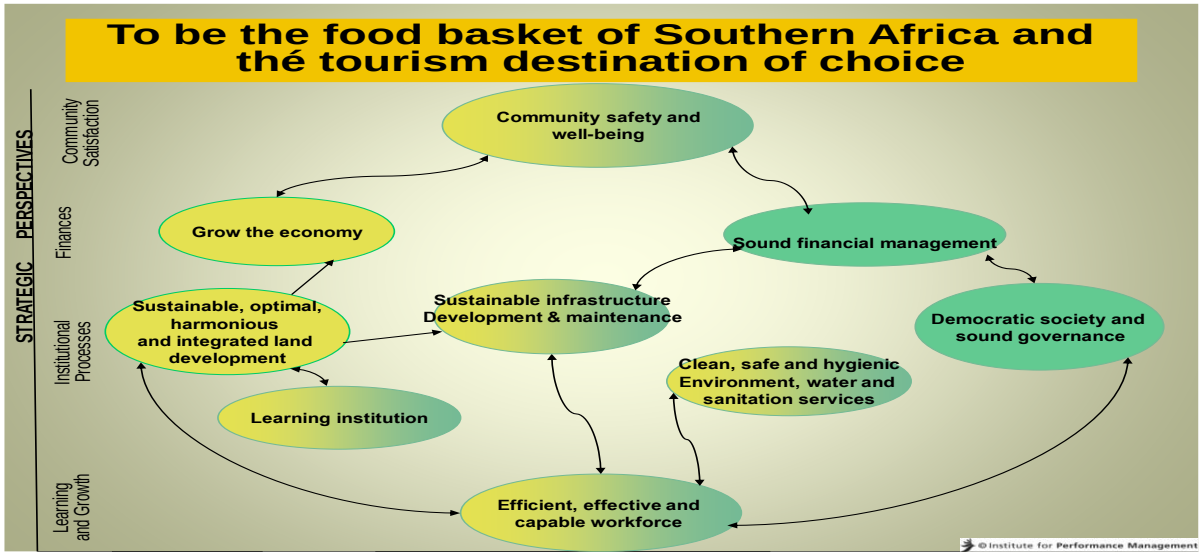



**Figure 1:**

## KEY DEVELOPMENTAL CONSTRAINTS AND PRIORITY FOCAL AREAS

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

### 4.3.6 PROGRAMME STRATEGIES

To achieve the set objectives, a number of programmes have been initiated that encompass the achievement of the strategic objectives. These programmes were determined not only with a view on the national and provincial intent but also bearing in mind the organisational structure and the current status of service delivery within Mopani District Municipality.

Based upon this information as well as the strategic vision of Mopani District Municipality, the following programmes are identified as key areas that will receive attention to ensure that achievement of the Strategic objectives. In operationalising the Strategic intent of Mopani District Municipality, operational strategies per programme were developed, which in turn will inform the Institutional Scorecard for measuring and reporting purposes. The Institutional Scorecard will form the basis for the SDBIP.

Below follows a table indicating the identified strategic programmes, sub-programmes and programme objectives with related programme strategies:

## KPAs, Goals and Strategic Objectives

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

# STRATEGIES TO DEVELOPMENTAL ISSUES

## 4.3.6.1 GOOD GOVERNANCE AND PUBLIC PARTICIPATION

### SWOT ANALYSIS

| STRENGTH | WEAKNESSES |
|---|---|
| ➢ Sufficient requisite skills<br>➢ Effective institutional systems<br>➢ Council support on IDP<br>➢ Areas are accessible to reach communities<br>➢ Effective stakeholder and Community Consultation (Public Participation) | ➢ Ineffective IGR structures<br>➢ Operating on skeletal staff in strategic & critical units.<br>➢ Poor attendance and participation of IDP meetings by stakeholders<br>➢ Poor support to Local municipalities in IDP processes (Due to District skeleton staff).<br>➢ Lack of knowledge management on institutional memory<br>➢ Branding of the district municipality<br>➢ Inadequate Mainstreaming of Gender, Disability, HIV&AIDS, Youth activities<br>➢ Labour Unrest in some Municipalities |
| **OPPORTUNITIES** | **THREATS** |
| ➢ Participation in Provincial Development Planning Forum,<br>➢ Provincial Development Planning Forum, Engagement session<br>➢ Operational components of sector departments exist at District level for support.<br>➢ Technical and financial support from the Sector Department. | ➢ Grants dependency<br>➢ Community protests<br>➢ Crime<br>➢ Covid-19 (Lack of Vaccine) |

**STRATEGIES TO DEAL WITH ISSUES OF DEVELOPMENT** **Office of Executive Mayor**

**Indicators to show-case our success**

| **KPA: GOOD GOVERNANCE AND PUBLIC PARTICIPATION** | | | | | | | |
|---|---|---|---|---|---|---|---|
| **Strategic Objective(s): Promoting democracy and sound governance** | | | | | | | |
| **No** | **Issue** | **Baseline/ Status** | **Objective** | **Indicator** | **Strategies** | | |
| | | | | | **Short term** | **Medium term** | **Long term** |
| 1 | Non-adherence to IDP Process plan | IDP phases are followed, however delayed and completed towards the legislative deadline and thus compromising quality output. Dates are mismatched against plan. | Full compliance with the IDP Process plan | Completed IDP phases | Ensure the IDP Process plan guides all other plans in the institution. Ensure that discussion documents are compiled timeously & submitted to IDP unit. Report to superiors for corrective action | Monitor & report to the superior for corrective action. | Monitor and report to the superior for corrective action |
| 2 | Directorates not taking heed of on-time submissions of IDP & SDBIP reporting | IDP Steering committee meetings often sit to confirm reports rather than discussing the content. SDBIP reporting is often not meeting deadlines. | To have reporting aligned to the set timeframes in IDP & SDBIP | Report on directorates not submitting on time. | Directorates reminded on timeous submissions of reports. Management to resolve on consequence for non-compliance. Report to MM quarterly on compliance for corrective action | Monitor and evaluate the impact | Monitor and evaluate the impact |
| 3 | Inadequate participation of community representatives and stakeholders in IDP meetings | Poor attendance in IDP meetings | To have all community structures represented & participating in all structures in all IDP meetings | Attendance register | Public participation office to conduct community survey. Assess and implement the community survey. | Continuously monitor community & stakeholders representation in IDP meetings. | Continuously monitor community representation in IDP meetings. |

| | | | | | | | |
|---|---|---|---|---|---|---|---|
| 4 | Involvement of Royal Leaders in Council activities in some Municipalities. | There are no submissions from R/Leaders and LMs for District Council to discuss & resolve. | To have cooperative governance between LMs Royal Leaders & DM. | Issues/ Inputs raised from R/ Leaders & LMs through Local Reps on District plans. | Executive Mayor to monitor progress and address the matter at different platforms | Monitoring and evaluation and to apply corrective measures | Monitoring and evaluation and to apply corrective measures. |
| 5 | Programmes/ projects implementation reporting is not shared with communities. | The SDBIP reporting is shared among administrative structures but not with communities. | To have communities informed on developments occurring in their vicinity. | Communities participating in PSCs.<br>IDP Rep fora to include progress reporting. | Resuscitate District Development Planning Forum focussing on IDP implementation and also report implementation in separate IDP Rep fora.<br>Community Liaison officers to update communities on implementation. | Monitor and report progress | Monitor, evaluate and apply corrective measures. |
| 6 | Lack of Shared vision | Sector departments are NOT linking their plans with the vision & objectives of municipalities. Lack of integration of plans. | All stakeholders should be guided by the Vision of Mopani DM. | Alignment of plans for municipalities and sector departments | Marketing of the vision be made at administrative level.<br>All meeting Agenda to have foot note of Vision. | Ensure that sector depts. Programmes are linked to strategic objectives of the district. | Monitor the linkage of all plans with the strategic objectives of the District. |
| 7 | Non implementation of projects | Projects initiated & budgeted for implementation in the IDP and get budget shift during Adjustment on consecutive years. Implementation often delayed o.a.o Supply Chain processes and that | To have well researched plans in the IDP Budget and SDBIP. | Minimum shift from adopted budget and adjusted budget | Comply with MBRR on limits set for shifts in adjustment budget process. This be approved by Council. | Implement and monitor compliance to MBRR Chapter 5 regulations 71& 72. | Implement and monitor compliance to MBRR Chapter 5 regulations 71 & 72. |

| | | | | | | | |
|---|---|---|---|---|---|---|---|
| | | exacerbate lack of confidence on mun. | | | | | |
| 8 | Non implementation of Service Level Agreements with LMs on water services | SLAs had been signed but not implemented. | Improve capacity to fully execute water service authority responsibilities. | LMs provide water & account to District in all monetary transactions. | Review the SLA, conduct capacity status and support user departments. | Implement the SLAs | Monitor the SLAs implementation |
| 9 | Community protests | There have been high frequency of community protests around water provisioning | Peaceful communities with adequate water services | Number of community protests | Identify and address communities with critical shortage of water and other services.<br>Maintain continual feedback meetings with Communities. | Provide adequate water and other services to the identified communities | Strengthen and sustain relationship with structures of the community. |
| 10 | Inadequate communication of IGR issues | IGR recommendations not tabled in municipal councils as such do not bind | To improve intergovernmental relations | IGR resolution register | Municipal councils to adopt IGR recommendations | Municipal councils to adopt IGR recommendations | Municipal councils to adopt IGR recommendations |
| 11 | Lack of community satisfaction survey | No survey was ever conducted | To improve ongoing corporate planning | Community satisfaction survey | Identify location of the community satisfaction survey.<br>Conduct the survey and implement the findings | Implement the findings of the survey. | Monitor current sentiments and trends regarding community priorities |
| 12 | Lack of implementation on issues raised by communities by | Sector departments are not reporting on issues raised by communities. Communication on community issues with | To have effective IGR structures | Attendance registers and frequency of IGR meetings | Strengthen IGR (Technical committees) structures in all levels | Maintain | Maintain |

| | | | | | | | |
|---|---|---|---|---|---|---|---|
| | sector departments | sector departments is not yielding results. Projects are implemented but progress not reported | | | | | |
| 13 | Poor integration of plans between municipalities and sector departments. | Progress and challenges on projects by sector depts are not part of the Snr Managers performance measures. Projects from sector depts. land to municipality through IDP Managers. | Municipal directorates to be conversant with programmes of sector depts. and other role players for integration. | Directors collating information on projects of sector depts. for IDP purpose | Map the Technical committee meetings in line with the IDP process | Monitor compliance and report to MM | Evaluate the impact of Technical committee on the development of IDP |

## REQUISITES FOR EFFECTIVE IMPLEMENTATION OF THE STRATEGIES:

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

### 4.3.6.2 TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT SWOT

## SWOT ANALYSIS: TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT

| | STRENGTHS | | | OPPORTUNITIES |
|---|---|---|---|---|
| 1 | IDP Compliance | | 1 | Collaboration with local municipalities and others outside the District |
| 2 | Effective Monitoring and Evaluation System | | 2 | Engagements with Government Sectors departments, both District and Provincial |
| 3 | Administrative commitment | | 3 | Learning good practices with possible benchmarking with external institutions |
| 4 | Functional Inter-governmental relations Governance Technical Committee | | 4 | Engagement of external service providers to enhance skills development |
| 5 | Approved Organograms | | 5 | Capacity to improve audit opinion |
| 6 | Sufficient Requisite Skills | | | |
| | **WEAKNESSES** | | | **THREATS** |
| 1 | Succession and Retention Strategy/ planning | | 1 | Ineffective IGR due to non-attendance of Sectors |
| 2 | Separate Record Management Processes (Finance, Personnel, Registry & PMU) | | 2 | Lack of sufficient Sector contribution and alignment |
| 3 | Scattered Contract Management | | 3 | Un-coordinated reporting demands [Reports |

| | | | | |
|---|---|---|---|---|
| | | | | are demanded from various sectors] |
| **4** | Tedious Policies approval process due to over consultations with different structures | | 4 | Poor attendance of Local municipalities and Government Sector depts in Technical Committees |
| **5** | Spending on committed funds due to cash flow problems | | | |
| **6** | Slow Recruitment processes due to Austerity measures/unfunded budget | | | |
| **7** | Human Capital Systems as control systems (Clocking System) | | | |
| **8** | High Grant dependency | | | |
| **9** | Unfavourable/Negative audit opinion (In some Municipalities) | | | |
| **10** | Information & Communication Technological Services (MDM Workplaces) | | | |
| **11** | Attracting scares skills due to low grading of Municipalities | | | |
| **12** | Poor attendance of IDP processes by sector departments. | | | |
| **13** | High turnover staff on retirements in Water, without replacement (MDM) | | | |
| **14** | Lack of filling of critical vacancies | | | |
| **15** | Lack of office space | | | |
| **16** | Non-compliance to the Corporate Diaries/Calendar | | | |

**STRATEGIES TO DEAL WITH ISSUES**

| No | ISSUES | BASELINE | OBJECTIVE | Performance indicator | Strategies | | | Key projects/ Programmes |
|---|---|---|---|---|---|---|---|---|
| | | | | | Short term (0-1 YR) | Medium term (1-2 YRS) | Long term (3-5 YRS) | |
| | | Strategic Objectives: - To inculcate entrepreneurial and intellectual capabilities<br>- To strengthen record keeping & knowledge management | | | | | | |
| 1 | Inadequate Coordination of change management processes | There are insufficient processes & programs for management of change whenever a need is identified.<br>Change Management Committee is constituted | To have Systematic management of any change processes in the institution. | Availability of Change Management process tools/ manual. | Training of Change Management Committees. | Develop a generic change management process tools/ manual | Training in change management processes & approaches<br>Monitor and evaluate the impact | Fully Fledged Training to Change management Committee.<br>Review Current Organogram in line with new governance model |
| 2 | Misalignment of the Current Organogram versus new governance model. | Current Organogram does not have sufficient units supporting the political components. | An Organogram that is consistent with the organizational objectives and new | An Approved organogram aligned to new governance model | Review Organogram to fully cater for all aspects of New Model. | Consider placement of people from non-critical to critical areas | Consider recruitment if there are still positions not filled. | |
| | | | | | Place and migrate employees according to the | Train the staff on new model | Evaluate the new model | Fully Fledged |

| | | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| | | | governance model. | | New organogram. | approach | approach | Training on Records Management System.<br>Review of the organogram.<br>Awareness/ Roadshow of the Retention and Succession plan.<br>Securing additional land for construction of additional office facilities or leasing |
| **3** | Poor records management system | A developed manual system not fully and effectively utilized since some records are still being lost.<br>Separate Keeping of records (Finance, Personnel, Registry and PMU) is still prevalent. | To have ONE records management system to support decision making | Well established Electronic Records management System. | Acquire an electronic records management system<br>Recruitment of records management personnel on vacant positions. | Vetting and training of Records Management Personnel | Monitor, evaluate and upgrade the system for timeous efficiency | |
| 4 | Inadequate HR capacity /staff in various directorates. | The current vacancy rate within the District is high and most units operate on skeletal staff, e.g Water. Fire, Risk, IDP, Legal. (MDM) | To have a capacitated institution/ workforce through targeted recruitment. | Fully Fledged and filled Organogram, with capacitated & competent staff. | Review of the Organogram prioritize critical positions as per Organogram for recruitment purposes.<br>Appoint competent staff | Building the institutional capacity and filling of vacant positions. | Recruitment when need arises, due to natural attrition, resignations, dismissals, etc | |
| 5 | Loss of institutional memory. | Draft succession and retention plan is in place in some Municipalities | To have approved succession and retention plan. | An approved Retention and Succession plan | Process the available draft plan to Council for approval.<br>Conduct awareness/ Roadshow on the plan. (See "Record | Monitor and evaluate the implementation of the approved Retention & Succession | Assessment of impact of the plan | |

| | | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| | | | | | keeping"). | plan | | |
| 6 | Shortage of Office accommodation /space. | The local Municipalities and the District Municipality does not enough have offices | To Have conducive office space for employees and full-time Councilors.<br>Develop remote working Policy | Availability of offices for all Officials and full time Councilors. | Assessment of the number offices and Refurbishment of all the facilities used by the District.<br>Partition/Demarcate existing offices where possible.<br>Renting/Purchase of mobile offices. | Redesigning office space<br>Maintenance of facilities. | Securing additional land for offices.<br>Renting offices. | |
| 7 | Cascading of performance management system | Performance management systems is currently applicable to senior and middle managers. (MLM has cascaded even to junior officials) | To have performance management system cascaded to lower levels (up tp Level 6) | Performance management system that have procedures and tools for corrective measures. | PMS applied to the sixth level.<br>Training and support of the implementation of the system across the institutions. | Performance assessments | Performance assessments | PDPs to be signed for level up to PL 6<br>Conduct re-training LLF Members by Salga. |
| 8 | Increasing Labour Disputes and Cases | There is a prolonged disputes and cases due to factors beyond the Municipalities' control (External). with cases being finalized within turn- | To have sound and fair labour relations | Stable labour relation environment with less | Monthly LLF meetings<br>Implementation of LLF resolutions<br>Re-Training of the | Signing of essential services agreement | Monitor and evaluate the implementation of essential | Aggressively target the |

| | | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| | | around time (3 Months) | | labour disputes and cases | LLF members | Training of the LLF | service agreement. Implementation of LLF resolutions | attainment of EE Targets. |
| 9 | Poor employment equity statistics (not compliance to EE targets) | There is a representation of an average of 1.9% of people with disability<br>There is 42.5 % of women in the entire workforce<br>Employment equity plan is reviewed & approved. | To ensure balance workforce in compliance with the Employment Equity norms/targets | Employment equity statistics that align to employment equity standards. | Identify and target posts for recruitment of designated groups<br>Training and awareness raising of staff on employment equity standards. | Training and awareness raising of staff on employment equity standards | Identified position to be designated for people leaving with disable<br>Review the EE plan | |
| 10 | Inadequate Mainstreaming of special programmes<br>across all occupational categories. | EE Plan is in place with numerical targets. | To ensure the Mainstreaming of gender and disability in all occupational categories | A workforce which is responsive to mainstreaming of all occupational categories | Gap analysis and development of strategy<br>Training and awareness-raising<br>Aggressively target the appointment of designated groups (People Living with Disability, Women and Youth) | Training and awareness-raising | Assess impact of mainstreaming strategy | Aggressively target the attainment of EE Targets<br>Placement of staff as per the FOR |

| | | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| 11 | Job Evaluation/Adjudication Project | Delays in the finalization of some adjudication of District Evaluated Job description. | To have all District evaluated Job Descriptions adjudicated /moderated | Signed Job Descriptions with the Final Outcome Report(FOR) | Follow up with the Job Evaluation Provincial Advisory Committee(PAC)<br>Signing of the Job Description by staff | Placement of staff as per the FOR | | |
| 12 | Lack of HR Strategy and Planning | Draft HR Strategy is in place. Just need to be processed to Council. | To have fully fledged HR Strategy with relevant systems. | Availability of effective and efficient HR Plan | Approval of HR plan, | Monitor and evaluate the implementation of the approved HR plan | Assessment of impact of the systems | Awareness/ Roadshow of the HR Systems as approved |
| 13 | Lack Delegation of Powers | Delay in finalization of draft delegation of Powers. (Draft already in pack identified for approval) (Only MDM is affected) | To Review and approve delegation of powers | Approved, efficient and effective delegation of powers | Review approval and implementation of delegation of powers | Monitor and Evaluate the implementation | Impact assessment | Finalize the available draft |

**RECOMMENDATIONS, 2021/22 – 2025/26**

**REQUISITES TO ENSURE EFFECTIVE IMPLEMENTATION OF THE STRATEGIES**

| | What | By Who? |
|---|---|---|
| 1 | Proper maintenance of office facilities/ office buildings | Corporate services units |
| 2 | More office space be created | Corporate services units |

| | | |
|---|---|---|
| 3 | Demand management plan be honored | Corporate services & Budget & Treasury units |
| 4 | Water reserves be made for offices | Technical services units |
| 5 | Electrical generator be installed in all office blocks to mitigate the load shedding. | Technical services units |
| 6 | Twining with other municipalities or sectors for skills enhancement | Corporate services units |
| 7 | Have stable organizational structure aligned to strategic thrusts of the District. | Corporate services units |

## 4.3.6.3 SPATIAL RATIONAL SWOT ANALYSIS: (KPA)

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

| | |
|---|---|
| | ➢ Dispersed spatial layout |
| | ➢ Lack of Law Enforcement |
| | ➢ Selective or Lack of Partnerships |
| | ➢ Lack of Bankable Business Plans |
| | |
| **OPPORTUNITIES** | **THREATS** |
| ➢ Transformation in terms of land use management & development | ➢ Lack of unresolved land claims |
| ➢ Development of integrated GIS infrastructure | ➢ Unwillingness of Traditional Authorities to release land |
| ➢ Funding from sector departments, parastatals and businesses | ➢ Lack of participation/support by sector departments |
| ➢ Partnerships in terms of development | ➢ Mushrooming of informal settlements |
| ➢ Land Tenure Upgrading | ➢ Illegal land invasion |
| ➢ Land reform | ➢ Delays in development due to disputes amongst tribal authorities as a result of unclear boundaries/ demarcation |

## SPATIAL RATIONALE

### Developmental strategies for Spatial Rationale

| No | Issues | Baseline | Objective | Performance indicator | STRATEGIES | | | Key projects/ Prog |
|---|---|---|---|---|---|---|---|---|
| | | | | | Short term | Medium term | Long term | |
| | | Strategic Objective: To have efficient, effective, economic and integrated use of land space | | | | | | |
| 1 | Provision of sustainable human settlements | 0 | To establish sustainable townships | 5 | 5 sustainable human settlements for 5000 sits established | 25 sustainable human settlements fo 25 000 sites established in 10 years | 50 sustainable human settlements for 100 000 sites established in 10 years | Township Establishment |
| 2 | Determination of land use and land development management | 25 | To determine land use and land development applications | 30 | 30 land use and land development applications determined in 12 months | 150 land use and land development applications determined in five years | 300 land use and land development applications determined in 10 years | Land use and land development applications determination |
| 3. | Development, reviewing and implementation of spatial planning systems | 9 | To develop, review and implement spatial planning | 16 | 6 SDFs, 5 LUS, 5 valuation roll and bylaws developed and reviewed in 12 months | 6 SDFs, 5 LUS, 5 valuation roll and bylaws developed and reviewed in five years | 6 SDFs, 5 LUS, 5 valuation roll and bylaws developed and reviewed in 10 years | ▪ SDF review<br>▪ LUS review<br>▪ Bylaws<br>▪ Valu roll |

| | | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| | | | systems | | | | | |
| 4 | Corporate GIS | 1 | To develop district corporate GIS | 1 | ❑ Install compatible corporate GIS software<br>❑ Support end user<br>❑ Monitor and evaluate operation<br>Update data sets | • Monitor and evaluate operation<br>• Update datasets<br>Support end user | • Monitor and evaluate operation<br>• Update datasets<br>Support end user | 1. Development of Disaster Managemer applications<br>2. Development of towr planning applications<br>3. Land use management applications<br>4. GIS framework development<br>▪ IDP dashboard applications development |

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

**(i)** Needs identification & prioritization by local municipalities for effective and efficient support on Township Establishment by the District.

(ii) Joint Municipal Planning Tribunal

(iii) Participation of Stakeholders

(iv) Budget allocation

(v) Prompt procurement processes

(vi) Upgraded MDM server

## 4.3.6.4 LOCAL ECONOMIC DEVELOPMENT : SWOT

| STRENGTHS | WEAKNESSES |
|---|---|
| ➢ Organogram | ➢ Delays in filling of vacancies |
| ➢ Database of SMME | ➢ Innovations |
| ➢ LED support structures | ➢ Competency |
| ➢ Partnership with other stakeholders | |
| | |
| **OPPORTUNITIES** | **THREATS** |
| ➢ Valuable mineral deposits | ➢ Global warming |
| ➢ Funding support from sector departments, parastatals and businesses | ➢ Disaster |
| ➢ Biodiversity | ➢ Drought |
| ➢ Virgin land | ➢ Theft |
| | ➢ Foot and mouth disease |
| | ➢ Loss of prime agricultural land |
| | ➢ Wild life poaching |
| | ➢ High inflation |

**LOCAL ECONOMIC DEVELOPMENT: STRATEGIES**

| No | Issues | Baseline | Objective | Performance indicator | Strategies | | | Key projects/ Prog |
|---|---|---|---|---|---|---|---|---|
| | | | | | Short term | Medium term | Long term | |
| | | Strategic Objective: To have efficient, effective, economic and integrated use of land space | | | | | | |
| 1 | Product development | 0 | To support emerging entrepreneurs develop business plans | 10 | 10 SMMEs supported with business plan development in 12 months. | 50 SMMEs supported with business plan development in five years. | 100 SMMEs supported with business plan development in 10 years | Business plan development |
| | | 0 | To support emerging entrepreneurs develop infrastructure plans | 10 | 10 SMMEs supported with infrastructure development in 12 months. | 10 SMMEs supported with infrastructure development in 12 months. | 10 SMMEs supported with infrastructure development in 12 months. | • Infrastructure development |
| | | 48 | To support SMMEs with business skills training | 10 | 10 SMMEs supported with business skills training in 12 months | 50 SMMEs supported with business skills training in 5 years | 100 SMMEs supported with business skills training in 10 years | • Basic business skills training |
| | | 0 | To coordinate farmers Indaba for farming information sharing | 25 | 25 farming SMMEs coordinated to participated in Farmers Indaba | 50 farming SMMEs coordinated to participated in Farmers Indaba | 100 farming SMMEs coordinated to participated in Farmers Indaba | • Farmers Indaba |
| 2 | Product marketing | 5 | To support tourism SMMES marketing their products | 5 | 5 Tourism SMMEs products exhibited | 25 Tourism SMMEs products exhibited in five years | 50 Tourism SMMEs products exhibited in 10 years | • Durban Indaba exhibition |
| | | 4 | To support | 10 | 10 SMMEs supported | 50 SMMEs supported | 100 SMMEs supported | Rand show |

| | | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| | | | SMMES marketing their products | | to market their products | to market their products | to market their products | exhibition |
| 3 | Product marketing | 17 | To support tourism SMMES marketing their products | 20 | 20 SMMEs supported in 12 months | 100 SMMEs supported to exhibit their products | 200 SMMEs supported to exhibit their products | Letaba show exhibition |
| | | 0 | To support tourism SMMES marketing their products | 10 | 10 SMMEs supported to sell their products in the flea market 12 months | 5010 SMMEs supported to sell their products in the flea market in 5 years | 100 SMMEs supported to sell their products in the flea market in 10 years | Flea Market coordination |
| | | 22 | To support tourism SMMES marketing their products | 18 | 18 SMMEs supported to sell and exhibit their products at Marula Festival | 90 SMMEs supported to sell and exhibit their products at Marula Festival | 180 SMMEs supporte to sell and exhibit their products at Marula Festival | Marula festival exhibition |
| | | 100 | To support SMMES marketing their products | 100 | 100 farming SMMEs supported in agri expo in 12 months | 500 farming SMMEs supported in agri expo in 10 years | 1000 farming SMMEs supported in agri expo in 10 years months | Agri Expo Exhibition |
| 4 | LED Systems development | 1 | To develop LED systems guiding investment promotion | 1 | 1 LED Strategy developed | 1 LED Strategy developed in five years | 1 LED Strategy developed in five years | LED strategy review (EGDP) |

**REQUIREMENTS FOR SUCCESSFUL STRATEGIES**:

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

## 4.3.6.5 BASIC SERVICES AND INFRASTRUCTURE SWOT

| | STRENGTHS | | WEAKNESSES |
|---|---|---|---|
| 1 | Availability of operational resources within the district (equipment and machinery: TLBs, graders etc.) | | Constant breakdowns encountered due to old equipment and infrastructure |
| 2 | Skilled and semi-skilled personnel | | Lack of succession planning or skills retention |
| 3 | Availability of relevant legislation and policies to manage infrastructure | | Insufficient infrastructure maintenance budget (budget is available however not sufficient).<br>Bi-laws are yet to be promulgated. |
| 4 | Availability of infrastructure development grants | | Limited grants allocation resulting in prolonged implementation of projects |
| 5 | Procedures and policies in place to ensure infrastructure development | | Ageing of water and waste water infrastructure |
| 6 | Stable council | | Ground water is not of good quality |
| 7 | | | Unavailability of infrastructure master plan |
| 8 | | | Delay in SCM processes (i.e. appointment of Service Providers) |
| 9 | | | Shortage of personnel (staff complement) |

| | | | |
|---|---|---|---|
| 10 | | | Inadequate capacity of WWTW and WTW |
| 11 | | | Water pollution (Effluent run off to water) |
| 12 | | | Poor maintenance of infrastructure |
| 13 | | | Poor management of WSA/ WSP (Agreement) |
| 14 | | | Inadequate funding/Budget for operations and maintenance |
| 15 | | | Outdated Water Service Development Plan (WSDP) |
| 16 | | | Ineffective stakeholder participation |
| 17 | | | Theft and vandalism of infrastructure: Boreholes, transformers and water taps. |
| 18 | | | None-collection of revenue / lack of cost recovery<br>Delay in maintenance of the equipment |
| 19 | | | Lack of water conservation and demand management plans |
| 20 | | | Unapproved Water and Sanitation Bi-Laws, leading to delays in law enforcement. |

| | OPPORTUNITIES | | THREATS |
|---|---|---|---|
| 1 | Support from sector departments and parastatals | | Poor performance by some Contractors and PSPs |
| 2 | Usage of renewable energy sources (e.g. solar energy and cow dung) | | Limited water resources – Water quota |
| 3 | Conduction of community education and awareness campaigns to curb the theft, illegal connection and vandalism of infrastructure | | Weather abnormalities (climate change), Global warming |
| 4 | Sourcing of funds for infrastructure development and maintenance | | Demand higher than the supply capacity (Water and electricity) |
| 5 | Utilizing the Existing infrastructure to enhance cost recovery | | Siltation of rivers and dams |
| 6 | Creation of job opportunities through the implementation of projects | | Untimely power outages |
| 7 | Waste water recycling: supply to farmers and use of water for irrigation. | | Violent community protests |
| 8 | Rain water harvesting | | High Rate of sprawling of villages |
| 9 | Exploration of alternative water technologies | | |

# Basic Services and Infrastructure Strategies

| No | Issues | Baseline | Objective | Performance indicator | Strategies | | | Key projects/ Program |
|---|---|---|---|---|---|---|---|---|
| | | | | | Short term | Medium term | Long term | |
| | | Strategic Objective: Strategic Objective: To accelerate sustainable infrastructure and maintenance in all sectors | | | | | | |
| | **WATER** | | | | | | | |
| 1 | Inadequate tools for water and sanitation operation and maintenance | Inadequate tools and equipment | To ensure sustainability of water supply | Procurement of maintenance tools and equipment | Identify and quantify the required quantity of tools and equipment for each satellite.<br><br>Procurement of tools and equipment. | Identify and quantify the required quantity of tools and equipment for each satellite.<br><br>Procurement of tools and equipment. | Identify and quantify the required quantity of tools and equipment for each satellite.<br><br>Procurement of tools and equipment. | Procurement of tools and equipment. |
| 2 | Water supply disruptions as a result of load shedding / electrical power cuts | Continuous water supply disruptions | Ensure water supply security | Number of back up diesel generators installed to ensure continuous water provision | Procurement of back up diesel generators for main offices including all satellite offices | Procurement of backup generators for Water Infrastructure / Water Treatment Works | Exploration of alternative renewable energy source | Procurement of back up diesel generators |
| 3 | Water infrastructure breakdown | Repairs and maintenance of infrastructure in cases of major breakdown that requires specialist attention | To ensure availability of Water infrastructure for Supply of water. | Number of emergency break down attended to | Emergency Repairs and maintenance of infrastructure | Emergency Repairs and maintenance of infrastructure | Emergency Repairs and maintenance of infrastructure | Establishment of panel of contractors for Water Infrastructure Repairs and Maintenance (Term of Contract) |

| | | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| 4 | Availability of spares to be used in cases of break down | Inadequate spares in cases of emergency | To ensure availability of Water infrastructure for Supply of water. | Ensure availability of sufficient spares at all times to enable the maintenance team to respond to breakdowns effectively and timeously | Procurement of adequate quantity of spares | Procurement of adequate quantity of spares | Procurement of adequate quantity of spares | Procurement of spares |
| 5 | Low rating on Blue Drop and Green Drop Compliance | To ensure compliance of wastewater works and water supply systems to regulatory requirements | Water Quality Monitoring | Compliance with Blue Drop and Green Drop Standards | Maintenance of the Water Quality Laboratory | Procurement of new laboratory equipment and apparatus | 100% participation on SANAS, NLA and SABS by the Water Quality Laboratory | Refurbishment of the Water Quality laboratory.<br><br>Procurement of laboratory equipment |
| 6 | Unaccounted water losses | To ensure that water losses are accounted for and factors leading to the losses are resolved. | Accounting for water losses and accurate billing | Water losses | Determine the number of unmetered water connection points | Replacement of faulty water meters | Metering of all bulk water supply connection points | Installation of bulk water meters on all service reservoirs and bulk water supply lines |
| 7 | Inadequate, dysfunctional and aged infrastructure to abstract and supply water to communities-reticulation. | Inadequate water infrastructure | Refurbishment and Construction of new infrastructure | Conduct functionality assessment and audit for infrastructure maintenance plan. Development and adoption of draft district water master plan by council and ensure | Conduct routine maintenance Completion of current projects<br><br>Drilling of borehole for areas without water supply. Development of | Replacement of ageing infrastructure<br><br>Development of new infrastructure to meet the future demand | Development of infrastructure maintenance plan Utilization of RBIG, WSIG and MIG to implement sustainable water | Functionality assessment and infrastructure audit<br><br>RBIG, MIG and |

| | | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| | | | | alignment with provincial master plan. | infrastructure master plan. | | infrastructure projects. | WSIG projects |
| 8 | Insufficient water quota for domestic, Agriculture, mining and forestry. Hence, survival of the fittest. | Skewed water allocations | Increase allocation of water and upgrading of water treatment works | Equitable water distribution and allocation. | Application of water use license in conjunction with DWS | Application of water use license in conjunction with DWS | Licensing of schemes | License application |
| 9 | Lack of water meters in rural areas. Hence non-payment of services. | Water meters are in selected areas | Metered household connections to all receiving water. Review of by-laws | All household have metered connection Review and implementation of by-laws Awareness campaigns | Replacement and installation of meters Awareness campaigns | Awareness campaigns Replacement and installation of meters Cost recovery | Awareness campaigns Replacement and installation of meters Cost recovery | Installation of meters Awareness campaigns Replacement of defected flow meters |
| 10 | High numbers of indigents who would not afford paying for water | 74% of h/h are indigent | Updated indigent register | Indigent register | Coordinate the review of indigent register | Monitor and evaluate the implementation of indigent register | Free basic water supply to poor households. Implement of cost recovery strategies | Water provision to indigent households Monitor of high water consumption |
| 11 | Inadequate maintenance of existing infrastructure. E.g. uncovered water canals, water treatment plants not maintained adequately. | Exposed water canals and lack of infrastructure maintenance plan. | Adequate maintenance of existing infrastructure. | Functional water infrastructure | Rehabilitation and replacement of ageing infrastructure Sourcing of operation and maintenance funds. | Replacement of ageing infrastructure | Development of new infrastructure to meet the future demand | Functionality assessment and infrastructure audit |

| | | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| 12 | Poor management of water and response to mechanical and electrical break downs. | Water pumps breakdowns & electric power failures. | Repair and maintenance.<br>Water Conservation and Demand Management Plan | Proper management of water and repairs for both mechanical and electrical equipment's. | Rehabilitation and replacement of ageing infrastructure<br>Develop plans<br>Skills development<br>Repair & Maintain existing generator sets | Replacement of ageing infrastructure<br>Development of new infrastructure to meet the future demand | Mopani Ministerial Program<br>Recruitment of skilled personnel | Water Conservation and Demand management<br>Bulk metering |
| 13 | Theft and vandalism of water infrastructure. | Boreholes pump machines and transformers are stolen at high rate | Reduce the frequency of theft and vandalism of boreholes and transformers. | Reduced frequency of theft and vandalism. | Awareness campaigns<br>Enforcement of criminal laws<br>Repair and maintenance of infrastructure<br>Monthly review | Enforcement of by-laws<br>Awareness campaigns | Awareness campaigns<br>Rehabilitation and replacement of infrastructure | Conduct awareness campaigns<br>Rehabilitation and replacement of infrastructure |
| 14 | Lack of mitigation plans against drought. | Drinking water is supplied by tankers due to drought severity | Development of Drought Mitigation Plan (DMP) | Capitalize on ground water utilization – (where aquafer are found to be strong) | Explore alternative water sources (Ground water, Mountains streams, Spring water, rain water harvesting etc).<br>To develop the water security plan. (Water recycling, etc).<br>Develop drought mitigation plan | Review drought mitigation plan<br>Maximize ground water utilization | Ground water augmentation | Development of boreholes<br>Development of drought mitigation plan |

| | | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| 15 | Loss of water through illegal connections, over usage of water and pipe leakages | Over-usage of water | Improved level of water supply and enforcement of criminal laws. | Reduced water loss. | Enforce by-laws<br>Awareness campaigns<br>Enhance universal coverage of water supply. | Enforce by-laws<br>Awareness campaigns<br>Enhance universal coverage of water supply | Water conservation and demand management | Refurbishment of infrastructure Installation of meters<br>Rehabilitation of infrastructure<br>Conduct awareness campaigns |
| 16 | Pressure from households for standardized water supply services<br>(yard connections) | H/H no longer tolerate RDP level of water services | A progressive improvement from communal standpipes to yard connections. (hence water metering and cost recovery) | Water provision in a level of yard connections | Assess capacity of existing infrastructure<br>Conduct needs analysis. (through WSDP) | Upgrade and extent infrastructure to meet the demand | Improved access to water and reduction in backlog | Water reticulation and metered household connections |
| 17 | Uncontrolled waste water into water catchments. E.g. sewage semi treated sludge flows from townships. | Effluent flowing into water bodies due to overloaded treatment works and systems. | Green drop certification (GDC) compliance status. | Compliance with the required standards (SANS:241) | Rehabilitation and replacement of ageing infrastructure | Replacement of ageing infrastructure<br>Development of new infrastructure to meet the future demand | Sanitation infrastructure development and rehabilitation | Refurbishment and upgrading to waste water treatment plant |
| 18 | Poor quality of potable water | Water treatment plants not operating efficiently | Improved level of Water Service (SANS241:2011) | Provision of potable water. | Assessment of WTW. | Implementation of the outcome of the assessment done. | Water quality monitoring by<br>Independent laboratory | Functional Assessment<br>Water conservation and demand |

| | | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| | | | | | | | Services | management Plan<br>Water safety plan |
| 19 | Slow progress on water projects due to constant interruptions by communities leading to delays in completion of projects. | Ongoing engagement meetings are held with the affected communities to resolve the disputes. | Accelerated implementation of infrastructure projects. | Timeous completion of projects and reduction of backlogs. | Enforcing<br>Compliance to construction regulations within due time and<br>Strengthening of project monitoring mechanisms | Enforcing Compliance to construction regulations within due time and<br>Strengthening of project monitoring mechanisms | Enforcing Compliance to construction regulations within due time & Strengthening of project monitoring mechanisms | Project implementation monitoring |
| | **SANITATION** | | | | | | | |
| 1 | Lack of maintenance of water-borne sewage systems. | Waste water treatment not properly maintained an operated. | Improve compliance with green drop<br>Certification. | Improved maintenance of water – borne sewage systems | Rehabilitation of ageing infrastructure<br>Implement preventative maintenance plan | Replacement of infrastructure<br>Development of new infrastructure to meet the future demand | Replacement of infrastructure | Upgrading and refurbishment of sanitation infrastructure |
| 2 | Unaddressed sanitation backlog | Backlogs in RDP standard toilets | Backlog eradication | Improved access to sanitation | Upgrade & extend infrastructure to meet the demand | Upgrade and extend infrastructure to meet the demand | Upgrade and extend infrastructure to meet the demand | Mopani rural household sanitation |
| 3 | Pit latrines that are filled, posing health hazards, | Problems of filled pit latrines at | Implementation and monitoring assessment | Assess capacity of existing infrastructure | Conduct awareness campaigns | Implementation and monitoring of assessment plan | Implementation and monitoring of assessment | Awareness campaigns<br>Operation and |

| | | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| | e.g. schools and public places | schools, clinics and households | plan | | | Extended life span | plan<br>Extended life span | maintenance |
| 4 | RDP standard toilets are not suitable for the disabled and the aged. | Special design for disabled people in accordance with their needs | Upgrade and extend infrastructure to meet the demand | Develop user friendly toilets for the disabled and the elderly | Conduct needs analysis | Upgrade and extend infrastructure to meet the demand | Upgrade and extend infrastructure to meet the demand | Mopani rural household sanitation |
| **ENERGY/ ELECTRICITY** | | | | | | | | |
| 1 | Poor electricity supply that need ESKOM power stations to be upgraded. | MDM is the coordinator in the area of supply whereas locals are implementing electrification projects | Provision of electricity/ Energy | Provision of electricity/ Energy | Liaison with ESKOM to provide upgraded standard of electricity<br>Strengthening projects by ESKOM | Upgrading of existing substations | Liaison with ESKOM to provide electricity | Upgrade standard of electricity<br>Upgrading existing substations |
| 2 | High cost of electricity compels poor households to top up the energy with wood. | MDM is the coordinator in the area of supply as locals are implementing the project | Provision of affordable electricity/ Energy | Provision of affordable electricity/ Energy | Liaison with NERSA and attendance of NERSA conference to negotiate affordable | Liaison with NERSA and attendance of NERSA conference to negotiate affordable electricity for Municipal area | Liaison with NERSA and attendance of NERSA conference to negotiate affordable | Coordinate electricity supply |

| | | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| | | | | | electricity for Municipal area | | electricity for Municipal area | |
| 3 | Continuous establishment of uncoordinated new settlements aggravates the high demand of electricity supply. (Hence backlog - moving target) | MDM is the coordinator in the area of supply as locals are implementing the project | Provision of electricity/ Energy | Households with electricity. | Liaison with ESKOM to provide electricity | Liaison with ESKOM to provide electricity | Liaison with ESKOM to provide electricity | Reduced backlog of households without electricity. |
| 4 | Theft and vandalism of transformers and cables | MDM is the coordinator in the area of supply as loca are implementing the project | Elimination / eradication of theft and vandalism | Reduced theft and vandalism | Awareness campaigns | Replacement of transformers and vandalized material | Improved technology to prevent theft and vandalism | Installation of water infrastructure tracking device |
| | **ROADS** | | | | | | | |
| 1 | Huge backlog of un tarmac busy roads increase the need by communities | Inadequate paving of roads on priority list | To ensure that all roads on the priority list are paved<br>To compile and submit a new priority list | Paving of roads on priority list submitted to RAL | Compilation and submission of new priority list to RAL | Implementation of priority list by RAL | Implementation of priority list by RAL | Implementation of projects as per priority list by RAL.Special District Transport forum on road infrastructure Project site |

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

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

(i) Water restrictions needs to be considered for places with lower dam levels.

(ii) Public awareness on By-Laws and enforcement to prevent Vandalism and theft of infrastructure

(iii) Extension of water reticulation network and uproot/remove illegal connections

(iv) The water Demand higher than the supply capacity - Upgrading of the water infrastructure to be prioritised

(v) Metering and billing of all end users to ensure sustainable cost recovery

(vi) Refurbishment and rehabilitation of both water and waste water plants.

(vii) Regular interactions between local and district municipalities with traditional leaders to avoid unplanned settlements which might need services.

(viii) Review of the allocated quota to allow upgrades of treatment works and new developments

(ix) Proper maintenance of office facilities/ office buildings

(x) More office space be created

(xi) Water reserves be made for offices

(xii) Electrical generator be installed in all office blocks to mitigate the load shedding.

## 4.3.6.6 (BASIC SERVICE DELIVERY) Social services SWOT

| STRENGTHS | WEAKNESSES |
|---|---|
| Availability of institutional policies, by laws and other relevant legislations | Poor implementation of policies, by laws and other legislations |
| Approved organisational structures | Fragmented policy framework and lack of synergy between sectors |
| Political will and support | Delays in the filling of vacant positions, resulting to poor service delivery |
| Billing system for services rendered to clients | Poor revenue collection |
| Passionate, committed and skilled workforce. | Poor maintenance of infrastructure |
| Existence of governance structures, e.g. Portfolio Committees, Cluster Technical Committees, AIDS Technical Committees, AIDS Council, Community Safety Forums, Hospital Boards, Clinic Committees, SGBs, etc | Poor functionality of some of the governance structures, eg Local AIDS Councils, Clinic Committees, District Health Council, Food Control Committee, Environmental Management Forum, etc |
| | Poor attendance of meetings by some stakeholders |
| | Lack of specialised training;<br>Corrupt officials |
| | Shortage of tools of trade, equipment and apparatus |
| | Resource constraints, both financial and human resources to ensure effective service delivery |
| | Poor coordination and implementation of social services activities; Legislative gaps. |
| | |

| OPPORTUNITIES | THREATS |
|---|---|
| Well-developed infrastructure, e.g. electricity, roads, rail, health facilities, etc | Communicable and non – communicable diseases prevalence. |
| Huge Mining and Agricultural sector, and Tourism | Non-payment of municipal rates and taxes |
| Good stakeholder relationship | Political instability |
| Collection of revenue from Fire & rescue services, Municipal Health Services and Air quality management (contravention of By – laws and other legislations). | (i) Depletion of the natural resources such as water and the environment; (ii) Informal settlements |
| Research opportunities from various institutions | Service Delivery community protests |
| Contribution by sector Department and NGOs | Drought and global warming |
| Available social services legislations and framework | Natural disasters |
| Inter – sectoral Collaboration | Increased road incidents |
| TVET colleges and institutions of higher learning | Land, water and air pollution |
| | Violence in public transport sector |
| | Overlapping of functions with other sectors. |

# BASIC SERVICES/ Social services Strategies

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

| | | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| | | | | | | operation (phase 2) | | Prevention Association Forum (FPA) |
| 4 | Emergency fire services operate on old and unreliable vehicles. | Most of the Fire services vehicles are old and not performing to satisfactory level. | To have Fire services vehicles replaced regularly when they reach their normal performance lifespan. | Vehicle replacement policy in place. Half-yearly reports on the lifespan of the vehicles and budgeting for the replacements. Improved fire response time to fire incidents | Developing Fire plan. Compile reports on the status of life span of the vehicles. Set budget aside and purchase. | Procurement and replacement of old vehicles | Procurement and replacement | 1. Purchasing of new fire vehicles 2. Purchasing of fire & rescue equipment 3. Development of fire plan |
| 5 | Lack of coordination of Water and Food Sampling Plan Lack of coordination Environmental Health and Hygiene Strategy (EHHS) | The district is depending on national sampling programme and national strategy | To ensure the supply of safe food and portable water which is free from pathogenic organisms | Approved Water Sampling Plan with council resolution Approved Food Sampling Plan with council resolution Approved Health and Hygiene Strategy with council resolution. Well coordinated food & water sampling programme | Develop Water and Food Sampling Plan Develop EHHS | Implement the plans Implement the EHHS | Implement the plans Implement the EHHS | 1. Develop Water Sampling Plan 2. Develop Food Sampling Plan 3, Develop EHHS |

| | | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| 6 | Outdated By-laws | Emergency bylaws and Health bylaws are in place but outdated. | To ensure compliance to legislations and bylaws | By-laws reviewed with council resolution. Environmental Health Policy (EHP) developed and approved | Review and implement Health and Fire Services bylaws Develop Waste Management bylaws and Air quality management bylaws. Develop Environmental Health policy. | Impleme nt bylaws | Implement bylaws | 5 Review Health and Fire Services bylaws<br>6 Develop Waste Management bylaws<br>7 Develop Air quality Management bylaws<br>8 Develop EHP |
| 7 | Lack of law enforcement and compliance on Legislation and By- Laws | Received authorisation from the Minister to enforce the Health legislations | To ensure compliance with relevant Health legislations and bylaws. | Number of officials trained & appointed as Peace Officers. Execution and compliance with the Acts and bylaws | Training of officials as Peace Officers and law enforcement Appointment of Officials as Peace Offices & EMIs | Law enforceme nt | Law enforcement | 1, Training of officials for EMIs and for Peace officers. |
| 8 | Ineffective governance structures | District Health Council; AIDS Council; Food Control Committee; District Environmental Forum are in place but | To strengthen governance of the District Health System | Number of governance structures established and supported Number of implemented resolutions taken by the identified | Establish and support/ develop governance structures | Support governanc structures | Support governance structures | Support with budget, coordinate and monitoring the following structures:<br>•District Health Council;<br>•AIDS Council; |

| | | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| | | ineffective | | structures.<br>Reduction and infection rate of HAST (HIV & AIDS, STIs and TB).<br>Improvement on mitigation of disaster incident | | | | • Food Control Committee;<br>•District Environmental Forum<br>•District Outbreak Response Forum<br>• Disaster Management Forum<br>• Fire & Rescue Forum<br>• Community Safety Forum<br>• IGR Social Cluster Technical Committee<br>• District FPA |
| 9 | Community Safety | District Community Safety Strategy not in place operations is based on national and provincial | To improve community safety | Percentage improvement in community safety<br>Reduction in the number of crime incidents<br>Approved District Community Safety | Implement the Community safety strategy | Implement the Community safety strategy | Implement the Community safety strategy | 1. Support District Community Safety Forum<br>2. Development of District community safety strategy |

| | | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| | | strategy | | Strategy with Council resolution | | | | |
| 10 | Inadequate financial support to Sport, recreation, arts and culture programmes (SRAC support<br>Lack of Employee Sport Policy (ESP) | 7 SRAC activities were supported out of 12 | To ensure a mental and physical healthy community, talent identification & development. | Number of SRAC activities supported<br>Developed and approved ESP with Council resolution | Develop the ESP<br>Strengthen the support of SRAC programmes<br>Strengthen intergovernmental relations. (IGR) | Implement the ESP<br>Support SRAC activities | Implement the ESP<br>Support SRAC activities | 1. Ku Luma Vukanyi<br>2. Indigenous Games<br>3. Golden Games<br>4. School sport<br>5. Junior Dipapadi<br>6. Disability Sport<br>7. Women and sport<br>8. Support to federations<br>9. District Mapungubye<br>10. District Library Forums<br>11. Employee Sport<br>12. District Sport Confederation |
| 11 | High road accident rates | 1. Road Safety Strategy is in place.<br>2 Arrive Alive event was | To promote road safety | Reduced road accidents, crashes and fatalities | Support the implementation of road safety strategy | Support the implementation of road safety | Support the implementation of road safety strategy | Support the following programmes:<br>1. Arrive Alive campaign<br>2. Road Safety Summit |

| | | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| | | supported | | | | strategy | | 3. Transport month roads Joint operation |
| 12 | Poor attendance by stakeholders of HAST activities & other IGR forums | Multi - sectoral district implementation of Hast plan in place | To Coordinate, Support and monitor the implementation of the District HAST Plan . | Improved consistency of attendance of HAST meeting.<br>Reduced infection rate. | Coordinate, support and monitor implementation of HAST plan | Coordinate,support and monitor implementation of HAST Plan | Coordinate, support and monitor implementation of HAST Plan | 1. DAC<br>2. DTAC<br>3. District World AIDS Day celebration<br>4. Candlelight Memorial<br>5. Partnership Week<br>6. District Health Council<br>7. TB Day<br>8. Red ribbon<br>9. Child Headed Home support |
| 13 | COVID 19 spread | No death case, however infection is still increasing | To combat the spread of coronalvirus | No spread of coronavirus | Provision of safety protocol including | Comply with all Covid 19 Regulations | Comply with all Covid 19 Regulations | Water provisioning to all households, institutions like schools and health facilities, etc. |

## SOCIAL SERVICES NEEDS FOR SECTOR SUPPORT

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

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

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

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

## REQUIREMENTS FOR EFFECTIVE IMPLEMENTATION OF THE STRATEGIES

(i) Filling of critical positions be prioritised

(ii) Skills development/training of officials be prioritised

(iv) Procurement of the necessary tools of trade be prioritised

(v) Request grant funding for Satellite fire stations from the National Treasury.

(vi) Effective law enforcement

(vi) Support LMs with funding for waste management (landfill sites development).

## 4.3.6.7 FINANCIAL VIABILITY

2021/22-2025/26

**SWOT ANALYSIS**

| STRENGTHS | WEAKNESSES |
|---|---|
| Functional oversight committees | Non-compliance with laws and regulations (SCM laws) |
| All critical positions are filled | Inadequate financial control systems |
| Functional departments | Financial sustainability/viability – limited revenue resources |
| Policies in place and reviewedregularly | Reliance on consultants |
| Turnaround time for payment of creditors | Unfunded budget due to high debt book and limited revenue streams |
| | Loss of assets |
| | Inflation of prices by our Service Providers |
| | Ineffective communication with stakeholders about policies and procedures |
| **OPPORTUNITIES** | **THREATS** |
| SALGA, CoGHSTA, LPT and AGSA, available to support | Downgrading by COGTA further frustrating revenue |
| Financial recovery plan | Grant dependency/ No own revenue |
| Collectable debt book | Growing debt with utilities (DWA,LNW) |
| Available revenue from water and sanitation | Economic downturn (Covid-19) |
| Funding Plan | |

# FINANCIAL VIABILITY STRATEGIES

2021/22-2025/26

| No | Issues | Baseline | Objective | Performance indicator | Strategies | | | Key projects/ Program |
|---|---|---|---|---|---|---|---|---|
| | | | | | Short term | Medium term | Long term | |
| **Financial viability** | | **Strategic Objective: To increase revenue generation and implement financial control systems** | | | | | | |
| 1 | Unfunded Budget | Adoption of unfunded budget by Council | Compilation of a credible and cash funded MTREF budget for 2022/2023 Accordance with Council | Funded budget | Conduct a full assessment on the short comings in the 2020/2021 budgets<br><br>Develop and implementation a funding plan<br>Signing of payment agreements with LNW, DWS, LMs and hourning payments<br>Splitting of debt into short and long term | Compile the annual budget for 2022/2023 in accordance with realisticall anticipated revenues to be collected | Funded budget | 1. Convene Budget Steering Committees<br>2. Training of staff on the preparation of credible budgets.<br>3. Effect Treasury review of budgets before finalised.<br>4. Ensure the council approved budget is aligned with data strings<br>5. Review the budgeting process against the reviewed of finance related policies |

| | | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| 2 | Poor Financial Management | Insufficient utilization of existing financial systems | To ensure that there is an improvement in the utilization of financial control systems | Sound financial management | Development & Implementation of Standard Operating Procedures<br><br>Implementation of the reviewed delegation of financial powers.<br><br>Full Implementation of mSCOA powers | Review financial controls and ensure that they are implemented in line with mSCOA | Effective Budget & Treasury Office, for improve d financial managem ent | Development & Implementation of SOPs.<br><br>Proper internal control measures must be put in place to ensure that relevant documents are processed promptly.<br><br>6. All Supply Chain Management processes to be procured through the mSCOA financial system, no manual procurement should be done. |
| 3 | Ineffective Cash-Flow Management | Inability to service creditors | Ensure that all creditors are paid timeously | Improve cash flow management, provide effectively for commitments | Accurate cash- flow projectionaligned to adjusted budget and commitments.<br>Effective management of grants.<br>All contingent liabilities to be investigated, ameeting held with claimantsto address legal challenges and resolved amicably. | Accurate cash-flow projections aligned to MTREF Budget | | Compile a cash-flow projection for the remainder of the current financial year<br><br>Management of the cash-flowon a daily basis with weekly reporting to the MM<br>Manage payments in accordance with revised payment agreements.<br>Implement an effective grant management and monitoring system |

| | | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| 4 | Growing debt book | Increasing debts for Local municipalities (R264 million), LNW (R348 million) and DWS (R430 million) | Payment of debts as and when they become due. | Repayments made towardsthe total debts as a percentage of total debts. | Review Repayment arrangements with significant creditors (DWS)<br>Propose efficient payment plan DWS which willensure the current accounts are serviced adequately. | | | 1) Monthly reconciliation ofcreditors accounts.<br>2) Monthly reporting on progress on repayment ofcreditors.<br>Continuous engagements on repayment arrangementwith DWS.<br>3) Implementation of the developed revenue enhancement strategy<br>4) Billing in the rural areas after doing thepublic participation |
| 5 | High dependency on grants that have limitation on the amount and conditional use | 84% dependen ton grants | To minimize dependency on grants | % reduction on dependency of conditional grants | 1) Finalise and allocate responsibilities and attached timeframes forall activities in the "Revenue Management Enhancement Strategy" to ensure it is consistent with this Financial Recovery Plan. | 1) Explore other revenue avenues. increase reliability of revenue streaming from LM's for water ands sanitation services | To be financiall yviable. | |
| 6 | Revenue for water and | 0% collection | To ensure that MDM receives | All billed revenue is | Ensure that all LMs sign the reviewed | 2) In case of continuous | MDM to take back | 1) Negotiation with LM's onwater and sanitation |

| | | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| | sanitation notcollected | rate | revenue for thewater and sanitation services | collected | SLAs.<br><br>Full implementation of signed SLA<br><br>Placement of residence accountants to monitor the transactions closely. | non-compliance MDM to consider the need to take back the water & sanitation function | water and sanitation function from LM's | revenue collection and surrendering to MDM.<br>2) Implementation of signed reviewed SLA's<br>3) Reclaiming of water and sanitation function fromLM's<br>4) Monthly verifications and reconciliation of water and sanitation transactions with LMs<br>5) Public participation on theintroduction of prepaid metering system<br>6) Public participation of tariffs increase and rural billing |
| 7 | Poor Assets Management | Poor assets management | Improve on asset management | % improvement on AG assets related findings compared to the previous year of audit | Capacitate the asset management unit Monthly reconciliation of assets financial reports from SCM, Assets & Technical) | Ensure effective skills transfer from assets consultants. | Do away with the use of consultants | 1) Ensure that all assets transactions are captured on mSCOA<br>2) Assets GRAP training. Monthly reconciliations |
| 8 | Slow pace in implement ation of the | Partial implement | Full implement ation of the cost | Full compliance with the cost | Full implementation of the cost | | | Review of procurement activities for compliance with the cost containment |

| | | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| | cost containment circulars | ation of the cost containment circulars | containment circulars | containment measures. | containment circulars | | | circulars.<br>Monthly verification of utility bills (Eskom, LNW and DWS)<br>Introduction of meter readings on utility services |
| 9 | Non-compliance with laws & regulations (SCM and Budget and Reporting) | Non-compliant reporting environment | To ensure that the municipality complies with NT laws and regulations as well as a clean audit outcome | Financial reportsfully complying with the legislative requirements. | Develop andmonitor compliance checklists and follow up on non-compliance monthly<br>Standardize the portfoliocommittee agendas with material compliance matters | | | Compliance awareness in the municipality<br>Training of officials on SCM and reporting relatedlaws and regulations. |
| 10 | Delays in implementation ofthe demand management plan | Slow procuremen of the projects in the budget and SDBIP | Speed up the implementation of the demand management plan. | Full implementation of the demand management plan. | Track the implementation of the demand management plan though the BAC meetings.<br>Review of the progress on the demand managementplan by the Accounting officer monthly. | | | Standardisation of the demand management plan inthe BAC meetings. |
| 11 | Poor record keeping | Unstructured record keeping | Ensure prompt access to financial | All records available and accessible at | Training of staff on record keeping.<br>Dedication of records | | | 1. Training on records keeping.<br>2. Identification of finance |

| | | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| | | system | documents & records | all times. | storage and personnel. | | | records<br>3. champion of storage facility. |
| 12 | Overreliance on consultants | Overreliance on consultants | Ensure maximum return and municipal accountability on the work of consultants | Number of assessments made on work of all consultants | Pair consultants with internal staff and filter the expectations in the SLAs for monitoring | Pair consultants with internal staff and filter the expectations in theSLAs for monitoring | Do away with consultants | 1. Consultants monitoring<br>2. Skills transfer training<br>3. Implementation of consultancy reduction plan |

## ○ RECOMMENDATIONS

1. Implementation of the consultancy reduction plan and capacitate officials to limit reliance on consultants.
2. Continuous engagements with the DWS with the aim of concluding on the cost efficient payment plan.
3. Full compliance to the cost containment circular.
4. Implementation and monitoring of the project for separation of water and sanitation at the local municipalities
5. Build a culture of compliance with applicable legislations, policies and procedures.
6. Monitor the effectiveness of CFO forum by keeping track of implementation of resolutions.
7. Budget adjustment be based on facts and not on poor performance.
8. Implementation of AG Action Plan and Internal Audit Plan and ensure issues are adequatelyddressed.
9. Each directorate to ensure full implementation and compliance of mSCOA system.
10. Priorities the assets and revenue section with capacity resources and focus, for improved audit outcomes.
11. Develop a checklist for SLA compliance that serve in portfolio committee and council sittings.
12. Centralize record management to ensure proper record keeping.
13. Development of Five (5) year financial plan.

## 4.4 STRATEGIC ALIGNMENT

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

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

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

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

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

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

Table 1: Strategic Alignment Matrix

Local Government: Municipal Performance Regulations R805 (2006) prescribes five Key Performance Areas that relates to the Five Year Local Government Strategic Agenda. The aim of these Performance Areas is to facilitate ease of all Government planning and performance management. The table below indicates how the Mopani District Municipality's Strategic Objectives was aligned to the five Key Performance Areas.

[**Acronyms**: MTSF: Medium Term Strategic Framework

CoGTA: Corporative Governance and Traditional Affairs

LGTAS: Local Government Strategic Agenda

LDP : Limpopo Development Plan.

## 4.5 Strategic Scorecard

Strategic Key Performance Indicators were developed to measure the outcomes of the objectives. The Strategic Scorecard below indicates the desired outcomes, indicators, Strategies, Programmes as well as strategic projects. Key criteria that were used to develop the objectives include:

- Outcomes are that we would like to achieve, within our control, with regards to the objective.
- Key Performance indicators and targets are measurable results of the outcomes over the next five years.
- Strategies are alternative ways to achieve the set objectives
- Projects are the specific initiatives undertaken by the municipality to support the objective for which funding should be prioritised.

## KPAs, Goals and Strategic Objectives, Outcomes and Performance Indicators

| KPA | GOAL | STRATEGIC OBJECTIVE | OUTCOMES | kPI (INDICATORS) |
|---|---|---|---|---|
| Municipal Transformation & Organisational Development | Efficient, effective and capable workforce | To inculcate entrepreneurial and intellectual capabilities. | Improved performance | % average organisational performance rating |
| | A learning institution | To strengthen record keeping & knowledge management | Incremental growth in knowledge and information hub | Percentage rating on prompt and accurate information and response time on issues. |
| Basic Service Delivery | Sustainable infrastructure development and maintenance | To accelerate sustainable infrastructure and maintenance in all sectors of development. | Adequate & appropriate infrastructure for access to basic services | % (number) household with access to basic services (water, sanitation, electricity and waste removal) |
| | Clean, safe and hygienic environment, water and sanitation services. | To have integrated infrastructure development. | Sustainable livelihoods | % rating on integrated services |
| | Safe, heathy living environment | To improve community safety, health and social well-being | Quality life | % (number) households that are indigent |
| Local Economic Development | Growing economy (through agriculture, mining, tourism and manufacturing). | To promote economic sectors of the District | Sustainable district economy | % GDP rating |
| Spatial Rationale | Sustainable, optimal, harmonious and integrated land development | To have efficient, effective, economic and integrated use of land space. | Economic land development | % rating on available land for development. |
| Financial Viability | Reduced financial dependency and provision of sound financial management | To increase revenue generation and implement financial control systems | Reduced financial dependency and sound financial management | ➢ % outstanding debtors more than 90 days<br>➢ % creditors paid within 30 days<br>➢ Liquidity ratio<br>➢ R-value liabilities / R-value assets as % |
| Good Governance and Public Participation | Democratic society and sound governance | To promote democracy and sound governance | Informed decision making in all levels | % rating on status of developmental Local government. |

# CHAPTER 5: PROJECTS PHASE

## 5.1 PROJECTS PRIORITISATION

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

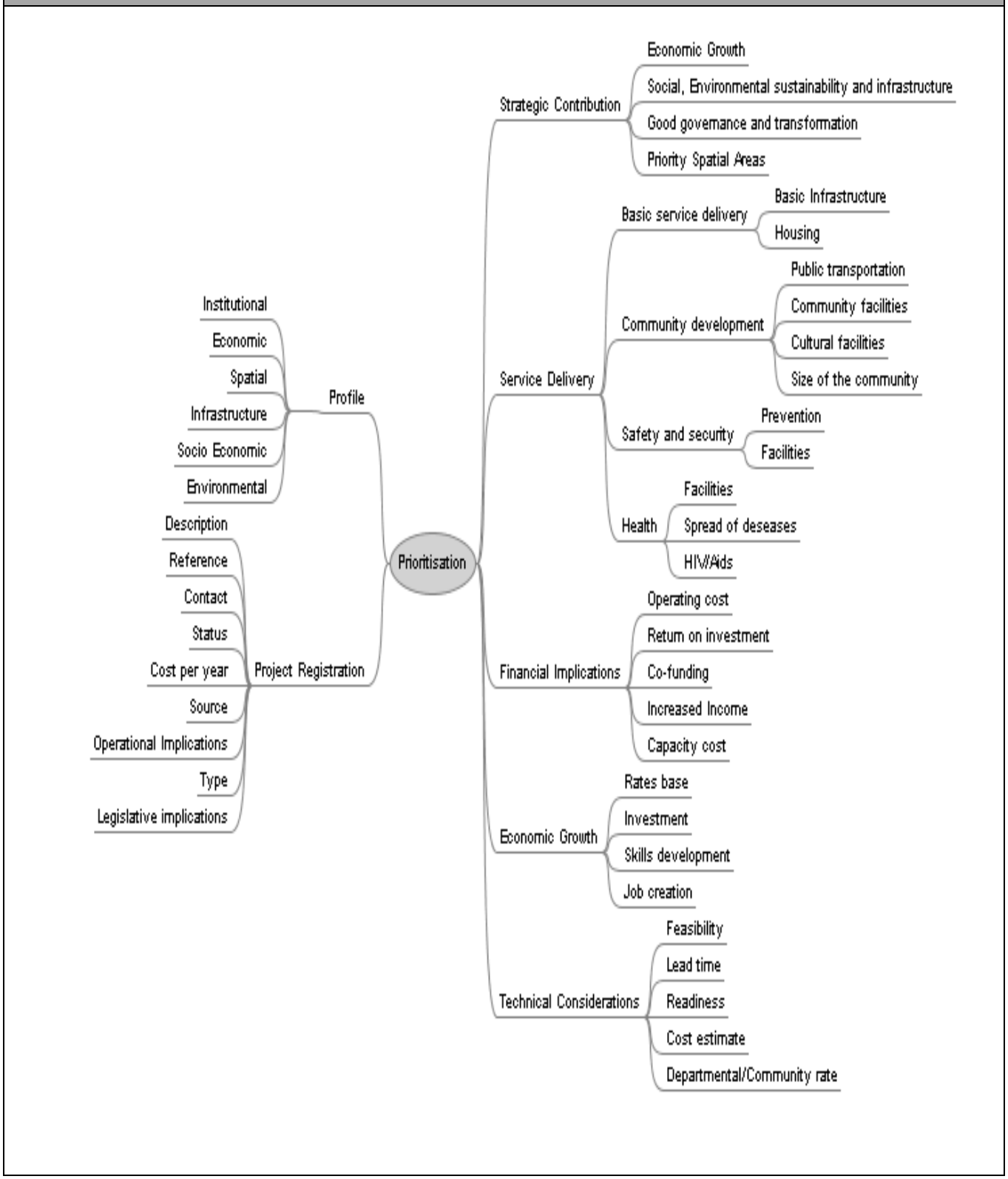
It is thus clear that decisions regarding budgets and finances are being taken at different levels of the organization and taking different issues and dynamics into account. Departmental budget decisions, for example, are operational oriented and doesn't always see the importance of strategic inputs.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

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

## 5.2 PROJECT PRIORITISATION CRITERIA

The criteria depicted on the right hand side of Diagram 4 are those issues that will be considered during prioritisation with weightings at each level. These are indicated on the left hand side of Diagram 4 below.

**Diagram 4: Project Prioritisation Model**



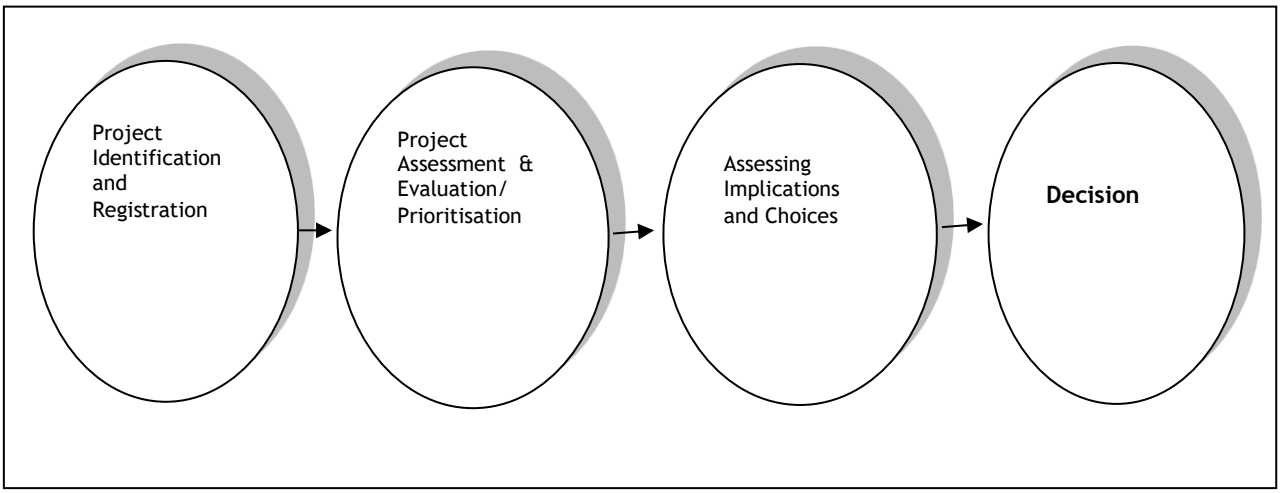



**Diagram 3: Mopani Projects Prioritisation Methodology**

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

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

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

## 5.3 PROJECTS IDENTIFICATION AND REGISTRATION

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

- Accurate financial information;
- It is the first filters that will already commit budgets and indicate what is left for prioritization. In many cases budgets are already committed for a number of years due to multi year projects or contracts that are entered into;
- Accurate reporting
- Facilitation of sound decision taking and assessment of choices

# MOPANI DISTRICT MUNICIPALITY

## (The unit space of development impact)

## 5.4 Project phase

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### 5.4.1 KPA: GOOD GOVERNANCE AND PUBLIC PARTICIPATION

#### 5.4.1.1 MDM: OFFICE OF THE EXECUTIVE MAYOR

| No | Project Name | Project Description | Local Muni | Ward/ Village | Performance Indicator | Implementing Agent/Funder | Budget | | | Cost Estimate | |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | | | 2021/22 | 2022/23 | 2023/24 | 2024/25 | 2025/26 |
| | **COUNCIL SUPPORT** | | | | | | | | | | |
| 1. | Conference system | Mobile Conference system to be used for meetings by council structures. | MDM | N/A | Delivery of conference system. | Mopani District Municipality | 400 000 | 416 800 | 435 139 | 900 000 | 1000 000 |
| 2. | MPAC | Funding of MPAC sessions such as work. | MDM | N/A | Number of MPAC Sessions conducted by MPAC | Mopani District Municipality | 200 000 | 208 400 | 217 570 | 700 000 | 700 000 |
| 3. | Portfolio Committees | Sessions of Portfolio Committees | MDM | N/A | Number of sessions conducted by Portfolio Committees | Mopani District Municipality | 250 000 | 260 500 | 271 962 | 600 000 | 600 000 |
| | **PUBLIC PARTICIPATION** | | | | | | | | | | |
| 1. | District Ward Committee Forum | Community Engagement | MDM | N/A | Quarterly district ward committee forums held | Mopani District Municipality | 30 000 | 31 260 | 32 635 | 93 165 | 102 481 |
| 2. | District Ward Committee Conference | Monitoring and Evaluation of Service delivery for all communities | MDM | N/A | Quarterly district ward committee conference held | Mopani District Municipality | 400 000 | 416 800 | 435 139 | 798 600 | 878 460 |
| 3. | Public Participation (Forum) | Municipal Stakeholders engagement session. | MDM | N/A | Quarterly public participation forum held | Mopani District Municipality | 0 | 0 | 0 | 73 200 | 80 520 |
| 4. | Public Participation (Imbizo) | Information and redress | MDM | N/A | Quarterly Mayoral imbizo held | Mopani District Municipality | 1 000 000 | 1 042 000 | 1 087 848 | 1 996 500 | 2 196 150 |
| | **COMMUNICATION** | | | | | | | | | | |
| 1. | Advertising | Placement of adverts (notices, SCM processes and vacant posts) on external media platforms. | MDM | N/A | Number of adverts placed on external media platforms. | Mopani District Municipality | 1 000 000 | 1 042 000 | 1 087 848 | 1 500 000 | 1 800 000 |
| 2. | District Communicators Forum | A platform for capacity building amongst government communicators in the district. | MDM | N/A | Quarterly district communicators forums held | Mopani District Municipality | 0 | 0 | 0 | 150 000 | 180 000 |

| | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|
| 3. | Newsletter | Development and printing of external newsletter | MDM | N/A | Newsletters produced | Mopani District Municipality | 400 000 | 416 800 | 435 139 | 530 000 | 550 000 |
| 4. | Digital communication equipment and branding material | Purchase of branding material and equipment to enhance our communication capability | MDM | N/A | Communication equipment (Digital cameras) and branding material procured. | Mopani District Municipality | 0 | 0 | 0 | 200 000 | - |
| 5. | Partnership with Community Radio Stations to enhance participatory democracy | A platform for live broadcasting of mayoral imbizo and post-council briefings. | MDM | N/A | Quarterly reports on mayoral imbizo and post-council briefings. | Mopani District Municipality | 400 000 | 416 800 | 435 139 | 1 200 000 | 1 400 000 |
| 6. | Media networking session | To build and harness relations with the media | MDM | N/A | Media networking session held. | Mopani District Municipality | 20 000 | 20 640 | 21 757 | 100 000 | 120 000 |
| 7. | Website (SITA contracted services) | Web maintenance service | MDM | N/A | Monthly website maintenance report | Mopani District Municipality | 0 | 0 | 0 | 120 000 | 120 000 |
| | | **EXECUTIVE MAYOR'S OFFICE** | | | | | | | | | |
| 1. | Excellence awards | To recognize excellence performance. | MDM | N/A | #of students and educators recognized for excellence | Mopani District Municipality | 175 000 | 182 350 | 190 373 | 410 000 | 430 000 |
| 2. | District IGR | To engage at inter-governmental relations | MDM | N/A | # of district IGR | Mopani District municipality | 150 000 | 156 300 | 163 177 | 210 000 | 230 000 |
| 3. | Executive mayor's cup & marathon | To promote healthy life style | MDM | N/A | Annual Executive Mayor's cup & marathon | Mopani District Municipality | 500 000 | 521 000 | 543 924 | 550 000 | 600 000 |
| | | **SPECIAL PROGRAMS** | | | | | | | | | |
| 1. | Local House of Traditional Leaders | Support MDM Traditional Leaders when hosting their annual celebrations and other activities. | MDM | N/A | # of Local House of Traditional Leaders meetings held | Mopani District Municipality | 700 000 | 729 400 | 761 494 | 1000 000 | 1,2mil |
| 2. | Woman Caucus | Capacity building and training for women PR Cllrs. | MDM | N/A | # of women caucus meetings held. | Mopani District Municipality | 150 000 | 156 300 | 163 177 | 300 000 | 350 000 |
| 3. | Community Safety Forum | Budget at community services | MDM | N/A | | | 0 | 0 | 0 | 300 000 | 350 000 |
| | | **DISABILITY** | | | | | | | | | |
| 1. | Disability Development Forum | Advocacy | MDM | N/A | # of disability development forums held | Mopani District Municipality | 0 | 0 | 0 | 240 000 | 250 000 |
| 2. | Disability Awareness | Awareness | MDM | N/A | # of disability awareness sessions held. | Mopani District Municipality | 150 000 | 156 300 | 163 177 | 188 000 | 190 000 |

| | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|
| 3. | Disability Indaba | Advocacy | MDM | N/A | Annual disability indaba | Mopani District Municipality | 150 000 | 156 300 | 163 177 | 180 000 | 190 000 |
| 4. | Sign Language Capacity Building | Advocacy | MDM | N/A | # sign language capacity building workshops held | Mopani District Municipality | 120 000 | 125 040 | 130 542 | 150 000 | 160 000 |
| 5. | Albinism Seminar | Awareness | MDM | N/A | Annual albinism seminar | Mopani District Municipality | 100 000 | 104 200 | 108 785 | 130 000 | 140 000 |
| 6. | Disability Parliament | Advocacy | MDM | N/A | Annual disability parliament | Mopani District Municipality | 150 000 | 156 300 | 163 177 | 180 000 | 190 000 |
| | **GENDER DESK** | | | | | | | | | | |
| 1. | Gender Forum | Gender Promotion | MDM | N/A | # of gender forums held. | Mopani District Municipality | 16 000 | 16 672 | 17 406 | 20 000 | 22 000 |
| 2. | Mens Forum | Gender Stereo type awareness | MDM | N/A | # of men's forums held | Mopani District Municipality | 15 000 | 15 630 | 16 318 | 20 000 | 22 000 |
| 3. | SAWID | Advocacy | MDM | N/A | Annual SAWID | Mopani District Municipality | 0 | 0 | 0 | 130 000 | 135 000 |
| 4. | 16 Days of Activism | Awareness | MDM | N/A | Annual 16 days of activism | Mopani District Municipality | 250 000 | 260 500 | 271 962 | 325 000 | 330 000 |
| 5. | Women's Month | Awareness | MDM | N/A | Women's month celebration | Mopani District Municipality | 120 000 | 125 040 | 130 542 | 135 000 | 140 000 |
| 6. | Elders Day | Awareness | MDM | N/A | Annual elderly day celebration | Mopani District Municipality | 100 000 | 104 200 | 108 785 | 230 000 | 240 000 |
| 7. | Elders Forum | Advocacy | MDM | N/A | # of elderly forums held | Mopani District Municipality | 20 000 | 20 640 | 21 757 | 26 000 | 28 000 |
| 8. | Elders dialogue | Advocacy | MDM | N/A | # elderly dialogue held | Mopani District Municipality | 0 | 0 | 0 | 150 000 | 160 000 |
| | **YOUTH DESK** | | | | | | | | | | |
| 1. | Children`s Rights Parliament | Advocacy | MDM | N/A | Annual children's parliament | Mopani District Municipality | 99 996 | 104 196 | 108 785 | 280 000 | 320 000 |
| 2. | Children`s rights day | Advocacy | MDM | N/A | Annual Children's right day | Mopani District Municipality | 60 000 | 62 520 | 65 271 | 200 000 | 240 000 |
| 3. | Children`s advisory council | Advocacy | MDM | N/A | Annual children's advisory council | Mopani District Municipality | 0 | 0 | 0 | 380 000 | 420 000 |
| 4. | Youth Advisory Council | Awareness | MDM | N/A | # of youth advisory councils held. | Mopani District Municipality | 100 000 | 104 200 | 108 785 | 500 000 | 550 000 |

| | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|
| 5. | Youth council assembly | Awareness | MDM | N/A | Annual youth council assembly | Mopani District Municipality | 300 000 | 312 600 | 326 354 | 670 000 | 700 010 |
| 6. | Youth Month | Advocacy | MDM | N/A | # youth activities held. | Mopani District Municipality | 300 000 | 312 600 | 326 354 | 380 000 | 400 000 |
| 7. | Youth career Expo | Awareness | MDM | N/A | # of youth career Expo held | Mopani District Municipality | 400 000 | 416 800 | 435 139 | 480 000 | 500 000 |
| 8. | Youth economic indaba | Youth empowerment | MDM | N/A | Annual youth economic indaba | Mopani District Municipality | 0 | 0 | 0 | 400 000 | 600 000 |
| 9. | Youth Bursaries | Youth support | MDM | N/A | # of students awarded the bursary | Mopani District Municipality | 2 400 000 | 2 500 800 | 2 610 835 | 3 300 000 | 3,600 000 |

## 5.4.1.2 MARULENG GOOD GOVERNANCE PROJECTS

**KPA: GOOD GOVERNANCE AND PUBLIC PARTICIPATION**

**Strategic Objective: Putting people first**

| Project Name | Project Description | Project Location | Baseline | Annual Performance Indicator | Annual Target | Medium Term Expenditure Framework | | | Implementing Agent |
|---|---|---|---|---|---|---|---|---|---|
| | | | | | | 2021/2022 | 2022/2023 | 2023/2024 | |
| External auditing | Auditing by the office of Auditor- General | Municipality | Unqualified | Number of improved audit opinion | 1 | 5,000,000 | 5,210,000 | 5,439,240 | MLM |
| Internal auditing | Audit plans & programmes | Municipality | 4 | Number of quarterly internal audit reports with recommendations generated | 4 | 100,000 | 1,042,000 | 1,087,848 | MLM |
| Risk Assessment | Conducting of risk assessments | Municipality | New | Number of risk assessments conducted | 2 | - | - | - | MLM |
| Risk Management | Risk management plans | Municipality | Risk Based Internal Plan | Number of Risk Based Internal Plan approved | 1 | OPEX | OPEX | OPEX | MLM |
| Fraud and corruption | Minimization of corrupt activities | Municipality | 0 | Number of fraud and corruption cases investigated | All reported cases | OPEX | OPEX | OPEX | MLM |

**Strategic Objective: Putting people first**

**Priority Issue: Governance**

| Project Name | Project Description | Project Location | Baseline | Annual Performance Indicator | Annual Target | Medium Term Expenditure Framework | | | Implementing Agent |
|---|---|---|---|---|---|---|---|---|---|
| | | | | | | 2021/2022 | 2022/2023 | 2023/2024 | |
| Audit Committee | Functionality of Audit Committee | Municipality | 4 | Number of Audit committee meetings held | 4 | 1,000,000 | 1,042,000 | 1,087,848 | MLM |
| MPAC | Council oversight role | Municipality | 5 | Number of MPAC meetings held | 4 | 250,000 | 260,500 | 271,962 | MLM |
| Council function & support | Functionality of Council structures | Municipality | 8 | Number of Council sitting supported | 4 | OPEX | OPEX | OPEX | MLM |
| Complaints management | Promote accountability | Municipality | 100% | % of complaints resolved | 100% | OPEX | OPEX | OPEX | MLM |

**Strategic Objective: Putting People First**

**Priority Issue: Public Participation**

| Project Name | Project Description | Project Location | Baseline | Annual Performance Indicator | Annual Target | Medium Term Expenditure Framework | | | Implementing Agent |
|---|---|---|---|---|---|---|---|---|---|
| | | | | | | 2021/2022 | 2022/2023 | 2023/2024 | |
| Communication | Review of the strategy | Municipality | 2020/21 Communication Strategy | Number of Communication strategy reviewed | 1 | 60,000 | 62,520 | 65,270.88 | MLM |
| Ward committees support | Support to wards | Municipality | 14 | Number of functional wards | 14 | 4,020,000 | 4,188,840 | 4,373,148.96 | MLM |

| | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| Mayoral bursary fund | Bursaries to needy and deserving matriculates | Municipality | 4 | Number of learners supported | 4 | 650,000 | 677,300 | 707,101.20 | MLM |
| Traditional Leaders Allowance | Allowance given to Traditional Leaders attending council meetings | Municipality | 4 | Number of traditional leaders receiving allowance | 4 | 12,000 | 12,504 | 13,054.18 | MLM |

**COUNCIL SPECIAL PROGRAMMES**

**Strategic Objective: Putting People First**

| **Project Name** | **Project Description** | **Project Location** | **Baseline** | **Annual Performance indicator** | **Annual Target** | **Medium Term Expenditure Framework** | | | **Implementing Agent** |
|---|---|---|---|---|---|---|---|---|---|
| | | | | | | **2021/2022** | **2022/2023** | **2023/2024** | |
| Public Participation | Mayoral public participation meetings | Municipality | 12 | Number of Mayoral public participation meetings held | 4 | 650,000 | 685,100 | 722,780 | MLM |

### 5.4.1.3 Greater Tzaneen Municipality: Governance

**INTERNAL AUDIT**

| Project No. | Project Name and Location | Project Description | Project Duration | | Five (5) Year Budget | | | | | Source of Funding | Implementation Agent |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | Start Date | Finish Date | 2021/22 | 2022/23 | 2023/24 | 2024/25 | 2025/26 | | |
| **MM-109** | Internal Audit system | Purchase of Internal Audit system | 01/07/2024 | 30/06/2025 | | | | R600 000 | | Own | GTM |

### 5.4.1.4 Greater Letaba Municipality: Governance

**Strategic Objective: Effective and Efficient Community Development**

| Project Name | Project Location | Medium Term Expenditure Framework | | | Implementing Agent |
|---|---|---|---|---|---|
| | | 2021/2022 | 2022/2023 | 2023/2024 | |
| Imbizos | GLM | R500 000.00 | R521 000 | R544 227 | GLM |
| Mayor's Excellence Awards | GLM | R300 000.00 | 313 500.00 | R327 921 | GLM |
| Public Participation | GLM | R1 500 000.00 | R1 567 000.00 | R1 639 605.00 | GLM |
| Capacity Building | GLM | R820 743 | R857 677.42 | R897 130.58 | GLM |
| Youth Desk Activities | GLM | R65 72000 | R71 836.56 | R75 141.04 | GLM |
| Gender and Women Caucus | GLM | R180 000.00 | R188 100.00 | R196 752.00 | GLM |
| Disability Desk Activities | GLM | R154 607 | R161 564.81 | 168 996.79 | GLM |
| HIV/AIDS Desk Activities | GLM | R104 278 | R108 970.51 | R113 983.15 | GLM |
| MPAC Activities | GLM | R357 672.00 | R223 767 45 | R234 060.75 | GLM |

### 5.4.1.5 Greater Giyani Municipality: GOVERNANCE

| **STRATEGIC OBJECTIVE: To develop governance structures and systems that will ensure effective public consultation and organizational discipline.** | | | | | | |
|---|---|---|---|---|---|---|
| PROJECT/PROGRAM | 2021 /22 | 2022/23 | 2023/24 | 2024/25 | 2025/26 | SOURCE |
| 1. IDP Review(expenses) | R600,000 | R605,000 | R610,000 | 0 | 0 | GGM |
| 2. Public meetings and Campaigns | R400,000 | R210 000 | R220,000 | 0 | 0 | GGM |
| 3. Audit | R200,000 | R0 | R0 | 0 | 0 | GGM |
| 4. Events management | R50,000 | R60,000 | R70,000 | 0 | 0 | GGM |
| 5. MPAC | R216,000 | R257,000 | R298,000 | 0 | 0 | GGM |
| 6. PMS programme | R130,000 | R130,000 | R130,000 | 0 | 0 | GGM |
| 7. Remuneration of ward committee's | R5,9,000 | R5,900,000 | R6,000,000 | 0 | 0 | GGM |
| 8. Audit committee fees | R896,000 | R934,000 | R973,000 | 0 | 0 | GGM |

## 5.4.1.6 Ba-Phalaborwa Municipality: Governance

| Cluster | Sector / KPA | Operations and Maintenance Projects | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | 2021/22 | | | | 2022/23 | | | 2023/24 | | | 2024/25 | 2021/22 |
| | | Project No. | Project | Cost (R'000) | Funding | Project | Cost (R'000) | Funding | Project | Cost (R'000) | Funding | Project | Project |
| Good corporate governance and public participation | IDP Review | | Strategic Planning and stakeholder engagement | 500 | Own | Strategic Planning and stakeholder engagement | 700 | Own | Strategic Planning and stakeholder engagement | 800 | Own | | |
| | Risk management | | Risk Management Committee fees | 110 | Own | Risk Management Committee Meetings | 115 | Own | Risk Management Committee Meetings | 120 | Own | Risk Management Committee fees | Risk Management Committee fees |
| | Insurance | | Provision of Short-term insurance | 1 950 | Own | Provision of Short-term insurance | 1 950 | Own | Provision of Short-term insurance | 2 000 | Own | Provision of Short-term insurance | Provision of Short-term insurance |
| | Combating fraud and fighting corruption | | | | | Awareness banners and pamphlets | 30 | Own | | | Own | | |
| | Security management | | Provision of security services | 14 650 000 | Own | Provision of security services | 15 250 000 | Own | Provision of security services | 16 012 500 | Own | Provision of security services | Provision of security services |
| | | | Provision of ID Cards employees | 20 | Own | | | | | | | | |
| | Internal Audit | | Audit Committee | 950 | Own | | 1000 000 | Own | | 1100000 | Own | Audit Committee Fees | 1200 000 |
| | | | Specialised Audits | 850 | Own | Specialised Audits | R900 000 | | Specialised Audits | R1000 000 | | Specialised Audits | 1000 000 |
| | Office of the Speaker | | | | | | | | | | | | |
| | Public Participation (IDP/ PMS Public Participation & Imbizos) | | Mayoral Imbizo and Public Participation meetings | 1 000 | Own | | | | | | | | |
| | Ward Committees | | Ward committee conference/sumit/ seminar (includes conference material) | 400 | Own | | | | | | | | |
| | | | | | | Quarterly Local Ward | 50 | Own | | | | | |

| Cluster | Sector / KPA | Operations and Maintenance Projects | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | 2021/22 | | | | 2022/23 | | | 2023/24 | | | 2024/25 | 2021/22 |
| | | Project No. | Project | Cost (R'000) | Funding | Project | Cost (R'000) | Funding | Project | Cost (R'000) | Funding | Project | Project |
| | | | | | | Committee Forums | | | | | | | |
| | ***Batho-pele*** | | Batho pele Day | **20** | Own | | | | | | | | |
| | **MPAC** | | Strategic Planning session & working sessions | 400 | | Strategic Planning session& working sessions | 450 | | Strategic Planning session & working sessions | 500 | | Strategic Planning session & working sessions | 500 |
| | | | Project Visits | 20 | | Project Visit | 30 | | Project Visits | 50 | | Project Visit | 60 |
| | | | Special Investigations | 350 | | Special Investigations | 400 | | Special investigations | 450 | | Special Investigations | 500 |
| | **Communications** | | News letter | 250 | Own | | | | | | | | |
| | | | Diaries | 200 | Own | | | | | | | | |
| | | | IDP Books | 150 | Own | | | | | | | | |
| | | | Annual Report | 150 | Own | | | | | | | | |
| | | | **Total** | **21 970** | | | | | | | | | |

## 5.4.2 KPA: TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT

### 5.4.2.1 Mopani District Municipality

**Corporate services**

| No | Project Name | Project Description | Local Muni | Ward/ Village | Performance Indicator | Implementing Agent/Funder | Budget | | | Cost Estimate | |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | | | 2021/22 | 2022/23 | 2023/24 | 2024/25 | 2025/26 |
| | COUNCIL SUPPORT | | | | | | | | | | |
| 1. | Landscaping | Keeping the Municipal premises clean, safe, beautiful & decorated. | MDM | N/A | Clean, safe and beautiful MDM Office premises and their environment | Own/ES | 0 | 0 | 0 | 60 000 | 65 000 |
| 2 | Name tags and access control biometric clocking system | Providing name tags for staff for proper identification to our clients and overall control of access into all Municipal Buildings | Municipal Buildings | | Sept 2021 | Own/ES | 200 000 | 208 400 | 217 570 | 260 000 | 265 000 |
| 3 | Upgrading Fire stations security systems | Upgrade security systems at all Fire Stations by installation of cameras and biometric system | All | | Installed cameras and biometric system in all Fire stations | Own/ES | 250 000 | 260 000 | 271 962 | 0 | 800 000 |
| 4 | Upgrading of Fire Stations | Upgrading of fences and buildings. Giyani & The Oaks | All | | Upgraded fences and buildings. | Own ES | 0 | 0 | 0 | 5 000 000 | 8 000 000 |
| 5 | Building of satellite Fire Stations | Building of Kgapane Fire Station. | All | | Planning & Site development | Own ES/ MIG /MSIG | 1 000 000 | 0 | 0 | 10 000 000 | 0 |
| 6 | Pest Control in Municipal Buildings | To annually spray the Municipal buildings in order to control/eliminate pests. | Municipal buildings | | December 2020 | Own/ES | 500 000 | 521 000 | 543 924 | 650 000 | 700 000 |
| 7 | Employee Wellness and Medical Screening | To conduct Municipal Employee sports activities and Medical investigation on employees | MDM | | December 2021 | Own/ES | 550 000 | 573 100 | 598 316 | 850 000 | 900 000 |
| 8 | Workman's compensation | Compensations for Injuries on duty | Work Places | | On going | Own ES | 1 000 000 | 1 042 000 | 1 087 848 | 1 750 000 | 1 800 000 |
| 9 | Fire Services Uniform and Protective Clothing | Provision of Fire Services Uniform & Protective Clothing | All Fire stations | | All Fire personnel | Own/ES | 5, 500,000 | 5 731 000 | 5 983 164 | 3,500,000 | 3,800,000 |
| 10 | Staff accommodation | Expenses on three months | Work Places | | On going | Own ES | 600 000 | 625 200 | 652 709 | 1 170 000 | 1 260 000 |

| | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | | Accommodation or S &T for newly appointed staff. | | | | | | | | | |
| 11 | OHS Assessment | Provision of accredited professional OHS Services. | Work Places | | 20 December 2020 | Own ES | 600 000 | 625 200 | 652 709 | 60 000 | 65 000 |
| 12 | Training Programme | To conduct Capacity building programmes to all staff and councillors in line with the Workplace Skills Plan (WSP) and B & T. | Work places | | On going | Own ES | 2 000 000 | 2 084 000 | 2 175 696 | 1 950 000 | 2 100 000 |
| 13 | Trauma and de-briefings of staff | Provide Counselling to employees affected by accidents and/or disaster related catastrophy. | Work Places | | On going | Own ES | 300 000 | 312 600 | 326 354 | 780 000 | 840 000 |
| 14 | Water & Electricity Consumption | Monthly payment of the services | Municipal Buildings | | Monthly | Own ES | 700 000 | 729 400 | 761 494 | 800 000 | 840 000 |
| 15 | Telephone | Monthly Payment of telephone and communication services | Municipal buildings | | Monthly | Own ES | 770 000 | 802 340 | 837 643 | 910 000 | 980 000 |
| 16 | End of year function | Closing function for Festive season | MDM | | Once per year | Own ES | 0 | 0 | 0 | 450 000 | 500 000 |
| 17 | Electronic record Management System | Annual Payment of License Fees | Municipal buildings | | December 2020 | MDM | 700 000 | 729 400 | 761 494 | 800 000 | 880 000 |
| 18 | Rental of Photo Copy Machines | Payment of rental and services | Municipal Buildings | | On going | MDM | 4 000 000 | 4 168 000 | 4 351 392 | 6 500 000 | 7 000 000 |
| 19 | Electricity Back up System | Provision of Energy/ Electricity when Eskom power is off down | Main Office Prioritised | | On going | MDM | 0 | 0 | 0 | 4 500 000 | 5 000 000 |
| 20 | Air-conditioning system | Installation /servicing of Air conditioners at Main Office | Main Office | | September 2020 | MDM | 1 000 000 | 0 | 0 | 2 000 000 | 2 500 000 |
| 21 | Information Systems Services | Outsourced Information systems services monthly e.g Computers, Assessment and replication Solution | Work Places | | On going | MDM | 0 | 0 | 0 | 5 808 650 | 5 809 225 |
| 22 | Licencing : Computer Software | Payment for Licencing of software | Work Places | | On going | MDM | 1 500 000 | 1 563 000 | 1 631 772 | 1 950 000 | 2 100 000 |
| 23 | Disaster Recovery Plan | Review of the information | Work Places | | 31 March 2021 | MDM | 0 | 0 | 0 | 230 000 | 240 000 |

| | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | (DRP) Review | systems DRP | | | | | | | | | |
| 24 | Network Cabling | Upgrading of Computer network cabling | Main Office | | 31 January 2021 | MDM | 0 | 0 | 0 | 2 800 000 | 2 900 000 |
| 25 | Water Shedding/ Interruptions at the Main Office | Drilling of Borehole and installation of two water Tanks | Main Office | | September 2020 | MDM | 300 000 | 312 600 | 326 354 | 0 | 0 |
| 26 | mScoa | Implementation of mScoa compliant Integrated Financial Management System | Main Office | | On going | MDM | 1 500 000 | 1 563 000 | 1 631 772 | 0 | 0 |
| 27 | Renovation and upgrading of MDM Buildings | To upgrade, repair and maintain the damages at the Disaster Management Centre and other MDM Municipal Buildings | Municipal buildings | | June 2021 | MDM-ES | 5 000 000 | 5 210 000 | 5 439 240 | 0 | 0 |
| 28 | Institutional Plans | Facilitation & Development of the Institutional Plans | MDM | MDM | September 2021 | MDM-ES | In House | In House | In House | 0 | 0 |
| 29 | COVID-19 PPE and Fumigation/Disinfection of workplaces | To provide PPE & Fumigation/ disinfection of workplaces and ensuring compliance as mitigation to all 18 activities as enshrined in the institutional Back to work plan. | MDM | All offices | Continuous until Covid - 19 is declared finished. | MDM-ES | 5 500 000 | 5 731 000 | 5 983 164 | 0 | 0 |

| MDM: MM's OFFICE PROJECTS | | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| **No** | **Project name** | **Project Description** | **Local Municipality** | **Location** | | | **Performance indicator** | **Implementing Agent/ Funder** | **Budget** | | | **Cost Estimate** | |
| | | | | **Ward/Village** | **Coordinates** | | | | **2021/22** | **2022/23** | **2023/24** | **2024/25** | **2025/26** |
| | | | | | **Latitude** | **Longitude** | | | | | | | |
| 1 | IDP Review | Facilitation & development of IDP document. | Mopani Dist Municipality | District-wide | N/A | N/A | Approved reviewed IDP document. | Mopani District Municipality | 720 000 | 750 250 | 783 251 | 900 000 | 1 000 000 |
| 2 | External Assessment | Assessment of Internal Audit Activity by a | Mopani District | N/A | N/A | N/A | External Assessment Report | Mopani District Municipality | 950 000 | 989 900 | 1 033 456 | 0 | 0 |

| | | | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | Activity | qualified external quality assessor | Municipality | | | | | | | | | | |
| 3 | Audit Committee | Logistics for Audit committee Sittings | Mopani Dist Municipality | N/A | N/A | N/A | Number of Audit committee meetings | Own/ES | 2 200 000 | 2 292 400 | 2 393 266 | | |
| 4 | District Internal Auditors forum | Coordination of audits | MDM | N/A | N/A | N/A | Shared information | Own/ES | 20 540 | 21 403 | 22 344 | 0 | 0 |

**MDM: PMS**

| | | | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| 1 | Electronic Performance Management System | Electronic Performance System | MDM | District-wide | N/A | N/A | Approval of quarterly reports | Mopani District Municipality | 900 000 | 937 800 | 979 063 | 900 000 | 1 000 000 |
| 2 | Employees Performance Bonuses | Payment of performance bonuses for employees | MDM | District-wide | N/A | N/A | # Individual Performance Assessments conducted | Mopani District Municipality | 1 500 000 | 1 563 000 | 1 631 772 | 5 000 000 | 5 500 000 |
| 3 | Annual report Booklets | Printing of the annual report into booklets | MDM | District-wide | N/A | N/A | Submission of Annual Report | Mopani District Municipality | 100 000 | 104 200 | 108 785 | 350 000 | 400 000 |

**MDM: LEGAL**

| No | Project name | Description | Location | Performance Indicator | Funder | 2021/22 | 2022/23 | 2023/24 | 2024/25 | 2025/26 |
|---|---|---|---|---|---|---|---|---|---|---|
| 1 | Legal Expenses | Provision of legal services | MDM | Legal support to the municipality | MDM | 10 000 000 | 10 420 000 | 10 878 480 | 0 | 0 |
| 2 | By laws | Review and gazetting of By laws | MDM | Compliance and support to the municipality | MDM | 1 000 000 | 1 042 000 | 1 087 848 | 0 | 0 |

**MDM: RISK**

| No | Project name | Project Description | Location | Target to achieve | Funder | Budget | | | Cost Estimate | |
|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | | 2021/22 | 2022/23 | 2023/24 | 2024/25 | 2025/26 |
| 1 | Anti-corruption | Forum for ensuring good ethical conduct. | Municipal employees & councilors. | Municipal employees and Councilors | Own ES | 0 | 0 | 0 | 250 000 | 250 000 |
| 2 | Physical Security guards for MDM assets & employees. | Provision of security services in all MDM premises /areas: Water schemes, fire stations, satellite offices, head office, Disaster center. | All Locals | Safety of employees, secured assets against theft and vandalism. | Own/ES | 34 000 000 | 35 428 000 | 36 986 832 | 44 000 000 | 46 280 000 |

### 5.4.2.2 BA-PHALABORWA

**KPA: Organisational Transformation and development**

| Cluster | Sector / KPA | Operations and Maintenance Projects | | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | 2021/22 | | | | 2022/23 | | | 2023/24 | | | 2024/25 | 2021/22 | |
| | | Project No. | Project | Cost (R'000) | Funding | Project | Cost (R'000) | Funding | Project | Cost (R'000) | Funding | Project | Project | |
| | IT | | | | | Implementation of the DRP and ICT Continuity | 1 000 | Own | .Implementation of the DRP and ICT Continuity | 500 | | | | |
| | | | Upgrading of ICT Infrastructure (Cabling , Computers , Switches , Servers ,printers , wireless and Laptops | 1 500 | Own | Upgrading OF ICT Infrastructure | 2 000 | Own Funding | | | | | | |
| | | | Web maintenance | 200 | Own | Web maintenance | 200 | BPM | | | | | | |
| | | | Subscription and Licences | 2 000 | Own | Subscription and Licences | 2 000 | BPM | | | | | | |
| | | **Total** | | **3 700** | | | | | | | | | | |

### 5.4.2.3 GREATER LETABA MUNICIPALITY

**KPA: MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT**

**Strategic Objective: Improved Human Resource**

| Project Name | Project Location | Medium Term Expenditure Framework | | | Implementing Agent |
|---|---|---|---|---|---|
| | | 2021/2022 | 2022/2023 | 2023/2024 | |
| Diesel Bueser with meter reading | GLM | R100 000 | | | GLM |
| Laptops 10 (Replaced) | GLM | R200 000 | | | |

### 5.4.2.4 GREATER GIYANI MUNICIPALITY

| KPA 2: INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION | | | | | | |
|---|---|---|---|---|---|---|
| **STRATEGIC OBJECTIVE: TO DEVELOP GOVERNANCE STRUCTURES AND SYSTEMS THAT WILL ENSURE** | | | | | | |
| **PROJECT/PROGRAM** | **2021/22** | **2022/23** | **2023/24** | **2024/25** | **2025/26** | **SOURCE** |
| REPORT COMPILATION AND SUBMISSION | 0 | 0 | 0 | 0 | 0 | GGM |
| Automated PMS system | R1,170,000 | R1,170,000 | R0 | 0 | 0 | GGM |
| TRAINING ON PMS | 0 | 0 | 0 | 0 | 0 | GGM |
| Leased assets | R2,200,000 | 0 | 0 | 0 | 0 | GGM |
| By-Laws development | R100,000 | 0 | 0 | 0 | 0 | GGM |
| By-law enforcement | R500 000 | | | | | GGM |
| Tablets and printers purchase | R2,2M | R2,2M | R2,3M | 0 | 0 | GGM |
| Wellness Program | R100 000 | R800 000 | R800 000 | 0 | 0 | GGM |
| Help desk software | R300,000 | R310.000 | R320,000 | 0 | 0 | GGM |
| Software licencing | R3M | R3M | R3M | 0 | 0 | GGM |
| Computer equipment's | R800,000 | R800,000 | 860,000 | 0 | 0 | GGM |
| Computer servicing | R300,000 | R300,000 | R300,000 | 0 | 0 | GGM |
| Business continuity plan | R300,000 | R350,000 | R400,000 | 0 | 0 | GGM |
| Furniture and office equipment's | R1,000,000 | R1,50,000 | R1,100,000 | 0 | 0 | GGM |
| IT Master plan | R400,000 | R0 | R0 | 0 | 0 | GGM |
| Specialised computer services | R2,8 M | R2,9M | R3M | 0 | 0 | GGM |
| Disaster recovery plan and site | R300,000 | R0 | R0 | R0 | R0 | GGM |
| Legal advise and Litigations | R5,000,000 | R5,000,000 | R5,200,000 | 0 | 0 | GGM |
| E mail archiving | R300 000 | R0 | R0 | 0 | 0 | GGM |
| Compensation commission | R1,300,000 | R1,300,000 | R1,300,000 | 0 | 0 | GGM |
| Automated audit System | R1,170,000 | R0 | R0 | R0 | R0 | GGM |
| Business continuity plan | R300,000 | R0 | R0 | R0 | R0 | GGM |

## 5.4.2.5..GREATER TZANEEN MUNICIPALITY

### KEY PERFOMANCE AREA: MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT

#### INFORMATION TECHNOLOGY

| Project No. | Project Name and Location | Project Description | Project Duration | | Five (5) Year Budget | | | | | Source of Funding | Implementation Agent |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | Start Date | Finish Date | 2021/22 | 2022/23 | 2023/24 | 2024/25 | 2025/26 | | |
| **CSD-112** | Speed measuring instrument | Purchase of speed measuring instrument | 01/07/2021 | 30/06/2022 | R500 000 | | | | | Own | GTM |
| **CSD-113** | Computers for traffic administration | Purchase of Computers for traffic administration | 01/07/2021 | 30/06/2022 | R60 000 | | | | | Own | GTM |
| **CSD-114** | Printers for traffic administration | Purchase of Printers for traffic administration | 01/07/2021 | 30/06/2022 | R15 000 | | | | | Own | GTM |
| **CSD-115** | Traffic light controllers for law enforcement administration | Purchase of traffic light controllers for red traffic light offenders | 01/07/2021 | 30/06/2022 | R500 000 | | | | | Own | GTM |
| **CSD-116** | Electronic National and Traffic and Information System terminal and equipment | Purchase of ENaTIS terminal and equipment | 01/07/2021 | 30/06/2022 | R250 000 | | | | | Own | GTM |

#### GTEDA

| | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|
| **GTEDA-117** | MSCOA printers Equipment | Purchase of MSCOA printers Equipment | 01/07/2023 | 30/06/2024 | R258 500 | | R235 000 | | | OWN | GTM |

## 5.4.2.6 MARULENG LOCAL MUNICIPALITY

**KPA: MUNICIPAL TRANSFORMATION AND ORGANIZATIONAL DEVELOPMENT**

**Strategic Objective: Build capable institution and administration**

**Priority issues: Governance**

| Project Name | Project Description | Project Location | Baseline | Annual Performance Indicator | Annual Target | Medium Term Expenditure Framework | | | Implementing Agent |
|---|---|---|---|---|---|---|---|---|---|
| | | | | | | 2021/2022 | 2022/2023 | 2023/2024 | |
| IDP Review | IDP Review process | MLM | DP/Budget Adopted by Council 29 May 2020 | IDP/budget adopted by Council by 31 May 2021 | Adopted by Council by 31 May 2021 | 200,000 | 208,400 | 217,569.60 | MLM |
| IDP/PMS strategic planning session | IDP strategies review | MLM | 1 | Number of strategic planning session held | 1 | 350,000 | 364,700 | 380,746,80 | MLM |
| PMS | Performance management | MLM | 3 | Number of signed performance agreements for S 54 & 56 within prescribed time | 6 | OPEX | OPEX | OPEX | MLM |
| | | | 0 | Number of officials other done S56 managers with performance plans | 20 | OPEX | OPEX | OPEX | MLM |
| Policy development, by-laws & reviews | Review and development of Council policies and review | MLM | 15 policies & 2 by-laws | Number of policies & by-laws developed/ Reviewed | 15 policies & 2 by-laws | OPEX | OPEX | OPEX | MLM |

**Strategic Objective: Build capable institution and administration**

**Priority issues: Governance**

| Project Name | Project Description | Project Location | Baseline | Annual Performance Indicator | Annual Target | Medium Term Expenditure Framework | | | Implementing Agent |
|---|---|---|---|---|---|---|---|---|---|
| | | | | | | 2021/2022 | 2022/2023 | 2023/2024 | |
| Legal Services | Legal services needs | Municipality | 20 | Number of service providers with signed Service Level Agreement | 25 | 2,000,000 | 2,084,000 | 2,175,696 | MLM |
| Labour Forum | Sound labour relations | Municipality | 4 | Number of Local Labour Forum meetings held | 4 | OPEX | OPEX | OPEX | MLM |
| Payroll Management | Management of salaries and benefits of councilors and staff | Municipality | 100% | % accuracy on payroll information | 100% | 103,251,210.05 | 109,194,651.54 | 115,657,671.81 | MLM |
| Overtime Management | Management of overtime of employees required to work overtime | Municipality | 100% | % compliance to overtime management | 100% | 3,218,747.42 | 3,402,216.02 | 3,602,946.77 | MLM |
| OHS | Adherence to health and safety standards | Municipality | 4 | Number of compliance reports generated | 4 | 250,000 | 260,500 | 271,962 | MLM |

**Strategic Objective: Build capable institution and administration**

| Project Name | Project Description | Project Location | Baseline | Annual Performance Indicator | Annual Target | Medium Term Expenditure Framework | | | Implementing Agent |
|---|---|---|---|---|---|---|---|---|---|
| | | | | | | 2021/2022 | 2022/2023 | 2023/2024 | |
| Employment Equity | Compliance to EEP | MLM | 3 | Number of people from EE targeted employed in the three highest levels of the municipality | 2 | OPEX | OPEX | OPEX | MLM |
| Skills Development | Skills development for staff and councilors | MLM | 78 | Number of employees and councilors capacitated in terms of workplace skills plan | 70 | 2,000,000 | 2,084,000 | 2,175,696 | MLM |
| Policy workshop | Development and review of municipal policies | MLM | 1 | Number of policy workshops held | 1 | 300,000 | 312,600 | 326,354.4 | MLM |

**DISASTER RISK MANAGEMENT**

**Strategic Objective: Build capable institution and administration**

| Project Name | Project Description | Project Location | Baseline | Annual Performance Indicator | Annual Target | Medium Term Expenditure Framework | | | Implementing Agent |
|---|---|---|---|---|---|---|---|---|---|
| | | | | | | 2021/2022 | 2022/2023 | 2023/2024 | |
| Disaster Risk Management (DRM) awareness campaigns | Awareness campaigns on disaster risks & management | Municipality | 12 | Number of awareness campaigns on disaster risks management held | 4 | 500,000 | 521,000 | 543,924 | MLM |
| DRM strategic planning session | Strategic planning session on DRM | Municipality | 1 | Number DRM strategic planning session held | 1 | | | | MLM |
| Review of the DRM Plan | DRM Plan review | Municipality | 2018/19 DRM Plan | Number of Disaster Risk Management plan reviewed | 1 | OPEX | OPEX | OPEX | MLM |

## 5.4.3 KPA: BASIC SERVICES INFRASTRUCTURE

### 5.4.3.1 MOPANI DISTRICT MUNICIPALITY INFRASTRUCTURE PROJECTS

**ROADS AND TRANSPORT PROJECTS**

| No | Project name | Project Description | Local Municipality | Location | | | Performance indicator | Implementing Agent/ Funder | Budget | | Cost Estimate | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | Ward/Village | Coordinates | | | | 2021/22 | 2022/23 | 2023/24 | 2024/25 | 2025/26 |
| | | | | | Lat | Long | | | | | | | |
| 1 | Review of District Integrated Transport Plan (DITP) | Review of the District Integrated Transport Plan | Mopani Dist. Municipality | District-wide | NA | NA | Reviewed ITP | MDM | 1 200 000 | 1 250 400 | 305 418 | 0 | 0 |
| 2 | Rural Road Asset Management System ( RRAMS) | Development of a Rural Road Asset Management System | Mopani Dist. Municipality | District-wide | NA | NA | Rural Road Asset Management System(RRAMS) | RRAMS | 2 255 000 | 2 484 000 | 2 657 880 | 0 | 0 |
| 3 | Vehicles (Graders) | Repair and maintenance of graders | Mopani Dist. Municipality | District-wide | NA | NA | Operational Graders | MDM | 1 300 000 | 1 354 600 | 1 414 202 | 0 | 0 |
| 4 | District Transport Forum | District Transport Forums | Mopani Dist. Municipality | District-wide | NA | NA | Established District Transport Forum | MDM | 0 | 0 | 0 | 200 000 | 250 000 |
| 5 | Arrive Alive Campaigns | Easter and Festive Season Road Safety Campaigns | Mopani Dist. Municipality | District-wide | NA | NA | Arrive Alive Campaigns | MDM | 100 000 | 104 200 | 108 785 | 0 | 0 |
| 6 | Road Safety Competitions | Road Safety Debate and Driver of the Year Competitions | Mopani Dist. Municipality | District-wide | NA | NA | Reduced number of accidents/ fatalities | MDM | 0 | 0 | 0 | 150 000 | 220 000 |
| 7 | Personnel Protective Clothing (PPE) | Personnel Protective Clothing for grader operators | All | | N/A | NA | No | ES | 0 | 0 | 0 | 5 000 000 | 0 |
| | **NB: The above projects (1 – 7) will not need Environmental Impact Assessment** | | | | | | | | | | | | |

**MDM: WATER AND SANITATION**

| No | Project name | Project Description | EIA needed | Local Municipality | Location | | | Performance indicator | Implementing Agent/ Funder | Budget | | | Cost Estimate | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | Ward/Village | Coordinates | | | | 2021/22 | 2022/23 | 2023/24 | 2024/25 | 2025/26 |
| | | | | | | Lat | Long | | | | | | | |
| 1 | Kampersus Water Reticulation | Construction of water reticulation pipeline including yard connections | No | Maruleng | Kampersrus, Scortia | N/A | N/A | Installed Water Reticulation pipes | MIG | 0 | 0 | 0 | 20mil | 20mil |
| 2 | Water Reticulation Infrastructure for Middle Letaba Water Scheme Cluster 6 | Construction of water reticulation network | No | Greater Giyani | Hlaneki, Bode, Maswanganyi | N/A | N/A | Installed Water Reticulation pipes | MIG | 15 000 000 | 41 606 589 | 0 | 0 | 0 |
| 3 | Lulekani Water Scheme (Benfarm) | Construction of water reticulation network | No | Ba-Phalaborwa | Lulekani, Benfarm | N/A | N/A | Installed Water Reticulation pipes | MIG | 40 000 000 | 50 000 000 | 87 350 665 | 0 | 0 |
| 4 | Rural Household Sanitation (Maruleng) | Construction of VIP toilets | No | Maruleng | Maruleng | N/A | N/A | Constructed VIP toilets | MIG | 8 757 484 | 0 | 0 | 15 000 000 | 25 000 000 |
| 5 | Rural Household Sanitation (Greater Tzaneen LM) | Construction of VIP toilets | No | Greater Tzaneen | Greater Tzaneen | N/A | N/A | Constructed VIP toilets | MIG | 22 547 011 | 0 | 0 | 25 000 000 | 25 000 000 |
| 6 | Rural Household Sanitation (Greater Letaba LM) | Construction of VIP toilets | No | Greater Letaba | Greater Letaba | N/A | N/A | Constructed VIP toilets | MIG | 18 730 382 | 0 | 0 | 25 000 000 | 25 000 000 |
| 7 | Rural Household Sanitation (Greater Giyani LM) | Construction of VIP toilets | No | Maruleng | Greater Giyani | N/A | N/A | Constructed VIP toilets | MIG | 20 065 667 | 0 | 0 | 25 000 000 | 25 000 000 |
| 8 | Rural Household Sanitation (Ba-Phalaborwa LM) | Construction of VIP toilets | No | Ba-Phalaborwa | Ba-Phalaborwa | N/A | N/A | Increased number of households with access to 15 sanitation Infrastructure | MIG | 20 000 000 | 18 971 369 | 0 | 25 000 000 | 25 000 000 |
| 9 | Ritavhi 2 Water Scheme | Construction of water reticulation network | No | Greater Tzaneen | Ritavi, Muhlava Cross | N/A | N/A | Installed Water Reticulation pipes | MIG | 40 000 000 | 60 000 000 | 125 867 851 | 18 414 720 | 0 |
| 10 | Thabina to Lenyenye Bulk Water Supply | Construction of water reticulation | No | Greater Tzaneen | Thabina, Lenyenye | N/A | N/A | Installed Water Reticulation pipes | MIG | 40 000 000 | 60 000 000 | 80 499 848 | 17 676 634 | 0 |

| | | | | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | network | | | | | | | | | | | | |
| 11 | Sekgosese Water Scheme | Construction of water reticulation network | No | Greater Letaba | Sekgosese | N/A | N/A | Installed Water Reticulation pipes | MIG | 40 000 000 | 60 000 000 | 124 533 750 | 0 | 0 |
| | Project name | Project Description | EIA needed | Local Municipality | Location | | | Performance indicator | Implementing Agent/ Funder | Budget | | | Cost Estimate | |
| | | | | | Ward/Village | Coordinates | | | | 2021/22 | 2022/23 | 2023/24 | 2024/25 | 2025/26 |
| | | | | | | Lat | Long | | | | | | | |
| 12 | Makushane Water Scheme | Construction of water reticulation network | No | Ba-Phalaborwa | Makhushane | N/A | N/A | Installed Water Reticulation pipes | MIG | 40 000 000 | 60 000 000 | 66 646 232 | | |
| 13 | Lephephane Bulk Water | Construction of water reticulation network | No | Greater Tzaneen | Lephephane | N/A | N/A | Installed Water Reticulation pipes | MIG | 30 144 706 | 50 000 000 | 36 922 404 | 166 916 | |
| 14 | Tours water reticulation | Construction of water reticulation network | No | Greater Tzaneen | Tours | N/A | N/A | Installed Water Reticulation pipes | MIG | 44 004 000 | 53 981 403 | 0 | 0 | 0 |
| 15 | Hoedspruit Bulk Water Scheme | Construction of bulk water supply line and storage facilities | No | Maruleng | Hoedspruit, SANDF base, Drakensig | N/A | N/A | Installed Water Reticulation pipes | MIG | 15 904 901 | 0 | 0 | 0 | 0 |
| 16 | Thapane Regional Water Scheme | Construction of water reticulation network | No | Greater Tzaneen | Thapane | N/A | N/A | Installed Water Reticulation pipes | MIG | 23 754 995 | 0 | 0 | 0 | 0 |
| 17 | Tours water scheme , bulk lines refurbishment and reticulation | Construction of bulk water supply pipeline including storage facilities | No | Greater Tzaneen | Tours | N/A | N/A | Installed Water Reticulation pipes | MIG | 3 216 755 | 0 | 0 | 0 | 0 |
| 18 | Jopie to Mawa Ramotshinyadi | Construction of water reticulation pipeline including yard connections | No | Greater Tzaneen & Greater Letaba | Jopie, Mawa, Mokgwathi, Mookgo, Radoo | N/A | N/A | Installed Water Reticulation pipes | MIG | 0 | 42 727 638 | 0 | 0 | 0 |
| 19 | Sefofotse to Ditshosini bulk water supply (Ramahlatsi) | Construction of bulk water pipeline | No | Greater Letaba | Sefofotse, Ditshosini, Ramahlatse | N/A | N/A | Bulk pipeline installed | MIG | 14 270 862 | 0 | 0 | 0 | 0 |

| | | | | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| 20 | Giyani Water Scheme Pipeline A and B | Construction of water reticulation pipeline including stand pipes | Yes | Greater Giyani | Dzingidzingi | N/A | N/A | Installed Water Reticulation pipes | WSIG | 0 | 0 | 0 | 20,000 000 | 0,00 |
| 21 | Giyani Water Scheme Pipeline C&D | Construction of water reticulation pipeline | Yes | Greater Giyani | Mapuve | N/A | N/A | Installed Water Reticulation pipes | WSIG | 0 | 0 | 0 | 0,00 | 0,00 |
| 22 | Lower Molototsi Water Scheme | Construction of water reticulation pipeline | Yes | Greater Tzaneen | Dzumeri | N/A | N/A | Installed Water Reticulation pipes | WSIG | 0 | 0 | 0 | 0,00 | 0,00 |
| 23 | Modjadji Water Scheme | Construction of water reticulation pipeline | Yes | Greater Tzaneen | Kubjana | N/A | N/A | Installed Water Reticulation pipes | WSIG | 0 | 0 | 0 | 0,00 | 0,00 |
| 24 | Modjadji Water Scheme | Construction of water reticulation pipeline | Yes | Greater Tzaneen | Iketleng | N/A | N/A | Installed Water Reticulation pipes | WSIG | 0 | 0 | 0 | 0,00 | 0,00 |
| 25 | Mametja-Skororo Scheme | Construction of water reticulation pipeline | Yes | Maruleng | Metz | N/A | N/A | Installed Water Reticulation pipes | WSIG | 0 | 0 | 0 | 0,00 | 0,00 |
| 26 | Ritavi 1 Scheme | Construction of water reticulation pipeline | Yes | Greater Tzaneen | Mabjebilong | N/A | N/A | Installed Water Reticulation pipes | WSIG | 0 | 0 | 0 | 0,00 | 0,00 |
| | Project name | Project Description | EIA needed | Local Municipality | Location | | | Performance indicator | Implementing Agent/ Funder | Budget | | | Cost Estimate | |
| | | | | | Ward/Village | Coordinates | | | | 2021/22 | 2022/23 | 2023/24 | 2024/25 | 2025/26 |
| | | | | | | Lat | Long | | | | | | | |
| 27 | Lulekani/ Namakgale Water Scheme | Construction of water reticulation pipeline | Yes | Ba-Phalaborwa | Namakgale | N/A | N/A | Installed Water Reticulation pipes | WSIG | 0 | 0 | 0 | 2 500 000 | 5 000 000 |
| 28 | Lulekani/Namakgale Wate Scheme | Construction of water reticulation pipeline | Yes | Ba-Phalaborwa | Lulekani | N/A | N/A | Installed Water Reticulation pipes | WSIG | 0 | 0 | 0 | 2 500 000 | 5 000 000 |
| 29 | Giyani Pipeline C & D | Construction of water reticulation pipeline | Yes | Greater Giyani | Mageva | N/A | N/A | Installed Water Reticulation pipes | WSIG | 0 | 0 | 0 | 2 500 000 | 5 000 000 |

| | | | | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| 30 | Giyani Pipeline C & D | Construction of water reticulation pipeline | Yes | Greater Giyani | Makhuva | N/A | N/A | Installed Water Reticulation pipes | WSIG | 0 | 0 | 0 | 2 500 000 | 5 000 000 |
| 31 | Giyani Pipeline C & D | Construction of water reticulation pipeline | Yes | Greater Giyani | Zava | N/A | N/A | Installed Water Reticulation pipes | WSIG | 0 | 0 | 0 | 2 500 000 | 5 000 00 |
| 32 | Modjadji Scheme | Construction of water reticulation pipeline | Yes | Greater Letaba | Mokwasela | N/A | N/A | Installed Water Reticulation pipes | WSIG | 0 | 0 | 0 | 2 500 000 | 5 000 00 |
| 33 | Lulekani/Namakgale Wate Scheme | Refurbishment o the water storage facility | Yes | Ba-Phalaborwa | Mapikiri | N/A | N/A | Installed Water Reticulation pipes | WSIG | 0 | 0 | 0 | 2 500 000 | 5 000 00 |
| 34 | Tours Water Scheme | Construction of water reticulation pipeline | Yes | Greater Tzaneen | Makhubidung | N/A | N/A | Installed Water Reticulation pipes | WSIG | 0 | 0 | 0 | 2 500 000 | 5 000 000 |
| 35 | Namakgale Sewer System | Construction of water reticulation pipeline | Yes | Ba-Phalaborw | Tshelang Gape | N/A | N/A | Installed Water Reticulation pipes | WSIG | 0 | 0 | 0 | 2 500 000 | 5 000 000 |
| 36 | Middle Letaba Water Bolobedu NW | Construction of water reticulation pipeline | Yes | Greater Letaba | Makgakgapatse | N/A | N/A | Installed Water Reticulation pipes | WSIG | 0 | 0 | 0 | 2 500 000 | 5 000 000 |
| 37 | Giyani RWS Scheme | Construction of water reticulation pipeline | Yes | Greater Giyani | Giyani | N/A | N/A | Installed Water Reticulation pipes | WSIG | 0 | 0 | 0 | 2 500 000 | 5 000 000 |
| 38 | RItavi I RWS | Construction of water reticulation pipeline | Yes | Greater Tzaneen | Mariveni | N/A | N/A | Installed Water Reticulation pipes | WSIG | 0 | 0 | 0 | 2 500 000 | 5 000 000 |
| 39 | Giyani Pipeline C & D | Construction of water reticulation pipeline | Yes | Greater Giyani | Makosha | N/A | N/A | Installed Water Reticulation pipes | WSIG | 0 | 0 | 0 | 2 500 000 | 5 000 000 |
| 40 | RItavi II RWS | Construction of water reticulation pipeline | Yes | Greater Tzaneen | Lenyenye | N/A | N/A | Installed Water Reticulation pipes | WSIG | 0 | 0 | 0 | 2 500 000 | 5 000 000 |

| | | | | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| 41 | Construction of VIP Toilets in Ba-Phalaborwa Local Municipality | Construction of VIP toilets | Yes | Ba-Phalaborwa | Matikoxikaya, Bernfarm. | N/A | N/A | Constructed VIP toilets | WSIG | 0 | 0 | 0 | 2 500 000 | 5 000 000 |
| 42 | Construction of VIP Toilets in Maruleng Local Municipality | Construction of VIP toilets | Yes | Maruleng | Molalane, Finale. | N/A | N/A | Constructed VIP toilets | WSIG | 0 | 0 | 0 | 3 500 000 | 3 000 000 |
| | Project name | Project Description | EIA needed | Local Municipality | Location | | | Performance indicator | Implementing Agent/ Funder | Budget | | | Cost Estimate | |
| | | | | | Ward/Village | Coordinates | | | | 2021/22 | 2022/23 | 2023/24 | 2024/25 | 2025/26 |
| | | | | | | Lat | Long | | | | | | | |
| 43 | Upgrading of the Bulk pipeline | Construction of bulk water supply pipeline | Yes | Greater Tzaneen | Thabina | N/A | N/A | Installed Water Reticulation pipes | WSIG | 0 | 0 | 0 | 10 000 000 | 0,00 |
| 44 | Kuranta & Senakwe Upgrading of Bulk-Water Reticulation & Borehole Equipping | Upgrading of Bulk-Water Reticulation & Borehole Equipping | Yes | Greater Tzaneen | Kuranta | N/A | N/A | Installed Water Reticulation pipes | WSIG | 0 | 0 | 0 | 5 600 000 | 0,00 |
| 45 | Senwamokgope Village/ Township Sewer Bulkline - Reticulation Upgrade & Electrical Power Provision at Sewage Plant | Electrical Power Provision at the Sewage Plant | Yes | Greater Letaba | Senwamokgope | N/A | N/A | Installed Water Reticulation pipes | WSIG | 0 | 0 | 0 | 6 000 000 | 0,00 |
| 46 | Nhlaniki Upgrading Of Water Reticulation | Construction of water reticulation pipeline | Yes | Greater Tzaneen | Nhlaniki | N/A | N/A | Installed Water Reticulation pipes | WSIG | 0 | 0 | 0 | 43 000 000 | 0,00 |
| 47 | Ramaroka Village Bulk Water Supply Upgrade | Construction of water reticulation pipeline | Yes | Greater Letaba | Ramaroka | N/A | N/A | Installed Water Reticulation pipes | WSIG | 0 | 0 | 0 | 23 000 000 | 0,00 |
| 48 | Refurbishment of Kgapane | Refurbishment of | Yes | Greater | Kgapane | N/A | | Installed Water | WSIG | 2 000 000 | 0,00 | 0,00 | 8 000 000 | 0,00 |

| | | | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | Waste Water Treatment Plant | the water treatment plant | | Letaba | | | N/A | Reticulation pipes | | | | | |
| 49 | Refurbishment of Nkambako Water Treatment Plant | Refurbishment of the water treatment plant | Yes | Greater Tzaneen | Nkambako | N/A | N/A | Installed Water Reticulation pipes | WSIG | 0 | 0 | 0 | 3 200 000 | 2 000 00 |
| 50 | Refurbishment of Middle Letaba Water Treatment Plant | Refurbishment of the water treatment plant | Yes | Greater Giyani | Middle Letaba | N/A | N/A | Installed Water Reticulation pipes | WSIG | 0 | 0 | 0 | 5 000 000 | 4 500 00 |
| 51 | Refurbishment of Namakgale Water Treatment | Refurbishment of the water treatment plant | Yes | Ba-Phalaborwa | Namakgale | N/A | N/A | Installed Water Reticulation pipes | WSIG | 5 000 000 | 0 | 0 | 0,00 | 0,00 |
| 52 | Eco Park (Xikukwane) Water Reticulation | Construction of water reticulation pipeline | Yes | Greater Giyani | Xikukwane | N/A | N/A | Installed Water Reticulation pipes | WSIG | 4 629 550 | 0 | 0 | 0,00 | 0,00 |
| 53 | Ngove Water Supply & Reticulation | Construction of water reticulation pipeline | Yes | Greater Giyani | Ngove | N/A | N/A | Installed Water Reticulation pipes | WSIG | 0 | 0 | 0 | 12 000 000 | 33 000 000 |
| 54 | Rottedam (Manyunyu) Ground Water Scheme | Construction of water reticulation pipeline | Yes | Greater Giyani | Manyunyu | N/A | N/A | Installed Water Reticulation pipes | WSIG | 0 | 0 | 0 | 12 000 000 | 33 000 000 |
| 55 | Santeng Source Development | Construction of water reticulation pipeline | Yes | Maruleng | Santeng | N/A | N/A | Installed Water Reticulation pipes | WSIG | 0 | 0 | 0 | 10 000 000 | 3 000 000 |
| 56 | Construction of 4 Operator Houses at Nondweni Treatment Plant | Construction of water reticulation pipeline | No | Ba-Phalaborwa | Nondweni | N/A | N/A | Safe residential accommodation at the plant | WSIG | 0 | 0 | 0 | 12 000 000 | 33 000 000 |
| | Project name | Project Description | EIA needed | Local Municipality | Location | | | Performance indicator | Implementing Agent/ Funder | Budget | | | Cost Estimate | |
| | | | | | Ward/Village | Coordinates | | | | 2021/22 | 2022/23 | 2023/24 | 2024/25 | 2025/26 |
| | | | | | | Lat | Long | | | | | | | |

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|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| 57 | Bolobedu Moshate Water Supply | Construction of water reticulatio pipeline | Yes | Greater Letaba | Bolobedu | N/A | N/A | Installed Water Reticulation pipes | WSIG | 5 000 000 | 25 000 000 | 17 023 732 | 0,00 | 0,00 |
| 58 | Giyani Water Treatment Plant | Construction of water reticulatio pipeline | Yes | Greater Giyani | Giyani | N/A | N/A | Installed Water Reticulation pipes | WSIG | 0 | 0 | 0 | 10 000 000 | 0,00 |
| 59 | Nkowankowa Water Works Upgrading | Construction of water reticulatio pipeline | Yes | Greater Tzaneen | Nkowankow | N/A | N/A | Installed Water Reticulation pipes | WSIG | 0 | 0 | 0 | 10 000 000 | 0,00 |
| 60 | Bugersdorp Refurbishment Replacement and upgrading of Internal Water Reticulation networ | Construction of water reticulatio pipeline | Yes | Greater Tzaneen | Burgersdorp | N/A | N/A | Installed Water Reticulation pipes | WSIG | 0 | 0 | 0 | 25 000 000 | 20 000 000 |
| 61 | Maselapata Refurbishment Replacement & upgrading of Internal Water Reticulation network | Construction of water reticulatio pipeline | Yes | Greater Letaba | Maselapata | N/A | N/A | Installed Water Reticulation pipes | WSIG | 0 | 0 | 0 | 25 000 000 | 20 000 000 |
| 62 | Refurbishment of Thapane Water Treatment Plant | Construction of water reticulation pipeline | Yes | Greater Tzaneen | Thapane | N/A | N/A | Installed Water Reticulation pipes | WSIG | 0 | 0 | 0 | 25 000 000 | 20 000 000 |
| 63 | Hlohlokwe Refurbishment, Replacement and upgrading of Internal Water Reticulation network | Construction of water reticulation pipeline | Yes | Maruleng | Hlohlokwe | N/A | N/A | Installed Water Reticulation pipes | WSIG | 0 | 0 | 0 | 25 000 000 | 20 000 000 |
| 64 | Mediengeng Refurbishment, rehabilitation and upgrading of internal water reticulation | Construction of water reticulation pipeline | Yes | Greater Letaba | Mediengeng | N/A | N/A | Installed Water Reticulation pipes | WSIG | 0 | 0 | 0 | 25 000 000 | 20 000 000 |
| 65 | Installation of bulk water meters in Reservoirs | Construction of water reticulation pipeline | No | Mopani | Municipal wide | N/A | N/A | Improved accountability for water distribution and losses | WSIG | 0 | 0 | 0 | 10 000 000 | 6 000 000 |

| | | | | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| 66 | Selwane Water Scheme | Construction of water reticulation pipeline | Yes | Ba-Phalaborwa | Selwane | N/A | N/A | Installed Water Reticulation pipes | WSIG | 0 | 0 | 0 | 145 000 000 | 0,00 |
| 67 | Giyani Water Scheme Pipeline A and B | Construction of water reticulation pipeline | Yes | Greater Giyani | Bode | N/A | N/A | Installed Water Reticulation pipes | WSIG | 0 | 0 | 0 | 10 000 000 | 0,00 |
| | Project name | Project Description | | Local Municipality | Location | | | Performance indicator | Implementing Agent/ Funder | Budget | | | Cost Estimate | |
| | | | | | Ward/Village | Coordinates | | | | 2021/22 | 2022/23 | 2023/24 | 2024/25 | 2025/26 |
| | | | | | | Lat | Long | | | | | | | |
| 68 | Xikhumba Water Supply | Construction of water reticulation pipeline | Yes | Greater Giyani | Xikhumba | N/A | N/A | Installed Water Reticulation pipes | WSIG | 0 | 0 | 0 | 5 000 000 | 0,00 |
| 69 | Noblehoek Booster Pump station | Construction of water reticulation pipeline | Yes | Greater Giyani | Noblehoek | N/A | N/A | Installed Water Reticulation pipes | WSIG | 0 | 0 | 0 | 3 500 000 | 0,00 |
| 70 | Vaalwater water reticulation | Construction of water reticulation pipeline | Yes | Greater Giyani | Vaalwater | N/A | N/A | Installed Water Reticulation pipes | WSIG | 0 | 0 | 0 | 10 000 000 | 0,00 |
| 71 | Nkomo Upgrading of Wate Reticulation | Construction of water reticulation pipeline | Yes | Greater Giyani | Nkomo | N/A | N/A | Installed Water Reticulation pipes | WSIG | 0 | 0 | 0 | 10 000 000 | 0,00 |
| 72 | Homu Upgrading of Water Reticulation | Construction of water reticulation pipeline | Yes | Greater Giyani | Homu | N/A | N/A | Installed Water Reticulation pipes | WSIG | 0 | 0 | 0 | 5 000 000 | 0,00 |
| 73 | Daniel Bulk Water Supply & Reticulation | Construction of water reticulation pipeline | Yes | | Daniel | N/A | N/A | Installed Water Reticulation pipes | WSIG | 0 | 0 | 0 | 10 000 000 | 0,00 |
| 74 | Uprading of Water Reticulation in Maruleng | Construction of water reticulation pipeline | Yes | Maruleng | Maruleng | N/A | N/A | Installed Water Reticulation pipes | WSIG | 0 | 0 | 0 | 10 000 000 | 0,00 |
| 75 | Shawela Water Reticulation | Construction of water reticulation pipeline | Yes | Greater Giyani | Shawela | N/A | N/A | Installed Water Reticulation pipes | WSIG | 0 | 0 | 0 | 10 000 000 | 0,00 |

| | | | | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| 76 | Sekhunyani Water Reticulation | Construction of water reticulation pipeline | Yes | Greater Giyani | Sekhunyani | N/A | N/A | Installed Water Reticulation pipes | WSIG | 0 | 0 | 0 | 8 000 000 | 0,00 |
| 77 | Energy Saving Plan | Review and Approve Energy Saving Plan | No | Mopani | Institutiona l Plan | N/A | N/A | Reviewed energy plan | Equitabl e shares | 200 000 | 208 400 | 217 570 | 90 000 | 100 000 |
| 78 | Uninterrupted Power supply at various plants | Energy back-up system | No | Mopani | To cover all LMs | N/A | N/A | Installed generators | Equitabl e shares | 0 | 0 | 0 | 12 500 000 | 15 000 000 |
| 79 | Exploration of renewable energy source | Conduct a study on the following energy sources: Wind energy Hydro -electricity Methane/WWTW Solar energy | No | Mopani | Institutional Plan for Boreholes and Offices, Fire stations and Water Infrastructure | N/A | N/A | Report on renewable energy plan | Equitable shares | 69 856 | 72 790 | 75 993 | 1 500 000 | 1 700 000 |
| No | Project name | Project Description | EIA needed | Local Municipality | Location | | | Performance indicator | Implementing Agent / Funder | Budget | | | Cost Estimate | |
| | | | | | Ward/Village | Coordinates | | | | 2021/22 | 2022/23 | 023/24 | 024/25 | 2025/26 |
| | | | | | | Lat | Long | | | | | | | |
| 80 | Development of Water Services Development Plan | Development of Water Services Development Plan | No | Mopani | To cover all LMs | N/A | N/A | WSDP | Equitable Share (Awaiting funding from DBSA) | 0 | 0 | 0 | 700 000 | 0 |
| 81 | Development of Water Safety Plan | Development of Water Safety Plan | No | Mopani | To cover all LMs | N/A | N/A | WSPs | Equitable Share (Awaiting funding from DBSA | 0 | 0 | 0 | 650 000 | 0 |
| 82 | Development of Water Demand and conservation Management Strategy | Development of Water Demand an conservation Management | No | Mopani | To cover all LMs | N/A | N/A | Water Demand and conservation Management Strategy | Equitable Share (Awaiting funding | 1 500 000 | 0 | 0 | 300 000 | 0 |

| | | | | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | Strategy | | | | | | | from DBSA | | | | | |
| 83 | Development of the Water and Sanitation Master Plan | Development of the Water and Sanitation Master Plan | No | Mopani | To cover all LMs | N/A | N/A | Water and Sanitatio Master Plan | Equitable Share (Awaiting funding from DBSA | 0 | 0 | 0 | 500 000 | 0 |
| 84 | Alignment of the Water Master Plan with the Provincial Master Plan | Alignment of the Water Master Plan with the Provincial Master Plan | No | Mopani | To cover all LMs | N/A | N/A | Water and Sanitatio Master Plan | Equitable Share (Awaiting funding from DBSA | 0 | 0 | 0 | 500 000 | 300 000 |
| 85 | Development of the Waste Water Risk Abatement Plan | Development of the Waste Water Risk Abatement Plan | No | Mopani | To cover all LMs | N/A | N/A | Waste Water Risk Abatement Plan | Equitable Share (Awaiting funding from DBSA | 750 000 | 0 | 0 | 0 | 0 |
| 86 | Functionality Assessment and Infrastructure Audit | Functionality Assessment and Infrastructure Audit | No | Mopani | To cover all LMs | N/A | N/A | Report on Infrastructure functionality assessment | Equitable Share | 0 | 0 | 0 | 250 000 | 0 |
| 87 | Installation of Bulk Water Meters | Installation of Bulk Water Meters | No | Mopani | To cover all LMs | N/A | N/A | Improved accountability for water production, distribution and loss | Equitable Share | 20 000 000 | 20 640 000 | 21 756 96 | 0,00 | 0 |
| | Project name | Project Description | EIA needed | Local Municipality | Location | | | Performance indicator | Implement ng Agent/ Funder | Budget | | Cost Estimate | | |
| | | | | | Ward/Village | Coordinates | | | | 2021/22 | 2022/2 | 2023/2 | 2024/25 | 2025/26 |
| | | | | | | Lat | Long | | | | | | | |
| 88 | Installation of Water Infrastructure Tracking Device | Installation of Water Infrastructure Tracking Device | No | Mopani | To cover all LMs | N/A | N/A | Reduced cases of theft of infrastructure components | Equitable Share | 0 | 0 | 0 | 500 000 | 500 000 |
| 89 | Full SANS 241 Water Quality Test | Full SANS 241 Water Quality Test | No | Mopani | To cover all LMs | N/A | N/A | SANS 241 Test results | Equitable Share | 0 | 0 | 0 | 800 000 | 1 000 000 |

| | | | | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| 90 | Bulk Purchasing of Chemicals | Bulk Purchasing of Chemicals | No | Mopani | To cover all LMs | N/A | N/A | Provision of safe potable water to communities | Equitable Share | 40 000 000 | 41 680 000 | 43 513 920 | 21 000 000 | 23 000 000 |
| 91 | Bulk Purchasing of Borehole Spares | Bulk Purchasing of Borehole Spares | No | Mopani | To cover all LMs | N/A | N/A | Continuous water supply to communities. | Equitable Share | 30 000 000 | 31 260 000 | 32 635 440 | 36 000 000 | 33 000 000 |
| 92 | Construction, refurbishment and upgrading of Operators houses | Construction, refurbishment and upgrading of Operators houses | No | Mopani | To cover all LMs | N/A | N/A | Safe residential accommodation for employees at the plant | Equitable Share | 0 | 0 | 0 | 13 000 000 | 10 000 000 |
| 93 | Application for Accreditation of water quality testing laboratory | Application for Accreditation of water quality testing laboratory | No | Mopani | To cover all LMs | N/A | N/A | Proof of application for accreditation | Equitable Share | 1 100 000 | 0 | 0 | 3 000 000 | 3 000 000 |
| 94 | Development of drought mitigation Plan | Development of drought mitigation Plan | No | Mopani | To cover all LMs | N/A | N/A | Drought mitigation plan | Equitable Share | 0 | 0 | 0 | 2 000 000 | 2 000 000 |
| 95 | Mametja Sekororo Regional Water Scheme | Construction of Water Storage facilities, Treatment works, bulk water supply, water reticulation, electrical and mechanical works. | Yes | Maruleng | Mametja, Sekororo, The Oaks, Finale, Mothomeng, | N/A | N/A | Installed Water Reticulation pipes | RBIG | 0 | 0 | 0 | 20 000 000 | 20 000 000 |
| 96 | Borehole development | Rehabilitation / maintenance of existing & drilling of new boreholes | No | Mopani | To cover all LMs | N/A | N/A | Installed Water Reticulation pipes | Equitable Share | 0 | 0 | 0 | 120 000 000 | 120 000 000 |
| 97 | Thabina to Lenyenye Bulk Water Supply | Construction of water reticulation network | Yes | Greater Tzaneen | Thabina, Lenyenye | N/A | N/A | Installed Water Reticulation pipes | MIG | 0 | 0 | 0 | 17 676 634 | 0 |
| 98 | COVID19 Boreholes for Greater Giyani and Greater | Drill & equip 12 new boreholes, | No | Mopani | G. Giyani LM & G. Letaba | TBC | TBC | Number of new & refurbished | DBSA/MISA | 0 | 0 | 0 | 1 000 000 | 120 000 000 |

| | | | | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | Letaba LMs | refurbish 21 existing ones | | | LM | | | functional boreholes | | | | | | |
| 99 | Misalignment of Bulk to Reticu lation Programme | Identification, financing and completion of projects that lack either bulk or reticulation | No | Mopani | To cover all LMs | TBC | TBC | Number of incomplete projects financed and completed | MISA | 0 | 0 | 0 | 500 000 000 | 0 |
| 100 | Sewer connections to households in Dan Village | Completion of sewer reticulation and house connections. | No | Greater Tzaneen | | | | | | 0 | 0 | 0 | 20 000 000 | 0 |
| 101 | Sand Water extraction at Ramotshinyadi | Extraction of portable water from sand in dry river. | No | Greater Tzaneen | | | | | | 0 | 0 | 0 | 20 000 000 | 0 |

**MDM: ELECTRIFICATION PROJECTS (IN LOCAL MUNICIPALITIES)**

| No | Project name | Project-Description | EIA Needed | Local Municipality | Location | | | Performance indicator | Implementing Agent | Budget | | | Cost Estimate | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | Ward/Village | Coordinates | | | | 2021/22 | 2022/23 | 2023/24 | 2024/25 | 2025/26 |
| | | | | | | Lat | Long | | | | | | | |
| 1 | ELECTRIFICATION | 80 connections | | GGM | Mashavela | | | | MDM | 0 | 0 | 0 | 10 mil | 0 |
| 2 | ELECTRIFICATION | 100 connection | | GGM | Shimange | | | | MDM | 0 | 0 | 0 | 15 mil | 0 |
| 3 | ELECTRIFICATION | 200 connections | | GGM | Mapuve | | | | MDM | 0 | 0 | 0 | 20 mil | 0 |
| 4 | ELECTRIFICATION | 150 connections | | GGM | Noblehoke | | | | MDM | 0 | 0 | 0 | 18 mil | 0 |
| 5 | ELECTRIFICATION | 200 connections | | GGM | Nkuri-Zamani | | | | MDM | 0 | 0 | 0 | 20 mil | 0 |
| 6 | ELECTRIFICATION | 200 connections | | GGM | Jim Ngalalume | | | | MDM | 0 | 0 | 0 | 20 mil | 0 |
| 7 | ELECTRIFICATION | 65 connections | | GTM | Bokgaga phase1 | | | | MDM | 0 | 0 | 0 | 7 mi | 0 |
| 8 | ELECTRIFICATION | 40 connections | | GTM | Senakwe | | | | MDM | 0 | 0 | 0 | 5 mil | 0 |
| 9 | ELECTRIFICATION | 72 connections | | GTM | Senopelwa (Mantshwa) | | | | MDM | 0 | 0 | 0 | 8 mil | 0 |

| | | | | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| 10 | ELECTRIFICATION | 64 Connections | | GTM | Pelana | | | | MDM | 0 | 0 | 0 | 8 mil | 0 |
| 11 | ELECTRIFICATION | 80 connections | | GTM | Musiphani | | | | MDM | 0 | 0 | 0 | 10 mil | 0 |
| 12 | ELECTRIFICATION | 114 connections | | GTM | Mavele Phase 4 | | | | MDM | 0 | 0 | 0 | 15 mil | 0 |
| 13 | ELECTRIFICATION | 63 connections | | GTM | Sonkwane Village | | | | MDM | 0 | 0 | 0 | 7 mil | 0 |
| 14 | ELECTRIFICATION | 65 connections | | GTM | Runnymede | | | | MDM | 0 | 0 | 0 | 9 mil | 0 |

### 5.4.3.2 MARULENG LOCAL MUNICIPALITY: Infrastructure projects

| No | PROJECT NAME | DESCRIPTION | LOCAL MUNICIPALITY | LOCATION | | | PERFORMANCE INDICATOR | IMPLEMENTATION AGENT | BUDGET | | | COST ESTIMATE | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | Ward/Village | Coordinates | | | | 2021/22 | 2022/23 | 2023/24 | 2024/25 | 2025/26 |
| | | | | | Lat | Long | | | | | | | |
| 1 | The Oaks internal streets | Paving of 1km gravel road | Maruleng | The Oaks (Ward 3) | TBC | TBC | Paved internal road | MLM | 0 | 0 | | 0 | 0 |
| 2 | Santeng Graveyard Access Road | Paving of 400m road | Maruleng | Santeng (Ward 5) | TBC | TBC | Paved internal road | MLM | 5,440,000 | 5,440,000 | 0 | 0 | 0 |
| 3 | Enable internal street | Construction of 3km from gravel road to paved | Maruleng | Enable (Ward 6) | TBC | TBC | Paved internal road | MLM | 0 | 3,000,000 | 0 | 0 | 0 |
| 4 | Calais internal street | Construction of 3km from gravel rd to paved | Maruleng | Calais (Ward 13) | TBC | TBC | Paved internal road | MLM | 5,436,850 | 9,000,000 | 0 | 0 | 0 |
| 5 | Balloon access road | Number of km of Balloon access road surfaced | Maruleng | Balloon (Ward 13) | TBC | TBC | Paved internal road | MLM | 15,200,000 | 0 | 0 | 0 | 0 |
| 6 | Rehabilitation Hoedspruit Internal streets | Number of metres of Hoedspruit Internal streets Rehabilitated | Maruleng | Hoedspruit (Ward 1) | TBC | TBC | Paved internal road | MLM | 6,000,000 | 8,500,000 | 0 | 0 | 0 |
| 7 | Rehabilitation of Ga-Sekororo road | Designs of 2km road | Maruleng | Ga-Sekororo (Ward 14) | TBC | TBC | Paved internal rd | MLM | 2,300,000 | 0 | 0 | 0 | 0 |
| 8 | Bismarck Access road | Number of meters of box cutting completed | Maruleng | Bismark (Ward 6) | TBC | TBC | Paved internal road | MLM | 7,500,000 | 14,500,000 | 0 | 0 | 0 |
| 9 | Maruleng low level bridges | Construction of low level bridges | Maruleng | Hlohlokwe (Ward 11), Sofaya (Ward 10), Oaks (Ward 3) | TBC | TBC | Paved internal road | MLM | 7,000,000 | 9,000,000 | 0 | 0 | 0 |

| | | | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | & Metz (Ward 9) | | | | | | | | | |
| 10 | Butswana access road | Number of km paved road | Maruleng | Butswana (Ward 7 ) | TBC | TBC | Paved internal rd | MLM | 8,550,000 | 8,550,000 | 0 | 0 | 0 |
| 11 | Madeira access road | Construction of km gravel road to paved rd | Maruleng | Madeira (Ward 10) | TBC | TBC | Paved internal road | MLM | 0 | 0 | 0 | 0 | 0 |
| 12 | Willows access road | Construction of km gravel road to paved rd | Maruleng | Willows (Ward 2) | TBC | TBC | Paved internal road | MLM | 8,600,000 | 8,600,000 | 0 | 0 | 0 |
| 13 | Newline-Ga-Fanie access road | Construction of km gravel road to paved rd | Maruleng | Newline-Ga-Fanie (Ward 7) | TBC | TBC | Paved internal road | MLM | 12,600,000 | 12,600,000 | 0 | 0 | 0 |
| 14 | Rehabilitation of Kampersrus road | Construction of meters gravel road to paved rd | Maruleng | Kampersus (Ward 2) | TBC | TBC | Paved internal road | MLM | 8,250,000 | 10,250,000 | 0 | 0 | 0 |
| 15 | Worcester access road | Construction of kilometers gravel road to asphalt | Maruleng | Worcester (Ward 6) | TBC | TBC | Paved internal road | MLM | 8,300,000 | 8,300,000 | 0 | 0 | 0 |
| 16 | Lorraine community hall | Development of designs of community hall | Maruleng | Lorraine (Ward 12) | TBC | TBC | Paved internal road | MLM | 6,000,000 | 0 | 0 | 0 | 0 |
| 17 | Sofaya to Mahlomelong acces road | Development of designs of 3km gravel road to paved rd | Maruleng | Sofaya ( Ward10) to Mahlomelong (Ward 14) | TBC | TBC | Paved internal road | MLM | 5,436,850 | 7,750,000 | 0 | 0 | 0 |
| 18 | Botshabelo internal street | Construction of 3km gravel to paved road | Maruleng | Botshabelo (Ward 4) | TBC | TBC | Paved internal road | MLM | 0 | 7,271,850 | 0 | 0 | 0 |
| 19 | Library | Construction of library | Maruleng | Place to be identified | TBC | TBC | Complete library | MLM | 0 | 4,500,000 | 0 | 0 | 0 |
| 20 | Calais sports field | Construction of Calais sports field | | Calais (Ward 12) | TBC | TBC | Constructed Sports field | MLM | 15,848,850 | | 0 | 0 | 0 |
| 21 | Maruleng indoor sports centre | Construction of Maruleng indoor sports centre | Maruleng | Madeira (Ward 10) | TBC | TBC | Constructed sports centre | MLM | 0 | 0 | 0 | 0 | 0 |
| 22 | Fencing of cemeteries and land fill site | Fencing of community cemeteries | Maruleng | Hlohlokwe(Ward 11),Madeira (Ward 10), Sedawa (Ward 5), Turkey 4 (Ward 8) & Scotia (Ward 2 | TBC | TBC | Installed fencing | MLM | 1,500,000 | 1,500,000 | 0 | 0 | 0 |
| 23 | Fencing of land fill site | Fencing of London landfi | Maruleng | London (Ward 5) | TBC | TBC | Installed fencing | MLM | 0 | 0 | 0 | 0 | 0 |

**KPA: BASIC SERVICES AND INFRASTRUCTURE DEVELOPMENT**
**Strategic Objective: Improve community well-being through accelerated service delivery**

**Priority: Roads, Storm water and Bridges**

| Project Name | Project Description | Project Location | Baseline | Annual Performance Indicator | Annual Target | Medium Term Expenditure Framework | | | Implementing Agent |
|---|---|---|---|---|---|---|---|---|---|
| | | | | | | 2021/2022 | 2022/2023 | 2023/2024 | |
| Maruleng low level bridges | Construction of low level bridges | Sofaya; Oaks; Metz &Hlohlokwe | Designs completed | Number of low level bridges constructed | 4 | 10,000,000 | 5,000,000 | 5,000,000 | MLM |
| Butswana access road | Number of km paved road | Butswana (Ward 7) | 1.4km | Number of km of Butswana access road surfaced | 1.4 km | 10,925,489.67 | - | - | MLM |
| Willows access road | Construction of km gravel road to paved road | Willows (Ward 2) | 1.6km | Number of metres of Willows access road paved | 900m | 12,470,000 | - | - | MLM |
| Newline Ga-Fanie access road | Construction of km gravel road to paved road | Newline Ga-Fanie (Ward 7) | 1.5km paved road | Number of Km of Newline Ga-Fanie access road paved | 1km | 8,500,000 | - | - | MLM |
| Rehabilitation of Ga-Sekororo road | Designs of 2km road | Ga-Sekororo (Ward 14) | Designs | Number of Ga-Sekororo road rehabilitated | 1.5km | 10,000,000 | 5,000,000 | - | MLM |
| Rehabilitation of Kampersrus road | Construction of meters gravel road to paved road | Kampersrus (Ward 2 | 1km | Number of kilometres of Kampersrus access road rehabilitated | 2km | 9,600,000 | - | - | MLM |

**Strategic Objective: Improve community well-being through accelerated service delivery**

**Priority Issues: Roads, Storm water & Bridges**

| Project Name | Project Description | Project Location | Baseline | Annual Performance Indicator | Annual Target | Medium Term Expenditure Framework | | | Implementing Agent |
|---|---|---|---|---|---|---|---|---|---|
| | | | | | | 2021/2022 | 2022/2023 | 2023/2024 | |
| Bismarck access road | Paving of 500m road | Bismarck (Ward 6) | 500m paved | Number of metres of Bismark access road paved | 500m | 8,500,000 | - | 8,283,999.85 | MLM |
| Worcester access road | Construction of kilometers gravel road to asphalt | Worcester (Ward 6) | 1.5km | Number of Km of Worcester access road tarred (asphalt) | 1.5km | 11,140,000 | - | - | MLM |
| Mabins cross access road | Construction of kilometres of gravel to asphalt | Mabins (Ward 4) | Development of designs | Number of kilometres of Mabins access road paved | 1.3km | 10,000,000 | 22,000,000 | 25,000,000 | MLM |
| Rehabilitation of Hoedspruit internal streets | Rehabilitation o Hoedspruit internal streets rehabilitated | Hoedspruit (Ward 1) | 500m | Number of kilometres if Hoedspruit internal street surfaced | 2km | 12,761.000 | - | - | MLM |

**Strategic Objective: Improve community well-being through accelerated service delivery**

**Priority Issues: Roads, Storm water & Bridges**

| Project Name | Project Description | Project Location | Baseline | Annual Performance Indicator | Annual Target | Medium Term Expenditure Framework | | | Implementing Agent |
|---|---|---|---|---|---|---|---|---|---|
| | | | | | | 2021/2022 | 2022/2023 | 2023/2024 | |
| Mashoshing internal street | Construction of km gravel road to paved road | Mashoshing (Ward 14) | New | Number of km of Mashoshing internal street paved | Designs | 1,000,000 | 10,000,000 | 10,000,000 | MLM |
| Makgaung internal street | Construction of km gravel road to paved road | Makgaung (Ward 8) | New | Number of km of Makgaung internal street paved | No target | - | 1,000,000 | 10,000,000 | MLM |

| | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| Enable Internal street | Construction of km gravel road to paved road | Enable (Ward 6) | New | Designs developed | Designs | 1,000,000 | 9,000,000 | 8,000,000 | MLM |
| Willows internal street | Construction of km of gravel road to paved road | Willows (Ward 2) | New | Development of designs | No target | - | 1,000,000 | 10,000,000 | MLM |
| Shikwane access road | Construction of km of gravel road to paved road | Shikwane (Ward 11) | New | Development of designs | Designs | 1,000,000 | 7,000,000 | 8,000,000 | MLM |

**Strategic Objective: Improve community well-being through accelerated service delivery**

**Priority Issues: Roads, Storm water & Bridges**

| Project Name | Project Description | Project Location | Baseline | Annual Performance Indicator | Annual Target | Medium Term Expenditure Framework | | | Implementing Agent |
|---|---|---|---|---|---|---|---|---|---|
| | | | | | | 2021/2022 | 2022/2023 | 2023/2024 | |
| Scortia Internal street | Construction of km of gravel road to paved rd | Scotia (Ward 2) | New | Number of km of Scortia internal street paved | Designs | 1,000,000 | 10,856,299 | 13,969,788.82 | MLM |
| Bismarck internal street | Construction of km of gravel road to paved road | Bismarck (Ward 6) | New | Number of km of Bismarck internal street paved | No target | - | - | 7,457,882.82 | MLM |
| Sedawa internal street | Construction of km of gravel road to paved road | Sedawa (Ward 5) | New | Number of km of Sedawa internal street | No target | - | 1,000,000 | 7,000,000 | MLM |
| Calais internal street | Construction of 3km gravel road to paved road | Calais (Ward 13) | New | Number of km of Calais internal street | 1km | 12,393,644.94 | - | - | MLM |
| Bochabelo internal street | Construction of 3km of gravel to paved road | Bochabelo (Ward 4 | New | Number of km of Botshabelo access road paved | No target | 1,738,963.76 | 16,244,514.50 | - | MLM |
| Sofaya bridge | Construction of low level bridge | Sofaya (Ward 10) | New | Number of low level bridge constructed | 1 | 9,121,739.13 | - | - | MLM |

**Strategic Objective: Improve community well-being through accelerated service delivery**

**Priority Issues: Maintenance and Repairs**

| Project Name | Project Description | Project Location | Baseline | Annual Performance Indicator | Annual Target | Medium Term Expenditure Framework | | | Implementing Agent |
|---|---|---|---|---|---|---|---|---|---|
| | | | | | | 2021/2022 | 2022/2023 | 2023/2024 | |
| Roads & bridges | Routine maintenance of municipal roads and bridges | Maruleng municipal area | 308km | Number km of municipal roads maintained | 308km | 1,000,000 | 1,042,000 | 1,087,848 | MLM |
| Buildings | Routine maintenance of 13 municipal buildings | Maruleng municipal area | 13 | Number of municipal buildings maintained | 13 | 500,000 | 521,000 | 543,924 | MLM |
| Parks & gardens | Routine maintenance of 4 municipal parks & gardens | Maruleng municipal area | 4 | Number of municipal parks and gardens maintained | 6 | 150,000 | 156,300 | 163,177.20 | MLM |
| Machines | Routine maintenance of municipal heavy machinery | Maruleng municipal area | 3 | Number of municipal machines maintained | 3 | 1,000,000 | 1,042,000 | 1,087,848 | MLM |
| Vehicles | Routine maintenance of vehicles | Maruleng municipal area | 10 | Number of vehicles maintained | 10 | 1,200,000 | 1,250,000 | 1,305,417.60 | MLM |
| Speed Machine | Routine Maintenance of speed machines | Maruleng municipal area | 2 | Number of speed machines maintained | 2 | 80,000 | 83,680 | 87,027.84 | MLM |
| High mast lights | Construction of high mast lights | Maruleng municipal area | New | Number of high mast constructed | 4 | 4,000,000 | 9,822,230.06 | 9.491,633.49 | MLM |
| Restoration of municipal | Restoration of municipal buildings | Maruleng municipal | Damaged buildings | Number of buildings repaired | 1 | 530,000 | - | - | MLM |

| | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| buildings | | buildings | | | | | | | |
| Rehabilitation of Thusong service centre | Restoration of Thusong service centre | Maruleng Thusong service centre | New | Number of buildings repaired | 1 | 1,500,000 | - | - | MLM |

**Strategic Objective: Improve community well-being through accelerated service delivery**

**Priority Issue: Electricity.**

| Project Name | Project Description | Project Location | Baseline | Annual Performance Indicator | Annual Target | Medium Term Expenditure Framework | | | Implementing Agent |
|---|---|---|---|---|---|---|---|---|---|
| | | | | | | 2021/2022 | 2022/2023 | 2023/2024 | |
| Free basic electricity | Provision of free basic electricity to indigent households | Maruleng Municipal area | 1796 | Number of indigent households with access to free basic electricity | 3700 | 1,500,000 | 1,581,000 | 1,666,374 | MLM |

**Strategic Objective: Improve community well-being through accelerated service delivery**
**Priority Issue: Waste management and Environmental Management**

| Project Name | Project Description | Project Location | Baseline | Annual performance Indicator | Annual Target | Medium Term Expenditure Framework | | | Implementing Agent |
|---|---|---|---|---|---|---|---|---|---|
| | | | | | | 2021/2022 | 2022/2023 | 2023/2024 | |
| Refuse removal | Refuse removal from households to the landfill site in Worcester | Maruleng municipal area | 2044 households | Number of households with basic waste collection | 11 206 Households | 6,800,000 | 7,085,600 | 7,397,366.40 | MLM |
| Skip bins | Purchasing of skip bins | Maruleng municipal area | New | Number of skip bins purchased | 60 | 1,500,000 | - | - | MLM |

**Strategic Objective: Improve community well-being through accelerated service delivery**

**Priority Issues: Recreation & other facilities**

| Project Name | Project Description | Project Location | Baseline | Annual Performance Indicator | Annual Target | Medium Term Expenditure Framework | | | Implementing Agent |
|---|---|---|---|---|---|---|---|---|---|
| | | | | | | 2021/2022 | 2022/2023 | 2023/2024 | |
| Fencing of cemeteries | Fencing of community cemeteries | Maruleng villages | 5 | Number of cemeteries fenced | 4 | 2,000,000 | 1,500,000 | 1,000,000 | MLM |
| Lorraine community hall | Development of designs of community hall | Lorraine (Ward 12) | Designs completed | Designs of community hall completed | Brickwall completed | 9,800,000 | - | - | MLM |
| Calais sports field | Construction of Calais sports field | Calais | 80% | % of sports field constructed | 20% | 1,850,000 | - | - | MLM |

**OTHER ASSETS**

| Project Name | Project Description | Project Location | Baseline | Annual Performance Indicator | Annual Target | Medium Term Expenditure Framework | | | Implementing Agent |
|---|---|---|---|---|---|---|---|---|---|
| | | | | | | 2021/2022 | 2022/2023 | 2023/2024 | |
| Vehicles | Purchasing of municipal vehicles | Municipality | 7 cars & one waste truck | Number of vehicles purchased | 1 compactor | 3,000,000 | 2,500,000 | 5,500,000 | MLM |
| Air-conditioners | Purchasing of Air-conditioners | Municipality | 30 air conditioners | Number of air conditioners Purchased | 15 | 250,000 | 200,000 | 200,000 | MLM |
| Access control | Installing of access control equipment | Municipality | New | Number of access control equipment installed | 2 | 500,000 | 450,000 | 500,000 | MLM |
| IT Equipment | Purchasing of IT equipment | Municipality | laptops | Number of IT equipment purchased | 50 laptops purchased | 600,000 | 270,000 | 250,000 | MLM |
| Software | Regular upgrading of software | Municipality | Software updated | Software updated | Software updated | - | 450,000 | 500,000 | MLM |

| | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| Office furniture | Purchasing of office furniture | Municipality | 3 Executive Tables,3 ordinary tables, 65 high back chairs,70 visitors chairs | Number of office furniture purchased | 20 tables and 70 chairs | 1,000,000 | 850,000 | 900,000 | MLM |
| Plant and Equipment | Purchasing of plant and equipment (lawn mowers) | Municipality | New | Number of lawn movers purchased | 5 lawn mowers&1 generator | 850,000 | 150,000 | 200,000 | MLM |
| Office Equipment | Purchasing of office equipment | Maruleng municipal Offices | 2 printers, 2 microwaves | Number of office equipment purchased | 5 | 650,000 | 370,000 | 320,000 | MLM |

## 5.4.3.3 BA-PHALABORWA LOCAL MUNICIPALITY PROJECTS

**Basic Services and Service Delivery**

| Cluster | Sector / KPA | Capital Projects | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| | | 2021/22 | | | | | 2022/23 | 2023/24 | 2024/25 | |
| | | Project No. | Project | Cost | Funding | Implementing Agency | Funding Cost (R'000) | Funding Cost (R'000) | Funding Cost (R'000) | Project |
| Sustainable Integrate Infrastructure and Services | Parks and Cemeteries | Com1 | Establishment of new cemetery in Gravelotte | 1 500 000 | BPM | | | | | |
| Sustainable Integrate Infrastructure and Services | Roads and stoewater | Tech1 | Selwane Sports Complex (Co-funding) | 1 569 721,18 | BPM | | | | | |
| | | Tech2 | Thambo Phase 2 (Co-funding) | 1 056 033,55 | BPM | | | | | |
| | | | | ***Total*** | ***4 125 754,73*** | | | | | |

**3.3. 4 INEG Projects**

| Cluster | Sector / KPA | Capital Projects | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| | | 2021/22 | | | | | 2022/23 | 2023/24 | 2024/25 | 2025/26 |
| | | Project No. | Project | Cost (R'000) | Funding | Implementing Agency | Funding Cost (R'000) | Funding Cost | Funding Cost | Funding Cost |
| | Electrical | | Electrification:<br>Sebera;<br>Majeje B (Rockview)<br>Garden View | <br>9 000<br>5 400<br>5 400 | | | | | | |

| Cluster | Sector / KPA | Capital Projects | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| | | 2021/22 | | | | | 2022/23 | 2023/24 | 2024/25 | 2025/26 |
| | | Project No. | Project | Cost (R'000) | Funding | Implementing Agency | Funding Cost (R'000) | Funding Cost | Funding Cost | Funding Cost |
| | | | Hectorville | 200 | DMRE | BPM/Misa | | | | |
| | | | **Total** | **20 000** | | | | | | |

## Department of Energy: EEDSM (Energy Efficiency and Demand Side Management)

| Cluster | Sector / KPA | Capital Projects | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | | 2021/22 | | | | | 2022/23 | | | 2023/24 | 2024/25 | 2021/22 |
| | | Project No. | Project | Cost (R'000) | Funding | Implementing Agency | Project | Cost (R'000) | Funding | Funding | Funding | Funding |
| | Electrical | | Replacement of streetlights to energy saving lights in Ba-phalaborwa | 3 000 | DOE | BPM | Replacement of streetlights to energy saving lights in Ba-phalaborwa | 4 000 | DOE | BPM | | |
| | | | **Total** | **3 000** | | | | | | | | |

**MIG Projects**

| Project Name | Project Description and Location | Project Duration | | Total Budget | Sources of Funding | MTEF Forward Estimates | | |
|---|---|---|---|---|---|---|---|---|
| | | Date: Start | Date: Finish | | | 2021/22 | 2022/23 | 2023/24 |
| Tambo phase 2 Street paving | Upgrading of 7.46km from gravel to Tar: Layer works and road surfacing with 30mm continuously graded asphalt, complete with concrete open drains, edge beams, speed humps, road markings and road signs in Ward 7 | 12/04 /2018 | 30/06 /2021 | R 48 229 482,70 | MIG | R18 000 000.00 | R 5 025 932.70 | |
| Refurbishment of Namakgale stadium | Upgrading of the Football field, spectator grandstand, Athletic track, Concrete Palisade Wall Fencing, Electrification of the facility (Floodlights), and Installation of a turf irrigation system, Netball Court, Tennis Courts, | TBA | TBA | R 44 941 439.69 | MIG | R 7 628 700.00 | R 15 000 000.00 | R 5 455 714.46 |

| Project Name | Project Description and Location | Project Duration | | Total Budget | Sources of Funding | MTEF Forward Estimates | | |
|---|---|---|---|---|---|---|---|---|
| | | Date: Start | Date: Finish | | | 2021/22 | 2022/23 | 2023/24 |
| | Security/Ticket booth and Ablution Facilities in Ward 4 | | | | | | | |
| Benfarm upgrading of street | Upgrading of 2.3km from gravel to Tar: Layer works and road surfacing with 30mm continuously graded asphalt, complete with storm water controls, speed humps, road markings and road signs. | | | R 30 420 000.00 | | R 100 000.00 | R 13 602 817.31 | R 15 969 232.70 |
| Installation of stormwater culverts in mashishimale Lejori, makhushane, Lulekani access bridge to cemeteries and Humulani access bridge to cemetery | Installation of stormwater culverts in mashishimale Lejori, makhushane, Lulekani access bridge to cemeteries and Humulani access bridge to cemetery | | | R 26 500 000.00 | | | | R 14 372 002.84 |
| Upgrading of B1 EXTENTION | The project entails the upgrading of 1.1km road from gravel to tar in Lulekani B1 extension. The road is currently a gravel road with poor material which slippery after rainy seasons. The project will cover surface and sub-surface drainage for purposes of storm water control. | | | R 7 019 999.99 | | **R 6 272 050.00** | R 747 949.99 | |
| | | | | | | **R 32 000 750.00** | **R 34 376 700.00** | **R 35 796 950.00** |

## UNFUNDED PROJECTS

| Cluster | Sector / KPA | Capital Projects | | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | 2021/22 | | | | | 2022/23 | | | 2023/24 | | | 2024/25 | 2025/26 |
| | | Project No. | Project | Cost (R'000) | Funding | Implementing Agency | Project | Cost (R'000) | Funding | Project | Cost (R'000) | Funding | Project | Project |
| **Sustainable Integrate Infrastructure and Services** | **Parks and Cemeteries** | Com1 | Tractors x 1 4708 2 WD PS 12 SP with heavy duty slasher for Namakgale, Lulekani and Gravelotte | 1 500 | BPM | | Tractors x 1 4708 2 WD PS 12 SP with heavy duty slasher for Namakgale, Lulekani and Gravelotte | R1.7M | BPM | Tractors x 1 4708 2 WD PS 12 SP with heavy duty slasher for Namakgale, Lulekani and Gravelotte | R1.9M | | | |
| | | Com2 | landscaping of islands at Combretum | 150 | BPM | | landscaping of islands at Spekboom | 150 | BPM | landscaping of islands at Bataleur | 150 | | | |

| Cluster | Sector / KPA | Capital Projects | | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | 2021/22 | | | | | 2022/23 | | | 2023/24 | | | 2024/25 | 2025/26 |
| | | Project No. | Project | Cost (R'000) | Funding | Implementing Agency | Project | Cost (R'000) | Funding | Project | Cost (R'000) | Funding | Project | Project |
| | | Com3 | Landscaping and fencing of Wildevy/ Caravan Park | 2 000 | BPM | | | | | | | | | |
| | Waste Management | Com4 | 30 Waste lugger Bins | 600 | BPM | | 30 Waste luger Bins | R600 | | | | | | |
| | | Com | Procurement of one Refuse Compactors Trucks | 2 500 | BPM | | Procurement of two Refuse Compactor Truck and one Luger Bin | 5 000 | BPM | | | | | |
| | | Com | Establishment of New Landfill Site Phase 2 (Designs, boreholes and electrification ) | 1 500 | BPM | | Establishment of New Landfill Site Phase 3 | 10 000 | BPM | | | | | |
| | Library services | Com5 | Mashishimale library | 10 000 | BPM | | | | | | | | | |
| Sustainable Integrate Infrastructure and Services | Electricity | Com6 | Upgrading of Lantana Substation | 3 000 | BPM | | | | | | | | | |
| | | Com7 | Upgrading of Wildevy Substation | 3 000 | BPM | | | | | | | | | |
| | | Com8 | Procurement of new Cherry Picker trailer | 800 | BPM | | | | | | | | | |
| | | Com9 | Installation of 8 High Masts in wards: as per ward needs analysis | 4 100 | BPM | | | | | | | | | |
| | | Com10 | Replacement of Old Miniature substations | 3 500 | BPM | | | | | | | | | |
| Sustainable Integrate Infrastructure and Services | Electricity | Tech1 | Replacement of Stadium Floodlights at Impala Park | 1 500 | BPM | | | | | | | | | |
| | | Tech2 | Replacement of old 11kV underground cables | 10 000 | BPM | | | | | | | | | |
| | | Tech3 | Installation of remote control in Substations | 4 000 | BPM | | | | | | | | | |
| | | Tech4 | Extension 1: Upgrading of Single phase network. Phase 4 | 5 000 | BPM | | | | | | | | | |

| Cluster | Sector / KPA | Capital Projects | | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | 2021/22 | | | | | 2022/23 | | | 2023/24 | | | 2024/25 | 2025/26 |
| | | Project No. | Project | Cost (R'000) | Funding | Implementing Agency | Project | Cost (R'000) | Funding | Project | Cost (R'000) | Funding | Project | Project |
| | | Tech5 | Replacement of Feeder no 1 from Selati to Main Substation | 4 500 | BPM | | | | | | | | | |
| | | Tech6 | Replacement of metering kiosks | 500 | BPM | | | | | | | | | |
| | | Tech7 | Procure Service Provider to do load flow study and Determine Relay settings for proper circuit breaker discrimination on 11kV network | 500 | BPM | | | | | | | | | |
| | | Tech8 | Installation of radio communication in Substations | 200 | BPM | | | | | | | | | |
| | | Tech9 | Integration of Selati Substation into SCADA system | 200 | BPM | | | | | | | | | |
| | | Tech | Construction of Overhead line Town entrance to Spar | 5 000 | BPM | | | | | | | | | |
| | **Roads & Storm water** | Tech10 | Procurement of a 10m³ Tipper Truck | 1 000 | BPM | BPM | Rehabilitation Of Impala Street (Phalaborwa Fm) In Namakgale Ward 04 | R1.5m | BPM | | | | | |
| | | Tech11 | Humulani Access Bridge To Cemetries In Ward 16 | 7 000 | BPM | BPM | Rehabilitation Of Thulani Street Ward 5 | R1.8m | BPM | | | | | |
| | | Tech12 | Rehabilitation Of Kagiso Street Ward in 07 | 3 800 | BPM | | | | | | | | | |
| | | Tech13 | Rehabilitation Of Stimela Street in Ward 19. | 3 200 | BPM | | | | | | | | | |
| | | Tech14 | Rehabilitation Of Khomanani Street / Post Office To Shiphamele P.School Ward 14 | 7 500 | BPM | | | | | | | | | |
| | | Tech15 | Rehabilitation Of Impala Street (Phalaborwa Fm) In Namakgale Ward 04 | 1 500 | BPM | | | | | | | | | |
| | | Tech16 | Procurement of new TLB | 1 500 | BPM | BPM | | | | | | | | |

| Cluster | Sector / KPA | Capital Projects | | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | 2021/22 | | | | | 2022/23 | | | 2023/24 | | | 2024/25 | 2025/26 |
| | | Project No. | Project | Cost (R'000) | Funding | Implementing Agency | Project | Cost (R'000) | Funding | Project | Cost (R'000) | Funding | Project | Project |
| | | Tech17 | Procurement of A Grader | 5 500 | BPM | BPM | | | | | | | | |
| | | Corp 1 | Furniture & Equipment | 1 000 | BPM | BPM | Furniture & equipment | 3 000 | Own funding | | | | | |
| *Total* | | | | | | | | | | | | | | |

### 5.4.3.4 GREATER LETABA LOCAL MUNICIPALITY: Infrastructure projects

**KPA: BASIC SERVICES**

**Strategic Objective: Improved Quality of Life**

**Priority: Road, Stormwater and Bridges**

| Project Name | Project Location | Medium Term Expenditure Framework | | | Implementing Agent |
|---|---|---|---|---|---|
| | | 2021/2022 | 2022/2023 | 2023/2024 | |
| Low Level Bridges | GLM | R400 000 | R3 000 000 | R1 000 000 | GLM |
| Modjadjiskloof Taxi Rank | GLM | R750 000 | | | |
| Modjadjiskloof Town Entrance | GLM | R750 000 | | | |
| Meloding Stormwater Channel | GLM | R1 500 000 | R2 000 000 | | GLM |
| 2 Tipper Truck 6m | GLM | R2 400 000 | | | GLM |
| TLB (1) Bellview clusters | GLM | R1 400 000 | | | GLM |
| Grader (Kgapane cluster) | GLM | R4 800 000 | | | GLM |
| Makhutukwe street paving | GLM | R5 000 000 | R6 000 000 | R2 000 000 | GLM |
| Raphahlelo / Phooko street paving | GLM | R6 000 000 | R6 000 000 | R2 000 000 | GLM |
| Mapaana street Paving | GLM | | R300 000 | R2 000 000 | GLM |

| | | | | | |
|---|---|---|---|---|---|
| Khethothoane street paving | GLM | | R300 000 | R2 000 000 | GLM |
| Maupa Street paving | GLM | | R300 000 | R2 000 000 | GLM |
| Ramoroka street paving | GLM | R150 000 | R6 000 000 | R2 000 000 | GLM |
| Ward 15 phase 2 street paving | GLM | | R300 000 | R2 000 000 | GLM |
| Thibeni Street Paving | GLM | R150 000 | R6 000 000 | R2 000 000 | GLM |
| Ward 13 (Senwamokgope) street paving | GLM | | R7 000 000 | R2 000 000 | GLM |
| Sekgopo Ramoadi street paving | GLM | | R300 000 | R2 000 000 | GLM |
| Sephukhubye street paving | GLM | R6 000 000 | R4 000 000 | R3 000 000 | GLM |
| Motsinoni street paving | GLM | R150 000 | R6 000 000 | R2 000 000 | GLM |
| Mokgoba street paving design | GLM | | R300 000 | R2 000 000 | |
| 4 X 4 Cherrypicker Truck | GLM | R1 400 000 | | | GLM |
| Refurbishment of LV network | GLM | R50 000 | R200 000 | | GLM |
| Electricity Master Plan | GLM | R100 000 | | | |
| Transformers | GLM | | R1 500 000 | R1 400 000 | |
| Rotaba sub station protention | GLM | R10 000 | | | |
| HV Cable Network Refurbishment | GLM | R500 000.00 | | | GLM |
| Electrical Bulk Services EXT 11 | GLM | R500 000 | R500 000 | R3 000 000 | GLM |
| Electrical Bulk Services Ext 12 | GLM | R500 000.00 | R500 000 | R3 000 000 | GLM |
| Modjadjiskloof Electrical Network Integration | GLM | R200 000 | R3 000 000 | R1 000 000 | GLM |
| Cubicles Kgapane old Sub office | GLM | R100 000 | | | GLM |
| Office Safe Modjadjiskloof And Kgapane (DLTC) | GLM | R100 000 | | | GLM |

**Priority Issue: Waste and Environmental Management**

**Priority Issue: Recreation and Other Facilities**

| Project Name | Project Location | Medium Term Expenditure Framework | | | Implementing Agent |
|---|---|---|---|---|---|
| | | 2021/2022 | 2022/2023 | 2023/2024 | |
| Madumeleng/Shotong sports complex | Madumeleng | R1 000 000.00 | | | GLM |
| Thakgalane Sports complex | Thakgalang | R1 150 000 | | | GLM |
| Chain Saws | GLM | R50 000 | | | GLM |
| Landfill site | GLM | R5 000 000 | R2 000 000 | R200 000 | GLM |
| Kgapane new cemetery | GLM | R3 600 000 | | | GLM |
| Highmast in various villages | GLM | R640 000 | | | GLM |
| Fire Extinguishers | GLM | R100 000 | | | GLM |
| Ward 5 Community hall | GLM | R3 600 000 | | | GLM |
| Grass Cutting Machine | GLM | R100 000 | | | GLM |

**PROJECTS FROM MIG**

| Project Name | Project Location | Medium Term Expenditure Framework | | | Implementing Agent |
|---|---|---|---|---|---|
| | | 2021/2022 | 2022/2023 | 2023/2024 | |
| Thakgalane Sports Complex | Thakgalane | R12 197 311.97 | | | MIG |
| Madumeleng/Shotong Sports Complex | Madumeleng/Shotong | R9 426 921.23 | | | MIG |
| Jokong street paving | Jokong | R10 964 908.05 | | | MIG |
| Ramodumo street paving | | | R12 500 000.00 | R14 600 000.00 | MIG |
| Rampepe Access Bridge (Designs) | Rampepe | R6 519 400.00 | | | MIG |
| Tshabela Matswale street paving | | R10 426 400.00 | R1 392 630.00 | | MIG |

| | | | | | |
|---|---|---|---|---|---|
| Abel street paving | Abel | | R12 100 000.00 | R11 390 123.00 | MIG |
| Mohlabaneng street paving | | R8 259 258.00 | R12 500 000.00 | R7 130 741.00 | MIG |
| Malematja street paving | | | R12 229 020 | R17 470 980.00 | MIG |
| Mamokgadi street paving | | | R12 100 000.00 | R14 591 456.00 | MIG |
| PMU Management Expenditure | | R3 041 800 | R3 285 350 | R3 430 700.00 | MIG |

### 5.4.3.5 GREATER TZANEEN MUNICIPALITY: Infrastructure projects

BASIC SERVICES

**ROADS AND STORM WATER**

| Project No. | Project Name and Location | Project Description | Project Duration | | Five (5) Year Budget | | | | | Source of Funding | Implementation Agent |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | Start Date | Finish Date | 2021/22 | 2022/23 | 2023/24 | 2024/25 | 2025/26 | | |
| **ESD-1** | Upgrading of Nkowakowa B (Hope of Christ, Bombelani School, Giyani Soshangani and Xirhombarhomba) Streets | Upgrading of Nkowakowa B (Hope of Christ, Bombelani School, Giyani Soshangani and Xirhombarhomba) Streets from gravel to paving | 01/07/2021 | 30/06/2024 | R1000 000 | R4 000 000 | R7 000 000 | | | MIG | GTM |
| **ESD-2** | Paving of Topanama Access Road | Upgrading of Topanama Access Road from gravel to paving | 01/07/2021 | 30/06/2024 | R1000 000 | R4 000 000 | R7 000 000 | | | MIG | GTM |
| **ESD-3** | Paving of Marirone to Motupa Street | Upgrading of Marirone to Motupa Street from gravel to paving | 01/07/2021 | 30/06/2024 | R5 000 000 | R4 000 000 | R7 000 000 | | | MIG | GTM |
| **ESD-4** | Paving of Thapane Street from gravel to paving | Upgrading of Thapane Street from gravel to paving | 01/07/2021 | 30/06/2024 | R1 000 000 | R4 000 000 | R7 000 000 | | | MIG | GTM |
| **ESD-5** | Paving of Mulati Access road | Upgrading of Mulati Access road from gravel to Paving | 01/07/2020 | 30/06/2024 | R13 900 000 | R14 603 800 | R4 890 150 | | | MIG | GTM |
| **ESD-6** | Tickyline to Makhwibuding storm water drainage systems. | Construction of Tickyline to Makhwibuding storm water drainage systems. | 01/07/2021 | 30/06/2022 | R3 500 000 | | | | | MIG | GTM |

| | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|
| **ESD-7** | Lenyenye Street from gravel to paving | Upgrading of Lenyenye Street from gravel to paving | 01/07/2021 | 30/06/2024 | R1 000 000 | R4 000 000 | R7 000 000 | | | MIG | GTM |
| **ESD-8** | Paving of Zangoma to Mariveni Road | Upgrading of Zangoma to Mariveni Road from gravel to paving | 01/07/2021 | 30/06/2024 | R1 000 000 | R4 000 000 | R7 000 000 | | | MIG | GTM |
| **ESD-9** | Paving of Moseanoka to Cell C Pharare Internal Streets | Upgrading of Moseanoka to Cell C Pharare Internal Streets from gravel to paving | 01/07/2019 | 30/06/2024 | R14 000 000 | R15 000 000 | R10 100 000 | | | MIG | GTM |
| **ESD-10** | Paving of Nkowakowa Section D (Tommy Spaza Shop via Bridge, Mashaba via Vodacom and Raymond Makelana) Streets | Upgrading of Nkowakowa Section D (Tommy Spaza Shop via Bridge, Mashaba via Vodacom and Raymond Makelana) Streets from gravel to paving | 01/07/2021 | 30/06/2024 | R1 000 000 | R4 000 000 | R7 000 000 | | | MIG | GTM |
| **ESD-11** | Paving of Risaba, Mnisi, Shando, to Driving school Internal Street | Upgrading of Risaba, Mnisi, Shando, to Driving school Internal Street from gravel to paving | 01/07/2019 | 30/06/2024 | R14 000 000 | R15 000 000 | R10 100 000 | | | MIG | GTM |
| **ESD-12** | Paving of Main road from Ndhuna Mandlakazi, Efrika, Zangoma, Mpenyisi to Jamba Cross Internal Street (in Ward 13, Mandlakazi) | Upgrading of Main road from Ndhuna Mandlakazi, Efrika, Zangoma, Mpenyisi to Jamba Cross Internal Street (in Ward 13, Mandlakazi) | 01/07/2019 | 30/06/2024 | R14 000 000 | R15 000 000 | R10 100 000 | | | MIG | GTM |
| **ESD-13** | Paving of N'wamitwa Bridge via Nhlengeleti School to Taxi Rank, Clinic via Lwandlamuni School to N'wamitwa/Mandlakazi Road from gravel to paving | Upgrading of N'wamitwa Bridge via Nhlengeleti School to Taxi Rank, Clinic via Lwandlamuni School to N'wamitwa/Mandlakazi Road from gravel to paving | 01/07/2019 | 30/06/2024 | R14 000 000 | R15 000 000 | R10 100 000 | | | MIG | GTM |
| **ESD-14** | Access Street from Khopo, Molabosane School via Tickyline and Myakayaka Serutung to Malegege to Shoromong | Upgrading of Access Street from Khopo, Molabosane School via Tickyline and Myakayaka Serutung to Malengenge from gravel to paving | 01/07/2023 | 30/06/2024 | | | R2 000 000 | | | MIG | GTM |

**HIGH & LOW-LEVEL BRIDGES**

| Project No. | Project Name and Location | Project Description | Project Duration | | Five (5) Year Budget | | | | | Source of Funding | Implementation Agent |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | Start Date | Finish Date | 2021/22 | 2022/23 | 2023/24 | 2024/25 | 2025/26 | | |
| **ESD-19** | Pedestrian Crossing bridges | Construction of Pedestrian bridges | 01/07/2024 | 30/06/2025 | | | R2 000 000 | R4 722 920 | | MIG | GTM |
| **ESD-20** | Low level bridges | Construction of low level bridges in villages | 01/07/2022 | 30/06/2023 | | R5 000 000 | | | | OWN | GTM |

**ROADS REFURBISHMENT AND RENEWAL**

| Project No. | Project Name and Location | Project Description | Project Duration | | Five (5) Year Budget | | | | | Source of Funding | Implementation Agent |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | **Start Date** | **Finish Date** | 2021/22 | 2022/23 | 2023/24 | 2024/25 | 2025/26 | | |
| **ESD-21** | Tzaneen Ext. 13 internal streets | Upgrading of Tzaneen Ext. 13 internal streets from paving blocks to tar | 01/07/2022 | 30/06/2023 | | R9 000 000 | | | | OWN | GTM |
| **ESD-22** | Dannie Joubert Street (Police Station to CTM) in Tzaneen | Patchwork, Fog Spray and Slurry Seal | 01/07/2022 | 30/06/2023 | | R1 000 000 | | | | OWN | GTM |
| **ESD-23** | Pusela via Van Velden Hospital to Billy Maritz street in Tzaneen | Patchwork, Fog Spray and Slurry Seal | 01/07/2022 | 30/06/2023 | | R1 000 000 | | | | OWN | GTM |
| **ESD-24** | 1st Avenue street in Tzaneen | Patchwork, Fog Spray and Slurry Seal | 01/07/2022 | 30/06/2023 | | R1 500 000 | | | | OWN | GTM |
| **ESD-25** | 3rd Avenue to Hospital to 2nd Avenue street in Tzaneen | Patchwork, Fog Spray and Slurry Seal | 01/07/2023 | 30/06/2024 | | | R2 000 000 | | | OWN | GTM |
| **ESD-26** | Haenertsburg Cemetery road | Rehabilitation | 01/07/2022 | 30/06/2023 | | R3 000 000 | | | | OWN | GTM |
| **ESD-27** | Main CBD Street and Parking in Letsitele | Rehabilitation of Main CBD Street and Parking in Letsitele | 01/07/2023 | 30/06/2024 | | | R2 000 000 | | | | |
| **ESD-28** | Boundary street in Tzaneen | Rehabilitation of Boundary street in Tzaneen | 01/07/2023 | 30/06/2024 | | | R2 500 00 | | | OWN | GTM |
| **ESD-29** | Nkowakowa Internal streets (Bankuna, Tambo to Maxakeni Road) | Rehabilitation of Nkowakowa Internal streets (Bankuna, Tambo to Maxakeni Road) | 01/07/2022 | 30/06/2023 | | R8 000 000 | | | | OWN | GTM |

| Project No. | Project Name and Location | Project Description | Project Duration | | Five (5) Year Budget | | | | | Source of Funding | Implementation Agent |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | Start Date | Finish Date | 2021/22 | 2022/23 | 2023/24 | 2024/25 | 2025/26 | | |
| **ESD-30** | Lenyenye Internal Streets (Main street to Industrial Area, Stadium, Ithuseng to Main street via Police Station) | Rehabilitation of Lenyenye Internal Streets (Main street to Industrial Area, Stadium, Ithuseng to Main street via Police Station) | 01/07/2022 | 30/06/2023 | | R6 000 000 | | | | OWN | GTM |
| **ESD-31** | Voster street in Letsitele | Rehabilitation Voster street in Letsitele | 01/07/2023 | 30/06/2024 | | | R1 200 000 | | | OWN | GTM |
| **ESD-32** | Eerste street in Letsitele | Rehabilitation of Eerste street in Letsitele | 01/07/2022 | 30/06/2023 | | R800 000 | | | | OWN | GTM |
| **ESD-33** | Speed humps on municipal streets at various areas | Construction of 30 speed humps on municipal streets at various areas | 01/07/2021 | 30/06/2022 | R1 000 000 | | | | | OWN | GTM |

**ROADS AND STORM WATER PLANT**

| Project No. | Project Name and Location | Project Description | Project Duration | | Five (5) Year Budget | | | | | Source of Funding | Implementation Agent |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | Start Date | Finish Date | 2021/22 | 2022/23 | 2023/24 | 2024/25 | 2025/26 | | |
| **ESD-118** | Walk-behind Roller X 2 | Purchase of Walk-behind Roller X 2 | 01/07/2021 | 30/06/2022 | R600 000 | | | | | OWN | GTM |
| **ESD-34** | 1x Bulldozer | Purchase of Bulldozer | 01/07/2024 | 30/06/2025 | | | | R 2 800 000 | | OWN | GTM |
| **ESD-35** | Lowbed Truck and Trailer | Purchase of a Lowbed Truck and Trailer | 01/07/2022 | 30/06/2024 | | R1 500 000 | | | | OWN | GTM |
| **ESD-36** | Tar cutting machines and small compactors | Purchasing of tar cutting machines and small compactors | 01/07/2024 | 30/06/2026 | | | | R200 000 | R200 000 | OWN | GTM |
| **ESD-37** | Construction machinery: TLB, Grader | 4x TLB, 2x graders G140. Dumper tractor for sewer plant | 01/07/2021 | 30/06/2024 | R5 000 000 | R4 100 000 | R4 300 000 | | | OWN | GTM |

### 5.4.3.6 GREATER GIYANI LOCAL MUNICIPALITY: Infrastructure projects

| BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT | | | | | | |
|---|---|---|---|---|---|---|
| **STRATEGIC OBJECTIVE: To develop sustainable infrastructure networks which promote economic grown and improved quality of life.** | | | | | | |
| **A. ELECTRICITY:** | | | | | | |
| PROJECT/PROGRAM | 2021/22 | 2022/23 | 2023/24 | 2024/25 | 2025/26 | SOURCE |
| | | | | | | |
| 1. ELECTRIFICATION OF 200 HH Nkuri Tomu | R2,800,00 | R0 | R0 | R0 | R0 | INEP |
| 2. Electrification of 200 HH Nkurhi Tomu | R1,000,000 | R | R0 | R0 | R0 | GGM |
| 3. ELECTRIFICATION OF 100 HH Maphata village | R0 | R3,000,000 | R0 | R0 | R0 | INEP |
| 4. ELECTRIFICATION OF: Nsavulani | R0 | R3,000,000 | R0 | 0 | 0 | INEP |
| 5. ELECTRIFICATIOBN OF 200 HH Jim Nghalalume village | R | R0 | R0 | 0 | 0 | INEP |
| 6. Electrification of 200 HH Mapuve village | R0 | R0 | R0 | 0 | 0 | INEP |
| 7. Electrification of 200 HH Blinkwater village | R1,800,000 | R0 | R0 | 0 | 0 | INEP |
| 8. Electrification of 200 HH Blinkwater | R400,000 | R0 | R0 | R0 | R0 | GGM |
| 9. ELECTRIFICATION OF 150 HH AT:Noblehoek village | R0 | R0 | R0 | 0 | 0 | INEP |
| 10. ELECTRIFICATION OF 150 HH AT:Mashavela village | R0 | R0 | R0 | 0 | 0 | INEP |
| 11. Electrification of 200 HH Mavalani village | R2,700,000 | R0 | R0 | R0 | 0 | INEP |
| 12. Electrification of 200 HH Mavalani | R500,000 | R0 | R0 | R0 | R0 | GGM |
| 13. Electrifion | | | | | | |
| 14. Electrification of 100 HH Daniel Rababalela village | R0 | R0 | R0 | 0 | 0 | INEP |
| 15. Electrification of 150 HH Hlaniki | R0 | R3,6m | R0 | 0 | 0 | INEP |
| 16. Electrification of 200 HH Ngobe village | R | R 3,000,000 | R | 0 | 0 | INEP |
| 17. Electrification of 500 HH Thomo village | R0 | R0 | R0 | 0 | 0 | INEP |
| 18. Electrification of 150 HH Sifasonke | R2,700,000 | R 0 | R0 | 0 | 0 | INEP |
| 19. Electrification of 150 HH Sifasonke | R100,000 | R0 | R0 | R0 | R0 | GGM |
| 20. Electrification of 200 HH Siyandhani | R3,600,000 | R0 | R0 | 0 | 0 | INEP |
| 21. Electrification of 200 HH Siyandhani | R100,000 | 0 | R0 | 0 | 0 | GGM |
| 22. Electrification of Ndengeza 200HH | R1,800,000 | R0 | R0 | 0 | 0 | GGM |
| 23. Electrification of Ndengeza 200 HH | R100,000 | R0 | R0 | 0 | 0 | GGM |

| | | | | | | |
|---|---|---|---|---|---|---|
| 24. Electrification of 100 HH Babangu | R1,000,000 | R0 | R0 | 0 | 0 | GGM |
| 25. electrification of 150 HH mavhusa | R1,800,000 | R0 | R0 | 0 | 0 | INEP |
| 26. Electrification of mavhusa | R100,000 | R0 | R0 | R0 | R0 | GGM |
| 27. Electrification of 200 HH Dzingidzingi | R0 | R0 | R4,000,000. | 0 | 0 | INEP |
| 28. Electrification of 200 HH Gonono | R1,800,000 | R0 | R0 | 0 | 0 | INEP |
| 29. Electrification of 200 HH Gonono | R100,000 | R0 | R0 | R0 | R0 | GGM |
| 30. Electrification of 200 HH Maphata village | R0 | R3,000,000 | R0 | 0 | 0 | INEP |
| 31. Electrification of 200 HH Zava village | R0 | R0 | R3,000,000. | 0 | 0 | INEP |
| 32. Electrification of 200 HH Mphakane village | R0 | R3,000,000 | R0 | 0 | 0 | INEP |
| 33. Electrification of150 HH Makhuva village | R0 | R0 | R3,000,000 | 0 | 0 | INEP |
| 34. Electrification of 150 HH Botshabelo village | R0 | R0 | R3,000,000 | 0 | 0 | INEP |
| 35. Electrification of 100 HH Nwadzekudzeku village | R0 | R3,000,000 | R0 | 0 | 0 | INEP |
| 36. Electrification of 539 HH Giyani section F | R50,000 | R0 | R9,000,000 | 0 | 0 | GGM |
| 37. High mast energising | R0 | 0 | 0 | 0 | 0 | GGM |
| 38. Installation of high masts in 93 villages(CBD) | R500,000 | R0 | R0 | 0 | 0 | GGM |
| 39. Installation of traffic lights and R81 lighting in Giyani | R100,000 | R0 | R0 | 0 | 0 | GGM |
| 40. Installation of energy saving street lamps | R8,000,000 | R4,000,000 | R4,000,000. | 0 | 0 | GGM |
| 41. Installation of traffic lights in Giyani township | R0 | R500,000 | R500,000 | 0 | 0 | GGM |
| **B. ROADS AND STORM WATER** | | | | | | |
| **PROJECT/PROGRAM** | 2021/22 | 2022/23 | 2023/24 | 2024/25 | 2025/26 | SOURCE |
| 1. Alternative access to R81 Giyani CBD | R 500,000, | R0 | R0 | R0 | R0 | GGM |
| 2. Alternative road from Elim road R578 to Giyani via Siyandhani | R550,000 | R0 | R0 | R0 | R0 | GGM |
| 3. Nkhensani hospital access road | R50,000 | R2,000,000 | R10,000,000. | R0 | R0 | GGM |
| 4. Giyani Section F upgrading from gravel to paving Phase 4. | R0 | R0 | R0 | R0 | R0 | MIG |
| 5. CBD rehabilitation roads , storm water and lighting | R0 | R0 | R0 | R0 | R0 | GGM |
| 6. Makosha Phase 2 completion upgrading from gravel to paving blocks | R0 | R0 | R20M | R0 | R0 | MIG |
| 7. Rehabilitation of streets in all of the Giyani township | R0 | R0 | R8,077,000.M | R0 | R0 | GGM |
| 8. Development of road and stormwater master plan | R0 | R0 | R0 | R0 | R0 | GGM |
| 9. Giyani Section sport precinct | R0 | R0 | R0 | R0 | R0 | GGM |
| 10. Nkomo B to nkomo A upgrading from gravel to tar (9.9 km)(3837) | R0 | R0 | R0 | R0 | R0 | GGM |

| | | | | | | |
|---|---|---|---|---|---|---|
| 11. Giyani Section E upgrading from gravel to paving (voningani) | R0. | R0 | R0. | R0 | R0 | MIG |
| 12. Giyani section E upgrading from gravel to to paving (Voningani) | R8,0000 | R10,000,000 | R0 | R0 | R0 | GGM |
| 13. Access Roads to communities | R0 | R0 | R0 | R0 | R0 | MIG |
| 14. Blinkwater upgrading of internal streets | **R8,000,000** | R0 | R0. | R0 | R0 | MIG |
| 15. Blinkwater upgrading of internal streets | **R100,000** | R11,500,000 | R0 | R0 | R0 | GGM |
| 16. Nkurhi zamani upgrading of internal streets | **R8,000,000** | R0 | R0. | R0 | R0 | MIG |
| 17. Nkurhi Zamani upgrading of internal streets | **R100,000** | R0 | R0 | R0 | R0 | GGM |
| 18. Thomo upgrading internal streets | **R12,023,641** | R10,693 | R0. | R0 | R0 | MIG |
| 19. Thomo upgrading of internal streets | **R0** | R6,805,400. | R0 | R0 | R0 | GGM |
| 20. Culvert bridges to Cemeteries ward 1 to 31 | R0 | R0 | 0 | R0 | R0 | GGM |
| 21. Silawa upgrading from gravel | R0 | R1,220.845 | R24,431,420 | R0 | R0 | MIG |
| 22. Upgrading of Road D3187 from gravel to tar | R0 | R0 | R0 | R0 | R0 | GGM |
| 23. Siyandhani ring road | R0 | R0 | R20,000,000. | R0 | R0 | MIG |
| 24. Shimange upgrading of road from gravel to paving | **R100,000** | R0 | R0 | R0 | R0 | GGM |
| 25. Shimange – upgrading of road from gravel to paving (5km) | **R20,00,000** | R0 | R0 | R0 | R0 | MIG |
| **C. COMMUNITY FACILITIES** | | | | | | |
| PROJECT/PROGRAM | 2021/22 | 2022/23 | 2023/24 | 2024/25 | 2025/26 | SOURCE |
| 1. Homu 14b sport centre development | R0 | R0 | R0 | R0 | R0 | MIG |
| 2. Homu B Sports Centre Development | R4,600,000 | 0 | 0 | R0 | 0 | GGM |
| 3. Purchase of bins | R200,000 | R0 | R100,000 | R0 | 0 | GGM |
| 4. Refurbishment of Gawula Sports Centre | R50,000 | R0 | R0 | R0 | R0 | GGM |
| 5. Refurbishment of Shivulani Sports Centre | R1,500,000 | R0 | R0 | R0 | R0 | GGM |
| 6. Refurbishment of Mzilela, Shawela, Mavhuza, Muyexe and Khani Sports Centres | R0 | R0 | 0 | R0 | 0 | GGM |
| 7. Mavalani Indoors Sports Centre | R | R21,457,650 | R0. | R0 | 0 | MIG |
| 8. Mavalani indoor sport center | R2,000,000 | R0 | R0 | R0 | R0 | GGM |
| 9. Jim Nghalalume Community Hall | R0 | R19,500,000 | R8, 000,000. | R0 | R0 | MIG |
| 10. Jim-nghalalume community hall | R2,000,000 | R0. | R0 | R0 | R0 | GGM |
| 11. N'wadzekudzeku Community Hall | R0 | R19,500,000 | R10, 000.000. | R0 | 0 | MIG |
| 12. Nwadzekudzeku Community hall | R2,000,000 | 0 | 0 | 0 | 0 | GGM |

| | | | | | | |
|---|---|---|---|---|---|---|
| 13. Redevelopment of Giyani Golf course | R1,000,000 | R800,000 | R500,000 | R0 | 0 | GGM |
| 14. law enforcement | R250,000 | R250,000 | R250,000 | R0 | 0 | GGM |
| 15. Ndhambi Taxi Rank Development<br>Ndhambi taxi rank | R13,457,000 | R0<br>R0 | R0<br>R0 | R0<br>R0 | R0<br>R0 | MIG<br>GGM |
| 16. Refurbishment of Giyani stadium and TP Khuvutlu tennis court section A | R50,000 | R0 | R0 | R0 | R0 | GGM |
| 17. Mageva sport centre pitch extension | R1,000,000 | R0 | R0 | R0 | R0 | GGM |
| 15 Giyani section E sport centre | R50,000 | R0 | R0 | 0 | 0 | GGM |
| **D. MUNICIPAL FACILITIES** | | | | | | |
| PROJECT/PROGRAM | 2021 /22 | 2022/23 | 2023/24 | 2024/25 | 2025/26 | SOURCE |
| 1. Giyani Civic Centre Phase 4 - Upgrading | R7,064,924 | R12,840,000 | R0 | 0 | 0 | GGM |
| 2. Giyani civic centre phase 3 | R0 | R0 | R0 | 0 | 0 | GGM |
| 3. Waste Disposal Site | R0 | R0 | R0 | 0 | 0 | MIG |
| 4. Waste Disposal Site(Own funding) | R500,000 | R0 | R0 | 0 | 0 | GGM |
| 5. Office furniture and Equipments | R1,000,000 | R1,50,000 | R1,100,000 | 0 | 0 | GGM |
| 6. Rehabilitation of the Giyani Dumping Site | R | R5, 000,000. | R5,000,000. | 0 | 0 | GGM |
| 7. Law enforcement equipment | R250,000 | R250,000 | R250,000 | 0 | 0 | GGM |
| 8. Refurbishment of the Giyani Arts and Culture Centre | R0 | R0 | 0 | 0 | 0 | GGM |
| 9. Installation of camera and monitor | R500 000 | R0 | R0 | 0 | 0 | GGM |
| 10. Firearm acquisition | R500 000 | R0 | R0 | 0 | 0 | GGM |
| 11. Upgrading of the Giyani Parking lot | R2,000,000 | R0 | R0 | 0 | 0 | GGM |
| 12. Purchase of monitor and camera | R500,000 | R350,000 | R410,000 | 0 | 0 | GGM |
| 13. Acquisition of air conditioners | R500,000 | R600,000 | R1,100,000 | 0 | 0 | GGM |
| 14. Walk through metal detector purchase | R268,000 | R380,000 | R401,000 | 0 | 0 | GGM |

### 5.4.3.7 Department of Public Works, Roads and Infrastructure

| | Department of Public Works, Roads and Infrastructure | | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | Capital and Maintenance of Projects | | Municipality | | Coordinates | | Period | | Project cost vs Expenditure to date | | Budget over MTEF period | | |
| | Project Name | Project Description | Local Municipality | Status | Latitude | Longitude | Starting date | End date | Total Project Cost | Actual Exp. 2019/20 | 2020/21 | 2021/22 | 2022/23 |
| 1 | Installation of Lifts | Installation of Lifts | Tzaneen, | - | - | - | 01/02/2020 | 31/10/2022 | - | - | 3m | 1m | 1 500 |
| 2 | Installation of Lifts | Installation of Lifts | Giyani | - | - | - | 01/02/2020 | 31/10/2022 | - | - | 3m | 1m | 1 500 |
| 3 | Refurbishment of Giyani Government Complex: Block F | Refurbishment of Giyani Government Complex: Block F | Giyani | Planning | - | - | 01 April 22 | 31 March 2023 | - | - | 0 | 7m | 9m |
| 4 | Gidela Secondary School | Construction of new facilities and renovation of existing | Greater Giyani | Site handover | 23,40 | 30,33 | 26/01/21 | 26/07/22 | 26m | 0.00 | 17m | 0 | 0 |
| 5 | Letaba Hospital- Contract A6 | Letaba Hospital- Contract A6: Burnt Female Surgical Ward, waste store, etc | Greater Letaba | - | -23,8744 | 30,2678 | 07-Dec-17 | 23-Nov-21 | 98m | 34m | 50m | 0 | 0 |
| 6 | Maphutha Malatji | Construction of new OPD, Casualty, X-Ray building including associated external works | Ba-Phalaborwa | - | -23,9253 | 31,0369 | 13-Feb-17 | 23-Jul-21 | 353m | 253m | 65m | 0 | 0 |
| 7 | LDPWRI-ROADS 17020 | Household Routine Maitenance | Maruleng | - | - | - | Mar-18 | Nov-21 | 39m | 15m | 12m | 8m | 0 |
| 8 | LDPWRI-ROADS 17021 | Household Routine Maitenance | Greater Tzaneen | - | - | - | Mar-18 | Nov-21 | 40m | 21m | 12m | 14m | 0 |
| 9 | LDPWRI-ROADS 17022 | Household Routine Maitenance | Greater Letaba | - | - | - | Mar-18 | Nov-21 | 39m | 17m | 12m | 9m | 0 |
| 10 | LDPWRI-ROADS 18013 | Household Routine Maitenance | Greater Giyani | - | - | - | Mar-18 | Nov-21 | 42m | 11m | 12m | 456 974 | 0 |
| | SUB-TOTAL | | | | | | | | | | | | |

### 5.4.3.8 SANRAL PROJECTS

| No | Project name | Project Description | Local Municipality | Location | | | Performance indicator | Implementing Agent/ Funder | BUDGET | | | ESTIMATES | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | Village/ Ward | Coordinates | | | | 2020/21 | 2021/22 | 022/23 | 023/24 | 024/25 |
| | | | | | Lat | Long | | | | | | | |
| 1 | Routine Road Maintenance: Greater Letaba & Greater Giyani Municipality | Routine road maintenance | Greater Letaba and Giyani | Various villages along the R81 road | TBC | TBC | Maintained roads | SANRAL | 30 831 279 | 0 | 0 | 0 | 0 |
| 2 | Routine Road Maintenance: Maruleng Municipality | Routine road maintenance inclusive of bush clearing and storm water management | Maruleng | Various villages along the R36 | TBC | TBC | Maintained road condition | SANRAL | 57 584 451 | 0 | 0 | 0 | 0 |
| 3 | Routine Road Maintenance: Ba-Phalaborwa Municipality | Routine road maintenance inclusive of bush clearing and stormwater management | Ba-Phalaborwa | Various villages along the R71 | TBC | TBC | Maintained road | SANRAL | 48 124 195 | 0 | 0 | 0 | 0 |
| 4 | Routine Road Maintenance: Greater Tzaneen Municipality | Routine road maintenance inclusive of bush clearing and stormwater management | Greater Tzaneen | Various villages along the R36 and R71 | TBC | TBC | Maintained road | SANRAL | N/A | 0 | 0 | 0 | 0 |
| 5 | R81 Improvement | Improvement of the existing road | Greater Letaba and Giyani | Various villages along the R81 rd | TBC | TBC | Improved road conditions | SANRAL | 162 271 667 | 0 | 0 | 0 | 0 |
| 6 | Upgrading of National Road R71 from Gravelotte to Ga-Selwane: Upgraded with paved shoulders | Upgrading of the road capacity and condition | Greater Tzaneen and Ba-Phalaborwa | Gravelotte Selwane | TBC | TBC | Upgraded road | SANRAL | 0 | 0 | 0 | 0 | 0 |
| 7 | Resurfacing of R36 Section 6 | Resurfacing of R36 Section 6 | Greater Tzaneen & | Various villages along the R36 | TBC | TBA | Resurfaced road | SANRAL | TBA | TBA | TBA | TBA | TBA |

| | | | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | Maruleng | Section 6 | | | | | | | | | |
| 8 | Upgrade of Provincial Road D3810 | Upgrade of Provincial Road D3810 | Greater Giyani | Thomo Hlomela | TBC | TBA | Upgraded road | SANRAL | TBA | TBA | TBA | TBA | TBA |
| 9 | Upgrade of Provincial Road D3187 | Upgrade of Provincial Road D3187 | Greater Giyani | Mageva Makhuva | TBC | TBA | Upgraded road | SANRAL | TBA | TBA | TBA | TBA | TBA |
| 10 | Upgrade of Provincial Road D3878 | Upgrade of Provincial Road D3878 | Maruleng | Calais to Sekororo | TBC | TBA | Upgraded road | SANRAL | TBA | TBA | TBA | TBA | TBA |
| 11 | New Grade-separated Interchange on National Route R40 and R527 at Hoedspruit. | New Grade-separated Interchange on National Route R40 and R527 at Hoedspruit. | Maruleng | Hoedspruit | TBC | TBA | Constructed traffic inter-change | SANRAL | TBA | TBA | TBA | TBA | TBA |

### 5.4.3.9 RAL INFRASTRUCTURE PROJECTS

| No | Project name | Project Description | Local Municipality | Location | | | Performance indicator | Implementing Agent/ Funder | BUDGET | | | ESTIMATES |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | Village / Ward | Coordinates | | | | 2021/22 | 2022/23 | 2023/24 | 2024/25 |
| | | | | | Lat | Long | | | | | | |
| 1 | RAL/C759 | RAL/T759 D523, D589 Agatha roads (Flood) | GTM | TBC | TBC | TBC | Maintained road | RAL | 3.8 M | 0 | 0 | 0 |
| 2 | RAL/T976 | RAL/T976 Maintenance of road D3200 Mokwakwaila towards Mawa | GLM | TBC | TBC | TBC | Maintained rd | RAL | 25.7M | 0 | 0 | 0 |
| 3 | RAL/T977 | RAL/T977 Maintenance of road D3840 Krimetart to Phalaborwa | BPM | TBC | TBC | TBC | Maintained rd | RAL | 39.7 M | 0 | 0 | 0 |
| 4 | RAL/T986 | RAL/T986 Maintenance on Road D11 | GLM | TBC | TBC | TBC | Maintained rd | RAL | 33.9 M | 0 | 0 | 0 |
| 5 | T1010 | Giyani College – Mninginisi Block - 2 | GGM | TBC | TBC | TBC | Maintained rd | RAL | 39 M | 0 | 0 | 0 |
| 6 | T986A | Maintenance of Road D11 | GLM | TBC | TBC | TBC | Maintained rd | RAL | 36 M | 0 | 0 | 0 |
| 7 | RAL/C991 | Maintenance of Georges Valley Road D548 | GTM | TBC | TBC | TBC | Maintained rd | RAL | 10 M | 40 M | 0 | 0 |
| 8 | T1049 | Tshatshama Road (D3734) | GLM | TBC | TBC | TBC | Upgraded Road | RAL | 5.2 M | 0 | 0 | 0 |
| 9 | T1053 | Thapane Cross to Namithwa | GTM | TBC | TBC | TBC | Upgraded Road | RAL | 3.0 M | 0 | 0 | 0 |

| No | Project name | Project Description | Local Municipality | Location | | | Performance indicator | Implementing Agent/ Funder | BUDGET | | | ESTIMATES |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | Village / Ward | Coordinates | | | | 2021/22 | 2022/23 | 2023/24 | 2024/25 |
| | | | | | Lat | Long | | | | | | |
| 10 | RAL/T944 | RAL/T944 3km of D3200 Upgrading Of Road Mokwakwaila to Mawa) | GLM | TBC | TBC | TBC | Upgraded Road | RAL | 5 M | 0 | 0 | 0 |
| 11 | RAL/T634B | RAL/T634B 22.3km of Roads D15, D3150 from Morebeng to Sekgosese | GLM | TBC | TBC | TBC | Upgraded Road | RAL | 20 M | 59.5 M | 0 | 0 |
| 12 | RAL/T657 | RAL/T657 D3820, D3205 Babangu to Ndhengeza to Noblehoek to Maphalle | GGM | TBC | TBC | TBC | Upgraded Road | RAL | 10 M | 0 | 0 | 0 |
| 13 | RAL/T530B | RAL/T530B: 3KM D3878 Balloon to Sekororo | MM | TBC | TBC | TBC | Upgraded Road | RAL | 5 M | 0 | 0 | 0 |

## 5.4.3.10 LEPELLE NORTHERN WATER: INFRASTRUCTURE PROJECTS IN MOPANI DISTRICT

| No | Project name | Project Description | Local Municipality | Location | | | Performance indicator | Implementing Agent/ Funder | Budget | | | Cost Estimate | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | Ward/Village | Coordinates | | | | 2021/22 | 2022/23 | 2023/24 | 024/25 | 025/26 |
| | | | | | Lat | Long | | | | | | | |
| 1 | RL28 | Giyani bulk water supply (Nandoni to Nsami pipeline) | Greater Giyani | 55 Villages supplied from Nsami WTW | N/A | N/A | Installed bulk line from Nandoni to Giyani | IA- Lepelle Northern Water Funder - DWS | 111 341 | 249 989 | 250 000 | 0 | 0 |
| 2 | RM08 | Giyani Water Services | Greater Giyani | 55 Villages supplied from Nsami WTW | N/A | N/A | Construction of 324 km of bulk potable water pipeline covering 55 villages within Giyani. | IA- Lepelle Northern Water Funder - DWS | 130 000 | 120 000 | 11 595 | 0 | 0 |
| 3 | RS135 | Babanana/Nkambako Bulk Water Project | Greater Tzaneen | Nwamitwa, Mawa, Mookgo, Hlohlokwe | N/A | N/A | Construction of Nkambako to Babanana pipeline, the refurbishment of Nkambako Water | IA- Lepelle Northern Water Funder - DWS | 95 572 | 106 542 | 30 000 | 0 | 0 |

| | | | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | | | Treatment Works and the existing distribution pipelines | | | | | | |
| 4 | | Refurbishment of Plant, settling tanks & filters | Greater Letaba | Politsi plant | -23,77249 | 30,0946 | Refurbished settling tanks | Lepelle Northern Water | 300 | | | | |
| 5 | | Refurbishment of Electrical, Motor and pumps Politsi Scheme | Greater Letaba | Politsi Plant | -23,77249 | 30,0946 | Refurbished motors and pumps | Lepelle Northern Water | 300 | 500 | 1000 | | |
| 6 | | Politsi Upgrade Professional Fees - Ingerop Consulting | Greater Letaba | Politsi Plant | -23,77249 | 30,0946 | Consulting services for upgrade of Politsi Water treatment works | Lepelle Northern Water | 600 | 1200 | 4 000 | 8 960 | |
| 7 | | Politsi raising main pipeline installation | Greater Letaba | Politsi Plant | -23,77249 | 30,0946 | Construction of rising main from Politsi to Florida | Lepelle Northern Water | | | 20 000 | 32 000 | |
| 8 | | Refurbishment of Electrical Infrastructure Phalaborwa | Ba-Phalaborwa | Phalaborwa Plant | -24,065067 | 31,14155 | Refurbished electrical infrastructure | Lepelle Northern Water | | 1500 | 2400 | 6000 | |
| 9 | | Refurbishment of radial gates at Phalaborwa Barrage, replacement of stoplogs at Phalaborwa plant Phase 2 | Ba-Phalaborwa | Phalaborwa Plant | -24,065067 | 31,14155 | Refurbished barrage radial gates | Lepelle Northern Water | | 9000 | 20 000 | 7 000 | |
| 10 | | Radial Gates Phalaborwa - Professional Fees | Ba-Phalaborwa | Phalaborwa Plant | -24,065067 | 31,14155 | Consulting services for refurbishment of radial gates | Lepelle Northern Water | | 3150 | 7000 | 2450 | |
| 11 | | Main pumpstation | Ba- | Phalaborwa | - | 31,14155 | Installation of valves on main pumpstation | Lepelle Northern | 7500 | 7700 | 10 000 | 5000 | |

| | | | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | valves (PMC Valves and Flow meters) | Phalaborwa | Plant | 24,065067 | | | Water | | | | | |
| 12 | | Phalaborwa Cathodic Protection Phase 2 | Ba-Phalaborwa | Phalaborwa Plant | -24,065067 | 31,14155 | Refurbished cathodic protection | Lepelle Northern Water | 5400 | 3200 | 9000 | 5000 | 5000 |
| 13 | | Phalaborwa Sludge lagoon and Chlorine House | Ba-Phalaborwa | Phalaborwa Plant | -24,065067 | 31,14155 | Construction of sludge lagoon and chlorine roon | Lepelle Northern Water | 8300 | 9000 | 9200 | | |
| 14 | | Phalaborwa Sludge lagoon and Chlorine House Professional Fees | Ba-Phalaborwa | Phalaborwa Plant | -24,065067 | 31,14155 | Consulting services for construction of sludge lagoon and chlorine room | Lepelle Northern Water | 3800 | 2500 | 2100 | | |
| 15 | | Refurbishment of Reservoirs and processing Structures | Ba-Phalaborwa | Phalaborwa Plant | -24,065067 | 31,14155 | Refurbished reservoir and structures | Lepelle Northern Water | 0 | 0 | 15000 | 15000 | 15000 |
| 16 | | Refurbishment of Pumps and Motors | Ba-Phalaborwa | Phalaborwa Plant | -24,065067 | 31,14155 | Refurbished pumps and motors | Lepelle Northern Water | 500 | 300 | 2000 | 2000 | 2000 |

### Projects funded by LNW are subject to approval by the board. The list as provided may not be final.

**5.4.3.11 MUNICIPAL INFRASTRUCTURE SUPPORT AGENCY**

| No | Project name | Project Description | Local Municipality | Location | | | Performance indicator | Implementing Agent | Budget | | | Cost Estimate | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | Ward/Village | Coordinates | | | | 2021/22 | 2022/23 | 2023/24 | 2024/25 | 2025/26 |
| | | | | | Lat | Long | | | | | | | |
| 1 | Development of the District Infrastructure Master Plan | Program to update the asset register and develop an operation and maintenance plan for infrastructure and assets | Mopani DM | District-wide | | | Approved Master Plan | Mopani DM | 7 000 000 | 0 | 0 | 0 | 0 |
| 2 | Water Conservation | Installation of a Telemetric | Mopani | District- | | | Approved | Mopani DM | 45 000 000 | 0 | 0 | 0 | 0 |

| | | | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | / Demand Management | system at nodes of water supply system to monitor NRW and water losses. | DM | wide | | | WCDM | | | | | | |
| 3 | Updating of the WSDP | Updating of the Water Services Development Plan | Mopani DM | District-wide | | | Approved WSDP | Mopani DM | 3 000 000 | 0 | 0 | 0 | 0 |
| 4 | Infrastructure and Asset Management Plan | Program to update the asset register & develop an operation and maintenance plan for infrastructure and assets | Mopani DM | District-wide | | | Approved IAMP | Mopani DM | 40 000 000 | 0 | 0 | 0 | 0 |
| 5 | Groundwater development project - Borehole development & refurbishment in several villages | Completion of bulk project and reticulation for 55 villages in Giyani and refurbishment for additional 38 villages | GGM | 55 villages | | | | Mopani DM | 95 000 000 | 0 | 0 | 0 | 0 |
| 6 | Giyani Water Services Project | Bulk lines for water distribution to 55 villages | GGM | 55 Villages | | | | Mopani DM | 874 000 000 | 0 | 0 | 0 | 0 |
| 7 | Mametja Sekororo Water Supply Project. | Construction of bulk lines, completion of The Oaks WTW and village reticulation | MLM | 22 924 HH | | | | Mopani DM | 187 000 000 | 0 | 0 | 0 | 0 |
| 8 | Namakgale/ Lulekani Water Supply Project | Provision and extension of water reticulation, Refurbishment of boreholes, Refurbishment of reservoirs | BPM | 29 460 HH | | | | Mopani DM | 60 000 000 | 0 | 0 | 0 | 0 |
| 9 | Thapane Bulk Water Scheme Phase 2 | Upgrading of Thapane dam, Extension of WTW, Construction of 10Ml Command Reservoir, Rehabilitation of existing reservoirs, Installation of booster pump stations, | GTM | 21 057 HH | | | | Mopani DM | 80 000 000 | 0 | 0 | 0 | 0 |

| | | | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | Construction of Bulk pipeline | | | | | | | | | | | |
| 10 | Thabina Regional Water Scheme Water Reticulation & Cost Recovery | Provision of water reticulation and yard connections to villages under Thabina Regional Water Scheme | GTM | 3 931 HH | | | | Mopani DM | 75 000 000 | 0 | 0 | 0 | 0 |
| 11 | Hoedspruit Water Supply | Completion of bulk pipeline, Construction of 2 water storage reservoirs and Upgrade of Hoedspruit WTW | MLM | 21 449 HH | | | | Mopani DM | 60 000 000 | 0 | 0 | 0 | 0 |
| 12 | Tours Water Supply | Completion of the refurbishment of the WTW and bulk pipeline & extension of the of the WTW to a capacity of 13.5Ml/ day. | GTM | 30 003 HH | | | | Mopani DM | 60 000 000 | 0 | 0 | 0 | 0 |
| 13 | Ritavi II Water Supply | Upgrade of Nkowankowa WTW | GTM | 20 058 HH | | | | Mopani DM | 14 000 000 | 0 | 0 | 0 | 0 |
| 14 | Modjadji Water Supply | Upgrade of Kgapane WTW, Upgrade of Modjadji WTW, Kgapane Regional Bulk Water Scheme | GLM | 16 121 HH | | | | Mopani DM | 153 000 000 | 0 | 0 | 0 | 0 |
| 15 | Construction of a Dam | Construct a dam with the capacity to supply water to Mametja Sekororo and Hoedspruit/ Kampersus schemes | MLM | | | | | Mopani DM | 350 000 000 | 0 | 0 | 0 | 0 |
| 16 | Smart Meters | Installation of Smart Meters and Pressure Reducing Valves | Mopani DM | District-wide | | | | Mopani DM | 265 000 000 | 0 | 0 | 0 | 0 |

### 5.4.3.12 PROVINCIAL DEPARTMENT OF TRANSPORT AND COMMUNITY SAFETY

| PROJECTS | | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| No | Project name | Project Description | Local Municipality | Location | | | Performance indicator | Implementing Agent/ Funder | Budget | | | Cost Estimate | |
| | | | | Ward/Village | Coordinates | | | | 2021/22 | 2022/23 | 2023/24 | 2024/25 | 2025/26 |
| | | | | | Latitude | Longitude | | | | | | | |
| 1 | Transport Planning Project | Re- Design Bus Subsidy service networks | All District municipalities | District-wide | N/A | N/A | New subsidized service networks and contracts developed | Department of Transport and Community Safety | 4 500 000 | 0 | 0 | 0 | 0 |
| 2 | Subsidised bus services | Subsidised bus services | Greater Giyani Greater Tzaneen, Greater Letaba and Maruleng | | N/A | N/A | Subsidised bus services provided | Department of Transport and Community Safety | 79 000 000 | 83 000 000 | 87 000 000 | 91 000 000 | 96 000 000 |

| | 5.4.3.13 NATIONAL DEPARTMENT OF TRANSPORT | | | | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | Household based Routine Road Maintenance | Household based Routine Road Maintenance | | | | | | | 118 567 108 | | | | | | |

**BRIEF SUMMARY ON BASIC SERVICES INFRASTRUCTURE INVESTMENTS BY SECTOR DEPARTMENTSM, 2021/22**

| INVESTMENT PLANNED FOR IN BASIC SERVICES INFRASTRUCTURE, 2021/22 -2023/24 | | | |
|---|---|---|---|
| | **2021/22** | **2022/23** | **2023/24** |
| Mopani District Municipality | 968 213 381 | 1 317 053 748 | 875 083 750 |
| ESKOM | 53 996 575 | 0 | 0 |
| SANRAL | 0 | 0 | 0 |
| RAL | 236 300 000 | 99 500 000 | 0 |
| MISA | 2 368 000 000 | 0 | 0 |
| LNW | 233 743 000 | 507 651 000 | 393 345 000 |
| NDoT | 118 567 108 | 0 | 0 |
| PDoT | 83 500 000 | 83 000 000 | 7 000 000 |

| **2021/22** | **INVESTMENT FOR PLANNED BASIC SERVICES INFRASTRUCTURE (DRAFT)** | | | | |
|---|---|---|---|---|---|
| | **Water** | **Sanitation** | **Electricity** | **Roads/Streets** | **Plans** |
| MDM | 731 393 274 | 87 523 810 | 19 855 000 | | 14 060 000 |
| LNW | 233 743 000 | | | | |
| RAL | | | | 236 300 000 | |
| NDoT | | | | 118 567 108 | |
| PDoT | | | | 83 500 000 | |
| MISA | 2 008 000 000 | | | | 95 000 000 |
| ESKOM | | | 53 996 575 | | |
| TOTAL | 2 973 136 274 | 87 523 810 | 133 057 818 | 641 553 650 | 109 060 000 |

## 5.4.4. BASIC SERVICES: Social Security and Social Protection

### 5.4.4.1 MOPANI DISTRICT MUNICIPALITY: BASIC SERVICES: Social Security and Social Protection

| MDM PROJECTS | | | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| No | Project name | Project Description | Local Municipality | Location | | | Performance indicato | Implementing Agent/ Funder | Budget | | | Cost Estimate | |
| | | | | Ward/ Village | Coordinates | | | | 2021/22 | 2022/23 | 2023/24 | 2024/25 | 2025/26 |
| | | | | | Lat | Long | | | | | | | |
| | Mopani: FIRE SERVICES | | | | | | | | | | | | |
| 1 | Fire & Rescue Services Specialised Vehicles | Provide for Replacement of old non-operational vehicles & purchasing of New Vehicles | MDM | | | | | MDM/ ES | 12 000 000 | 0 | 22 000 000 | 24 000 000 | 26 000 000 |
| 2 | Refurbishment of Specialised Fire vehicles | Fire engines to be refurbished to extend their operational usefulness in Tzaneen, and Phalaborwa Fire Stations | MDM | | | | | MDM/ ES | 0 | 0 | 0 | 15 000 000 | 0 |
| 3 | Hazmat Vehicle Conversion | Convert existing DM Command vehicle into a Hazmat vehicle | MDM | | | | | MDM/ ES | 0 | 0 | 0 | 1 000 000 | 0 |
| 4 | Fire & Rescue Equipment | Procurement of Fire & Rescue Equipment | MDM | | | | | MDM/ ES | 2 750 000 | 5 000 000 | 5 500 000 | 6 500 000 | 7 500 000 |
| 5 | Fire protection association | Provide wild fire units for operations and helicopter standing fees | MDM | | | | | MDM/ ES | 0 | 0 | 0 | 600 000 | 650 000 |
| 6 | Aerial firefighting support | Veld & Forest Aviation Support for Mopani DM | MDM | | | | | MDM/ ES | 480 000 | 500 160 | 522 167 | 600 000 | 650 000 |
| 7 | District Fire Plan | Development of fire plan | MDM | ALL | | | | MDM/ ES | 245 000 | 0 | 0 | 300 000 | 0 |
| 8 | Fire Services Training Centre | Plan and develop a District Fire Training Centre | MDM | | | | | MDM/ ES | 0 | 0 | 0 | 20 000 000 | 0 |
| 9 | Fire awareness campaigns (PIER) | Public education and Fire Awareness | MDM | | | | | MDM/ ES | 100 000 | 104 200 | 108 785 | 150 000 | 160 000 |

**MOPANI DISTRICT: ENVIRONMENTAL MANAGEMENT SERVICES**

| **PROJECTS** | | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| No | Project name | Project Description | Local Municipality | Location | | | Performance indicator | Implementing Agent/ Funder | Budget | | | Cost Estimate | |
| | | | | Ward/Village | Coordinates | | | | 2021/22 | 2022/23 | 2023/24 | 2024/25 | 2025/26 |
| | | | | | Latitude | Longitude | | | | | | | |
| | ENVIRONMENTAL MANAGEMENT SERVICES | | | | | | | | | | | | |
| 1 | Feasibility Study for Regional Landfill | Feasibility study of the possibility of developing the regional land fill | MDM | N/a | N/a | n/a | Reports | MDM/ ES | 500 000 | 521 000 | 543 924 | 0 | 0 |
| 2 | Development of Regional Landfill site. | To develop the regional landfill | MDM | n/a | n/a | n/a | Developed & operation of regional landfill | MDM/ ES | 0 | 0 | 0 | 5 000 000 | 5 000 000 |
| 3 | Installation of Data Logger at Tzaneen Air Quality Station | Installing data logger in the Air quality monitoring station | GTM | Disaster Management center | | | Report generated from the station | MDM/ ES | 0 | 0 | 0 | 1000 000 | 100 000 |
| 4. | Development of Integrated Waste Management Plan IWMP) | Developing IWMP | MDM | n/a | n/a | n/a | Developed/adopted of by the council IWMP/ | MDM/ ES | 600 000 | 200 000 | 0 | 0 | 0 |
| 5 | Standard Operating Procedures | Develop Environmental Management Standard Operating Procedures for Environmental Management | MDM | | | | | MDM/ ES | 0 | 0 | 0 | 200 000 | 0 |
| 6 | Development of | Develop EMF of | MDM | n/a | n/a | n/a | Developed/ | MDM/ ES | 200 000 | 600 000 | 200 000 | 0 | 0 |

| | | | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | Environmental Management Framework (EMF) | the District | | | | | adopted EMF by council | | | | | | |
| 7 | Review of Air Quality Management Plan (AQMP) | Review the AQMP Plan | MDM | n/a | n/a | n/a | Reviewed and adopted AQMP | MDM/ ES | 400 000 | 200 000 | 100 000 | 0 | 0 |
| 8 | Development of Environmental Management Plan (EMP) | Develop the district EMP | MDM | n/a | n/a | n/a | Developed and adopted EMP | MDM/ ES | 200 000 | 600 000 | 200 000 | 0 | 0 |
| | | | | | | | | | | | | | |

**MOPANI DISTRICT: MUNICIPAL HEALTH SERVICES**

| No | Project name | Project Description | Local Municipality | Location | | | Performance indicator | Implementing Agent/ Funder | Budget | | | Cost Estimate | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | Ward/ Village | Coordinates | | | | 2021/22 | 2022/23 | 2023/24 | 2024/25 | 2025/26 |
| | | | | | Lat | Long | | | | | | | |
| | MUNICIPAL HEALTH/ ENVIRONMENTAL SERVICES | | | | | | | | | | | | |
| 1 | Food safety and hygiene Awareness project | Inspections of food premises and Public awareness on health risks of unsound foodstuffs | MDM | All LMs | n/a | n/a | | MDM/ ES | 20 000 | 20 840 | 21 757 | 25 000 | 27 000 |
| 2 | Food sampling | Food sampling for bacteriological and chemical quality analysis (96 samples | MDM | All LMs | n/a | n/a | | MDM/ ES | 50 000 | 52 100 | 54 392 | 70 000 | 75 000 |
| 3 | Skills Development | Capacitate EHPs through workshops and training to enhance quality delivery of services and to ensure enforcement of Environmental Health legislation | MDM | | | | | MDM/ ES | 162 916 | 169 758 | 177 228 | 0 | 0 |
| 4 | Standard Operating | Develop standard operating procedures for Environmental | MDM | | | | | MDM/ ES | 0 | 0 | 0 | 150 000 | 0 |

| | | | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | Procedure | Health | | | | | | | | | | | |
| 5. | Municipal Health Services Bylaws | Develop Municipal Health Services By-laws that covers all the 9 functions of Municipal Health Services | MDM | n/a | n/a | n/a | | MDM/ ES | 0 | 0 | 0 | 400 000 | 0 |
| 6 | Water and Food Sampling Plans | Develop water and food sampling plans | MDM | n/a | n/a | n/a | | MDM/ ES | 0 | 0 | 0 | 50 000 | 0 |
| 7 | Environmental Awareness campaign | Conduct pollution control awareness at villages and towns | All | n/a | n/a | n/a | | MDM/ ES | 100 000 | 104 200 | 108 785 | 130 000 | 150 000 |
| 8 | Chemical Safety | Conduct chemical safety awareness on farms, schools and ECD centres | All local areas | n/a | n/a | n/a | | MDM/ ES | 70 000 | 72 940 | 76 149 | 78 000 | 80 000 |
| 9 | Disposal of the Dead | Pauper burials, Inspect and conduct workshops on mortuaries and funeral undertakers | All local areas | n/a | n/a | n/a | | MDM/ ES | 70 000 | 72 940 | 76 149 | 78 000 | 80 000 |
| 10 | Development of Health & Hygiene Strategy (EHHS) | Develop District Health and Hygiene Strategy | All local areas | n/a | n/a | n/a | | MDM/ ES | 0 | 0 | 0 | 150 000 | 0 |
| 11 | Chemical Safety | Conduct chemical safety awareness on farms, schools and ECD centers | All local areas | n/a | n/a | n/a | | MDM/ ES | 0 | 0 | 0 | 0 | 0 |
| 12 | Career expo | Conduct career exhibition at high schools following the 2020 Environmental Health day pronouncement of the Minister of Health on Shortage of Environmental Health Practitioners | All local areas | n/a | n/a | n/a | | MDM/ ES | 0 | 0 | 0 | 150 000 | 0 |
| 13 | Communicable diseases control | Capacitate the general public on the prevention of the emerging Vector, water and airborne diseases and infections | All local areas | | | | | MDM/ ES | 70 000 | 72 940 | 76 149 | 0 | 0 |

**MOPANI DISTRICT: DISASTER MANAGEMENT SERVICES**

| PROJECTS | | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| No | Project name | Project Description | Local Municipality | Location | | | Performance indicator | Implementing Agent / Funder | Budget | | | Cost Estimate | |
| | | | | Ward/ Village | Coordinates | | | | 2021/22 | 2022/23 | 2023/24 | 2024/25 | 2025/26 |
| | | | | | Lat | Long | | | | | | | |
| 1 | Disaster management Awareness Campaigns | Awareness on prevailing disaster | | | | | # of awareness campains held on monthly basis | | 150 000 | 156 300 | 163 177 | 166 000 | 168 000 |
| 2 | Disaster Management Conference | Annual conference for disaster Managers | | | | | Disaster Management conference held in September | | 100 000 | 104 200 | 108 785 | 110 000 | 128 000 |
| 3 | Disaster Recovery Plan (DRP) Review | | | | | | | | 0 | 0 | 0 | 100 000 | 0 |
| 4 | Disaster Risk Reduction research with University of Venda | | | | | | | | 0 | 0 | 0 | 450 000 | 0 |
| 5 | Solar light Project | Solar lights for affected victims of disaster | | | | | Procurement of solar lights by end of Sept. | | 75 000 | 78 150 | 81 289 | 95 000 | 110 000 |
| 6 | AFIS Dashboard | | | | | | | | 0 | 0 | 0 | 20 000 | 25 000 |
| 7 | Installation of Camers at high risk areas | Cameras to monitor hotspots on Mopani roads | | | | | Installation of the Cameras at high risk areas by the end of June | | 1 000 000 | 1 042 000 | 1 087 848 | 1 090 000 | 1 100 000 |
| 8 | Early warning system | Installation of early warning system in the District. The South African Weather Services implementing a new Impact Base Early | Disaster Management Centre and the Locals | | | | | MDM/ ES | 0 | 0 | 0 | 290 000 | 300 000 |

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|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | Warning System. This System need to be linked with the Emergency Communication Centre to send out early warnings to communities during floods and fires. | | | | | | | | | | | |
| 9 | Research on the seismic hazard in the District | Research in conjunction with Geoscience on the seismic activities in the District and the impact of these activities on the Development activities of the District | | | | | | MDM/ ES | 600 000 | 500 000 | 0 | | 750 000 |
| 10 | Emergency light for disaster vehicles | Emergency light for disaster vehicles | | | | | | MDM/ ES | 160 000 | 166 720 | 174 056 | 177 000 | 180 000 |
| 11 | Upgrading and renovation of the Operational Centre and Tactical Centre | Upgrading and renovation of the Operational Centre and Tactical Centre | | | | | | MDM/ ES | 1 750 000 | 1 823 500 | 1 903 734 | 1 910 000 | 1920 000 |
| 12 | Subsistence & Travelling | Subsistence & Travelling | | | | | | MDM/ ES | 0 | 0 | 0 | 250 000 | 300 000 |
| 13 | Disaster Management Seminar | Disaster Management Seminar | | | | | | MDM/ ES | 100 000 | 104 200 | 108 785 | 120 000 | 150 000 |
| 14 | Landscaping and garden services | Improve landscaping and garden services at the Centre | | | | | | MDM/ ES | 0 | 0 | 0 | 1 000 000 | 1 500 000 |
| 15 | Smoke detectors for informal settlements communities vulnerable to fires | Supply of smoke detectors to informal houses and households vulnerable for fires | All locals | | | | | MDM/ ES | 75 000 | 78 150 | 81 589 | 90 000 | 95 000 |
| 16 | Fire safety project | Purchasing and supply of | All locals | | | | | MDM/ ES | 10 000 | 10 420 | 10 878 | | |

| | | | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | fire safety kits | | | | | | | | | | | |
| 17 | Upgrading of Emergency Communication Centre /Central Communication Centre | Upgrading of the Emergency Communication Centre/ Central Communication Centre. To improve the emergency communication with communities in need and during emergencies and disasters to comply with the National Minimum Infrastructure Guidelines for Disaster Management Centre and Council Resolution OCD/ 08 /2020 dated 31 January 2020 | Disaster Management Centre and the Locals | | | | | MDM/ ES | 1 950 000 | 2 031 900 | 2 121 304 | 2 280 000 | 2 290 000 |
| 20 | Disaster Risk Reduction School Competition | School Competition on how to implement disaster risk reduction project | All locals | | | | | MDM/ ES | 100 000 | 104 200 | 108 785 | | |
| 21 | Training for Disaster Management Forums and Disaster Task Teams | Training for Disaster Management Forums and Task Teams, District and Local. (Budget is for pamphlets, catering, Workshop facilitation, traveling & accommodation | All locals | | | | | MDM/ ES | 0 | 0 | 0 | 120 000 | 130 000 |
| 22 | Installation of Emergency Number sign Board in the District | Installation of Emergency Number sign Board in the District | | | | | | MDM/ ES | 70 000 | 72 940 | 76 149 | 80 000 | 90 000 |
| 23 | Disaster Relief Support | Relief during emergencies & disasters. (Emergency relief is available for all | All | | | | | MDM/ ES | 3 000 000 | 3 126 000 | 3 263 544 | 3 500 000 | 3 800 000 |

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|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | emergencies like flooding, droughts, emergency water and emergency housing). | | | | | | | | | | | |
| 24 | Expansion of Radio network | Expansion of Radio network | | | | | | MDM/ ES | 0 | 0 | 0 | 250 000 | 0 |
| 25 | Review of the Disaster Management Plan | Review of the current Disaster Management Plan, the vulnerability and hazard analysis. This is in line with the Disaster Management Act. | Disaster Management Centre and the Locals | | | | | MDM/ ES | 0 | 0 | 0 | 160 000 | 170 000 |

**MOPANI DM: HAST**

| | **HIV/AIDS** | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|
| 1. | District AIDS Council | District AIDS Council meetings | MDM | | # People to attend | Departments, Civil society Local municipalities | 50 000 | 52 100 | 54 392 | 55 000 | 0 |
| 2. | Partnership with NGOs, Civil Society, etc. | support | MDM | | # People to attend | Departments, NGO's, Civil society, Local Munic | 100 000 | 104 200 | 108 785 | 115 000 | 0 |
| 3. | Red Ribbon | Awareness raising | MDM | | # People to attend | Departments, Civil society Local municipalities | 50 000 | 52 100 | 54 392 | 70 000 | 0 |
| 4. | World AIDS Day | Commemoration of HIV & Aids victims | MDM | | # People to attend | Departments, Civil society Local municipalities | 150 000 | 156 300 | 163 177 | 180 000 | 0 |
| 5. | STI Condom week | Awareness campaign | MDM | | # People to attend | Departments, Civil society Local municipalities | 0 | 0 | 0 | 70 000 | 0 |
| 6. | World TB Day | Commemoration of World TB Day | MDM | | # People to attend | Departments, Civil society Local municipalities | 150 000 | 156 300 | 163 177 | 180 000 | 0 |
| 7. | Candle Light Memorial | Commemoration of HIV & Aids victims | MDM | | # People to attend | Departments, Civil society Local municipalities | 0 | 0 | 0 | 300 000 | 0 |
| 8. | Migrant Health Forum | Awareness on migrant health | MDM | | # People to attend | Departments, Civil society Local municipalities | 50 000 | 52 100 | 54 392 | 55 000 | 60 000 |
| 9. | Support to Child headed families | Buying of groceries and school uniform for Child headed families. | MDM | | #of families to be supported | Mopani District Municipality | 200 000 | 208 400 | 217 570 | 220 000 | 250 000 |

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| | **MOPANI DM: SPORTS ARTS & CULTURE** | | | | | | | | | | |
| 1. | Indigenous Games | 17 Games that are played by all the age groups under mass participation. | BPM | N/A | # of people participating in the indigenous games | MDM at Local and District level; DSAC at Provincial and National level | 0 | 0 | 0 | 170 000 | 180 000 |
| 2. | Golden Games | 19 games that are played by older persons from the age of 60 and above under mass participation | GGM | N/A | # of older persons participated in the golden games | MDM at local and District Level<br>DSD at Provincial and National level | 0 | 0 | 0 | 350 000 | 400 000 |
| 3. | Women and Sport | Women play games that are male dominated e. g Football ,rugby ,cricket under sport development and to identify talent . | GTM | N/A | # of women participating in male dominated codes/games | MDM from local to District. | 0 | 0 | 0 | 320 000 | 340 000 |
| 4. | Junior Dipapadi | They are the games that are played by children in the category of early childhood development from 4-6 years. | GLM | N/A | # of children participated in the games | MDM from local to District | 0 | 0 | 0 | 320 000 | 330 000 |
| 5. | Disability Games | To support games that are played by people living with disability – (Physical disabled, Intellectual Impaired and deaf). | BPM | N/A | # of activities were supported | MDM | 0 | 0 | 0 | 360 000 | 370 000 |
| 6. | Support to Federations | Support to twelve federations (football, netball, softball, baseball, cricket, rugby, volleyball, basketball, chess, gymnastics, hockey, | District Provincial National | N/A | # of federations were assisted | MDM | 410 000 | 427 000 | 466 018 | 470 000 | 490 000 |

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|---|---|---|---|---|---|---|---|---|---|---|---|
| | | athletics) that are found in the District. The support is by means of transport, accommodations and meals during their tournaments/ championships. | | | | | | | | | |
| 7. | Library Activities | To support library activities such as Readathon and library week. It also support the activities of the library forum to buy trophies and medals during competitions. | GTM | N/A | # of activities were supported. | MDM | 0 | 0 | 0 | 190 000 | 200 000 |
| 8. | District Arts and Culture Activities | To support artists in different genres with workshops and during their activities such as auditions & competitions. To also support two Arts Centers in the District. | GGM | N/A | # of artists were supported | MDM | 0 | 0 | 0 | 390 000 | 400 000 |
| 9. | Sport Against Crime | To assist Community Safety and SAPS to reduce crime and identify talent at the hotspots. Four Police stations (Namakgale, Nkowankowa , Giyani and Kgapane )were identified in this Programme. SAPS utilize Sport for awareness campaigns. | MDM | N/A | # of activities were supported | MDM<br>SAPS | 0 | 0 | 0 | 340 000 | 350 000 |
| 10. | Farm Sport | To encourage healthy | GTM | N/A | #of activities were | MDM-Sport, HIV & AIDS | 0 | 0 | 0 | 140 000 | 150 000 |

| | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | | lifestyle, awareness campaigns and talent identification. | Farms | | supported | | | | | | |
| 11. | Ku luma vukanyi | An event to celebrate heritage of drinking the first fruit of marula. | BPM | N/A | # of activities were supported | MDM<br>DSAC<br>LEDET | 0 | 0 | 0 | 150 000 | 160 000 |
| 12. | District Arts and Culture Council | To support the council of artists in their activities such meals ,transport and accommodation during meetings and events | MDM | N/A | # of activities were supported | MDM | 0 | 0 | 0 | 150 000 | 160 000 |
| 13. | District Sport Confederation | To support the Confederation in their activities such as meals, transport & accommodation during meetings & events. | MDM | N/A | # of activities were supported | MDM | 0 | 0 | 0 | 190 000 | 200 000 |
| 14. | Xitsonga music awards | To promote indigenous languages | MDM | N/A | Annual celebration | Munghana Lonene | 400 000 | 416 800 | 435 139 | 500 000 | 600 000 |

### 5.4.4.2 GREATER GIYANI LOCAL MUNICIPALITY

| **DISASTER MANAGEMENT PROGRAMS** | | | | | | |
|---|---|---|---|---|---|---|
| **PROJECT/PROGRAM** | **2021/22** | **2022/23** | **2023/24** | **2024/25** | **2025/26** | **SOURCE** |
| 1. Disaster recovery plan | R0 | R0 | R0 | R0 | R0 | GGM |
| 2. Disaster Management Campaign | R0 | R0 | R0 | R0 | R0 | GGM |
| 3. Sanitisation of municipal facilities | R500,000. | R0 | R0 | R0 | R0 | GGM |
| 4. Sanitisation of taxi ranks | R0 | R0 | R0 | R0 | R0 | GGM |
| 5. Purchase of two(2) water tankers | R0 | R0 | R0 | R0 | R0 | GGM |
| 6. Hire of two water tankers | R0 | R0 | R0 | R0 | R0 | GGM |
| 7. Disaster education | R0 | R0 | R0 | R0 | R0 | GGM |
| 8. Purchase of GGM branded masks for CLLRS and ward committees | R150,000 | R0 | R0 | R0 | R0 | GGM |

### 5.4.4.3 GREATER LETABA LOCAL MUNICIPALITY

| No | Project name | Project Description | Local Municipality | Location | | | Performance indicator | Implementing Agent/ Funder | Budget | | | Cost Estimate | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | Ward/Village | Coordinates | | | | 2021/22 | 2022/23 | 2023/24 | 2024/25 | 2025/26 |
| | | | | | Lat | Long | | | | | | | |
| | **WASTE AND ENVIRONMENTAL MANAGEMENT** | | | | | | | | | | | | |
| 1 | Skip Bins (x30) | Skip Bins (x30) | Greater Letaba | Greater Letaba | TBC | TBC | Purchased skip bins | GLM | 1 000 000 | 0 | 0 | 0 | 0 |
| 2 | Trolley bins | Trolley bins | Greater Letaba | Greater Letaba | TBC | TBC | Purchased trolley bins | GLM | 1 000 000 | 0 | 0 | 0 | 0 |
| 3 | Tractor | Tractor | Greater Letaba | Greater Letaba | TBC | TBC | Purchased tractor | GLM | 500 000 | 0 | 0 | 0 | 0 |
| 4 | Skip Truck | Skip Truck | Greater Letaba | Greater Letaba | TBC | TBC | Purchased skip truck | GLM | 1 200 000 | 0 | 0 | 0 | 0 |
| | **RECREATION AND OTHER FACILITIES** | | | | | | | | | | | | |
| 1 | Madumeleng/ Shotong sports complex | Madumeleng/Shotong sports complex | Greater Letaba | Madumeleng/ Shotong | TBC | TBC | Constructed sports complex | GLM | 5 500 000 | 0 | 0 | 0 | 0 |
| 2 | Ward 5 Community Hall | Ward 5 Community Hall | Greater Letaba | Ward 5 | TBC | TBC | Constructed community hall | GLM | 3 900 000 | 0 | 0 | 0 | 0 |
| 3 | Thakgalane Sports complex | Thakgalane Sports complex | Greater Letaba | Thakgalane | TBC | TBC | Constructed sports complex | GLM | 3 250 000 | 0 | 0 | 0 | 0 |
| 4 | Thakgalane Sports Complex | Thakgalane Sport Complex | Greater Letaba | Thakgalane | TBC | TBC | Constructed sports complex | MIG | 13 300 000 | 10 881 858 | 0 | 0 | 0 |
| 5 | Madumeleng/Shotong Sports Complex | Madumeleng/Shotong Sports Complex | Greater Letaba | Madumeleng/Shotong | TBC | TBC | Constructed sports complex | MIG | 13 300 000 | 9 486 057 | 0 | 0 | 0 |

## 5.4.4.4 GREATER TZANEEN MUNICIPALITY: SOCIAL SERVICES PROJECTS 2021

## PURCHASE OF OTHER PLANT

| Project No. | Project Name and Location | Project Description | Project Duration | | Five (5) Year Budget | | | | | Source of Funding | Implementation Agent |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | Start Date | Finish Date | 2021/22 | 2022/23 | 2023/24 | 2024/25 | 2025/26 | | |
| **CSD-38** | Grass cutting Machines | Purchase of Grass cutting Machines | 01-07-2024 | 30-06-2026 | | | | R800 000 | R800 000 | OWN | GTM |
| **ESD-39** | Power Generator for Aqua Park Booster Pump Station | Installation of Power Generator for Aqua Park Booster Pump Station | 01/07/2021 | 30/06/2022 | R600 000 | | | | | OWN | GTM |
| **ESD-40** | Fleet Management System | Purchase of Fleet Management System | 01/07/2021 | 30/06/2022 | R800 000 | | | | | OWN | GTM |
| **ESD-41** | Waste removal truck | Purchase of the Waste removal truck | 01/07/2021 | 30/06/2023 | R1 800 000 | R1 800 000 | | | | OWN | GTM |
| **ESD-42** | 1 x Trailer for traffic services | Purchase of 1 x Trailer for traffic services | 01/07/2021 | 30/06/2022 | R270 000 | | | | | OWN | GTM |
| **ESD-43** | Mayor's vehicle | Purchase of the Mayor's vehicle | 01/07/2021 | 30/06/2022 | R750 000 | | | | | OWN | GTM |
| **ESD-44** | Speaker's vehicle | Purchase of the Speaker's vehicle | 01/07/2021 | 30/06/2022 | R750 000 | | | | | OWN | GTM |
| **ESD-120** | Vehicle for Electrical Department | Purchase of vehicle for Electrical Department | 01/07/2021 | 30/06/2022 | R450 000 | | | | | OWN | GTM |

**EXTENSION AND REFURBISHMENT OF BUILDINGS**

| Project No. | Project Name and Location | Project Description | Project Duration | | Five (5) Year Budget | | | | | Source of Funding | Implementation Agent |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | Start Date | Finish Date | 2021/22 | 2022/23 | 2023/24 | 2024/25 | 2025/26 | | |
| **ESD-45** | New ablution block, offices and storage facility at Tzaneen testing grounds | Construction of New ablution block (4 x male and 4 female), offices and storage facility at Tzaneen testing grounds, | 01/07/2021 | 30/06/2022 | R 1 000 000 | | | | | OWN | GTM |
| **ESD-46** | Nkowankowa testing grounds | Painting inside, floor tiles access gate and fence | 01/07/2023 | 30/06/2024 | | | R1 500 000 | | | OWN | GTM |
| **ESD-119** | Tzaneen testing grounds | Painting inside, floor tiles, access gate and fence | 01/07/2023 | 30/06/2024 | | | R1 500 000 | | | OWN | GTM |
| **ESD-47** | Toilet block and change rooms in parks | New ablution block and change rooms | 01/07/2024 | 30/06/2025 | | | R1 500 000 | | | OWN | GTM |
| **ESD-48** | Shiluvane and Mulati | Carports and Guardroom and | 01/07/2024 | 30/06/2025 | | | R500 000 | | | OWN | GTM |

| Project No. | Project Name and Location | Project Description | Project Duration | | Five (5) Year Budget | | | | | Source of Funding | Implementation Agent |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | Start Date | Finish Date | 2021/22 | 2022/23 | 2023/24 | 2024/25 | 2025/26 | | |
| | library | painting, tiling and repairs to leaking roof | | | | | | | | | |
| **ESD-49** | Public toilets in Tzaneen | New floor tiles, painting, security gates | 01/07/2024 | 30/06/2025 | | | R700 000 | | | OWN | GTM |
| **ESD-50** | Public toilets in Nkowa | New floor tiles, painting, security gates | 01/07/2024 | 30/06/2025 | | | R200 000 | | | OWN | GTM |
| **ESD-51** | Public toilets in Letsitele | New floor tiles, painting, security gates | 01/07/2024 | 30/06/2025 | | | R200 000 | | | OWN | GTM |
| **ESD-52** | New ablution block, offices and storage facility at Nkowakowa testing grounds | Construction of New ablution facility 4X male and female toilet. Painting of existing wall, access gate and replacing tiles | 01/07/2024 | 30/06/2025 | | | | R1500 000 | | OWN | GTM |
| **ESD-53** | Ablution block in Sanlam centre | Construction of New ablution block | 01/07/2023 | 30/06/2024 | | | R1 500 000 | | | OWN | GTM |
| **ESD-54** | New sleeping quarters at Tzaneen dam | Construction of Sleeping quarters and new kitchen | 01/07/2023 | 30/06/2024 | | | R1 500 000 | | | OWN | GTM |
| **ESD-55** | New sleeping quarters for electrical department | Construction of Sleeping quarters and new kitchen | 01/07/2023 | 30/06/2024 | | | R1 500 000 | | | OWN | GTM |
| **ESD-56** | New sleeping quarters at Georges valley treatment plant | Construction of Sleeping quarters and new kitchen | 01/07/2023 | 30/06/2024 | | | R1 500 000 | | | OWN | GTM |
| **ESD-57** | New sleeping quarters at Nkowankowa plumbers workshop | Construction of Sleeping quarters and new kitchen | 01/07/2023 | 30/06/2024 | | | R1 500 000 | | | OWN | GTM |
| **ESD-58** | New sleeping quarters at Tzaneen plumbers workshop | Construction of Sleeping quarters and new kitchen | 01/07/2023 | 30/06/2024 | | | R1 500 000 | | | OWN | GTM |
| **ESD-59** | New sleeping quarters at Letsitele water treatment works | Construction of Sleeping quarters and new kitchen | 01/07/2023 | 30/06/2024 | | | R1 500 000 | | | OWN | GTM |
| **ESD-60** | Airfield fencing | New concrete palisade fencing | 01/07/2023 | 30/06/2024 | | | R1 500 000 | | | OWN | GTM |
| **ESD-61** | Mechanical workshop | Painting of the entire workshop, revamping for heavy vehicles and paving road to workshop | 01/07/2023 | 30/06/2024 | | | R1 000 000 | | | OWN | GTM |
| **ESD-62** | Diagnostic machine for the workshop and replacement of hydrolicjack & toolbox | Purchase of Diagnosis Mechanical and replacement of Hydrolicjack tools for the workshop | 01/07/2023 | 30/06/2024 | | | R500 000 | | | OWN | GTM |
| **ESD-63** | The chlorine dosage | New installation | 01/07/2023 | 30/06/2024 | | | R300 000 | | | OWN | GTM |

| Project No. | Project Name and Location | Project Description | Project Duration | | Five (5) Year Budget | | | | | Source of Funding | Implementation Agent |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | Start Date | Finish Date | 2021/22 | 2022/23 | 2023/24 | 2024/25 | 2025/26 | | |
| | rooms for all water treatment plant | extracor fans for chlorine and sensors for chlorine | | | | | | | | | |
| **ESD-64** | The chlorine dosage rooms for all water treatment plant | New installation extracor fans for chlorine and sensors for chlorine | 01/07/2023 | 30/06/2024 | | | R300 000 | | | OWN | GTM |
| **ESD-65** | Concrete palisade fence at Lenyenye cemetery | Erection of concrete palisade fence at Lenyenye cemetery | 01/07/2021 | 30/06/2022 | R2 000 000 | | | | | OWN | GTM |
| **ESD-66** | Ablution block with change room at Lesedi Regional Cemetery (Lenyenye) | Construction of ablution facility at cemetery between Lesedi Regional cemetery (Lenyenye) | 01/07/2023 | 30/06/2024 | | | R150 000 | | | OWN | GTM |
| **ESD-67** | Storeroom with guard house at Lesedi Regional cemetery (Lenyenye) | Construction of Storeroom with ablution at Lesedi Regional cemetery (Lenyenye) | 01/07/2023 | 30/06/2024 | | | R800 000 | | | OWN | GTM |
| **ESD-68** | Environmental Impact Study at Lesedi Regional Cemetery (Lenyenye | Conducting Environmental impact study and monitoring construction of the cemetery | 01/07/2023 | 30/06/2024 | | | R400 000 | | | OWN | GTM |
| **ESD-69** | Earthworks at Lesedi Regional cemetery (Lenyenye) | Mass excavation to remove unsuitable material & replacing it with suitable material from commercial sources including compaction. conducting full Environmental Impact study | 01/07/2023 | 30/06/2024 | | | R1 000 000 | | | OWN | GTM |
| **ESD-70** | Ablution with change room at Nkowankowa cemetery | Construction of ablution facility with change room | 01/07/2023 | 30/06/2024 | | | R1 200 000 | | | OWN | GTM |
| **ESD-71** | Earthworks with full Environmental Impact Assessment study and designs at Nkowankowa cemetery | Mass excavation to remove unsuitable material & conducting Environmental Impact study | 01/07/2023 | 30/06/2024 | | | R1 000 000 | | | OWN | GTM |
| **ESD-72** | Agatha cemetery extension at Tzaneen | Fencing Agatha cemetery extension | 01/07/2023 | 30/06/2024 | | | R1 000 000 | | | OWN | GTM |
| **ESD-73** | Earthworks with road construction at Tzaneen | Mass excavation to remove unsuitable material | 01/07/2023 | 30/06/2024 | | | R1 000 000 | | | OWN | GTM |
| **ESD-75** | Guardroom at Nkowa testing ground | Construction of new guard house | 01/07/2023 | 30/06/2024 | | | R500 000 | | | OWN | GTM |
| **ESD-76** | Guardroom at Tzaneen | Construction of new guard house | 01/07/2023 | 30/06/2024 | | | R500 000 | | | OWN | GTM |

| Project No. | Project Name and Location | Project Description | Project Duration | | Five (5) Year Budget | | | | | Source of Funding | Implementation Agent |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | Start Date | Finish Date | 2021/22 | 2022/23 | 2023/24 | 2024/25 | 2025/26 | | |
| | testing ground | | | | | | | | | | |
| **ESD-77** | Concrete palisade fence at Nkowakowa cemetery | Erection of concrete palisade fence at Nkowakowa cemetery | 01/07/2021 | 30/06/2022 | R2 000 000 | | | | | OWN | GTM |
| **ESD-78** | Fencing at Tzaneen cemetery | Construction of new clear view fencing | 01/07/2023 | 30/06/2024 | | | R1 600 000 | | | OWN | GTM |
| **ESD-79** | Archive storage at Tzaneen testing ground | Construction of new archive storage | 01/07/2023 | 30/06/2024 | | | R1 200 000 | | | OWN | GTM |
| **ESD-80** | Heanertzburg library sleeping quarters | Construction of sleeping quarters and kitchen | 01/07/2023 | 30/06/2024 | | | R1 500 000 | | | OWN | GTM |
| **ESD-81** | Ablution facility at Tzaneen | Construction of ablution facility | 01/07/2023 | 30/06/2024 | | | R800 000 | | | OWN | GTM |
| **ESD-82** | Furniture for sport and recreation facilities at Juliesberg, Burgersdorp, Runnymede, Lenyenye, Nkowankowa | Purchasing furniture for sport & recreation facilities | 01/07/2023 | 30/06/2024 | | | R300 000 | | | OWN | GTM |
| **ESD-83** | Clear view Fencing at Civic Centre and Stores | Construction of Clear view Fencing at Civic Centre and Stores | 01/07/2024 | 01/06/2025 | | | | R1000 000 | | OWN | GTM |
| **ESD-84** | Civic centre roof | Construction of civic centre roof | 01/07/2021 | 30/06/2022 | R3 500 000 | | | | | OWN | GTM |
| **ESD-85** | Civic centre building | Upgrading of civic centre building | 01/07/2023 | 30/06/2024 | | | R10 000 000 | | | OWN | GTM |
| **ESD-86** | Nkowakowa offices (Old Home Affairs building) | Renovation of Nkowakowa offices (Old Home Affairs building) | 01/07/2022 | 30/06/2023 | | R800 000 | | | | OWN | GTM |
| **ESD-** | Electricity connection at Runnymede Sport Facility | Electricity connection at Runnymede Sport Facility | 01/07/2022 | 30/06/2023 | R500 000 | | | | | OWN | GTM |

| Project No. | Project Name and Location | Project Description | Project Duration | | Five (5) Year Budget | | | | | Source of Funding | Implementation Agent |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | Start Date | Finish Date | 2021/22 | 2022/23 | 2023/24 | 2024/25 | 2025/26 | | |
| **EED-87** | Installation of High Mast Lights at Nkowankowa | Install Apollo lights | 01-07-2021 | 30-06-2022 | R650 000 | | | | | MIG | GTM |
| **EED-88** | Installation of High Mast Lights at Petanenge | Install Apollo lights | 01-07-2021 | 30-06-2022 | R650 000 | | | | | MIG | GTM |

| | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|
| **EED-89** | Installation of High Mast Lights at Zanghoma/Mariveni | Install Apollo lights | 01-07-2021 | 30-06-2022 | R650 000 | | | | | MIG | GTM |
| **EED-90** | Installation of High Mast Lights at Moime and Shikwambana | Install Apollo lights | 01-07-2021 | 30-06-2022 | R650 000 | | | | | MIG | GTM |
| **EED-91** | Installation of High Mast Lights at Lusaka | Install Apollo lights | 01-07-2021 | 30-06-2022 | R650 000 | | | | | MIG | GTM |
| **EED-92** | Installation of High Mast Lights at Sethong | Install Apollo lights | 01-07-2021 | 30-06-2022 | R650 000 | | | | | MIG | GTM |
| **EED-93** | Installation of High Mast Lights at Moleketla | Install Apollo lights | 01-07-2021 | 30-06-2022 | R650 000 | | | | | MIG | GTM |
| **EED-94** | Installation of High Mast Lights at Xihoko | Install Apollo lights | 01-07-2024 | 30-06-2025 | | | | R 1 100 000 | | MIG | GTM |
| **EED-95** | Installation of High Mast Lights at Mandlakazi | Install Apollo lights | 01-07-2024 | 30-06-2025 | | | | R 1 100 000 | | MIG | GTM |
| **EED-96** | Installation of High Mast Lights at Burgersdorp | Install Apollo lights | 01-07-2024 | 30-06-2025 | | | | R 1 250 000 | | MIG | GTM |
| EED-129 | Installation of High Mast Lights at Sunnyside 4-way | Install Apollo lights | 01-07-2021 | 30-06-2022 | R650 000 | | | | | MIG | GTM |

## HIGH MAST & STRATEGIC LIGHTS

## ELECTRICITY UPGRADE AND MAINTANCANCE

| Project No. | Project Name and Location | Project Description | Project Duration | | Five (5) Year Budget | | | | | Source of Funding | Implementation Agent |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | Start Date | Finish Date | 2021/22 | 2022/23 | 2023/24 | 2024/25 | 2025/26 | | |
| **EED-97** | Connections (Consumer Contribution) | New Electricity Connections (Consumer Contribution) | 01-07-2020 | 30-06-2023 | R10 000 000 | R10 000 000 | R10 000 000 | | | Own (Service Contributions) | GTM |
| **EED- 98** | Prepaid meters and infrastructure in phases (Talana Politsi, Mieliekloof and Tarentaalrand) | Renewal Repairs and maintenance on Prepaid meters and infrastructure) in phases (Talana Politsi, Mieliekloof & Tarentaalrand) | 01-07-2020 | 30-06-2024 | | | | R500 000 | | OWN | GTM |
| **EED-99** | Urban distribution networks | Miniature substation Urban distribution networks in phases | 01-07-2023 | 30-06-2025 | | | | R1 000 000 | R1 000 000 | OWN | GTM |
| **EED-100** | 11kv cables Tzaneen CBD in phases | Replacing 11kv cables due to required increase in capacity | 01-07-2023 | 30-06-2025 | | | | R3 000 000 | R3 000 000 | OWN | GTM |
| **EED-101** | 2 x 15 MVA 66/11 Kv Transformers with 2 x 20 MVA at Tzaneen Main sub Phase 1 and 2 | Replace 2 x 15 MVA 66/11 Kv Transformers with 2 x 20 MVA at Tzaneen Main sub Phase 1 and 2 | 01-07-2022 | 30-06-2023 | | | | R5 000 000 | | OWN | GTM |

| Project No. | Project Name and Location | Project Description | Project Duration | | Five (5) Year Budget | | | | | Source of Funding | Implementation Agent |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | Start Date | Finish Date | 2021/22 | 2022/23 | 2023/24 | 2024/25 | 2025/26 | | |
| **EED- 102** | 11 kV and 33 kV Auto reclosers per annum (x5) | Replace 11 kV and 33 kV Auto reclosers per annum | 01-07-2020 | 30-06-2025 | | | | R1 500 000 | R1 500 000 | OWN | GTM |
| **EED-103** | Monitoring system on GTM electrical network | Install scada monitoring system on GTM electrical network | 01-07-2023 | 30-06-2025 | | | | R1 000 000 | R3 000 000 | OWN | GTM |
| **EED-104** | 11kv Feeder from Western sub to Industrial area | New 11kv Feeder from Western sub to Industrial area | 01-07-2023 | 30-06-2025 | | | | R1 000 000 | R3 000 000 | OWN | GTM |
| **EED-105** | Valencia 11Kv lines in phases | Rebuilding of Valencia 11 kv lines | 01-07-2023 | 30-06-2025 | R0 | | | | R3 000 000 | OWN | GTM |
| **EED-130** | Electricity connection at Runnymede Sport Facility | Installation of electricity connection | 01-07-2021 | 30-06-2022 | R500 000 | | | | | OWN | GTM |

## UPGRADE & MAINTAINANCE OF SPORTS AND RECREATIONAL FACILITIES

| Project No. | Project Name and Location | Project Description | Project Duration | | Five (5) Year Budget | | | | | Source of Funding | Implementation Agent |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | Start Date | Finish Date | 2021/22 | 2022/23 | 2023/24 | 2024/25 | 2025/26 | | |
| **EED-106** | Lenyenye Stadium Phase 2 | Upgrading of Lenyenye Stadium Phase 2 | 01/07/2022 | 30/06/2024 | | | R2 000 000 | | | MIG | GTM |
| **ESD-107** | Runnymede Sport Facility Phase 2 | Construction of Runnymede Sport Facility Phase 2 | 01/07/2023 | 30/06/2024 | | | R2 000 000 | | | MIG | GTM |
| **ESD – 131** | Leretjeni Sports Complex | Construction of Leretjeni Sports complex at Leretjene village | 01/07/2023 | 30/06/2024 | | | R1 000 000 | | | | GTM |

## UPGRADE & MAINTAINANCE OF COMMUNITY HALLS

| | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|
| **ESD-108** | Bulamahlo Community hall | Construction of Bulamahlo Community hall | 01/07/2023 | 30/06/2024 | | | R2 000 000 | | | MIG | GTM |

## 5.4.4.5 MARULENG LOCAL MUNICIPALITY SOCIAL SERVICES PROJECTS 2021

**Strategic Objective: Improve community well-being through accelerated service delivery**

**Priority Issues: Recreation & other facilities**

| Project Name | Project Description | Project Location | Baseline | Annual Performance Indicator | Annual Target | Medium Term Expenditure Framework | | | Implementing Agent |
|---|---|---|---|---|---|---|---|---|---|
| | | | | | | 2021/2022 | 2022/2023 | 2023/2024 | |
| Fencing of cemeteries | Fencing of community cemeteries | Maruleng villages | 5 | Number of cemeteries fenced | 4 | 2,000,000 | 1,500,000 | 1,000,000 | MLM |
| Lorraine community hall | Development of designs of community hall | Lorraine (Ward 12) | Designs completed | Designs of community hall completed | Brickwall completed | 9,800,000 | - | - | MLM |
| Calais sports field | Construction of Calais sports field | Calais | 80% | % of sports field constructed | 20% | 1,850,000 | - | - | MLM |

**OTHER ASSETS**

| Project Name | Project Description | Project Location | Baseline | Annual Performance Indicator | Annual Target | Medium Term Expenditure Framework | | | Implementing Agent |
|---|---|---|---|---|---|---|---|---|---|
| | | | | | | 2021/2022 | 2022/2023 | 2023/2024 | |
| Vehicles | Purchasing of municipal vehicles | Municipality | 7 cars & one waste truck | Number of vehicles purchased | 1 compactor | 3,000,000 | 2,500,000 | 5,500,000 | MLM |
| Air-conditioners | Purchasing of Air-conditioners | Municipality | 30 air conditioners | Number of air conditioners Purchased | 15 | 250,000 | 200,000 | 200,000 | MLM |
| Access control | Installing of access control equipment | Municipality | New | Number of access control equipment installed | 2 | 500,000 | 450,000 | 500,000 | MLM |
| IT Equipment | Purchasing of IT equipment | Municipality | laptops | Number of IT equipment purchased | 50 laptops purchased | 600,000 | 270,000 | 250,000 | MLM |

| | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| Software | Regular upgrading of software | Municipality | Software updated | Software updated | Software updated | - | 450,000 | 500,000 | MLM |
| Office furniture | Purchasing of office furniture | Municipality | 3 Executive Tables,3 ordinary tables, 65 high back chairs,70 visitors chairs | Number of office furniture purchased | 20 tables and 70 chairs | 1,000,000 | 850,000 | 900,000 | MLM |
| Plant and Equipment | Purchasing of plant and equipment (lawn mowers) | Municipality | New | Number of lawn mover purchased | 5 lawn mowers&1 generator | 850,000 | 150,000 | 200,000 | MLM |
| Office Equipment | Purchasing of office equipment | Maruleng municipal Offices | 2 printers , 2 microwaves | Number of office equipment purchased | 5 | 650,000 | 370,000 | 320,000 | MLM |

**PROJECTS**

| No | Project name | Project Description | Local Municipality | Location | | | Performance indicator | Implementing Agent | Budget | | | Cost Estimate | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | Ward/ Village | Coordinates | | | | 2021/22 | 2022/23 | 2023/24 | 2024/25 | 2025/26 |
| | | | | | Lat | Long | | | | | | | |
| 1 | Disaster Risk Management (DRM) awareness campaign | Awareness campaigns on disaster risks and management | MLM | | | | Number of awareness campaigns on disaster risks management held | MLM | 500,000 | 521,000 | 543,924 | 0 | 0 |
| 2 | DRM strategic Planning session | Strategic planning session on DRM | MLM | | | | Number DRM strategic planning session held | MLM | 0 | 0 | 0 | 0 | 0 |
| 3 | Review of the DRM Plan | DRM Plan review | MLM | | | | Number of Disaster Risk Management plan reviewed | MLM | OPEX | OPEX | OPEX | | |

## 5.4.4.6 BA-PHALABORWA MUNICIPALITY: SOCIAL SERVICES PROJECTS 2021

**KPA 2: Basic Services and Service Delivery**

| | Sector / KPA | Operations and Maintenance Projects | | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | 2021/22 | | | | 2022/23 | | | 2023/24 | | | 2024/25 | 2025/26 | |
| | | Project No. | Project | Cost (R'000) | Funding | Project | Cost (R'000) | Funding | Project | Cost (R'000) | Funding | Project | Project | |
| | **Waste Management** | | | | | Review Integrated Waste Management Plan | 300 | BPM | | | | | | |
| | | | | | | Rehabilitation of Gravelotte landfill site | 500 | BPM | | Rehabilitation of Gravelotte landfill site | 2m | | | |
| | | | | | | Rehabilitation of Namakgale landfill site | 500 | BPM | | Rehabilitation of Namakgale landfill site | | | | |
| | **Parks** | | Parks signage board | 100 | BPM | Parks signage board | 400 | BPM | Parks signage board | 450 | BPM | Parks signage board | Parks signage board | |
| | | | Purchasing of nursery plants/ Greening | 34 | BPM | Purchasing of nursery plants | 300 | BPM | Purchasing of nursery plants | 350 | BPM | Purchasing of nursery plants | Purchasing of nursery plants | |
| | | | | | | Develop Greening and open spaces POLICY | 300 | Own | | | | | | |
| | | | | | | Poles for fencing of parks | 100 | BPM | Poles for fencing of parks | 150 | BPM | | | |
| | Traffic and Licencing | | Upgrade public facilities such as steel benches and provide for disabled persons | 75 | Own | | | | | | | | | |
| | | | Review of Integrated Transport Plan | 1 400 | Own | | | | | | | | | |
| | | | | | | Renovate traffic and pedestrian system for road safety purpose at checkers to taxi rank | 2 000 | Own | Renovate traffic and pedestrian system for road safety purpose at checkers to taxi rank | 2 000 | Own | | | |

| | Sector / KPA | Operations and Maintenance Projects | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | 2021/22 | | | | 2022/23 | | | 2023/24 | | | 2024/25 | 2025/26 |
| | | Project No. | Project | Cost (R'000) | Funding | Project | Cost (R'000) | Funding | Project | Cost (R'000) | Funding | Project | Project |
| | | | | | | Upgrade fleet **and** procure people carrier/ mobile office van & LDV fully equipped and fitted | 1.3m | OWN | | | | | Procure lift back tow truck for the traffic pound facility |
| | | | | | | **Increase filing system capability to National compliance levels.- Purchase "zippel" systems** | 640 | BPM | Increase filing system capability to National compliance levels.- Purchase "zippel" systems | 700 | BPM | | |
| | | | | | | Investigate and implement a functional street nameplate system to be implemented as a multi-year ongoing project | 1 000 | Own | | | | | |
| | | | | | | Design and construct a new drivers licence testing and issue facility and Disaster/ emergency control room and all applicable legal requirements | 3 000 | Own | Design and construct a new drivers licence testing and issue facility and Disaster/ emergency control room all applicable legal requirements | 3 000 | Own | Design and construct a new drivers licence testing and issue facility and all applicable legal requirements | |
| | | | | | | | | | Procure an LDV mounted automatic spraying unit to ensure fast painting and staff safety on major or well used roads | 1 300 | Own | | |
| | | | | | | | | | | | | Procure hand held Licence scanners and | |

| | Sector / KPA | Operations and Maintenance Projects | | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | 2021/22 | | | | 2022/23 | | | 2023/24 | | | 2024/25 | 2025/26 | |
| | | Project No. | Project | Cost (R'000) | Funding | Project | Cost (R'000) | Funding | Project | Cost (R'000) | Funding | Project | Project | |
| | | | | | | | | | | | | car mounted Dashcams with direct and instant live download | | |
| | | | | | | | | | | | | Procure and Implement Draeger evidential breath analyzer unit | | |
| | | | | | | | | | | | | Re-submit plans and construction of junior cycle tracks | | |
| | | | | | | | | | | | | | Establish a Traffic Vehicle Pound | |
| | Electricity | | Replacement of old 11kV underground cables | 12 000 | BPM | Replacement of old 11kV underground cables | 10 000 | BPM | Replacement of old 11kV underground cables | 10 000 | BPM | | | |
| | | | Installation of remote control in Substations | 4 000 | BPM | Installation of remote control in Substations | 4 000 | BPM | Installation of remote control in Substations | 4 000 | BPM | | | |
| | | | Extension 1: Upgrading of Single phase network. Phase 3: | 5 000 | BPM | BPM | Extension 1: Upgrading of Single phase network. Phase 4 | 5 000 | own | | | | | |
| | | | Replacement of 11kV overhead Line from Main Substation to Cleaveland Sub | 2 700 | BPM | BPM | Replacement of Feeder no 1 from Selati to Main Substation | 4 500 | own | | | | | |
| | | | | | | Replacement of | 500 | Own | Replacement of | 750 | Own | | | |

| | Sector / KPA | Operations and Maintenance Projects | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | 2021/22 | | | | 2022/23 | | | 2023/24 | | | 2024/25 | 2025/26 |
| | | Project No. | Project | Cost (R'000) | Funding | Project | Cost (R'000) | Funding | Project | Cost (R'000) | Funding | Project | Project |
| | | | | | | metering kiosks | | | metering kiosks | | | | |
| | | | | | | Procure Service Provider to do load flow study and Determine Relay settings for proper circuit breaker discrimination on 11kV network | 500 | Own | | | | | |
| | | | | | | Installation of radio communication in Substations | 200 | Own | | | | | |
| | | | | | | Integration of Selati Substation into SCADA system | 200 | Own | | | | | |
| | | | | | | Upgrading of Lantana Substation | 3 000 | Own | Own | Upgrading of ext 2 substation | 2 500 | own | |
| | | | | | | Upgrading of Wildevy Substation | 3 000 | Own | | | | | |
| | | | | | | Procurement of new Cherry Picker trailer | 800 | Own | | | | | |
| | | | | | | Installation of 8 High Masts in wards: as per ward needs analysis | 4 100 | Own | Installation of 8 High Masts in wards: as per ward needs analysis | 4 100 | own | | 9) Installation of 8 High Masts in wards: as per ward needs analysis |
| | | | | | | Replacement of Old Miniature substations | 3 500 | Own | Replacement of Old Miniature substations | 3 500 | | | |
| | | | | | | Replacement of Stadium Floodlights at Impala Park | 1 500 | Own | | | | | |
| | **Roads** | | Upgrading of Zorba Parking area from Tar to pavement blocks. | 350 | Own | Rehabilitation Of Phosphate Street in Ward 01 | 2 200 | Own | Upgrading of HI-Q Parking area from tar to pavement blocks | 800 | Own | | |

| | Sector / KPA | Operations and Maintenance Projects | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | 2021/22 | | | | 2022/23 | | | 2023/24 | | | 2024/25 | 2025/26 |
| | | Project No. | Project | Cost (R'000) | Funding | Project | Cost (R'000) | Funding | Project | Cost (R'000) | Funding | Project | Project |
| | | | | | | Roads And Storm Water Master Plan | 3 200 | Own | Rehabilitation Of Desmond Tutu Street in Ward 01 | 3 500 | Own | Rehabilitation Of Asibasabi Street in Ward 07 | 3 750 |
| | | | | | | Rehabilitation Of Kagiso Street Ward in 07 | 3 800 | BPM | Rehabilitation Of Ngungunyani Street in Ward 14 | 2 100 | BPM | | |
| | | | | | | Rehabilitation Of Stimela Street in Ward 19. | 3 200 | BPM | Rehabilitation Of Hansparrow Street in Ward 12 | 1 000 | BPM | | |
| | | | | | | Rehabilitation Of Khomanani Street / Post Office To Shiphamele P.School Ward 14 | 7 500 | BPM | BPM | Construction Of Makhushane To Sebera Culvert | 1 500 | Own | |
| | | | | | | Rehabilitation Of Impala Street (Phalaborwa Fm) In Namakgale Ward 04 | 1 500 | BPM | BPM | Mashishimale Lejori Access Bridge Ward 10 | 6 500 | Own | |
| | **Building** | | Palisade fencing at Namakgale entrance park | 400 | Own | Pallisade fencing at White house offices. | 1 200 | own | Pallisade fencing at Namakgale cemeteries | 4 500 | own | | |
| | | | Development of Markets stalls Namakgale and Lulekani | 300 | Own | | | | | | | | |
| | | | Renovation of Whitehouse Office ( CAE Office and Parking Area) | 600 | Own | | | | | | | | |
| | | | Establish a temporary control room to share with council complaints system and SAPS/Traffic enforcement and emergency response. | 250 | Own | | | | | | | | |
| | | | | | | Pallisade fencing at Bollanoto | 1 100 | own | Pallisade fencing at Lulekani stadium | 4 500 | BPM | | |
| | | | | | | | | | Pallisade fencing at old | 4 000 | BPM | | |

| | Sector / KPA | Operations and Maintenance Projects | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | 2021/22 | | | | 2022/23 | | | 2023/24 | | | 2024/25 | 2025/26 |
| | | Project No. | Project | Cost (R'000) | Funding | Project | Cost (R'000) | Funding | Project | Cost (R'000) | Funding | Project | Project |
| | | | | | | | | | Lulekani cemeteries. | | | | |
| | | | Total | 27 209 | | | | | | | | | |

## 5.4.4.7 DEPARTMENT OF SPORT, ARTS AND CULTURE: MOPANI DISTRICT INFRASTRUCTURE PROJECTS

| No | Project Name | Project Description | Local Municipality | Location | | | Performance Indicator | Implementing Agent | Budget | | | Cost Estimate | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | Ward/Village | Coordinates | | | | 2021/22 | 2022/23 | 2023/24 | 2024/25 | 2025/26 |
| | | | | | Lat | Long | | | | | | | |
| 1 | Runnymade Library | Building of New Libraries | Greater Tzaneen | N'wamitwa Village | N/A | N/A | Building of New Libraries | DSAC (IDT) | 9 845 873 | 0 | 0 | 0 | 0 |
| 2 | Timamogolo Modular Lib.. | Upgrading of libraries | Maruleng | Tickline Village | N/A | N/A | Upgrading of libraries | DSAC (DPWR&I) | 500 000 | 0 | 0 | 0 | 0 |
| 3 | Muyexe Library | Maintenance of existing libraries | Greater Giyani | Muyexe Village | N/A | N/A | Maintenance of existing libraries | DSAC (DPWR&I) | 620 000 | 0 | 0 | 0 | 0 |
| 4 | Makhuva Library | Maintenance of existing libraries | Greater Giyani | Makhuva Village | N/A | N/A | Maintenance of existing libraries | DSAC (DPWR&I) | 460 000 | 0 | 0 | 0 | 0 |
| 5 | Metz Library | Maintenance of existing libraries | Maruleng | Metz Village | N/A | N/A | Maintenance of existing libraries | DSAC (DPWR&I) | 300 000 | 0 | 0 | 0 | 0 |

## 5.4.4.8 DEPARTMENT OF EDUCATION PROJECTS 2021

| PROJECTS | | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| No | Project name | Project Description | Local Municipality | Location | | | Performance indicator | Implementing Agent | Budget | | | Cost Estimate | |
| | | | | Ward/ Village | Coordinates | | | | 2021/22 | 2022/23 | 2023/24 | 2024/25 | 2025/26 |
| | | | | | Latitude | Longitude | | | | | | | |
| 1 | Baranuka Secondary | Construct 12 classrooms, Medium Admin block, Septic tank. Refurbish 24 existing classrooms, replacemement of roofs, floors and general renovations of all the classrooms. Construct 2 Multipurpose classrooms to augment Admin block space. | Ba-Phalaborwa | | -23,857106 | 31,048578 | | IDT | 2 000 | 9 000 | 8 000 | 0 | |
| 2 | Chameti Secondary (to merge with NwaKhada Secondary) | Construct 14 classrooms, Medium Admin block, 10 additional enviroloos and septic tank. Refurbish 13 enviroloos. Demolish 10 classrooms, storeroom, 4 plain pit toilets. Upgrade borehole and provide 25KL water tanks | Greater Giyani | | -23,59725 | 30,90047 | | LDPWR&I | 2 000 | 6 000 | 4 350 | 0 | |
| 3 | Chuchekani Primary | Refurbish 4 educators' flushing toilets. Construct 44 ordinary waterborne toilets, 12 x Grade R waterborne toilets. Drill and equip borehole and provide 60KL water storage tanks. Demolish 16 plain pit toielts | Ba-Phalaborwa | | -23,878482 | 31,061591 | | The Mvula Trust | 2 850 | 2 850 | 300 | 0 | |
| 4 | D.Z.J. Mtebule Secondary | Construct 28 classrooms, Medium Admin block, septic tank, steel palisade fence. Refurbish 2 x 4 | Greater Tzaneen | | -23,88575 | 30,298931 | | IDT | 2 000 | 8 000 | 7 750 | 1 250 | 1 250 |

| | | | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | classrooms blocks and 1 x 2 classroom block with the Principal Office, 2 x 12 seats waterborne toilets. Demolish 2 classrooms. Drill equip borehole and provide 80KL water storage tanks. Refurbish 34 waterborne toilets | | | | | | | | | | | |
| 5 | Diphuti Primary | Construct 16 ordinary classrooms, 4 x Grade R facilities, Large Admin block, 1 x Multipurpose Classroom. Refurbish 8 classrooms. Demolish 10 classrooms. | Maruleng | | -24,358986 | 30,669425 | | LDPWR&I | 2 000 | 7 000 | 5 250 | 0 | |
| 6 | Diphuti Primary | Construct 41 ordinary enviroloos, 8 x Grade R waterborne toilets, Steel Palisade fence and Guard House and a new septic tank. Refurbish 7 existing enviroloos, septic tank and borehole and provide 45kl water storage tanks. Demolish 10 plain pit toilets | Maruleng | | -24,358986 | 30,669425 | | The Mvula Trust | 5 000 | 4 500 | 500 | 0 | |
| 7 | Favasi Primary | Construct 8 ordinary classrooms, 4 x Grade R facilities, Medium Admin block, Septic tank, Steel 8 Palisade fence. | Greater Tzaneen | | -23,73780685 | 30,37092693 | | IDT | 2 000 | 6 000 | 3 400 | 0 | |
| 8 | Femane Primary | Construct 10 ordinary enviroloo, 6 x Grade R waterborne toilets, septic tank. Upgrade borehole and provide 25KL Water storage tank. Refurbish 8 ordinary enviroloos. Demolish 12 pit toilets. | Greater Tzaneen | | -23,499176 | 30,40748 | | The Mvula Trust | 1 900 | 100 | 0 | 0 | |
| 9 | Fobeni | Construct 20 ordinary enviroloos, | Greater | | -23,70366 | 30,3315 | | LDoE | | | | 0 | 0 |

| | | | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | Secondary | and septic tank. Refurbish existing borehole and provide 15KL ater storage tanks. Demolish 24 pit toilets | Tzaneen | | | | | | 1 900 | 1 900 | 200 | | |
| 10 | Fofoza Prmary | Construct 20 new ordinary enviroloos, 12 Grade R waterborne toilets, 6 waterborne toilets for teachers, Septic tank. Upgrade existing borehole and provide 80KL water storage tanks on tank stands. Refurbish 16 existing enviroloos | Greater Tzaneen | | -23,729644 | 30,404615 | | The Mvula Trust | 400 | 3 600 | 400 | 0 | 0 |
| 11 | Gwambeni Secondary (Phase 2) | Construct 5 ordinary classrooms, septic tank, Medium Admin block, and 12 enviroloos. Demolish 8 classrooms | Greater Tzaneen | | -23,65448 | 30,48483 | | IDT | 2 000 | 6 550 | 450 | 0 | 0 |
| 12 | Haenesburg Primary | Construct 8 ordinary classrooms, 2 x Grade R facilities. Demolish 12 asbestos classrooms Relocate 4 mobiles. | Greater Tzaneen | | -23,946827 | 29,94413 | | ITRU | 2 000 | 5 600 | 400 | 0 | 0 |
| 13 | Hawuka Secondary | Construct 12 classrooms, Medium Admin block. Demolish 14 classrooms . Upgrade fence | Greater Giyani | | -23,355067 | 30,529953 | | IDT | 2 000 | 6 000 | 3 400 | 0 | 0 |
| 14 | Hipambukile Primary | Construct 14 ordinary enviroloos, 6 x Grade R waterborne toilets, new Septic tank, Steel Palisade fence and Guard House. Refurbish 18 available enviroloos. Refurbish existing borehole and provide 35KL water storage. Demolish 7 pit toilets | Greater Giyani | | -22,777377 | 30,334316 | | The Mvula Trust | 4 000 | 3 600 | 400 | 0 | 0 |

| | | | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| 15 | Hipambukile Primary | Construct 5 ordinary classrooms, 3 x Grade R facilities, Medium Admin block. Refurbish 11 classrooms. | Greater Giyani | | -22,777377 | 30,334316 | | LDPWR&I | 2 000 | 8 000 | 1 400 | 0 | 0 |
| 16 | Hlaneki Primary | Construct 26 ordinary enviroloos, 9 x Grade R waterborne toilets, new septic tank, Steel palisade fence, and Guard House. Refurbish existing septic tank. Refurbish 12 enviroloos. Drill and equip borehole. Refurbish existing borehole and provide 35 KL water storage tanks. Demolish 10 plain pit toilets | Greater Giyani | | 23,289068 | 0,505821 | | The Mvula Trust | 5 000 | 4 500 | 500 | 0 | 0 |
| 17 | Hovheni Primary | Construct 4 ordinary enviroloos, 4 Grade R waterborne toilets, Septic tank. Upgrade borehole and provide 15KL Water storage tanks. Refurbish 8 enviroloos. Demolish 20 pit toilets. | Greater Tzaneen | | 24,099709 | 0,332208 | | The Mvula Trust | 1 900 | 100 | - | 0 | 0 |
| 18 | Kgolakalelem e Secondary | Construct 36 ordinary enviroloos, steel palisade fence and guard house. Refurbish 4 enviroloos, septic tank, borehole & provide 25KL Water storage tanks | Greater Letaba | | -23,60956 | 30,012608 | | The Mvula Trust | 5 000 | 3 550 | 450 | 0 | 0 |
| 19 | Kgopsane Primary (Multigrade Teaching) | Refurbish 2 x 5 and 1 x 3 classroom block classroom blocks infested by temites (Replace roof structures). | Ba-Phalabor wa | | -23,932309 | 31,044394 | | ITRU | 3 500 | 6 000 | 500 | 0 | 0 |
| 20 | Khataza Secondary | Construct 17 ordinary enviroloos, new septic tank, Steel Palisade Fence and Guard House. Refurbish | Greater Tzaneen | | -24,044266 | 30,277717 | | The Mvula Trust | 3 000 | 3 650 | 350 | 0 | 0 |

| | | | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | 19 enviroloos. Upgrade existing borehole and and provide 45KL water storage tank. | | | | | | | | | | | |
| 21 | Khekhutini Primary | Construct 27 ordinary enviroloos, 8 x Grade R waterborne toilets, new septic tank, steel palisade fence and guard house. Refurbish 8 enviroloos. Refurbish existing borehole and provide 23KL water storage tank. Demolish 15 plain pit toilet. | Greater Letaba | | -23,62094 | 30,321522 | | The Mvula Trust | 5 000 | 3 550 | 450 | 0 | 0 |
| 22 | Khesethwane Secondary | Construct 31 ordinary enviroloos, and septic tank. Refurbish existing borehole and provide 25KL water storage tanks. Demolish 21 plain pit toilets | Greater Tzaneen | | -23,597621 | 30,53962 | | LDoE | 2 375 | 2 375 | 250 | 0 | 0 |
| 23 | Khomanani Mbhalati Secondary | Construct new septic tank, Steel Palisade Fence, and Guard House. Refurbish 28 existing enviroloos, borehole & provide 5KL water storage tanks. | Greater Giyani | | -23,535798 | 30,798179 | | The Mvula Trust | 3 000 | 1 750 | 250 | 0 | 0 |
| 24 | Khopo Primary | Construct 25 ordinary enviroloos, 6 x Grade R waterborne toilets and a new septic tank. Refurbish existig borehole and provide 20KL Water storage tanks. Demolish 20 plain pit toilets | Greater Tzaneen | | -23,97217 | 30,287319 | | LDoE | 1 900 | 1 900 | 200 | 0 | 0 |
| 25 | Khudu Secondary | Construct 32 waterborne toilets for leraners, 8 seats waterborne toilets for educators and a septic tank. Dill and equip borehole and | Maruleng | | -24,193579 | 30,414814 | | The Mvula Trust | 3 800 | 3 800 | 400 | 0 | 0 |

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| | | provide 40KL water tanks. Provide steel Palisade fence and Guard House. Demolish 16 pit toilets | | | | | | | | | | | |
| 26 | Khudugane Secondary | Construct 16 ordinary Classrooms, Medium Admin block, a septic tank and 16 enviroloos. Refurbish 7 classrooms and 20 enviroloo. Upgrade existing borehole and provide 50KL water storage tank. Demolish 12 pit toilets. Relocate 7 mobiles. | Greater Letaba | | -23,383964 | 30,177303 | | IDT | 2 000 | 9 000 | 8 000 | 0 | 0 |
| 27 | Khumelong Primary | Construct 3 classrooms, 2x Grade R facilities, Septic tank. 1 Small Admin block, Steel Palisade fencing, Drill and equip borehole and provide 20KL water storage tank. Demolish 4 classrooms and 8 pit toilets. Construct 7 covered parking bays and 5 uncovered | Greater Letaba | | -23,497547 | 30,461634 | | IDT | 2 000 | 7 000 | 6 200 | 0 | 0 |
| 28 | Kobjaname Primary | Construct 20 ordinary enviroloos, 7 x Grade R toilets and septic tank. Drill and equip borehole. Refurbish existing borehole and provide 15KL ater storage tanks. Demolish 38 pit toilets | Maruleng | | -24,278475 | 30,525423 | | LDoE | 1 900 | 1 900 | 200 | 0 | 0 |
| 29 | Laerskool Dr Annecke Primary | Construct 12 classrooms. Demolish 12 asbestos classrooms. | Greater Tzaneen | | -23,891115 | 30,389938 | | ITRU | 2 000 | 5 600 | 400 | 0 | 0 |
| 30 | Leakhale Primary | Construct 28 ordinary enviroloos, 8 x Grade R waterborne toilets, new septic tank, steel palisade fence | Greater Tzaneen | | -23,61109 | 30,32822 | | The Mvula Trust | 5 000 | 3 550 | 450 | 0 | 0 |

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| | | and guard house. Refurbish 0 existing enviroloos, refurbish existing borehole and provide 25KL water storage tanks. Demolish 16 plain pit toilets | | | | | | | | | | | |
| 31 | Leleni Primary | Construct 30 ordinary enviroloos, 10 x Grade R Waterborne toilets and new septic tank. Refurbish existing borehole and provide 25KL water storage tanks. Demolish 9 plain pit toilets | Greater Giyani | | -23,50259722 | 30,88749167 | | LDoE | 2 138 | 2 137 | 225 | 0 | 0 |
| 32 | Lerale Primary | Construct 24 ordinary enviroloos, 7 x Grade R waterborne toilet, a new septic tank, steel palisade fence and guard house. Refurbish 10 existing enviroloos. Upgrade existing borehole and provide 35KL water storage tanks. Demolish 12 pit toilets | Greater Letaba | | -23,524327 | 30,61091 | | The Mvula Trust | 4 000 | 3 600 | 400 | 0 | 0 |
| 33 | Lorraine Banareng Primary | Construct Medium Admin block | Maruleng | | -23,40325 | 30,225746 | | IDT | 1 000 | 1 850 | 150 | 0 | 0 |
| 34 | M.R. Mamaila Primary | Construct 6 ordinary classrooms, 2 X Grade R classrooms, Small Admin block, septic tank. Refurbish 4 classroom block and existing Steel Palisade fence. Demolish 3 classrooms block and Principal's office. Relocate 4 mobiles. | Greater Letaba | | -23,391349 | 30,450363 | | IDT | 2 000 | 6 000 | 3 400 | 0 | 0 |
| 35 | Maboko Nkomo | Construct 12 classrooms, Medium Admin block, septic tank & 20 enviroloos. Provide Steel Palisade | Greater Giyani | | -23,319444 | 30,720833 | | IDT | 2 000 | 7 000 | 5 250 | 0 | 0 |

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| | Secondary (NEW SCHOOL) | Fencing, Drill and equip Borehole and provide 30KL Water storage tank. | | | | | | | | | | | |
| 36 | Magaingwana Primary | Construct 3 Grade R facilities, Medium Admin block. Refurbish 20 existing classrooms. | Maruleng | | -24,304778 | 30,477944 | | IDT | 2 000 | 7 000 | 5 250 | 0 | 0 |
| 36 | Magaingwana Primary (Water) | Construct 20 ordinary enviroloos, 8 x Waterborne toilets for Grade R, Steel Palisade Fence and Guard House, Septic tank, 6 waterborne toilets for educators. Refurbish 8 ordinary enviroloos. Demolish 16 pit toilets | Maruleng | | -24,304778 | 30,477944 | | The Mvula Trust | 1 000 | 3 750 | 250 | 0 | 0 |
| 37 | Magoletsa Secondary | Construct 12 ordinary Classrooms, Septic tank, Steel Palisade fence. Refurbish Medium Admin block. Demolish 15 dilapidated classroom | Greater Letaba | | -23,6417 | 30,2454 | | IDT | 2 000 | 6 000 | 3 400 | 0 | 0 |
| 38 | Mahumani Secondary | Refurbish 4 x 4 and 1 x 5 classroom blocks (including roofs replacementss), Demolish 2 x 5 classrooms. Consruct 1 x 4 classroom block , Medium Admin block. Refurbishment of original kitchen into storeroom. Demolition of cooking shelter. Sealing of the roof leaks in the 2 x 8 ablution facilities and general renovations. relocation of the tank stands & provision of 3X10 KL tanks on 4 m high tank stands. Use existing 3 x 3Kl tanks for Water harvesting. | Greater Giyani | | -23,420363 | 30,77984 | | IDT | 2 000 | 7 000 | 6 200 | 0 | 0 |

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| | | Upgrade Existing Borehole (after testing)>.20 waterbone additiona Waterborne toilets . | | | | | | | | | | | |
| 39 | Mahupye Primary | Construct 30 ordinary enviroloos, 14 x Grade R Waterborne toilets and new septic tank. Refurbish existing borehole and provide 35KL water storage tanks. Demolish 24 plain pit toilets | Maruleng | | -24,364869 | 30,537753 | | LDoE | 2 138 | 2 137 | 225 | 0 | 0 |
| 40 | Mahwahwa Secondary | Construction of 16 new clasrooms, 10 waterborne toilets for educators, 14 additional waterborne toilets for learners and 2 x Multipurpose classrooms to augment Admin space. Upgrade existing septic tank/New septic tank, Steel Palisade fence for 4.8 ha and 2.1 m high. Refurbish 16 classrooms and 1 x 4 special learning rooms block, 34 waterborne toilets and Large Admin block. Demolish 4 pit toilets. Upgrade 2 x borehole /Drill new borehole and provide 80KL water storage tanks | Greater Tzaneen | | -23,734719 | 30,47337 | | IDT | 2 000 | 9 000 | 9 000 | 1 500 | 1 500 |
| 41 | Makelle Primary | Construct 8 classrooms, 2 x Grade R facilities, septic tank, steel palisade fence, Small Admin block, and 20 enviroloos. Drill and equip borehole & provide 20KL water storage tanks. | Greater Letaba | | -23,651813 | 30,222531 | | IDT | 2 000 | 7 000 | 5 250 | - | |
| 42 | Makgopele Secondary | Construction of 4 classrooms, Medium Admin block, 4 new | Greater Letaba | | -23,429097 | 30,560379 | | LDPWR&I | 2 000 | 7 000 | 5 250 | 0 | 0 |

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| | | waterborne toilets for educators, Septic tank. Erect Steel Palisade fence. Refurbish 9 classrooms, and 20 enviroloos. Demolish 12 pit toilets, storeroom. Refurbish borehole and provide 30KL water storage tanks | | | | | | | | | | | |
| 43 | Malenga Secondary | Upgrade Water Supply system and renovate 34 Waterborne toilets | Greater Letaba | | -23,37048 | 30,51793 | | The Mvula Trust | 3 000 | 1 750 | 250 | 0 | 0 |
| 44 | Mameriri Secondary | Construct 26 ordinary enviroloos, and a new septic tank. Drill and equip borehole. Fefurbish existing septic tank, borehole & provide 25KL Water storage tanks, Demolish 8 plain pit toilets | Greater Letaba | | -23,60962 | 29,98978 | | LDoE | 2 138 | 2 137 | 225 | 0 | 0 |
| 45 | Mantsha Primary | Construct 23 ordinary enviroloos, 10 x Grade R waterborne enviroloos, and a new septic tank. Refurbish existing borehole and provide 20KL Water storage tanks. Demolish 6 plain pit toilets | Greater Letaba | | -23,616059 | 30,016737 | | LDoE | 1 900 | 1 900 | 200 | 0 | 0 |
| 46 | Maolwe Secondary | Construct 25 ordinary enviroloos, and a new septic tank. Refurbish existig borehole and provide 15KL Water storage tanks. Demolish 25 plain pit toilets | Greater Letaba | | -23,63792 | 30,28902 | | LDoE | 1 900 | 1 900 | 200 | 0 | 0 |
| 47 | Mapitlula Primary (Replacing Thusalusaka Secondary) | Construct 16 ordinary enviroloos, 4 x Grade R waterborne toilets, new septic tank, Steel Palisade fence and Guard House. Upgrade existing borehole and provide 15KL water | Greater Tzaneen | | -23,695375 | 30,322432 | | The Mvula Trust | 3 000 | 1 750 | 250 | 0 | 0 |

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| | | storage tanks. Demolish 10 plain pit toilets | | | | | | | | | | | |
| 48 | Matimu Secondary | Construct 14 classrooms, Medium Admin block, and 8 additional toilets for learners plus 6 waterborne toilets for educators. Erect Steel Palisade Fence. Refurbish 12 classrooms, existing 36 enviroloos, borehole and provide 40KL water tanks. Demolish 3 classroom block, 2 x tank houses, and 20 seats plain pit toilets. | Greater Tzaneen | | -23,926303 | 30,241846 | | LDPWR&I | 2 000 | 7 000 | 5 250 | 0 | 0 |
| 49 | Matokane Secondary (On hold due to low enrolment) | Construct 4 x Ordinary Classrooms, Small Admin block . Demolish 4 pit toilets. Refurbish 7 classrooms and 20 enviroloo. Upgrade fence to Steel Palisade . Relocate 9 mobiles. | Greater Tzaneen | | -23,672649 | 30,334026 | | IDT | 3 500 | 6 000 | 500 | 0 | 0 |
| 50 | Matome Modika Secondary | Construct 8 ordinary enviroloo and septic tank. Refurbish 18 enviroloo. Upgrade borehole and provide 40KL water storage tank. Demolish 8 pit toilets. | Greater Tzaneen | | -23,211909 | 30,461498 | | The Mvula Trust | 1 900 | 100 | 0 | 0 | 0 |
| 51 | Matsambu Secondary | Construct 17 ordinary enviroloos, new septic tank, Steel Palisade Fence and Guard House. Refurbish 12 enviroloos. Drill and equip borehole. Upgrade existing borehole and and provide 15KL water storage tank. | Greater Giyani | | -23,212016 | 30,555505 | | The Mvula Trust | 4 000 | 3 600 | 400 | 0 | 0 |
| 52 | Maufota | Construct 18 ordinary enviroloos, 5 x | Greater | | - | 30,380088 | | The | 1 425 | | | 0 | 0 |

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| | Primary | Grade R Waterborne toilets & Septic tank. Drill and equip borehole and provide 15KL tanks. Demolish 14 plain pit toilets. | Letaba | | 23,420052 | | | Mvula Trust | | 1 425 | 150 | | |
| 53 | Mmakgotlo Primary | Construct 5 clsrms, 3 x Grade R clsrms, Medium Admin block, Septic tank, New Steel Palisade Fence, Upgrade borehole and provide 40KL water storage tank. Refurbish 7 clsrms. Demolish 1 x 3 classroom block. | Greater Tzaneen | | -24,024167 | 30,252972 | | IDT | 2 000 | 6 000 | 3 400 | 0 | 0 |
| 54 | Mmalesiba Secondary | Construct 5 ordinary classrooms, Medium Admin block, Septic tank. Refurbish 2 x 4 classroom blocks (face brick) and 2 x 3 classroom block (block bricks). Construct Steel Palisade fence. Drill and equip borehole and provide 40KL water storage tanks | Maruleng | | -24,286383 | 30,530222 | | IDT | 2 000 | 8 000 | 1 400 | 0 | 0 |
| 55 | Modipe Secondary | Construct 27 ordinary enviroloos, 0 x Grade R waterborne toilets, new septic tank, steel palisade fence and guard house. Refurbish 0 enviroloos. Refurbish existing borehole and provide 10KL water storage tank. Demolish 16 plain pit toilet. | Greater Tzaneen | | -23,638569 | 30,389688 | | The Mvula Trust | 3 000 | 2 700 | 300 | 0 | 0 |
| 56 | Modume Primary | Construct 16 ordinary waterborne toilets for learners, 6 x waterborne Grade R toilets, 4 waterborne toilets for educators, septic tank. Drill and equip borehole and | Ba-Phalaborwa | | -23,991013 | 30,99048 | | The Mvula Trust | 3 000 | 2 700 | 300 | 0 | 0 |

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| | | provide 30 KL water storage tanks. Demolish 7 pit toilets | | | | | | | | | | | |
| 57 | Mohokone Primary | Construct 16 ordinary enviroloos, 4 x Grade R Waterborne toilets, new septic tank, Steel Palisade fence and Guard House. Refurbish exising borehole and provide 25KL Water storage tanks. Demolish 19 plain pit toilets | Greater Letaba | | -23,509798 | 30,445292 | | The Mvula Trust | 2000 | 2 085 | 215 | 0 | 0 |
| 58 | Mokwasela Primary | Construct 17 ordinary enviroloos, 8 x Grade R toilets and new septic tank. Upgrade existing septic tank, borehole and provide 10KL water storage tank. Demolish 17 pit toilets | Greater Letaba | | -23,636634 | 30,287355 | | LDoE | 1 900 | 1 900 | 200 | 0 | 0 |
| 59 | Molai Jubilee Secondary | Construct 8 classrooms blocks, Medium Admin block, septic tank, steel palisade fence and 12 new additional enviroloo. Refurbish 1 x 4 and 1 x 3 classrooms and 13 enviroloos. Upgrade borehole and provide 40KL water storage tanks. Demolish 3 classrooms and 4 pit toilets. Construct Steel Palisade fence | Greater Letaba | | -23,562053 | 30,378209 | | IDT | 1 900 | 1 900 | 200 | 0 | 0 |
| 60 | Molalana Primary | Construct 14 ordinary enviroloos, 4 x Grade R waterborne toilets and new Septic tank. Drill and equip borehole. Refurbish existing borehole and provide 5KL water storage. Demolish 24 pit toilets | Maruleng | | -24,328993 | 30,593549 | | LDoE | 3 500 | 6 000 | 500 | 0 | 0 |

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| 61 | Motsokotsa Primary | Construct 2 x Grade R facilities, Medium Admin block, septic tank. Refurbish 5 x 3 classroom blocks, 12 enviroloos, borehole and provide 35KL water storage tanks. Construct 14 additional enviroloos. Demolish 1 x 3 classroom block built out of mud bricks. Provide Steel Palisade fence. | Greater Letaba | | -23,356523 | 30,143545 | | IDT | 2 000 | 7 000 | 5 250 | 0 | 0 |
| 62 | Mphakani Primary (New Registered School without buildings) (phase 1) At the New site | Construct 12 New Ordinary classrooms, 2 x Grade R facilities, Medium Admin block, 30 ordinary enviroloos, septic tank, Steel Palisade fence for 2.8 ha and 2.1m high. Drill and equip borehole and provide 65KL water storage water tank. | Greater Giyani | | -23,617432 | 30,705786 | | LDPWR&I | 2 000 | 7 000 | 5 250 | 0 | 0 |
| 63 | Namakgale Primary | Construct 4 x Grade R facilities, Medium Admin Block. Refurbish 22 existing classrooms. Increase Water Storage facility to 65KL. Provide fencing . | Ba-Phalaborwa | | -23,938188 | 31,043965 | | IDT | 5 000 | 4 500 | 500 | 0 | 0 |
| 64 | Namakgale Primary | Construct 40 ordinary waterborne toilets and 12 Grade R waterborne toilets. Drill and equip borehole and provide 80KL water storage tanks . Demolish 16 poorly constructed waterborne toilets | Ba-Phalaborwa | | -23,938188 | 31,043965 | | The Mvula Trust | 2 000 | 7 000 | 6 200 | 0 | 0 |
| 64 | Napsadi Secondary | Construct 1 x 3 classroom block,Medium Admin block, 1 x Multipurpose classroom, Steel | Maruleng | | -24,284121 | 30,454113 | | LDPWR&I | 2 000 | 9 000 | 9 000 | 1 500 | 1 500 |

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| | | Palisade Fencing, septic tank. Refurbish book store, 12 classrooms. Demolish elevated PVC tank. Drill and equip borehole and provide 40KL water storage tanks | | | | | | | | | | | |
| 65 | Ndzalama Primary | Construction of 18 ordinary classrooms, 2 x Grade R facilities, Medium Admin block, 16 additional Waterborne toilets for learners, 8 waterborne toilets for educators. Demolish 15 classrooms, Makeshift Admin office & Shack. | Greater Giyani | | -23,308379 | 30,703814 | | IDT | 2 000 | 7 000 | 6 200 | 0 | 0 |
| 66 | Ngwana Makhutswe Secondary | Construct, Medium Admin block and Septic tank, 4 waterborne toilets for educators next to the admin block. Erect Steel Palisade Fence. Refurbishment of 11 classrooms and 28 enviroloos. Demolish the collapsed 4 classroom block, and 3 x classroom block (makeshift Admin block). Drill and equip borehole & provide 30KL water storage tanks. Do termite treatment for the whole school yard | Maruleng | | -24,235079 | 30,398822 | | LDPWR&I | 2 000 | 7 000 | 5 250 | 0 | 0 |
| 67 | Nkomo Goxani Primary (new School) | Construct 10 0rdinary classrooms, 2 x Grade R facilities, Medium Admin block, Septic tank, Steel Palisade fence, 20 enviroloos, 1. Drill borehole and provide 30KL | Greater Giyani | | -23,319444 | 30,720833 | | IDT | 2 000 | 6 000 | 5 300 | 0 | 0 |

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| | | water storage tanks. | | | | | | | | | | | |
| 68 | Nkomo Primary | Construct 1 x 3 ordinary classroom block, 2 x Grade R facilities . Refurbish 2 x 3 classroom blocks and external works . | Greater Giyani | | -23,904467 | 29,788764 | | IDT | 2 000 | 9 000 | 8 000 | 0 | 0 |
| 69 | Nkowankowa Primary | Construct 18 ordinary classrooms, 3 x Grade R facilities, and Medium Admin block. Demolish all 15 classrooms and makeshift offices. Install Steel Palisade Fence 2,1m high, and Septic tank | Greater Tzaneen | | -23,891027 | 30,279662 | | IDT | 2 000 | 7 500 | 500 | 0 | 0 |
| 70 | Noblehoek Secondary | Construct 3 x ordinary classrooms, 4 x enviroloos, Refurbish 8 classrooms and 12 enviroloos and fence. Upgrde borehole. Demolish 4 classrooms and 6 pit toilets. | Greater Giyani | | -23,340754 | 30,382397 | | IDT | 2 000 | 9 000 | 8 000 | 0 | 0 |
| 71 | Ntshuxeko Secondary (Original School) | Construct 12 ordinary classrooms, 2 x Multipurpose classroom, Septic tank, Steel Palisade fence. Refurbish 22 classrooms, Covert 2 mini halls into Science laboratory/ Life Science Laboratory and Computer lab /Library Combo. Refurbish the existing Small Admin block. | Ba-Phalaborwa | | -23,904939 | 31,045967 | | IDT | 2 138 | 2 137 | 225 | 0 | 0 |
| 72 | Nyantshiri Primary | Construct 28 ordinary enviroloos, 9 x Grade R waterborne toilets, and a new septic tank. Drill and equip borehole. Refurbish existing borehole and provide 25KL water storage tanks. Demolish 12 plain | Greater Tzaneen | | -23,959921 | 30,380521 | | LDoE | 2 000 | 9 000 | 8 000 | 0 | 0 |

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| | | pit toilets | | | | | | | | | | | |
| 73 | Ooghoek Primary | Construct 12 Ordinary Classrooms, 3 x Grade R facilities, Medium Admin block, 8 Waterborne toilets for educators, 14 ordinary enviroloos for learners, Septic tank. Erect Steel Palisade fence. Drill and equip borehole and provide 75KL water storage tanks. Refurbish 7 x classrooms and 16 existing enviroloos. Demolish 7 classrooms, 4 pit toilets, 2 storerooms. | Greater Letaba | | -23,627081 | 30,531972 | | LDPWR&I | 8 000 | 8 000 | 8 000 | 20 000 | 20 000 |
| 74 | Pfunanani Special School (At the New site | Construct 25 Classrooms for learners with Special Educational needs with attached toilets, Medium Admin block and Multipurpose School hall to accommodate 250 people. Provide Fencing, Drill and equip borehole. | Greater Giyani | | -23,31813 | 30,726344 | | IDT | 3 500 | 6 000 | 500 | 0 | 0 |
| 75 | Phakeng Primary | Completion of of Small Admin block, 1 x 3 Grade R Classroom block, Nutrition Centre, Erection of Steel Palisade Fence and Guard House, External Paving Works. Demolition of 1 x 3 classroom block. | Greater Letaba | | -23,368659 | 30,496851 | | IDT | 2 000 | 7 000 | 5 250 | 0 | 0 |
| 76 | Phalaborwa Primary | Construct 8 ordinary classrooms, 4 x Grade R facilities, Medium Admin block. Refurbish 2 x 2, 2 x 4 classroom blocks. Demolish 2 x 5 | Ba-Phalaborwa | | -23,936451 | 31,039421 | | IDT | 4 000 | 3 600 | 400 | 0 | 0 |

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| | | classroom blocks. | | | | | | | | | | | |
| 77 | Phalaborwa Primary | Refurbish 14 Waterborne toilets. Construct 34 ordinary Waterborne toilets. Drill and equip borehole, Provide 50 KL Water tanks on tank stands. Demolish 8 waterborne toilets | Ba-Phalaborwa | | -23,936451 | 31,039421 | | The Mvula Trust | 1 900 | 1 900 | 200 | 0 | 0 |
| 78 | Phayizani Secondary | Construct 18 ordinary enviroloos, and a Septic tank. Refurbish existing septic tank & borehole and provide 5KL tanks. Demolish 14 plain pit toilets. | Greater Giyani | | -23,512431 | 30,754776 | | LDoE | 1 900 | 1 900 | 200 | 0 | 0 |
| 79 | Rakgolokwana Secondary | Construct 25 ordinary enviroloos, and a new septic tank. Drill and equip borehole. Refurbish existig borehole and provide 30KL Water storage tanks. | Maruleng | | -24,307556 | 30,512194 | | LDoE | 2 000 | 9 000 | 8 000 | 0 | 0 |
| 80 | Ramalema Junior Primary | Construct 10 ordinary classrooms and 7 Grade R facilities, and Medium Admin block. Refurbish 10 existing classrooms and demolish 6 classrooms | Greater Tzaneen | | -23,967931 | 30,269689 | | ITRU | 2 000 | 7 000 | 5 250 | 1 500 | 1 500 |
| 81 | Ramatimana Primary (Relocation to the New Site | Construct 8 ordinary classrooms, 2 x Grade R facilities, Small Admin , 4 waterborne seats, block, 14 x Enviroloos, Steel Palisade Fencing, Drill & equip borehole and provide 25KL Water Storage tanks. Septic tank | Greater Letaba | | -23,438231 | 30,409316 | | LDPWR&I | 2 000 | 6 000 | 3 400 | 0 | 0 |
| 82 | Ratseke/Mahekgwe Primary (Merge New | Construct 8 classrooms, 2 x Grade R facilities, Small Admin block, new septic tank. Drill and equip | Greater Letaba | | -23,502039 | 30,494466 | | IDT | 2 000 | 7 000 | 6 200 | 0 | 0 |

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| | School at the new site) | borehole and provide 30KL Water storage tanks. Construct 18 ordinary enviroloos | | | | | | | | | | | |
| 83 | Refentse Primary | Construct 12 ordinary classrooms, 4 Grade R facilities, Refurbish 32 waterborne toilets, Increase Water Storage Capacity to 65KL. Upgrade existing Fence. Refurbish 8 existing classrooms | Ba-Phalaborwa | | -23,9376 | 31,0194 | | IDT | 2 000 | 9 000 | 8 000 | 0 | 0 |
| 84 | Relebogile Secondary | Construct 16 classrooms, Medium Admin Block. Refurbish 16 classrooms (asbestos roofed). Demolish Admin block. | Ba-Phalaborwa | | -23,926738 | 31,030556 | | ITRU | 2 000 | 9 000 | 8 000 | 0 | 0 |
| 85 | Rithlavile Secondary | Construct 4 classrooms, Medium Admin block, Computer lab, Refurbish 12 classrooms, 21 Waterborne toilets, 10 seats enviroloos, elevate 10 KL water tank, and add 10Kl water tank. Steel Palisade fence. Refurbishing and relocare 2 mobiles. | Greater Giyani | | -23,293011 | 30,699951 | | IDT | 2 000 | 7 000 | 5 250 | 0 | 0 |
| 86 | Runnymede Primary | Construct 12 Classrooms, 2 x Grade R facilities, Medium Admin block, 14 additional enviroloos for learners and 5 waterborne toilets for educators, Septic tank. Refurbish 10 enviroloo toilets. Demolish 13 classrooms, and 15 pit toilets. Upgrade Fence to steel Palisade . Refurbish borehole & provide 30KL water tanks. Relocation of 12 mobile | Greater Tzaneen | | -23,65506 | 30,44121 | | LDPWR&I | 1 900 | 1 900 | 200 | 0 | 0 |

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| | | classrooms | | | | | | | | | | | |
| 87 | Sara Primary | Construct 15 0rdinary enviroloos, 5 x Grade R waterborne toilets and new Septic tank. Provide 10KL water storage tanks. Demolish 6 pit toilets. | Greater Tzaneen | | -23,70066 | 30,33753 | | LDoE | 2 000 | 7 000 | 6 200 | 0 | 0 |
| 88 | Sehonwe Primary | Construct 8 Classrooms, 2 x Grade R facilities, Medium Admin block, 4 ordinary enviroloo toilets, 4 waterborne toilets for educators, Septic tank. Erect steel Palisade fence. Refurbish 4 classrooms, 14 enviroloos. Upgrade borehole and provide 30KL water tanks. Demolish 6 Classrooms, 8 Pit toilets | Greater Letaba | | 23,384883 | 30,391262 | | LDPWR&I | 380 | 20 | - | 0 | 0 |
| 89 | Shamavhunga Circuit Office | Routine Maintenance of Shamavunga Circuit Office | Greater Giyani | | 23,319444 | 30,720833 | | ITRU | 3 000 | 3 650 | 350 | 0 | 0 |
| 90 | Thabisong Primary | Construct 13 ordinary enviroloos, 7 x Grade R waterborne toilets, new septic tank, steel palisade fence and guard house. Refurbish 20 enviroloos. Upgrade existing borehole and provide 35KL water storage tanks. | Greater Letaba | | -23,424307 | 30,607187 | | The Mvula Trust | 2 000 | 8 000 | 4 250 | 0 | 0 |
| 91 | Thubisane Primary | Convert the existing buildings at Thubisane Primary School to house Lepelle and Makhutswe Circuits, as per concept proposal drafted by Rapule Matsane | Maruleng | | -24,223234 | 30,397197 | | ITRU | 1 425 | 1 425 | 150 | 0 | 0 |
| 92 | Tlhabeleni | Construct 12 ordinary enviroloos, 6 | Greater | | -23,58043 | 30,3711 | | The | 2 000 | | | 0 | 0 |

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|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | Primary | Grade R Waterborne toilets, septic tank, Steel Palisade fence, and Guard House. Refurbish 12 existing enviroloos, Upgrade borehole and provide 30KL water tanks. Demolish 14 pit toilets. | Letaba | | | | | Mvula Trust | | 8 000 | 4 250 | | |
| 93 | Tseana Secondary | Construct 8 new classrooms, Medium Admin block. Provide 1.8m high steel palisade fencing . Refurbish 9 classrooms. Demolish 8 classrooms and Admin block. | Greater Letaba | | -23,384947 | 30,435756 | | IDT | 1 425 | 1 425 | 150 | 0 | 0 |
| 94 | Tsekere Primary | Construct 16 ordinary enviroloos and 3 cx Grade R waterborne toilets and septic tank. Refurbish existing borehole and provide 25KL water storage tanks. Demolish 15 plain pit toilets | Greater Letaba | | -23,373575 | 30,150392 | | LDoE | 2 000 | 9 000 | 9 000 | 1 500 | 1 500 |
| 95 | Tshembhani Primary | Construct 4 ordinary classrooms, Medium Admin block, 1 x Grade R facility, 6 waterborne toilets for educators, 10 additional enviroloos for learners, Septic tank. Steel Palisade fence. Refurbish 2 x 4, 1 x 5 classroom blocks, borehole and provide to a maximum of 70KL elevated water storage tanks. Refurbish 27 existing enviroloos and 3 Grade R facilities. Demolish 1 x 5 classroom bloc. Construct Multipurpose classroom to augment admin space. | Greater Giyani | | -23,111472 | 30,726893 | | IDT | 2 000 | 9 500 | 9 000 | 1 500 | 1 500 |

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|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| 96 | Tzaneen Secondary (New School) | Construct 35 Ordinary Classrooms, Medium Admin block, 40 Waterborne toilets, Steel Palisade Fencing, Septic tank. Drilling and equipment of borehole and provide 90KL water storage tanks. | Greater Tzaneen | | -23,826376 | 30,160131 | | IDT | 2 000 | 9 000 | 8 000 | 0 | 0 |
| 97 | Ukuthula Primary | Construct 10 ordinary classrooms and 4 Grade facilities, Medium Admin block, and 14 seats enviroloos for learners and 8 seats waterborne toilets for educators, Septic tank. Drill and equip borehole & provide 75KL water storage tanks. Refurbish 12 classrooms and 24 waterborne toilets. Demolish 10 classrooms and 16 pit toilets, storeoom and additional shack | Greater Giyani | | -23,54876 | 30,71204 | | LDPWR&I | 2 000 | 7 000 | 5 250 | 0 | 0 |
| 98 | Unity Primary | Construct 16 Ordinary Classrooms, 3 x Grade R facilities,16 extra Waterborne toilets, Refurbish existing 8 classrooms and 26 Waterborne toilets | Greater Tzaneen | | -23,842297 | 30,170162 | | IDT | 2 000 | 8 000 | 7 750 | 1 250 | 1 250 |
| 99 | Vallambrosa Primary | Construct 17 ordinary classrooms, 3 x Grade R facilities, Medium Admin block, 6 waterborne toilets for educators, Septic tank. Drill and equip borehole and provide 70KL water storage tanks. Refurbishment of 28 seats enviroloos. Demolish 14 classrooms, 1 x Admin block and | Greater Tzaneen | | -23,57885 | 30,58436 | | LDPWR&I | 2 000 | 9 000 | 8 000 | 1 000 | 0 |

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|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | tank house. | | | | | | | | | | | |
| 100 | Vuxeni Secondary | Construct 16 new classrooms, Medium Admin block and Computer laboratory. Refurbish 22 existing classrooms by replacing all roofs and do general renovations. Refurbish Science laboratory and install laboratory tables and chairs plus equipments. Refurbish library and install shelves. Due to space constraints, consider double story buildings (where applicable). | Ba-Phalaborwa | | -23,939365 | 31,036311 | | IDT | 2 000 | 1 800 | 200 | 0 | 0 |
| 101 | Xihoko Primary | Construct 5 ordinary enviroloos 4 x waterborne Grade R toilets & septic tank. Upgrade borehole and provide 10KL water storage tank. Refurbish existing 11 enviroloos | Greater Tzaneen | | -23,66433 | 30,50164 | | The Mvula Trust | 2 000 | 9 000 | 8 000 | 1 000 | 0 |

## 5.4.4.9 DEPARTMENT OF HOME AFFAIRS

| No | Project name | Project Description | Local Municipality | Location | | | Performance indicator | Implementing Agent | Budget | | | Cost Estimate | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | Ward/Village | Coordinates | | | | 2021/22 | 2022/23 | 2023/24 | 2024/25 | 2025/26 |
| | | | | | Latitude | Longitude | | | | | | | |
| 1 | 0-30 days Birth Registration. | Citizen Documentation | Mopani Dist. Municipality | District-wide | N/A | N/A | Number of Births Registered within 30 days. | Main Offices health facilities and mobile offices | 462 000 | 485 100 | 509 355 | 534 823 | 561 564 |
| 2 | Smart card ID applications | Citizen Documentation | Mopani Dist. Municipality | District-wide | N/A | N/A | Number of Smart ID Card applications captured | Main Offices and Mobile Offices | 462 000 | 485 100 | 509 355 | 534 823 | 561 564 |

### 5.4.4.10 DEPARTMENT OF HEALTH

| No | Project name | Project Description | Local Municipality | Location | | | Performance indicator | Implementing Agent | Budget | | | Cost Estimate | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | Ward/ Village | Coordinates | | | | 2021/22 | 2022/23 | 2023/24 | 2024/25 | 2025/26 |
| | | | | | Lat | Long | | | | | | | |
| 1 | Dr CN Phatudi Hospital | Dr C N Phatudi Hospital _Health Technology: Enabling Works Program | Greater Tzaneen (LIM333) | GTM | | | | DOH | 0 | 0 | 0 | | |
| 2 | Dr CN Phatudi Hospital | Dr C N Phatudi Hospital_2nd Contractor_Enabling Works Program: OPD, X-ray and Pharmacy | Greater Tzaneen (LIM333) | GTM | | | | DOH | 0 | 0 | 0 | | |
| 3 | Dr CN Phatudi Hospital | Dr CN Phatudi Hospital Enabling Works Programme: HT- OPD, Casualty, Pharmacy and X-Ray | Greater Tzaneen (LIM333) | GTM | | | | DOH | 0 | 0 | 0 | | |
| 4 | Dr CN Phatudi Hospital | Dr CN Phatudi Hospital: Replacement of Stand By Generators & Related Infrastructur | Greater Tzaneen (LIM333) | GTM | | | | DOH | 0 | 0 | 0 | | |
| 5 | Duiwelskloof CHC | Duiwelskloof CHC: Replacement of Standby Generators & Related Infrastructure services | Greater Letaba (LIM332) | Modjadjiskloof | | | | DOH | 0 | 0 | 0 | | |
| 6 | Evuxakeni Hospital | Evuxakeni Hospital: Replacement of Stand By Generators & Related Infrastructure | Greater Giyani (LIM331) | Giyani | | | | DOH | 0 | 0 | 0 | | |
| 7 | Evuxakeni Hospital | Evuxakeni Hospital: Replacement of Hospital | Greater Giyani (LIM331) | Giyani | | | | DOH | 14 000 000 | 14 840 000 | 0 | | |
| 8 | Evuxakeni Hospital | Evuxakeni Hospital_Central Mini-Hub Laundry | Greater Giyani (LIM331) | Giyani | | | | DOH | 8 000 000 | 8 480 000 | 0 | | |
| 9 | Kgapane Hospital | Ga Kgapane Hospital_Staff Accommodation | Greater Letaba (LIM332) | Ga-Kgapane | | | | DOH | 0 | 0 | 0 | | |
| 10 | Giyani Nursing | Giyani Nursing College Campus: | Greater Giyani | Giyani | | | | DOH | 5 000 000 | 5 300 000 | 0 | | |

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|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | College Campus | Upgrade Student Accommodation | (LIM331) | | | | | | | | | | |
| 11 | Grace Mugodeni CHC | Grace Mugodeni Clinic: Alternative back up power supply & Related Infrastructure services | Greater Tzaneen (LIM333) | GTM | | | | DOH | 0 | 0 | 0 | | |
| 12 | Grace Mugodeni EMS Station | Grace Mugodeni EMS Station : Health technology | GreaterTzaneen (LIM333) | GTM | | | | DOH | 0 | 0 | 0 | | |
| 13 | Grace Mugodeni EMS Station | Grace Mugodeni EMS Station_New EMS Station | GreaterTzaneen (LIM333) | GTM | | | | DOH | 0 | 0 | 0 | | |
| 14 | Homulani Clinic | Homulani Clinic : Organisational development & Quality improvements | Ba-Phalaborwa (LIM334) | Homulani | | | | DOH | 0 | 0 | 0 | | |
| 15 | Homulani Clinic | Homulani Clinic: Alternative back up power supply & Related Infrastructure services | Ba-Phalaborwa (LIM334) | Homulani | | | | DOH | 0 | 0 | 0 | | |
| 16 | Homulani Clinic | Homulani Clinic_Replacement of existing clinic on the same site | Ba-Phalaborwa (LIM334) | Homulani | | | | DOH | 0 | 0 | 0 | | |
| 17 | Julesburg CHC | Julesburg CHC: Alternative back up power supply & Related Infrastructure services | Greater Tzaneen (LIM333) | Julesburg | | | | DOH | 0 | 0 | 0 | | |
| 18 | Kgapane Hospital | Kgapane Hospital_Upgrade NeoNatal facilities. MCCE Phase B | Greater Letaba (LIM332) | Ga-Kgapane | | | | DOH | 6 000 000 | 6 360 000 | 0 | | |
| 19 | Letaba Hospital | Letaba Hospital A1_Construction of Recreation and Residential Facilities | Greater Tzaneen (LIM333) | GTM | | | | DOH | 0 | 0 | 0 | | |
| 20 | Letaba Hospital | Letaba Hospital A2_ Health Technology: Orthotic prosthetic centre, male ward | Greater Tzaneen (LIM333) | GTM | | | | DOH | 0 | 0 | 0 | | |
| 21 | Letaba Hospital | Letaba Hospital A4_Health Technology: MCCE and NeoNatal Facilities | Greater Tzaneen (LIM333) | GTM | | | | DOH | 0 | 0 | 0 | | |
| 22 | Letaba Hospital | Letaba Hospital A4_Maternity Ward, A4 Walkways, Victim | Greater Tzaneen (LIM333) | GTM | | | | DOH | 0 | 0 | 0 | | |

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|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | Empowerment Centre | | | | | | | | | | | |
| 23 | Letaba Hospital | Letaba Hospital A5_72hr Water Storage, Civil & Mech, rehabilitate Workshop,theatre, etc | Greater Tzaneen (LIM333) | GTM | | | | DOH | 0 | 0 | 0 | | |
| 24 | Letaba Hospital | Letaba Hospital A5_Health Technology:72 hours Water Standby Storage | Greater Tzaneen (LIM333) | GTM | | | | DOH | 0 | 0 | 0 | | |
| 25 | Letaba Hospital | Letaba Hospital A6_Health Technology: Replacement Female Medical Ward, upgrade waste store | Greater Tzaneen (LIM333) | GTM | | | | DOH | 200 000 | 212 000 | 0 | | |
| 26 | Letaba Hospital | Letaba Hospital A6_Replacement Female Medical Ward, upgrade waste store, etc | Greater Tzaneen (LIM333) | GTM | | | | DOH | 15 000 000 | 15 900 000 | 0 | | |
| 27 | Letaba Hospital | Letaba Hospital A7_Casualty Room | Greater Tzaneen (LIM333) | GTM | | | | DOH | 5 000 000 | 5 300 000 | 0 | | |
| 28 | Letaba Hospital | Letaba Hospital B3_New Admin, Transport, Paved Parking and Access Road | Greater Tzaneen (LIM333) | GTM | | | | DOH | 0 | 0 | 0 | | |
| 29 | Letaba Hospital | Letaba Hospital B5B_Laundry Movable Assets: Furniture & Loose Items | Greater Tzaneen (LIM333) | GTM | | | | DOH | 0 | 0 | 0 | | |
| 30 | Letaba Hospital | Letaba Hospital C1_Health technology and equipment: Medical and Admissions Records' Facility | Greater Tzaneen (LIM333) | GTM | | | | DOH | 0 | 0 | 0 | | |
| 31 | Letaba Hospital | Letaba Hospital C1_Medical and Admissions Records' Facility and equipment | Greater Tzaneen (LIM333) | GTM | | | | DOH | 0 | 0 | 0 | | |
| 32 | Letaba Hospital | Letaba Hospital: B5A Decant records & linen bank out of Hospital Laundry | Greater Tzaneen (LIM333) | GTM | | | | DOH | 0 | 0 | 0 | | |
| 33 | Letaba Hospital | Letaba Hospital_B4 Upgrading of | Greater Tzaneen | GTM | | | | DOH | 0 | 0 | 0 | | |

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|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | Existing Administration and Psychiatric Ward | (LIM333) | | | | | | | | | | |
| 34 | Letaba Hospital | Letaba Hospital_B5B Upgrade Central Mini-Hub Laundry Building | Greater Tzaneen (LIM333) | GTM | | | | DOH | 0 | 0 | 0 | | |
| 35 | Letaba Hospital | Letaba Hospital_Laundry electro-mechanical repairs | Greater Tzaneen (LIM333) | GTM | | | | DOH | 2 000 000 | 2 120 000 | 0 | | |
| 36 | Letaba Hospital | Letaba Hospital_Laundry Machines | Greater Tzaneen (LIM333) | GTM | | | | DOH | 12 000 000 | 0 | 0 | | |
| 37 | Letaba Hospital | Letaba Hospital_Staff Accommodation | Greater Tzaneen (LIM333) | GTM | | | | DOH | 0 | 0 | 0 | | |
| 38 | Loloka Clinic | Loloka Clinic: Domestic Furniture and Equipment Health Technology | Greater Giyani (LIM331) | GGM | | | | DOH | 0 | 0 | 0 | | |
| 39 | Loloka Clinic | Loloka Clinic_New Clinic: 2nd Contractor (Building Contract) | Greater Giyani (LIM331) | GGM | | | | DOH | 0 | 0 | 0 | | |
| 40 | Lulekani CHC | Lulekani CHC: Alternative back up power supply & Related Infrastructure services | Ba-Phalaborwa (LIM334) | BPM | | | | DOH | 0 | 0 | 0 | | |
| 41 | Mahale Clinic | Mahale Clinic: Upgrade Clinic | Ba-Phalaborwa (LIM334) | BPM | | | | DOH | 5 000 000 | 5 300 000 | 0 | | |
| 42 | Maphutha Malatjie Hospital | Maphuta Malatjie Hospital: conversion of old technical services into TB unit; conversion of old clinic. | Ba-Phalaborwa (LIM334) | BPM | | | | DOH | 10 000 000 | 10 600 000 | 0 | | |
| 43 | Maphutha Malatjie Hospital | Maphuta Malatjie Hospital_ Completion of linen store, ring roads, flooring,paving&storm water drainage | Ba-Phalaborwa (LIM334) | BPM | | | | DOH | 0 | 0 | 0 | | |
| 44 | Maphutha Malatj Hospital (Nursing | Maphuta Malatjie Hospital_New laundry, Psychiatric ward, Technical ServiWorkshop & associated works | Ba-Phalaborwa (LIM334) | BPM | | | | DOH | 1 000 000 | 2 000 000 | 0 | | |
| 45 | Maphutha | Maphutha Malatji Hospital_Upgrade | Ba-Phalaborwa | BPM | | | | DOH | 5 000 000 | 5 300 000 | 0 | | |

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|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | Malatjie Hospita | NeoNatal facilities. MCCE Phase B | (LIM334) | | | | | | | | | | |
| 46 | Maphutha Malatjie Hospita | Maphutha Malatjie Hospital: Health Tech-OPD, Casualty, X-Ray, Pharmacy, Health Support and Helipad | Ba-Phalaborwa (LIM334) | BPM | | | | DOH | 0 | 0 | 0 | | |
| 47 | Maphutha Malatjie Hospita | Maphutha Malatjie Hospital_OPD, Casualty, X-Ray, Pharmacy, Health Support and Helipad | Ba-Phalaborwa (LIM334) | BPM | | | | DOH | 2 000 000 | 0 | 0 | | |
| 48 | Muyexe Clinic | Muyexe Clinic_Replacement of clinic existing on a new site | Greater Giyani (LIM331) | GGM | | | | DOH | 0 | 0 | 0 | | |
| 49 | New Nkhensani Hospital | New Nkhensani Hospital_Staff Accommodation | Greater Giyani (LIM331) | GGM | | | | DOH | 0 | 0 | 0 | | |
| 50 | New Nkhensani Hospital | Nkhensane hospital_Health Technology: MCCE and NeoNatal Facilities. (Phase A) | Greater Giyani (LIM331) | GGM | | | | DOH | 0 | 0 | 0 | | |
| 51 | New Nkhensani Hospital | Nkhensane hospital_Repairs & Maintenance to MCCE and neonatal facilities (Phase A) | Greater Giyani (LIM331) | GGM | | | | DOH | 0 | 0 | 0 | | |
| 52 | New Nkhensani Hospital | Nkhensane hospital_Upgrade NeoNatal facilities. MCCE Phase B | Greater Giyani (LIM331) | GGM | | | | DOH | 15 700 000 | 20 140 000 | 0 | | |
| 53 | Nkomo B Clinic | Nkomo Clinic: Health technology - Replacement of existing clinic on the same site | Greater Giyani (LIM331) | GGM | | | | DOH | 0 | 0 | 0 | | |
| 54 | Nkomo B Clinic | Nkomo Clinic: Replacement of existing clinic on the same site incorporating the adjacent site | Greater Giyani (LIM331) | GGM | | | | DOH | 0 | 0 | 0 | | |
| 55 | Nkowankowa CHC | Nkowankowa CHC: Alternative back up power supply & Related Infrastructure services | Greater Tzaneen (LIM333) | GTM | | | | DOH | 0 | 0 | 0 | | |
| 56 | Old Nkhensani EMS Station | Old Nkhensani EMS Station_Health technology | Greater Giyani (LIM331) | GGM | | | | DOH | 0 | 0 | 0 | | |

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|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| 57 | Phalaborwa Busstop Clinic | Phalaborwa Busstop Clinic_Replacement of existing clinic on a new site | Ba-Phalaborwa (LIM334) | BPM | | | | DOH | 0 | 0 | 0 | | |
| 58 | Sekororo Clinic | Sekororo clinic: Alternative back up power supply & Related Infrastructure services | Maruleng (LIM335) | MLM | | | | DOH | 0 | 0 | 0 | | |
| 59 | Sekororo Hospital | Sekororo Hospital: Maternity Complex; Medical Gas Plant Room | Maruleng (LIM335) | MLM | | | | DOH | 5 000 000 | 5 300 000 | 0 | | |
| 60 | Sekororo Hospital | Sekororo Hospital_Staff Accommodation | Maruleng (LIM335) | MLM | | | | DOH | 0 | 0 | 0 | | |
| 61 | Shiluvana CHC | Shiluvani CHC: Alternative back up power supply & Related Infrastructure services | Greater Tzaneen (LIM333) | GTM | | | | DOH | 0 | 0 | 0 | | |
| 62 | Shotong Clinic | Shotong Clinic_Alternative back up power supply & Related Infrastructure services | Greater Letaba (LIM332) | GTM | | | | DOH | 0 | 0 | 0 | | |
| 63 | Shotong Clinic | Shotong Clinic_Replacement of clinic on a new site | Greater Letaba (LIM332) | GTM | | | | DOH | 0 | 0 | 0 | | |
| 64 | Tzaneen Malaria Control Institute | Tzaneen Malaria Control Institute_ Upgrade offices and Insectorium | Greater Tzaneen (LIM333) | GTM | | | | DOH | 0 | 0 | 0 | | |
| 65 | Van Velden Memorial Tzaneen) Hospital | Van Velden Hospital: Replacement of Stand By Generators & Related Infrastructure | Greater Tzaneen (LIM333) | GTM | | | | DOH | 0 | 0 | 0 | | |

| **5.4.4 11 DEPARTMENT OF SOCIAL DEVELOPMENT** | | | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| 1 | Dzumeri One Stop Centre | Office accommodation | GGM | Dzumeri | | | | DSD | 25 000 000 | 0 | 0 | 0 | 0 |
| 2 | DSD District Offices | Office accommodation | GGM | Giyani | | | | DSD | 30 000 000 | 0 | 0 | 0 | 0 |
| 3 | Xihoko One Stop Centre | Office accommodation | GTM | Tzaneen | | | | DSD | 25 000 000 | 0 | 0 | 0 | 0 |

### 5.4.4.12 NATIONAL DEPARTMENT OF ENVIRONMENT, FORESTRY AND FISHERIES

| No | Project name | Project Description | Local Municipality | Location | | | Performance indicator | Implementing Agent | Budget | | | Cost Estimate | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | Ward/Village | Coordinates | | | | 2021/22 | 2022/23 | 2023/24 | 2024/25 | 2025/26 |
| | | | | | Lat | Long | | | | | | | |
| Programme: EPIP | | | | | | | | | | | | | |
| 1 | Lebaka Land Restoration | The project will be focusing mainly on the restoration of land and rehabilitating areas affected by soil erosion due to rain and overgrazing that took place in the area. The rehabilitation will include various methods of intervention for the prevention of soil erosion. The deliverables of the project will include sloping of dongas, re-vegetation (planting of grass and indigenous trees) rock packing and controlling bush encroachment. The total area for land rehabilitation is 500ha. | GLM | | | | | DEFF | 10 000 000 | 0 | 0 | 0 | 0 |
| 2 | Mopani District Municipality Thuma Mina Green Deeds | The project is aimed at encouraging better environmental management practices through street cleaning, clearing of illegal dumps and open public spaces as well as the conducting the environmental education and awareness campaigns with the following deliverables: Recruitment and placement of participants, Street Cleaning and clearing of illegal dumps, Education and Awareness campaigns Non- accredited training to participants | | | | | | DEFF | 11 312 217 | 0 | 0 | 0 | 0 |
| NRM | | | | | | | | | | | | | |
| 3 | NRM LM Aquatics-Litaba_2 | Alien Plant Clearing Project | | | | | | DEFF | 1 622 759 | 0 | 0 | 0 | 0 |

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|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| 4 | NRM LM Bahlako Ipp Land use incentive_2 | Alien Plant Clearing Project | | | | | | DEFF | 1 567 844 | 0 | 0 | 0 | 0 |
| 5 | NRM LM Gravellotte_2 | Alien Plant Clearing Project | BPM | Gravelotte | | | | DEFF | 1 153 854 | 0 | 0 | 0 | 0 |
| 6 | NRM LM Letaba_2 | Alien Plant Clearing Project | | | | | | DEFF | 1 175 033 | 0 | 0 | 0 | 0 |
| 7 | NRM LM Modjadji_2 | Alien Plant Clearing Project | | | | | | DEFF | 1 612 143 | 0 | 0 | 0 | 0 |
| 8 | NRM SANP K2C Rehab_2 | Alien Plant Clearing and Land Rehabilitation Project | | | | | | DEFF | Not indicated | | | | |
| 9 | NRM SANP WfE KNP Buffer_2 | Alien Plant Clearing Project | | | | | | DEFF | Not indicated | | | | |
| 10 | NRM SANP WfE KNP Nxanatsene Rehab_2 | Alien Plant Clearing and Land Rehabilitation Project | | | | | | DEFF | Not indicated | | | | |
| 11 | NRM SANP WfW Nxanatsene North_2 | Alien Plant Clearing Project | | | | | | DEFF | Not indicated | | | | |
| 12 | SANP KNP WFW Nxanatseni SOUTH_2 | Alien Plant Clearing Project | | | | | | DEFF | Not indicated | | | | |
| 13 | NRM LM WoF Giyani Fire Base | Fire Control and Prevention | GGM | Giyani | | | | DEFF | Not indicated | | | | |
| 14 | NRM LM WoF Sekororo Fire Base | Fire Control and Prevention | MLM | Hoedspruit | | | | DEFF | Not indicated | | | | |
| 15 | NRM LM WoF Tzaneen Fire Base | Fire Control and Prevention | GTM | Tzaneen | | | | DEFF | Not indicated | | | | |
| 16 | NRM WOF LP Special Project Lenyenye 1 1 | High Altitude Alien Clearing Project | GTM | Lenyenye | | | | DEFF | Not indicated | | | | |
| 17 | NRM WOF LP Special Project Lenyenye 2 | High Altitude Alien Clearing Project | GTM | Lenyenye | | | | DEFF | Not indicated | | | | |
| 18 | NRM WOF LP Special Project Nkonwakowa 1 | High Altitude Alien Clearing Project | GTM | Nkowankowa | | | | DEFF | Not indicated | | | | |
| 19 | NRM WOF LP Special Project Nkonwakowa 2 | High Altitude Alien Clearing Project | GTM | Nkowankowa | | | | DEFF | Not indicated | | | | |

### 5.4.4.13 DEPARTMENT OF ENVIRONMENTAL AFFAIRS

| PROJECTS | | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| No | Project name | Project Description | Local Municipality | Location | | | Performance indicator | Implementing Agent/ Funder | Budget | | | Cost Estimate | |
| | | | | Ward/ Village | Coordinates | | | | 2021/22 | 2022/23 | 2023/24 | 2024/25 | 2025/26 |
| | | | | | Lat | Long | | | | | | | |
| 1 | LP-Mahumane Nature Reserve | Establishment of community nature reserve adjacent to the KNP. The reserve requires an electrified game reserve, roads, water reticulation. | Greater Giyani LM | Nkomo village | N/A | N/A | Nature Reserve | Department of Environment, Forestry & Fisheries | 15 000 000 | 0 | 0 | 0 | 0 |
| 2 | LP-Hihanyile Essential Oil Development | The project aims to expand the xisting cultivation & processing of Lippia javanica for essential oils and mosquito repellent candles in Giyani | Greater Giyani LM | Ngove village | N/A | N/A | Essential oils and mosquito repellent candles | Department of Environment, Forestry & Fisheries | 5 000 000 | 0 | 0 | 0 | 0 |
| 3 | LP-Vahlave Community Conservation Project | Establishment of lodge accommodation for 100 guest; environmental education centre, construction of 5 lecture halls and environment resource centre, nursery 3 ha growing of indigenous trees, 5 borehols, erection of 40km fence, 22 strands electric fence, paving of area from the access gate to the reception, picnic site, construct visitors information centre, construct 5km access road, construct security gate, bicycle track of | Greater Giyani LM | Ngove village | N/A | N/A | Nature Conservation Area | Department of Environment, Forestry & Fisheries | 20 000 000 | 0 | 0 | 0 | 0 |

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|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | 10km within the gate reserve, establishment of 10km hiking track electricity, upgrade reticulation and installation of solar energy system with gysers, air conditioning & reticulation. | | | | | | | | | | | |
| 4 | LP-Serala Community Property Association | Construction of security guard room & the guest house, fencing of camping site, installation of gate at Serala and western side of Wolberg Nature Reserve, construction of information centre for tourists, rehabilitate the mountain club houses, construct hiking trails, pave 15km road to mountain club, debushing and construction of a bridge from George's valley to Letaba river, rehabilitation of Rerala CPA wetland, reticulation of water and electricity for bush camps and all the surrounding facilities within Wolkberg Nature Reserve and Resala CPA | Greater Letaba LM | Greater Letaba LM | N/A | N/A | Environmental Management and Conservation | Department of Environment, Forestry & Fisheries | 25 000 000 | 0 | 0 | 0 | 0 |
| 5 | LP-Modjadji Infrastructure Project | Upgrading of 21 km hiking trails around the reserve and construction viewpoints, excavation of the dam and grading of the road for tourists. Signage will also be upgraded along the tourist road and | Greater Tzaneen LM | Modjadji Nature Reserve | N/A | N/A | Modjadji NR infrastructure updgraded | Department of Environment, Forestry & Fisheries | 15 000 000 | 0 | 0 | 0 | 0 |

| | | | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | hiking trails. construction of staff cottages; construction of 9 cottages personel with one bedroom, bedroom & a kitchen/ dining room with bricks and corrugated iron sheets. The cottage will be equipped with kitchen unit, solar geyser and built-in wardrobe and bath set; the fencing of 26km in Modjadji project, erection of game fence with one sliding tourist gate. Te fencing will require a bonnox on 1.8m high x 100m length, with 50m interval between, 2 fence posts, 10 standard posts and 22 droppers. The fence will require 2126 angle strut, 43 corner posts, 1040 fencing posts, 5200 standard posts and 11440 droppers. | | | | | | | | | | |
| 6 | LP-Convertion of Illegal Dumping Areas to Recreational Parks | Conversion of illegal dumping areas to recreational parks which include benches, swings, coffee shop, jungle gym, fencing, irrigation, tree planting, utilizing solar energy, vegetable gardens & umbrellas | Greater Giyani LM | Giyani | N/A | N/A | Recreational Park | Department of Environment, Forestry & Fisheries | 5 020 000 | 0 | 0 | 0 | 0 |
| 7 | LP-Development & Greening the Area Between | Development of recreational park with the required amenities and green both Khalanga Lodge and Valoyi Vatsonga Cultural | Greater Tzaneen LM | Nwamitwa village | N/A | N/A | Recreational Park | Department of Environment, Forestry & Fisheries | 15 000 000 | 0 | 0 | 0 | 0 |

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|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | Khalanga Lodge & Valoyi Vatsonga | Village. | | | | | | | | | | | |
| 8 | LP-Lebaka Land Restoration | Rehabilitation of land through control of soil erosion and gabion construction (Enhancing soil structure and function). | Greater Letaba LM | Lebaka | N/A | N/A | Rehabilitated land | Department of Environment, Forestry & Fisheries | 10 000 000 | 0 | 0 | 0 | 0 |

## 5.4.5 KPA: LOCAL ECONOMIC DEVELOPMENT PROJECTS, 2021/22

### 5.4.5.1 MOPANI DISTRICT: LED

| No | Project Name | Description | Location | | Annual target to achieve | Budget | | | Cost Estimate | |
|---|---|---|---|---|---|---|---|---|---|---|
| | | | Munic | Ward/Village | | 2021/22 | 2022/23 | 2023/24 | 2024/25 | 2025/26 |
| 1 | Moshupatsela Maintenance | Farm Maintenance | GTM | Broederstroom Farm | Farm Maintenance | 1000 000 | 1 042 000 | 1 087 848 | 1000 000 | 1000 000 |
| 2 | Farmers Development | Buying Farmers inputs<br><br>Exposing Local SMMEs to Market | MDM | MDM | Supporting Local Farmers through buying inputs (Vouchers)<br>Exposing Local SMMEs (Farmers to Market) Locally and Nationally | 800 000 | 833 600 | 870 278 | 900 000 | 900 000 |
| 3 | **Partnership** | | | | | | | | | |
| 3.1 | Partnership | Coordinate Engagement Sessions of the relevant Stakeholders | MDM | MDM | Collaborations with Stakeholders | 1 500 000 | 1 563 000 | 1 631 772 | 1000 000 | 1000 000 |
| 4 | Facilitate and Support Wholesale Market | Coordinate Wholesale Market | MDM | MDM | Coordinate Wholesale Market | 0 | 0 | 0 | 500 | 500 |
| 5 | Supporting Tourism Establishment, trade and manufacturing | Providing and Managing Exhibition Pavilion on Trade Fare<br>Review of progress in the implementation of Tourism Sector engagement | MDM | MDM | Support tourism establishment Locally and Nationally | 700 000 | 729 400 | 761 494 | 800 | 800 |
| 6 | Institutional capacity | Stakeholder collaborations | MDM | MDM | Meetings coordination, | 0 | 0 | 0 | 100 000 | 100 000 |

| | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| | building, organizational Capacity building, organizational support & partnerships | LEDA (Incubation)<br>Seda (Training)<br>Agriculture (event)<br>LED Forum<br>HOD Forum<br>EPWP Forum<br>Technical Committee<br>Tourism Forum<br>Mining Sector Engagements<br>Trade and Manufacturing Engagements | | | SMME Trainings, | | | | | |
| 7 | Economic Growth and Development Plan - EGDP | To develop the 20 year Economic Growth and Development Plan for MDM | MDM | MDM | Developed EGDP Document | 0 | 0 | 0 | 750 000 | 0 |
| 8 | Supporting Trade and Manufacturing SMMEs | Providing and Managing exhibition on Trade Fares<br>Market Initiative | MDM | MDM | Exposing SMMEs to the Market Locally and Nationally | 0 | 0 | 0 | 800 | 800 |
| 9 | EPWP Program<br>- Infrastructure<br>- Social<br>- Environmental<br>- Non State | To create Job Opportunities to alleviate poverty | MDM | MDM | Creation of Job Opportunities | 11 000 000 | 0 | 0 | 15 000 000 | 20 000 000 |

## 5.4.5.2 Greater Giyani Local Municipality: LED

| KPA 4: LOCAL ECONOMIC DEVELOPMENT | | | | | | |
|---|---|---|---|---|---|---|
| **STRATEGIC OBJECTIVE: To create an enabling environment for sustainable economic growth** | | | | | | |
| PROJECT/PROGRAM | 2021/22 | 2022/23 | 2023/24 | 2024/25 | 2025/26 | SOURCE |
| 1. LED SUPPORT | R 1,040,000 | R1,040,000 | R1,140,000 | 0 | 0 | GGM |
| 2. RAND Easter Show | R60,000 | R0 | R0 | 0 | 0 | GGM |
| 3. African travel Indaba | R0 | R0 | R0 | 0 | 0 | GGM |

| | | | | | | |
|---|---|---|---|---|---|---|
| 4. Siyandhani Airport Development | R0 | R0 | R0 | 0 | 0 | GGM |
| 5. Shangoni Gate Development | R0 | R0 | R0 | 0 | 0 | GGM |
| 6. Female entrepreneur awards | R 245,000 | R245,000 | R245,000 | 0 | 0 | GGM |
| 7. Review of LED strategy | R800,000 | R0 | R0 | 0 | 0 | GGM |
| 8. Marula show | R60,000 | R60,000 | R60,000 | 0 | 0 | GGM |
| 9. Mopani dimension stones | R0 | 0 | 0 | 0 | 0 | GGM |
| 10. Municipal internal signage | R20 000 | R0 | R0 | 0 | 0 | GGM |

### 5.4.5.3 Maruleng Local Municipality: LED

**KPA: LOCAL ECONOMIC DEVELOPMENT**

**Strategic Objectives: Promote local economic development**

| Project Name | Project Description | Project Location | Baseline | Annual Performance Indicator | Annual Target | Medium Term Expenditure Framework | | | Implementing Agent |
|---|---|---|---|---|---|---|---|---|---|
| | | | | | | 2021/2021 | 2022/2023 | 2023/2024 | |
| K2C Support | Provision of support of K2C Biosphere | Hoedspruit Ward 1 | 3 | Number of K2C programmes supported | 4 | 200,000 | 208,400 | 217,569.60 | MLM |
| LED Programmes | Provision of support to LED initiatives and programmes | Municipal area | 8 | Number of LED programmes supported | 8 | 150,000 | 156,300 | 163,177.20 | MLM |
| EPWP | Job creation through EPWP | Municipal area | 500 | Number of work opportunities created through EPWP | 50 | 1,175,000 | - | - | MLM |
| Animal pounding | Construction of an animal pound | Municipal area | New | Number of animal pounds constructed | 1 | 4,000,000 | - | - | MLM |
| Agricultural Forum | Co-ordinate of agricultural forums | Maruleng area | New | Number of agricultural forums coordinated | 4 | OPEX | OPEX | OPEX | MLM |
| LED forums | Co-ordinate of LED forums | Maruleng area | New | Number of LED forums coordinated | 4 | OPEX | OPEX | OPEX | MLM |

## 5.4.5.4 Ba-Phalaborwa Local Municipality: LED

**Local Economic Development**

| Cluster | Sector / KPA | Operations and Maintenance Projects | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | 2021/22 | | | | 2022/23 | | | 2023/24 | | | 2024/25 | 2021/22 |
| | | Project No. | Project | Cost (R'000) | Funding | Project | Cost (R'000) | Funding | Project | Cost (R'000) | Funding | Project | Project |
| Growing economic environment | Local Economic | | LED Strategy | 800 | Own | | | | | | | | |
| | | | | | | LED Forum (BPM, BPTA) | 100 | Own | | | | | |
| | | | | | | SMME's Capacity Building | 300 | Own | | | | | |
| | Tourism | | Tourism Month | 150 | | | | | | | | | |
| | | | Cultural Heritage | 100 | | | | | | | | | |
| | | | Marula festivities | 1 500 | | | | | | | | | |
| | | | | | | Tourism Plan | 600 | Own | | | | | |
| | | | | | | Promoting and makerting | 150 | | | | | | |
| | | | ***Total*** | **2 550** | | | | | | | | | |

## 5.4.5.5. GREATER LETABA Local Municipality: LED

**KPA: LOCAL ECONOMIC DEVELOPMENT**

**Strategic Objective: Improved and Inclusive Local Economy**

| Project Name | Project Location | Medium Term Expenditure Framework | | | Implementing Agent |
|---|---|---|---|---|---|
| | | 2021/2022 | 2022/2023 | 2023/2024 | |
| SMME Support | GLM | R615 008 | R615 639 | R616 327 | GLM |
| Review LED Strategy | GLM | R690 000.00 | R200 000 | | GLM |
| Commercialisation of Sickle-Bush (Moretse) | GLM | R750 000.00 | | | GLM |

## 5.4.5.6 DEPARTMENT OF AGRICULTURE (LDARD)

| MOPANI 2021/22 PROJECTS | | | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| No | Project name | Project Description | Local Municipality | Location | | | Performance indicator | Implementing Agent | Budget | | | Cost Estimate | |
| | | | | Ward/Village | Coordinates | | | | 2021/22 | 2022/23 | 023/24 | 024/25 | 025/26 |
| | | | | | Latitude | Longitude | | | | | | | |
| | | | | | | | | | | | | | |
| 1 | GRASP 4 | Construction of 6x1ha shade net projects | Ba-Phalaborwa | Selwane and Priska | Various | Various | Black producers supported with infrastructure | LDARD | 1,765 | 0 | 0 | 0 | 0 |
| | Grasp development | Construction of pack shed, ablution block, netshade and installation of irrigation system for development of vegetable farmers | Mopani DM | District-wide | -23.700464 | 30.788 203 | | LDARD | 101 392 297 | 0 | 0 | 0 | 0 |
| | Makgoba development | Development of Avocado production | Mopani DM | District-wide | -23.445942 | 30.578722 | Westfalia & Avocado association | LDARD | 20 mil | 0 | 0 | 0 | 0 |

| | | | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | fields | | | | | of South Africa | | | | | | |
| 2 | GRASP 5 | Construction of 4 x1ha shade net projects | Ba-Phalaborwa | Priska & Gravellote | Various | Various | Black producers supported with infrastructure | LDARD | 489 | 0 | 0 | 0 | 0 |
| 3 | Malemela Peba | Construction of 3x 3000 capacity PHs | Maruleng | Makgaung | 24 16 10 S | 30,27,49 E | Black producers supported with infrastructure | LDARD | 2,000 | 0 | 0 | 0 | 0 |
| 4 | Exlite | Repairing of shade nets | Greater Tzaneen | Deerpark | 23.76373 | 30.22779, | Black producers supported 5with infrastructure | LDARD | 553 | 553 | 0 | 0 | 0 |
| 5 | Ratsatsi | 5ha drip irrigation, 18ha fence and reservoir | Greater Letaba | Moifontein | 30°15'35'' | 23° 25'22'' | Black producers supported with infrastructure | LDARD | 3,900 | 400 | 0 | 0 | 0 |
| 6 | Mabodyane | Water source development and pack shed | Greater Letaba | Mohlele | S 232788.83 | E 303550.50 | Black producers supported with infrastructure | LDARD | 500 | 2,500 | 0 | 0 | 0 |
| 7 | A Hi Tirheni Mqekwa | Energy source and reservoir | Greater Giyani | Daniel Rabalela | | | Black producers supported with infrastructure | LDARD | 1,560 | 156 | 0 | 0 | 0 |
| | 2021/22 Projects for planning | | | | | | | | | | | | |
| 8 | Commitment Club | Water source and construction of 2x2 000 Poultry houses | Maruleng | Mentz | | | Black producers supported with infrastructure | LDARD | 500 | 1,500 | 0 | 0 | 0 |
| 9 | ShaiShai | Water source and irrigation materials | Maruleng | Trichadtsdal | 24° 09' 10'' | 30° 23' 59'' | Black producers supported with infrastructure | LDARD | 500 | 3,000 | 300 | 0 | 0 |
| 10 | Raleputso | Water source development & 6ha irrigation materials | Ba-Phalaborwa | Namakgale | | | Black producers supported with infrastructure | LDARD | 500 | 0 | 0 | 0 | 0 |
| 11 | Baleti Estates | 5ha irrigation materials, macadamia | Greater Letaba | Modjadji skloof | | | Black producers supported with | LDARD | 500 | 5,000 | 500 | 0 | 0 |

| | | | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | development, pack shed and ablution | | | | | infrastructure | | | | | | |
| 12 | Goodstuff | Water source and Construction of 2x2 000 PHs | Maruleng | Molalane | 23,130848 | 29,0992080S | Black producers supported with infrastructure | LDARD | 500 | 1,500 | 0 | 0 | 0 |
| 13 | | Procure day old chicks, feeds and medication | Maruleng | Various villages | 24°182674 " | 30° 3033457'' | Black producers supported with production inputs | LDARD | 315 000 | 0 | 0 | 0 | 0 |
| 14 | | Procure broiler feeds and medication | Greater Giyani | Various villages | | | Black producers supported with production inputs | LDARD | 610 000 | 0 | 0 | 0 | 0 |
| 15 | | Procure broiler feeds and medication | Ba-Phalaborwa | Various villages | 23,45'10 | 30,96'22 | Black producers supported with production inputs | LDARD | 380 000 | 0 | 0 | 0 | 0 |
| 16 | | Procure Pullets, medication, Day old chicks, animal feeds | Greater Letaba | Various villages | 23,2721 | 30,3145 | Black producers supported with production inputs | LDARD | 278 000 | 0 | 0 | 0 | 0 |
| 17 | Greater Tzaneen poultry projects | Procure 5000 broiler feeds and medication | Greater Tzaneen | Various villages | 23.64523 | 30. 14563 | Black producers supported with production inputs | LDARD | 1 000 000 | 0 | 0 | 0 | 0 |
| 18 | Maruleng vegetable food security projects | Procure seeds, seedlings, fertilizers and Agro chemicals | Maruleng | Various villages | 24,13443 | 30,2349 | Black producers supported with production inputs | LDARD | 700 000 | 0 | 0 | 0 | 0 |
| 20 | Greater Giyani vegetble projects | Procure seeds and seedling, fertilizers & chemicals required | Greater Giyani | Various villages | | | Black producers supported with production inputs | LDARD | 700 000 | 0 | 0 | 0 | 0 |
| 21 | Ba-Phalaborwa vegetable projects | Procure vegetable seeds/seedlings, fertilizers &pesticides | Ba-Phalaborwa | Various villages | 23,70'19 | 30'96'03 | Black producers supported with production inputs | LDARD | 2 200 000 | 0 | 0 | 0 | 0 |
| 22 | Greater Letaba vegetable | Procure Vegetable seeds/seedlings and | Greater Letaba | Various villages | S23028,135’ | DALRRD | Black producers supported with | LDARD | 1 830 000 | 0 | 0 | 0 | 0 |

| | | | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | projects | pesticides | | | | | production inputs | | | | | | |
| 23 | Greater Tzaneen vegetable projects | Procure Vegetable seeds/seedlings and pesticides | Greater Tzaneen | Various villages | 23.45161 | 30.1441 | Black producers supported with production inputs | LDARD | 1 400 000 | 0 | 0 | 0 | 0 |
| 24 | Maruleng Grain Projects | Ploughing and procurement of seeds | Maruleng | Various villages | 24,23358 | 30,23539 | Black producers supported with production inputs | LDARD | 307 500 | 0 | 0 | 0 | 0 |
| 25 | Greater Giyani Grain projects | Ploughing & procuring 1x10kg maize seeds for 441 farmers | Greater Giyani | Various villages | | | Black producers supported with production inputs | LDARD | 307 500 | 0 | 0 | 0 | 0 |
| 26 | BaPhalaborwa dryland farmers | Ploughing, seeds, fertilizers & chemicals | Ba-Phalaborwa | Various villages | 23˚41'37" S | 30˚55'39" E | Black producers supported with production inputs | LDARD | 780 100 | 0 | 0 | 0 | 0 |
| 27 | Greater Letaba grain projects | Ploughing, seeds, fertilizers & chemicals | Greater Letaba | Various villages | -23,35771 | 30,14903 | Black producers supported with production inputs | LDARD | 590 300 | 0 | 0 | 0 | 0 |
| 28 | Greater Tzaneen grain projects | Ploughing, seeds, fertilizers & chemicals | Greater Tzaneen | Various villages | S24˚06'24" | E30˚17'14" | Black producers supported with production inputs | LDARD | 858 000 | 0 | 0 | 0 | 0 |
| 29 | Greater Giyani piggery projects | Procure piggery feeds and medication | Greater Giyani | Mavalane | | | Black producers supported with production inputs | LDARD | 60 000 | 0 | 0 | 0 | 0 |
| 30 | Greater Tzaneen piggery projects | Procure piggery feeds and medication | Greater Tzaneen | Various farms | 23.4643 | 30.4071 | Black producers supported with production inputs | LDARD | 119 000 | 0 | 0 | 0 | 0 |
| 31 | Maruleng food security vegetable cluster | Procure seeds, seedlings, fertilizers and Agro chemicals | Maruleng | Bochabelo | 24°23'38" | 30° 34'30'' | Black producers supported with production inputs | LDARD | 410,00 | 0 | 0 | 0 | 0 |
| 32 | Greater Tzaneen food security poultry projects | Poultry | Greater Tzaneen | Masoma Village | 24.05644 | 30.16731 | Black producers supported with production inputs | LDARD | 499 500 | 0 | 0 | 0 | 0 |

| | | | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| 33 | Greater Tzaneen food security vegetable projects | Procure seeds, seedlings, fertilizers and Agro chemicals | Greater Tzaneen | Nyanyukani | S23˚57'45" | E30˚22'24" | Black producers supported with production inputs | LDARD | 132 000 | 0 | 0 | 0 | 0 |
| 34 | Mopani Govt. Tractor Fleet support | Operation & maintenance of government tractor fleet. | All local municipalities | Prioritised villages and projects | | | Hectares planted for food production | LDARD | 1 000 000 | 0 | 0 | 0 | 0 |
| 35 | Mopani Fetsa tlala– mechanization | Hiring of 100 private tractor operators for ploughing 2000ha | All local municipality | Proritised villages and projecits | | | Hectares planted for food production | LDARD | 3 212 000 | 0 | 0 | 0 | 0 |

**5.4.5.7 LIMPOPO ECONOMIC DEVELOPMENT AGENCY**

| | | | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| 1 | Broadband | Broadband fibre rollout | Mopani Dist. Municipality | Mopani | N/A | N/A | Number of Kms of fibre rolled out | Limpopo Connexion | 11.3m | 0 | 0 | 0 | 0 |

**5.4.5.8 NATIONAL DEPARTMENT OF PUBLIC ENTERPRISE: ESKOM PROJECTS**

| | | | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | Letaba 2x40MVA 132/66KV Substation | Strengthening | GLM | Modjadjiskloof | | | | ESKOM | 169.91m | 0 | 0 | 0 | 0 |

**5.4.5.9 NATIONAL DEPARTMENT OF SMALL BUSINESS DEVELOLPMENT**

| | | | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| 1 | 100 Thousand young entrepreneurs | Initiative targeting young people between the ages of 16 and 40 with businesses with the potential to create a minimum of 10 sustainable jobs | | | | | Targeted beneficiaries - 2400 | DSBD | Not indicated | | | | |
| 2 | SMME expansion/ scale up | Initiative targeting small and medium enterprises that have been in existence for more than 4 years and employ more than 5/10 staff members. It supports businesses to scale up and expand through access to working capital and markets for goods and services | | | | | Targeted beneficiaries - 4100 | DSBD | Not indicated | | | | |

| | | | | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| 3 | Township and rural entrepreneurship | A dedicated programme to transform and integrate opportunities in townships and rural areas into productive business ventures. | | | | | Targeted beneficiaries - 11592 | DSBD | Not indicated | | | | |
| 4 | Incubation and digital hubs | Business and technology incubation centres that offer enterprises business and management skills, support and platforms for a minimum of 3 years. It targets start-ups that require hand holding as they start their journey in business. | | | | | Targeted beneficiaries - 4 | DSBD | Not indicated | | | | |
| 5 | Cooperatives | Initiative aimed at supporting cooperatives as enterprises that are income and profit generating. It targets registered cooperatives that have potential to generate income and profit. | | | | | Targeted beneficiaries - 240 | DSBD | Not indicated | | | | |
| 6 | Informal businesses | Initiative aimed at supporting informal businesses with compliance support, business skills development, business infrastructure and technical support. | | | | | Targeted beneficiaries – 23184 | DSBD | Not indicated | | | | |
| 7 | SMME products | Initiative to coordinate and direct the buy local campaign to be impactful by targeting a minimum number of enterprises that should benefit. | | | | | Targeted beneficiaries - 4420 | DSBD | Not indicated | | | | |
| 8 | Start-up nation | Initiative that seeks to promote innovation that can have a ripple effect on the national economy. Target beneficiaries are Tech and Engineering Start-ups and Social enterprises | | | | | Targeted beneficiaries - 8840 | DSBD | Not indicated | | | | |

### 5.4.5.10 NATIONAL DEPARTMENT OF AGRICULTURE, LAND REFORM AND RURAL DEVELOPMENT

| | | | | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | **LDARD LETSEMA PROJECTS** | | | | | | | | | | | | | |
| 1 | Greater Giyani grain projects | Grains (Maize). Active and being supported with production inputs. Estimated beneficiaries is 131. | GGM | Mhlava willem, Hlaneki, Guwela SC | | | | DALR&RD | 400,000 | 0 | 0 | 0 | 0 |
| 2 | Greater Tzaneen grain projects | Grains (Maize). Active and being supported with production inputs. Estimated beneficiaries is 404. | GTM | Ritavi, Nwamitwa, Tzaneen &Naphuno | | | | DALR&RD | 389,828 | 0 | 0 | 0 | 0 |
| 3 | Ba-Phalaborwa grain projects | Grains (Maize). Active and being supported with production inputs. Estimated beneficiaries is 752. | BPM | Selwane, Namakgale, Gravelotte | | | | DALR&RD | 743,110 | 0 | 0 | 0 | 0 |

**RID PROJECTS**

| | | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| 4 | Muyexe pavings street | Muyexe pavings street | GGM | Muyexe | | | | DALR&RD | 46,368,646 | 0 | 0 | 0 | 0 |
| 5 | The Construction of a storage warehouse, & enabling facilities for Masalaal FPSU & Prieska village under Ba-Phalaborwa | Masalal FPSU | BPM | Prieska Selwane | | | | DALR&RD | 33,257,525 | 0 | 0 | 0 | 0 |
| 6 | Macena packhouse | Macena packhouse | | | | | | DALR&RD | 837,492 | 0 | 0 | 0 | 0 |

**COED PROJECTS**

| | | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| 7 | GRASP | Fertilizers and chemicals | | | | | | DALR&RD | 7,700,000 | 0 | 0 | 0 | 0 |
| 8 | Letsitele Primary Agricultural Cooperative | Irrigation system | GTM | Letsitele | | | | DALR&RD | 4,333,501 | 0 | 0 | 0 | 0 |

**COED OPERATIONALISATION OF FPSU**

| | | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| 9 | Masalal | Provision of infrastructure,Security, Human Resource, Production inputs, Machinery, Equipment, Truck, Tractor, Implements, Furniture & Office Consumables, Skills Training | BPM | Selwane | | | | DALR&RD | 9,000,000 | 0 | 0 | 0 | 0 |

**RLCC PROJECTS**

| | | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| 10 | Mawayi family | Finalisation of land claims | | | | | | DALR&RD | 417 748 98 | 0 | 0 | 0 | 0 |
| 11 | Maake HM family | Finalisation of land claims | | | | | | DALR&RD | 321,146 | 0 | 0 | 0 | 0 |
| 12 | Mushwana RWx2 (KRP11455 &6) | Finalisation of land claims | | | | | | DALR&RD | 642 292 | 0 | 0 | 0 | 0 |
| 13 | Dimbanyika MA | Finalisation of land claims | | | | | | DALR&RD | 15,000,000 | 0 | 0 | 0 | 0 |

MDM; LMs, LDARD, DRDLR, LEDA, National DEPT of Small Business Development, National Dept of Public enterprise

### 5.4.5.11 DEPARMENT OF LOCAL ECONOMIC DEVELOPMENT, ENVIRONMENT AND TOURISM (LEDET)

| MOPANI 2021/22 PROJECTS | | | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| No | Project name | Project Description | Local Municipality | Location | | | Performance indicator | Implementing Agent | Budget | | | Cost Estimate | |
| | | | | Ward/Village | Coordinates | | | | 2021/22 | 2022/23 | 023/24 | 024/25 | 025/26 |
| | | | | | Latitude | Longitude | | | | | | | |
| | | | | | | | | | | | | | |
| 1 | Infrastructure | Provision of water through drilling of boreholes | Ba-Phalanorwa | | 23 58 3.9642 | 31 47 06.2442 E | | | 3.2 mil | 2.5 mil | 2.5 mil | 0 | 0 |
| 2 | Infrastructure | Upgrading of access road to Makhutswi camp & rehabilitation of Timber deck of tourist challets. | Maruleng | | 24 09 52.617S | 30 12 39.1716E | | | 2.2 mil | 1.25 mil | 2 mil | 0 | 0 |
| 3 | Infrastructure | Repairs and maintenance to various reserves and resorts. | All Districts | | | | | | 5 mil | 5 mil | 5 mil | 0 | 0 |
| 4 | Enterprise development (SMME & Cooperative support for development | -Productivity and competitive management programme.<br>-Procurement of working tools. | All Districts | | | | | | 550 000<br>1.256 mil | 500 000<br>235 000 | 500 000<br>0 | 0 | 0 |
| 5 | Industrialisation | Manufacturing support centre | Mopani DM | | 83.882698 | 30.2671939 | | | 1.5m | 1m | 0 | 0 | 0 |
| 6 | Broadband network infrastructure | Broadband fiber rollout | Mopani | | 23.313306 | 30.710252 | | | 0 | 11.3m | 0 | 0 | 0 |
| 7 | Tourism promotion | Tourism marketing campaigns | All districts | | | | | | 0 | 0 | 0.2m | 0 | 0 |
| 8 | Tourism | Support provided to | All districts | | | | | | 0 | 0 | 0.3m | 0 | 0 |

| | | | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | support development | towns across Limpopo through partnerships to host their local festivals | | | | | | | | | | | |

## 5.4.6 SPATIAL RATIONALE

### 5.4.6.1 MOPANI DISTRICT MUNICIPALITY: SPATIAL RATIONALE

| KPA: Spatial Rationale | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| Strategic Objective: To have efficient, effective, economic and integrated use of land space. | | | | | | | | | | |
| No | Project Name | Project Description | Location /Ward | Target to achieve | Funder | Budget | | | Costing Estimates | |
| | | | | | | 2021/22 | 2022/23 | 2023/24 | 2024/25 | 2025/26 |
| **DEVELOPMENT PLANNING** | | | | | | | | | | |
| 1 | SDF Review | To review district Spatial Development Framework | MDM | Draft reviewed SDF document | MDM | 1 000 000 | 1 000 000 | 0 | 1m | 0 |
| 2 | Determination of Land Use applications | To determine land use applications, cater and pay tribunal members not in the employ of the participating municipalities of sitting allowances, travel expenses, meeting venue and accommodation | GLM, MM and BPM | 10 land use applications determined | MDM | 1 000 000 | 1 000 000 | 0 | 1m | 1m |
| 3 | Selwane Township establishment | To produce layout plan and general plan for 500 sites at Selwane Town (village) extension | BPM | 200 sites layout plan & gen. plan. | MDM | 800 000 | 0 | 0 | 0 | 0 |
| 4. | Humulani/ Matiko-xikaya township establishment | To produce layout plan and general plan for 500 sites at Matikoxikaya/ Humulani extension. | BPM | 200 sites layout and general plan | MDM | 800 000 | 0 | 0 | 0 | 0 |
| 6 | Xivulani Township establishment | To produce a layout plan and general plan for 500 sites at Xivulani extension | GGM | 200 sites layout and general plan | MDM | 800 000 | 0 | 0 | 0 | 0 |
| 7 | Nwamitwa Township establishment | To produce layout plan and general plan for 2000 sites at Nwamitwa extension | GTM | 200 sites layout and general plan | MDM | 800 000 | 0 | 0 | 0 | 0 |
| 8 | Xihoko Township establishment | To produce layout plan and general plan for 2000 sites at Xihoko extension | GTM | 200 sites layout and general plan | MDM | 800 000 | 0 | 0 | 0 | 0 |

## Geographical Information Services (GIS)

| No | Project Name | Project Description | Location/Ward | Target to achieve | Funder | Budget | | | Costing Estimates | |
|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | | 2021/22 | 2022/23 | 2023/24 | 2024/25 | 2025/26 |
| PLANNING AND DEVELOPMENT (GIS) | | | | | | | | | | |
| 1 | Land Information Management System | The development of Land Information Management System | MDM | Land Information Management System Application | MDM | 832 400 | 0 | 0 | 900 00 | 960 000 |
| 2 | Town Planning Application Management System | The development of Town Planning Application Management System | MDM | Town Planning Application Management System | MDM | 1 900 000 | 0 | 0 | 700 000 | 500 000 |
| 3 | Infrastructure Management System Application | The development of Infrastructure Management System Application | MDM | Infrastructure Management System Application | MDM | 0 | 0 | 0 | 700 000 | 500 000 |
| 4 | Disaster Management System Application | The development of Disaster Management System Application | MDM | Disaster Management System Application | MDM | 0 | 2 090 992 | 1 309 000 | 800 000 | 600 000 |
| 5 | IDP Dashboard System Application | The development of IDP Dashboard System Application | MDM | IDP Dashboard System Application | MDM | 0 | 0 | 570 000 | 600 000 | 200 000 |
| 6 | GIS Awareness | GIS Awareness | MDM | GIS Awareness | MDM | 0 | 0 | 0 | 80 000 | 60 000 |
| 7 | GIS Maintenance | GIS maintenance | MDM | Software Maintenance | MDM | 0 | 0 | 0 | 235 216 | 245 263 |
| 8 | Corporate GIS establishment | | MDM | Upgrade GIS infrastructure licenses, upgrades of GIS software and GIS hardware | MDM | 0 | 0 | 0 | 450 000 | 1 450 000 |
| 9 | Project Document Management System Application | Development of Project Document Management System Application | MDM | Project Document Management System Application | MDM | 0 | 860 000 | 200 000 | 0 | 0 |

### 5.4.6.2 Maruleng Local Municipality: Spatial Rationale

**KPA: SPATIAL RATIONALE (spatial planning)**

**Strategic Objective: facilitate integrated human settlements & agrarian reform**

| Project Name | Project Description | Project Location | Baseline | Annual Performance Indicator | Annual Target | Medium Term Expenditure Framework | | | Implementing Agent |
|---|---|---|---|---|---|---|---|---|---|
| | | | | | | 2021/2022 | 2022/2023 | 2023/2024 | |
| SDF | Implementation of the reviewed SDF | Municipality | Reviewed SDF | Number of SDF implemented | 1 | OPEX | OPEX | OPEX | MLM |
| Update of LUMS | Updating of Land Use Management Scheme to address land usage and expansion in the municipality | Municipality | 30days | Turnaround time in processing land use applications from the date received | 30days | OPEX | OPEX | OPEX | MLM |
| | | | 90 days | Turnaround time in processing building plans from the date submitted | 90 days | OPEX | OPEX | OPEX | MLM |
| Update of GIS | Updating of new information in the GIS | Municipality | 4 | Number of GIS updates conducted | 4 | OPEX | OPEX | OPEX | MLM |

There is a need for continuous investment for purpose of acquiring land.
The effectiveness of a tribunal will ensure compliance with SPLUMA and reduce the risk of litigations

## 5.4.6.3 Ba-Phalaborwa Local Municipality: Spatial Rationale

**KPA 1: Spatial rationale**

| Cluster | Sector / KPA | Operations and Maintenance Projects | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | 2021/22 | | | | 2022/23 | | | 2023/24 | | | 2024/25 | 2025/26 |
| | | Project No. | Project | Cost (R'000) | Funding | Project | Cost (R'000) | Funding | Project | Cost (R'000) | Funding | Project | Project |
| Sustainable integrated infrastructure and services | Property Vesting | | Transfer of Properties | 1 500 | | Transfer of Properties | 3000 | | Transfer of Properties | 3000 | | Transfer of Properties | 3000 |
| | Property Valuation | | Supplementary valuation roll | 100 | | Supplementary valuation roll | 100 | | General Valuation roll | 2 300 000 | | Supplementary valuation roll | 100 |

| Cluster | Sector / KPA | Operations and Maintenance Projects | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | 2021/22 | | | | 2022/23 | | | 2023/24 | | | 2024/25 | 2025/26 |
| | | Project No. | Project | Cost (R'000) | Funding | Project | Cost (R'000) | Funding | Project | Cost (R'000) | Funding | Project | Project |
| | **GIS** | | GIS | 100 | | GIS | 700 | | GIS | 700 | | GIS | 800 |
| | **Land Use Management Scheme** | | | | | Develop layout plans Demarcation of sites (tribal authority) | 500 | | formalise the informal development | 500 | | Township Establishment | Review of SDF |
| | **Housing** | | | | | Developed Housing Chapter | 500 | | | | | | |
| | **Spatial Development Framework** | | | | | Land Audit | 1 000 | BPM | | | | Review of SDF | R1 000 |
| | | | ***Total*** | ***1 700*** | | | | | | | | | |

## 5.4.6.4 GREATER TZANEEN LOCAL MUNICIPALITY

### SPATIAL RATIONALE: SPATIAL: PROJECTS & PROGRAMMES FOR 2021 – 2022 FINANCIAL YEAR

| Project No. | Project Name and Location | Project Description | Project Duration | | Five (5) Year Budget | | | | | Source of Funding | Implementation Agent |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | Start Date | Finish Date | MTREF | | | | | | |
| | | | | | 2021/22 | 2022/23 | 2023/24 | 2024/25 | 2025/26 | | |
| **PED-1** | Regional Cemetery at Relela Cluster Bolobedu South | Purchase of land for Regional Cemetery at Relela Cluster Bolobedu South | 01/07/2024 | 30/06/2026 | | | | R5000 000 | R20 000 000 | Own | GTM |
| **PED-2** | Regional Cemetery at Runnymede Cluster, N'wamitwa & Xihoko | Purchase of land for Regional Cemetery at Runnymede Cluster, N'wamitwa & Xihoko | 01/07/2024 | 30/06/2026 | | | | R15 000 000 | R5 000 000 | Own | GTM |
| **PED-3** | Regional Cemetery Dusseldorp | Purchase of land for Regional Cemetery Dusseldorp | 01/07/2024 | 30/06/2026 | | | | R1000 000 | R1000 000 | Own | GTM |
| **PED-4** | Land for the | Purchase of land for | 01/07/2024 | 30/06/2025 | | | | R1000 0000 | | MIG | GTM |

| Project No. | Project Name and Location | Project Description | Project Duration | | Five (5) Year Budget | | | | | Source of Funding | Implementation Agent |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | Start Date | Finish Date | MTREF | | | | | | |
| | | | | | 2021/22 | 2022/23 | 2023/24 | 2024/25 | 2025/26 | | |
| | establishment of a transfer station at the confluence of Relela and Runnymede clusters | the establishment of a transfer station at the confluence of Relela and Runnymede clusters | | | | | | | | | |
| **PED-5** | Land for the establishment of a transfer station at the confluence of Lesedi and Bulamahlo clusters | Purchase of land for the establishment of a transfer station at the confluence of Lesedi and Bulamahlo clusters | 01/07/2024 | 30/06/2025 | | | | R1000 000 | | MIG | GTM |
| **PED-6** | On-site compacting units for the transfer station | Purchase of on-site compacting units for the transfer station for the transfer stations | 01/07/2024 | 30/06/2025 | | | | R1000 000 | | MIG | GTM |
| **PED-7** | Geographical Information Systems | Purchase of Geographical Information Systems | 01/07/2021 | 30/06/2024 | R2 800 000 | R4 000 000 | R4 000 000 | | | OWN | GTM |

## 5.4.6.5 Greater Letaba Local Municipality: Spatial Rationale

**KPA: SPATIAL RATIONALE**

**Strategic Objective: Integrated Sustainable Human Settlement**

| Project Name | Project Location | Medium Term Expenditure Framework | | | Implementing Agent |
|---|---|---|---|---|---|
| | | 2021/2022 | 2022/2023 | 2023/2024 | |
| Township Establishment on Farm Uitspan 172-LT | GLM | R1 750 000 | R2 431 500 | | GLM |
| Township Establishment Meidingen 398 LT | GLM | R1 750 000 | R3 204 000 | | |
| Implementation of Land Use Scheme | GLM | R526 000 | R1 195 000 | | GLM |
| Development of precinct plans for Kgapane and Senwamokgope | GLM | | R1 500 000 | | GLM |
| Review of Spatial Development Framework | GLM | R1 100 000 | | | GLM |

## 5.4.6.6 Greater Giyani: Spatial Rationale

| .KPA 1: SPATIAL RATIONAL | | | | | | |
|---|---|---|---|---|---|---|
| **STRATEGIC OBJECTIVE: To develop an effective spatial framework that promotes integrated and sustainable development.** | | | | | | |
| | | | | | | |
| PROJECT/PROGRAM | 2021/22 | 2022/23 | 2023/24 | 2024/25 | 2025/26 | SOURCE |
| Street naming CBD and A section C | R300 000 | 0 | 0 | 0 | 0 | GGM |
| Servicing of 539 sites | R500,000 | o | 0 | 0 | 0 | GGM |
| Formalization of church view | R300,000 | R600,000 | R300,000 | 0 | 0 | GGM |
| Street naming section A and F | R400,000 | 0 | 0 | 0 | 0 | GGM |
| formalization of Makosha Risinga extension | R200 000 | 0 | 0 | 0 | 0 | GGM |
| Township establishment at Siyandhani | R1,000,000 | R500,000 | R500,000 | 0 | 0 | GGM |
| Rezoning, registration and subdivision of municipal properties in villages and town | R300,000 | 0 | 0 | 0 | 0 | GGM |
| Ngove town expansion | R1,5M | R0 | R0 | 0 | 0 | GGM |
| Township establishment Nsavulani | R300,000 | 0 | 0 | 0 | 0 | GGM |
| Rezoning and subdivision of parks | R300, 000. | R300,000 | 0 | 0 | 0 | GGM |
| Subdivision and rezoning of remainder of 1946 section F | R200,000 | R0 | 0 | 0 | 0 | GGM |
| Review of SDF | R350,000 | 0 | 0 | 0 | 0 | GGM |
| Review of LUS and alignment to spluma | R300,000 | 0 | 0 | 0 | 0 | GGM |
| Demarcation of sites at ndhambi and sikhunyani | R500 000 | R700,000 | R700,000 | 0 | 0 | GGM |
| GIS upgrade | R400 000 | R100,000 | R100,000 | 0 | 0 | GGM |
| Golf course development | R1,000,000 | R800,000 | R500,000 | 0 | 0 | GGM |
| Proclamation programme | R300,000 | R600,00 | R800,000 | 0 | 0 | GGM |
| Deeds registration of sites and street naming | R400,000 | R700,000 | R700,000 | 0 | 0 | GGM |
| Dumazi land development and site demarcation. | 0 | 0 | 0 | 0 | 0 | Private developer/ PPP |

## 5.4.6.7 Department of Cooperative Governance, Human Settlements and Traditional Affairs (CoGHSTA)

| CoGHSTA PROJECTS | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | PROJECT NAME | PROJECT DISCRIPTION | PROJECT LOCATION | | ANNUAL PERFORMANCE | FUNDER | BUDGET | | | COST ESTIMATE | |
| | | | | | | | 2021/22 | 2022/23 | 2023/24 | 2024/25 | 2025/26 |
| 1 | Mopani/ Tzaneen munic./ Nhlatse (600)/ Plannning/ 20/21 - Phase 1 | Inremental - 2.4 Informal settlement upgrading | GTM | | | CoGHSTA | 424 086 | 0 | 0 | 0 | 0 |
| 2 | Mopani/ Tzaneen munic./ Hermiglo (163) IRDP: Services 20/21 - Phase 1 | Incremental - 2.2b Integrated Residential Development Programme: Phase 1: Planning and Services Informal Settlement | GTM | | | CoGHSTA | 7 495 555 | 0 | 0 | 0 | 0 |
| 3 | Mopani/ Tzaneen munic./ Cheapest (100) Rural/ 19/20 | 4.2 Rural Subsidy Communal Land Rights | GTM | | | CoGHSTA | 6 125 051 | 0 | 0 | 0 | 0 |
| 4 | Mopani/ Ba-Phalaborwa Munic. / Lempitse (90) Rural 19/20 | 4.2 Rural Subsidy Communal Land Rights. | BPM | | | CoGHSTA | 1 502 371 | 0 | 0 | 0 | 0 |
| 5 | Mopani/ Letaba munic./ Mmantwa (175) Rural 19/20 | 4.2 Rural Subsidy Communal Land Rights | | | | CoGHSTA | 4 160 412 | 0 | 0 | 0 | 0 |

# 5.4.7 KPA: FINANCIAL VIABILITY

## 5.4.7.1 MOPANI DM: Finance Projects

| | | | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| 1 | Water meter services | Installation of Prepaid meters | All locals | | | | 100% revenue collection | MDM | 0 | 0 | 0 | 20 000 000 | 20 000 000 |
| 2 | Asset management | Updating & review of movable and fixed asset registers (FAR) including reconciliations with AFS | All locals | | | | Credible asset register | MDM | 4 000 000 | 4 168 000 | 4 351 392 | 10 000 000 | 10 000 000 |
| 3 | Debt Collection | Sourcing Legal firms for debt recovery from culprits | MDM | | | | Reduced debt book by 50% | MDM | 100 mil | 0 | 0 | 0 | 0 |
| 4 | Financial reports | Preparation for Annual Financial statements | MDM | | | | Credible Financial statements | MDM | 3 500 000 | 3 647 000 | 3 807 468 | 4 000 000 | 4 500 000 |
| 5 | Financial reconciliation | Appointment of consultants | All locals | | | | Accurate payable and creditors | MDM | 0 | 0 | 0 | 4 000 0000 | 4 000 999 |
| 6 | Five year Financial plan | Drafting the financial plan that align with 5 year Strategic objectives of the District. | MDM | | | | Approved 5 year Financial plan with Council Resolution. | MDM | In-house | 0 | 0 | 0 | 0 |
| 7 | Operation Clean Audit | Engaging audit firms on water and sanitation, accounting & reporting | MDM | | | | Reconciling Inter municipality transactions with the Local Municipalities | MDM | 3 000 000 | 3 126 000 | 3 263 544 | 0 | 0 |
| 8 | Purchasing of furniture | Providing furniture in all MDM offices | MDM | | | | Quantity of furniture purchased for MDM offices | MDM | 120 000 | 0 | 0 | 0 | 0 |

## 5.4.7.2 GREATER LETABA FINANCE PROJECTS

**Strategic objective: Sustainable Financial Institution**

| Project Name | Project Location | Medium Term Expenditure Framework | | | Implementing Agent |
|---|---|---|---|---|---|
| | | 2021/2022 | 2022/2023 | 2023/2024 | |
| Accounts folding machine | GLM | | R100 000. | | GLM |

## 5.4.7.3 GREATER TZANEEN FINANCIAL VIABILITY PROJETS

### KEY PERFORMANCE AREA 5: FINANCIAL VIABILITY

| Project No. | Project Name and Location | Project Description | Project Duration | | Five (5) Year Budget | | | | | Source of Funding | Implementation Agent |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | Start Date | Finish Date | 2021/22 | 2022/23 | 2023/24 | 2024/25 | 2025/26 | | |
| **CFO-111** | Office furniture | Purchase of critical office furniture | 01/07/2021 | 30/06/2022 | R700 000 | | | R700 000 | | OWN | GTM |

## 5.4.7.4 BA-PHALABORWA LOCAL MUNICIPAITY

### Financial Viability and Management

| Cluster | Sector / KPA | Operations and Maintenance Projects | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | 2021/22 | | | | 2022/23 | | | 2023/24 | | | 2024/25 | 2021/22 |
| | | Project No. | Project | Cost (R'000) | Funding | Project | Cost (R'000) | Funding | Project | Cost (R'000) | Funding | Project | Project |
| **Improved financial viability** | | | **Revenue Collection** | 2 000 | Own | **Revenue Collection** | 1 500 | BPM | **Revenue Collection** | 1000 | BPM | | |
| | | | **Prepaid Electricity** | 2 500 | Own | **Prepaid Electricity** | 2 500 | BPM | **Prepaid Electricity** | 2 500 | BPM | | |

| Cluster | Sector / KPA | Operations and Maintenance Projects | | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | 2021/22 | | | | 2022/23 | | | 2023/24 | | | 2024/25 | 2021/22 | |
| | | Project No. | Project | Cost (R'000) | Funding | Project | Cost (R'000) | Funding | Project | Cost (R'000) | Funding | Project | Project | |
| | | | Meter Reading & Maintenance | 3 000 | Own | Meter Reading & Maintenance | 3 200 | BPM | Meter Reading & Maintenance | 3 500 | BPM | | | |
| | | | Data Cleansing | 1 000 | Own | Data Cleansing | 1 000 | BPM | Data Cleansing | 1 000 | BPM | | | |
| | | | Review of Annual Financial Statements | 2000 | Own | Review of Annual Financial Statements | 2000 | BPM | Review of Annual Financial Statements | 2000 | BPM | | | |
| | | | Vat Recovery | 1 600 | | | | | | | | | | |
| | | | Unbundling of assets management | 2 300 | | | | | | | | | | |
| | | | Financial Management system support | 4 192 | | | | | | | | | | |
| | | | Total | 18 592 | | | | | | | | | | |

### 5.4.7.5 MARULENG LOCAL MUNICIPALITY: FINANCIAL VIABILITY PROJETS

**KPA: FINANCIAL VIABILITY**

**Strategic Objective: Sound financial management**

**Priority Issues: Financial & Asset Management**

| Project Name | Project Description | Project Location | Baseline | Annual Performance Indicator | Annual Target | Medium Term Expenditure Framework | | | Implementing Agent |
|---|---|---|---|---|---|---|---|---|---|
| | | | | | | 2021/2022 | 2022/2023 | 2023/2024 | |
| Supplementary valuation roll | Development of supplementary valuation roll | Municipality | 2020/21 Valuation Roll | Number of supplementary valuation roll developed | 1 | OPEX | OPEX | OPEX | MLM |

| | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| Revenue enhancement | Review revenue enhancement strategy | Municipality | 2020/21 Revenue Enhancement Strategy | Number of Revenue enhancement strategy reviewed | 1 | OPEX | OPEX | OPEX | MLM |
| Asset & inventory management | Development of fully GRAP compliant asset register | Municipality | 80% | % compliance to Asset Standard (GRAP 17) | 100% | OPEX | OPEX | OPEX | MLM |
| MFMA implementation | Compliance to MFMA | Municipality | 100% | % compliance to MFMA | 100% | OPEX | OPEX | OPEX | MLM |
| Supply chain management | Compliance to Supply chain management regulations | Municipality | 80% | % compliance to SCM Regulations | 100% | OPEX | OPEX | OPEX | MLM |

**Strategic Objective: Sound financial management**

**Priority Issues: Financial & Asset Management**

| Project Name | Project Description | Project Location | Baseline | Annual Performance Indicator | Annual Target | Medium Term Expenditure Framework | | | Implementing Agent |
|---|---|---|---|---|---|---|---|---|---|
| | | | | | | 2021/2022 | 2022/2023 | 2023/2024 | |
| Cost Coverage | Municipal sustainability rate | Municipality | 3 months | Number of acceptable months for municipal sustainability | 3 months | OPEX | OPEX | OPEX | MLM |
| Revenue collection | Revenue collected monthly | Municipality | 70% | % of revenue collected monthly | 80% | OPEX | OPEX | OPEX | MLM |
| Debt coverage | Management of debt | Municipality | 0% | 0% | 0% | OPEX | OPEX | OPEX | MLM |
| MSCOA | Uniform reporting for municipality | Municipality | New | % implementation of MSCOA | 100% | OPEX | OPEX | OPEX | MLM |
| MFMA reports | Compliance to MFMA reporting | Municipality | 20 reports | Number of MFMA reports submitted to Council | 20 reports | OPEX | OPEX | OPEX | MLM |

**Strategic Objective: Sound financial management**

**Priority Issues: Financial & Asset Management**

| Project Name | Project Description | Project Location | Baseline | Annual Performance Indicator | Annual Target | Medium Term Expenditure Framework | | | Implementing Agent |
|---|---|---|---|---|---|---|---|---|---|
| | | | | | | 2021/2022 | 2022/2023 | 2023/2024 | |
| Personnel Expenditure | Expenditure on personnel budget | Municipality | 90% | % of personnel budget spent | 90% | 90,041,110.72 | 95,191,946.25 | 100,814,804.25 | MLM |
| Capital Expenditure | Expenditure on capital budget | Municipality | 79% | % of capital budget spent | 100% | 158,830,837.13 | 104,213,043.48 | 124,505,304.50 | MLM |
| Maintenance expenditure | Expenditure on maintenance budget | Municipality | 28% | % of maintenance budget spent | 100% | 4,930,000.00 | 5,137,060.00 | 5,363,090.64 | MLM |
| MIG Expenditure | Compliance to MIG expenditure | Municipality | 100% | % compliance to MIG expenditure | 100% | 25,254,347.63 | 24,923,043.48 | 17,635,304.50 | MLM |
| Fleet management | Management of municipal vehicles | Municipality | 12 | Number of monthly reports submitted on fleet management | 12 reports | OPEX | OPEX | OPEX | MLM |

## 5.4.7.6 GREATER TZANEEN LOCAL MUNICIPALITY, FINANCIAL VIABILITY PROJETS

| Project name | Project Description | Local Municipality | Location | | Performance indicator | Implementing Agent | Budget | | | Cost Estimate | |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | Ward/Village | Coordinates | | | 2021/22 | 2022/23 | 2023/24 | 2024/25 | 2025/26 |
| Purchase of critical office furniture | Purchase of critical office furniture | GTM | | | | | 700 000 | 0 | 0 | 700 000 | |

## 5.5 MOPANI DISTRICT MUNICIPALITY: BUDGET SUMMARIES, 2021/22 -2023/24 ....NB: LOCALS NOT INCLUDED.

### SUMMARY REVENUE

| DEPARTMENT | Grants | Interest on Investment | Services Charges | Other revenue | 2021/2022 | 2022/2023 | 2023/2024 |
|---|---|---|---|---|---|---|---|
| Mopani District Municipality | (1 583 920 000) | (13 702 000) | | (241 300 760) | (1 838 922 760,00) | (1 871 951 133) | (1 954 844 252) |
| Ba Phalaborwa-Water | - | - | (136 266 567) | - | (136 266 566,66) | (141 989 762) | (148 237 312) |
| Ba Phalaborwa-Sewer | - | - | (23 530 500) | - | (23 530 499,77) | (24 518 781) | (25 597 607) |
| Greater Giyani-Water | - | - | (17 549 518) | - | (17 549 517,56) | (18 286 597) | (19 091 208) |
| Greater Giyani-Sewer | - | - | (3 162 299) | - | (3 162 298,56) | (3 295 115) | (3 440 100) |
| Greater Letaba-Water | - | - | (10 563 283) | - | (10 563 282,56) | (11 006 940) | (11 491 246) |
| Greater Letaba-Sewerage | - | - | (4 045 351) | - | (4 045 350,81) | (4 215 256) | (4 400 727) |
| Greater Tzaneen-Water | - | - | (31 669 684) | - | (31 669 683,56) | (32 999 810) | (34 451 802) |
| Greater Tzaneen-Sewerage | - | - | (7 584 142) | - | (7 584 142,00) | (7 902 676) | (8 250 394) |
| Maruleng-Water & Sewerage | - | - | (5 402 929) | - | (5 402 929,38) | (5 629 852) | (5 877 566) |
| | | | | | | | |
| **TOTAL INCOME** | | | | | **(2 078 697 030,86)** | **(2 121 795 923)** | **(2 215 682 213)** |
| **TOTAL EXPENDITURE** | | | | | **2 233 775 578,83** | **2 166 281 703** | **2 255 698 380** |
| **DEFICIT/(SURPLUS)** | | | | | **155 078 547,97** | **44 485 780** | **40 016 167** |

### SURLUS OR DEFICIT POSITION

| | | | |
|---|---|---|---|
| Total income including local municipalities | (2 078 697 030,86) | (2 121 795 923) | (2 215 682 213) |
| Total expenditure including local municipalities | 2 233 775 578,83 | 2 166 281 703 | 2 255 698 380 |
| **Deficit: Before Depreciation and debt impairment** | **155 078 547,97** | **44 485 780** | **40 016 167** |
| Less Depreciation and Debt impairment | 275 698 359,57 | 287 277 691 | 299 917 909 |
| **Deficit/(Surplus)** | **(120 619 811,60)** | **(242 791 911)** | **(259 901 742)** |

## OWN REVENUE

| | | | |
|---|---|---|---|
| Insurance Claims | (168 640) | (177 747) | (186 853) |
| Skills Levy- LGSETA | (2 108 000) | (2 221 832) | (2 335 664) |
| EHS charges | (105 400) | (111 092) | (116 783) |
| VAT Recovery | (137 148 000) | (142 908 216) | (149 196 178) |
| Fire Services Charges | (1 054 000) | (1 110 916) | (1 167 832) |
| Commission on Debit Orders-Pay-Day | (126 480) | (133 310) | (140 140) |
| Commission on Debt Collection | (100 000 000) | - | - |
| | - | | |
| **Other income** | **(241 300 760)** | **(147 285 225)** | **(153 797 436)** |
| | | | |
| **Total** | **(1 838 922 760)** | **(1 871 951 133)** | **(1 954 844 252)** |
| Services charges local municipalities | (239 774 271) | (249 844 790) | (260 837 961) |
| **Grand Total** | **(2 078 697 031)** | **(2 121 795 923)** | **(2 215 682 213)** |

## REVENUE MANAGEMENT

| **DESCRIPTION** | **2021/2022** | **2022/2023** | **2023/2024** |
|---|---|---|---|
| Employee Related Costs - Wages and Salaries | 5 988 976 | 6 240 513 | 6 515 096 |
| Employee Related Costs - Social Contributions | 1 242 931 | 1 295 134 | 1 352 120 |
| Repairs and Maintenance | 15 000 000 | 15 630 000 | 16 317 720 |
| General Expenses Other | 100 077 137 | 80 377 | 83 913 |
| | | | - |
| **DEPARTMENTAL TOTAL** | **122 309 044** | **23 246 024** | **24 268 849** |

## SOURCE OF FUNDING, 2021/22

| DEPARTMENT | EQUITABLE SHARES | MIG | WSIG SCHEDULE 5B | FMG | EPWP | RRAMS | OTHER REVENUE | 2021/2022 |
|---|---|---|---|---|---|---|---|---|
| | | | | | | | | |
| General Council | 18 079 669 | | | | | | | 18 079 669 |
| Municipal Manager | 45 880 609 | | | | | | | 45 880 609 |
| Internal Audit | 11 034 137 | | | | | | | 11 034 137 |
| Budget &Treasury-CFO | 7 307 814 | | | 600 000 | | | 14 587 360 | 22 495 174 |
| Budget &Treasury-Budget and Reporting | 9 858 831 | | | | | | | 9 858 831 |
| Budget &Treasury-Expenditure Management | 13 065 412 | | | | | | | 13 065 412 |
| Budget &Treasury-Revenue Management | 21 229 044 | | | 1 080 000 | | | 100 000 000 | 122 309 044 |
| Budget &Treasury-Asset Management | 9 253 258 | | | | | | | 9 253 258 |
| Budget &Treasury-SCM | 8 976 175 | | | | | | | 8 976 175 |
| Planning &Development | 2 520 140 | | | | | | | 2 520 140 |
| Spartial Planning | 8 470 393 | | | | | | | 8 470 393 |
| GIS | 5 094 336 | | | | | | | 5 094 336 |
| LED | 11 249 702 | | | | 10 129 000 | | | 21 378 702 |
| IDP | 3 210 464 | | | | | | | 3 210 464 |
| Communications & Marketing | 6 214 384 | | | | | | | 6 214 384 |
| Engineering Services | 2 721 429 | | | | | 2 255 000 | | 4 976 429 |
| Water Services | 686 420 614 | | 42 363 000 | | | | 137 148 000 | 865 931 614 |
| Health,Environment &waste | 33 866 154 | | | | | | 105 400 | 33 971 554 |
| Electrical Services | 2 544 319 | | | | | | | 2 544 319 |
| Roads &Transport | 8 662 272 | | | | | | | 8 662 272 |

| | | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| Community Services | 2 429 264 | | | | | | | 2 429 264 |
| Fire Services-Palaborwa | 31 231 140 | | | | | | 1 054 000 | 32 285 140 |
| Fire Services-Giyani | 16 654 812 | | | | | | | 16 654 812 |
| Fire Services-Letaba | 13 157 080 | | | | | | | 13 157 080 |
| Fire Services-Tzaneen | 25 418 987 | | | | | | | 25 418 987 |
| Fire Services-Maruleng | 12 190 491 | | | | | | | 12 190 491 |
| Disaster Management | 31 634 105 | | | | | | | 31 634 105 |
| Corporate Services | 2 377 090 | | | | | | | 2 377 090 |
| Human Resource | 31 545 069 | | | 270 000 | | | 2 108 000 | 33 923 069 |
| Administration | 33 252 378 | | | | | | | 33 252 378 |
| Legal Services | 13 540 605 | | | | | | | 13 540 605 |
| IT | 23 359 372 | | | 750 000 | | | | 24 109 372 |
| Office of Executive Mayor | 10 277 055 | | | | | | | 10 277 055 |
| Office of the Speaker | 13 843 404 | | | 200 000 | | | | 14 043 404 |
| Office of the Chief Whip | 570 142 | | | | | | | 570 142 |
| Sports and Recreation | 2 086 065 | | | | | | | 2 086 065 |
| Disability Desk | 1 610 871 | | | | | | | 1 610 871 |
| Gender Desk | 1 561 371 | | | | | | | 1 561 371 |
| Youth Desk | 2 244 367 | | | | | | | 2 244 367 |
| PMU | - | 481 892 031 | | | | | | 481 892 031 |
| Lulekani Sewage Works | 250 000 | | | | | | | 250 000 |
| Namakkgale Sewage Works | 275 000 | | | | | | | 275 000 |
| Nondweni Water Works | 450 000 | | | | | | | 450 000 |
| Giyani Water Works | 4 500 000 | | | | | | | 4 500 000 |
| Mapuve Water Works | 1 250 000 | | | | | | | 1 250 000 |
| Middle Letaba Water Works | 5 000 000 | | | | | | | 5 000 000 |

| | | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| Muyexe Water Works | 63 750 | | | | | | | 63 750 |
| Giyani Sewage Works | 4 000 000 | | | | | | | 4 000 000 |
| IK Ponds | 33 867 | | | | | | | 33 867 |
| Modjadji Water Works | 4 000 000 | | | | | | | 4 000 000 |
| Kuranta Water Package Plant | 75 000 | | | | | | | 75 000 |
| Kgapane Sewage Works | 3 500 000 | | | | | | | 3 500 000 |
| Senwamokgope Sewage Works | 56 445 | | | | | | | 56 445 |
| Nkambako Water Works | 4 500 000 | | | | | | | 4 500 000 |
| Thapane Water Works | 3 000 000 | | | | | | | 3 000 000 |
| Thabina Water Works | 3 000 000 | | | | | | | 3 000 000 |
| Tours Water Works | 3 000 000 | | | | | | | 3 000 000 |
| Semarela Water Works | 783 913 | | | | | | | 783 913 |
| Nkowankowa Water Works | 10 000 000 | | | | | | | 10 000 000 |
| Lenyenye ponds | 2 500 000 | | | | | | | 2 500 000 |
| Nkowankowa Sewage Works | 6 000 000 | | | | | | | 6 000 000 |
| The Oaks Water Works | 3 500 000 | | | | | | | 3 500 000 |
| Finale Water Works | 56 445 | | | | | | | 56 445 |
| Sekororo Water Works | 4 000 000 | | | | | | | 4 000 000 |
| Water Quality | 3 000 000 | | | | | | | 3 000 000 |
| Worcester | 50 000 | | | | | | | 50 000 |
| Sekgosese Scheme | 2 250 000 | | | | | | | 2 250 000 |
| Lower Molototsi Scheme | 56 445 | | | | | | | 56 445 |
| Sekgopo Scheme | 2 500 000 | | | | | | | 2 500 000 |
| Ba Phalaborwa-Water | | | | | | | | - |
| Ba Phalaborwa-Sewer | | | | | | | | - |
| Greater Giyani-Water | | | | | | | | - |

| | | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| Greater Giyani-Sewer | | | | | | | | - |
| Greater Letaba-Water | | | | | | | | - |
| Greater Letaba-Sewerage | | | | | | | | - |
| Greater Tzaneen-Water | | | | | | | | - |
| Greater Tzaneen-Sewerage | | | | | | | | - |
| Maruleng-Water & Sewerage | | | | | | | | - |
| **Depreciation** | **(210 501 675)** | (23 031) | | | | | | (210 524 706) |
| | | | | | | | | - |
| **TOTAL** | **1 045 792 015** | **481 869 000** | **42 363 000** | **2 900 000** | **10 129 000** | **2 255 000** | **255 002 760** | **1 840 310 775** |
| | | | | | | | | |
| ALLOCATION | **1 044 404 000** | 481 869 000 | 42 363 000 | 2 900 000 | 10 129 000 | 2 255 000 | 255 002 760 | 1 838 922 760 |
| | | | | | | | | - |
| **DIFFERENCES** | **(1 388 015)** | **-** | **-** | **-** | **-** | **-** | **-** | **(1 388 015)** |

## DEPARTMENTS THAT INVESTED IN MOPANI, FOR 2021/22

| | Department | 2021/22 budget |
|---|---|---|
| 1 | ESKOM | 53 996 575 |
| 2 | SANRAL | Not indicated |
| 3 | RAL | 236 300 000 |
| 4 | MISA | 2 368 000 000 |
| 5 | LNW | 233 743 000 |
| 6 | LEDA | 11 300 000 |
| | | |
| 7 | Department of Agriculture (LDARD) | 138 786 964 |
| 8 | Department of Cooperative Governance, Human Settlement and Traditional Affairs | 19 707 475 |
| 9 | Department of Rural Develeopment and Land Reform | 119 411 289 |
| 10 | Department of Public Enterprise | 169 110 000 |
| 11 | Department of Environment Forestry and Fishery | 28 443 850 |
| 12 | Department of Small Business Development | Not indicated |
| 13 | National Dept of Transport | 118 567 108 |
| 14 | Department of Transport and Community Safety | 83 500 000 |
| 15 | Department of Environmental Affairs | 95 020 000 |
| 16 | Department Home Affairs | 924 000 |
| 17 | Department of Social Development | 80 000 000 |
| 18 | Department of Sport, Arts and Culture | 11 725 873 |
| 19 | Department of Health | 110 900 000 |
| 20 | Department of Economic Development, Environment and Tourism | 13 156 000 |
| 21 | Department of Public Works, Roads and Infrastructure | 147 014 000 |
| 22 | Department of Education | 246 332 000 |
| | | |
| | **Departments that do not have projects in Mopani (as per the IDP/DDM)** | |
| 1 | Department of Water and Sanitation | |
| 2 | South African Police Services | |
| 3 | Department of Mineral Resources and Energy | |
| 4 | Department of Labour | |
| 5 | Department of Science and Innovation | |
| 6 | Department of Women, Youth and People with Disability | |
| 7 | SEDA | |
| 8 | SEFA | |

Not available

# INTEGRATION PHASE

**INTEGRATION PHASE**: In this section we provide summaries of the available sector plans of the municipality as approved by Council.

### 6.1. BACKGROUND

This section outlines how, after we have analysed the district spatial, socio-economic, health, safety and environmental issues of the district, MDM holistically responded to the priority issues that constitute the district's challenges. The major output of the Integration Phase is the integration of plans and programmes which include:

**TABLE 73: LIST OF KEY SECTOR PLANS IN PLACE**

| No. | SECTOR PLAN | DATE DEVELOPED/ LAST REVIEWED (Date approved by Council) | |
|---|---|---|---|
| | | **Developed** | **Last Reviewed** |
| 1. | Performance Management Framework | 28 February 2003 | 31st March 2008 |
| 2. | District Health Plan | 22 February 2005 | 28 February 2008 / Nov. 2010 |
| 3. | Integrated Transport Plan | 15 December 2004 | 22 August 2007 |
| 4. | Workplace skills plan | 12 December 2003 | 12 December 2008 |
| 5. | Local Economic Development Strategy | 27 October 2006 | March 2020 |
| 6. | Disaster Management Framework | 3 October 2008 | |
| 7. | Disaster Management Plan | 30 September 2009 | |
| 8. | HIV & AIDS Policy | 12 December 2003 | |
| 9 | HIV & AIDS Strategy | (Plan under development) | |
| 10. | Tourism Development Strategy | 27 October 2006 | - |
| 11. | Spatial Development Framework | 31 March 2008 | March 2020 |
| 12. | Water Services Development Plan | 28 February 2003 | |
| 13. | Integrated Waste Management Plan | 28 April 2006 | - |
| 14. | Institutional Plan | 3 October 2008 | - |
| 15. | Employment Equity plan | 30 July 2009 | 30 July 2019 |
| 16. | Record management policy | | |
| 17. | 5 Year Financial Plan | 12 December 2008 | - |
| 18. | Poverty Alleviation Plan | - | - |
| 19. | Social Crime Prevention Strategy | (Plan under development) | - |
| 20. | Children's Rights plan of Action | | - |
| 21. | Disability Framework | 12 December 2009 | - |
| 22 | Communication Strategy | 12 December 2009 | - |
| 23 | Anti-corruption/ Fraud prevention strategy | 31 May 2012 | 23 June 2015 |
| 24 | Air Quality plan | March 2016 | March 2016 |

The operational details of all these plans, programmes, systems and strategies are well-articulated in the programmes and projects detailed in the Projects Phase. The following critical plans, inter alia, are earmarked to be developed or reviewed during the 2020/21 financial year:

- Water Services Development plan
- Development of Integrated Waste Management Plan (IWMP)

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

**6.2. SECTOR PLANS …….. ANNEXURES**

Hereunder are the briefs on all sector plans that have been approved by Mopani District Council.

**6.2.1. SPATIAL DEVELOPMENT FRAMEWORK** **(**approved on 31 March 2020)

# 6.2.1.1 Purpose of the Report

An IDP Strategic Objective of Mopani District Municipality is to "Plan for the Future". Planning for the future begins with an understanding of the current state of Mopani District Municipal area as it is now. That includes understanding the place, the people, its resources, and the economic, social and environmental forces underlying the trends that are shaping the District's development. Development growth and changes in development patterns are inevitable. Development pressures and challenges are a given in the District. However, a District with foresight and insight can guide and manage public and private investment to ensure the most sustainable outcome for its inhabitants. The overall intention of the Mopani District Municipality Spatial Development Framework, is to spatially represent the District's Vision and how it intend to reach it. It provides direction towards a future District spatial structure and form that can facilitate sustainable growth and development at the economic, community and environmental dimensions.

## INTRODUCTION
## 6.2.1.2 Structure of the Report

The Mopani District Municipality identified the need to develop a Spatial Development Framework (SDF) on community scale that will serve as a spatial development guide for the entire Mopani District development perspective. A key purpose of the review of the District SDF is to provide baseline information for the development of local municipal SDF's and local area plans. The SDF guides the potential population and household growth of each settlement, and the potential direction for the future extension of each settlement. The concept is unique and will assist municipalities and their political structures, in their formulation of IDP projects and consultations with the individual communities.

The outcomes required from the Mopani District Municipality for the SDF are as follow:
 A concise description of the study area;
 Mapping on a topographical map (1:50 000) the general land uses of each community, with the general land uses prescribed as settlement, conservation and agriculture;
 An analysis of the spatial, economic, social and environmental dimension of the settlement in a concise manner;
 Projecting the population and household growth of the community over the 5 year term;
 Development proposals that guide the potential development direction for the future extension of the community, taking cognisance of the environmental sensitive areas. the land with high agricultural potential and future transport/activity corridors. The purpose is not to draft a general district-wide status quo analysis and spatial development framework, but to plan on community scale. It is further not the outcome to develop spatial development plans or local area plans, as this detail planning will be done on local municipal level as a subsequent step to the District SDF. The SDF will therefore aim to serve as an indicative, flexible and forward planning tool to guide spatial decision-making that promotes orderly development necessary for sustainable development and service delivery at community or town scale.

# 6.2.1.3 Status of the Report

The Structure of the Community based SDF for Mopani District Municipality is described as follow:
a) The Community SDF comprises of the main report that describes the following:

- the project purpose,
- the study area,
- the legislative requirements, and
- strategic directions.

b) The report thereafter consists of a section for each local municipality that includes the following:
a concise description of the local municipality,

- a Map of the Municipal area and its Wards,
- a table listing the settlements contained in each Ward,
- a Settlement Information Sheet for each settlement that is referred to as Settlement Development Guidelines, this sheet should be read with the relevant Map referenced on the sheet.

c) The Map Book consists of two maps per area with same number :

- the Settlement Map shows status quo analysis data,
- the Spatial Development Framework Map indicate development proposals.
- an Index of each settlement, its Map reference number, Ward Number and settlement category.

This report serves as the Draft Spatial Development Framework of the Mopani District Municipality.
The report further includes development proposals for the future extension of each settlement, taking cognisance of the occurrence of recorded environmental sensitive areas and moderate to very high agricultural land capability. These development proposals are to be used as a flexible tool to guide spatial decision making and forward planning by local municipalities, and do not serve the purpose to overwrite any policy or Council decision relating to land use development by local municipalities. Detailed feasibility studies and land use planning on local level, should confirm the suitability of the areas for development.
The SDF further provides direction in terms of prioritisation of demarcation of sites and housing provision, based on calculated backlogs.

## Spatial Development Vision Statement

Spatial Development within Mopani District will support a development pattern that provide a conducive, functional and sustainable environment for the District to optimise the full potential of its natural resources found in world renown tourism destinations, high potential agriculture land, and mining activities. A functional hierarchy of settlements and development nodes, will be interlinked through a well-defined network of development corridors that provide regional and cross-border accessibility and development linkages between the district and economic activity or growth areas. Lastly, the spatial development framework seek to establish an integrated and sustainable spatial pattern and improved accessibility to social, infrastructural, economic and municipal services to all communities in the district.

## 6.2.1.4 Spatial Development Goals

Spatial Development within Mopani District will support a development pattern that provide a conducive, functional and sustainable environment for the District to optimise the full potential of its natural resources found in world renown tourism destinations, high potential agriculture land, and mining activities. A functional hierarchy of settlements and development nodes, will be interlinked through a well-defined network of development corridors that provide regional and cross-border accessibility and development linkages between the district and economic activity or growth areas. Lastly, the spatial development framework seek to establish an integrated and sustainable spatial pattern and improved accessibility to social, infrastructural, economic and municipal services to all communities in the district.

The spatial development goals emanating from the spatial vision statement are defined as follow:

- The establishment of an optimal, functional and integrated spatial pattern, integrating the urban and rural areas.
- To strengthen and develop the district growth points and prevent urban sprawl.
- To establish sustainable settlements that are able to generate economic activities.
- To create a conductive environment for the establishment of tourist destination opportunities.
- To establish strong economic and transportation linkages with Sub-Saharan countries and regional, national and international tourism markets.
- To protect natural resources and development areas from any development that may sterilize or have significant negative impact on it.
- Spatial Justice
- Spatial Sustain-ability Spatial Resilience
- Good Admini-stration

## 6.2.2. LOCAL ECONOMIC DEVELOPMENT (LED) STRATEGY 31 March 2020

The Mopani District Municipality appointed Kayamandi Development Services (Pty) Ltd to undertake a Local Economic Development Strategy (LED) for the District. The LED is a component of the Municipality's overall strategic plan as outlined in the Integrated Development Planning process. The strategy provides the District Municipality with guidelines to create and facilitate economic development, realise the underlying economic development potential, and encourage private sector investment and job creation. The LED Strategy is under review.

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

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

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

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

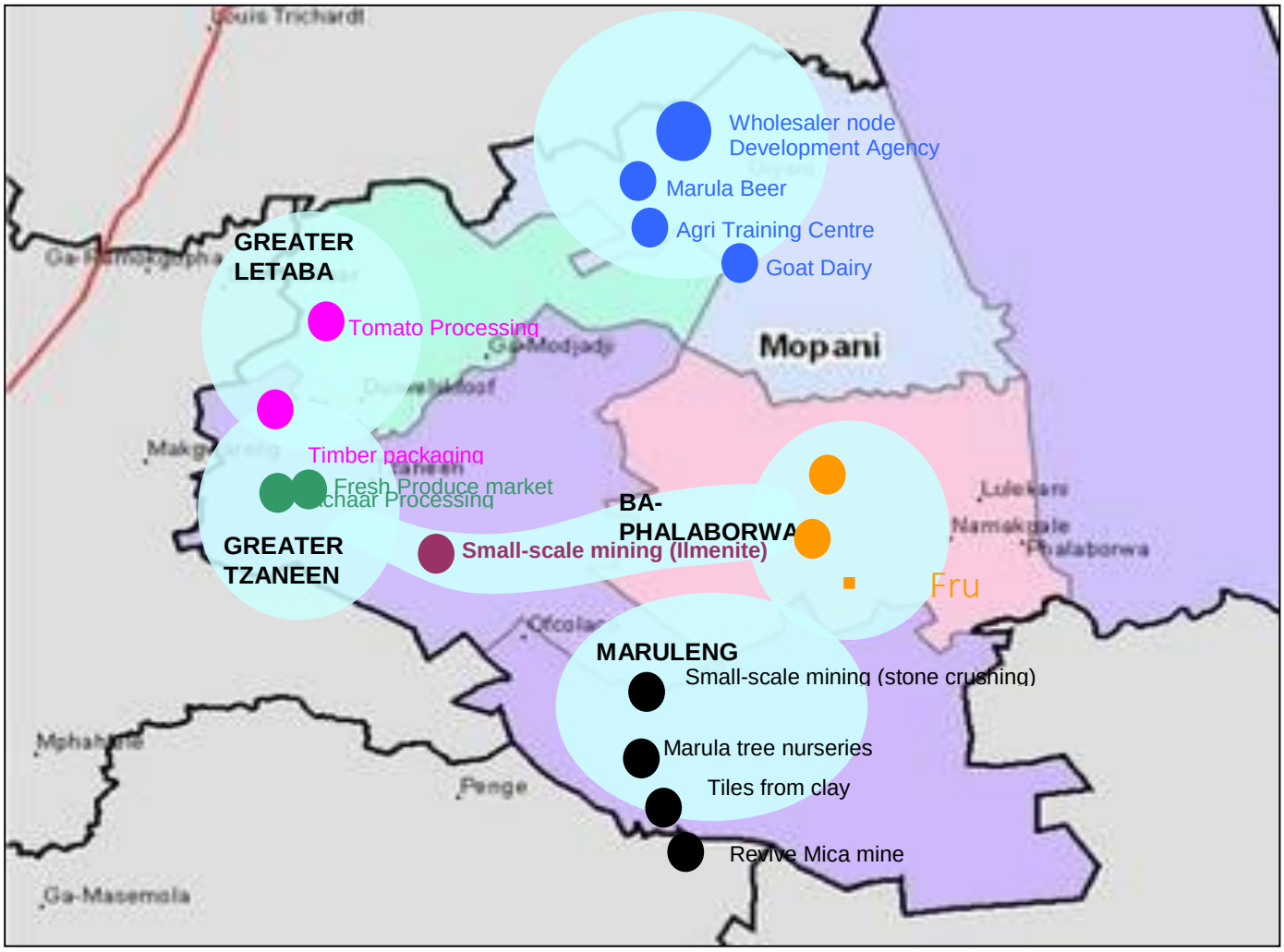
These thrusts and programmes are furthermore supported by projects. The projects that have been identified in the LED are aimed at economic development in the District. A number of these projects need to be facilitated by the District and local municipalities before it can be implemented. Furthermore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

**Table S1: Economic thrusts**

| THRUST | PROGRAMME |
|---|---|
| Economic Infrastructure Support | Not part of LED mandate. Development facilitation from District LED unit required. |
| | Entrepreneurial & SMME development and procurement |
| | Development of District level economic database and local business support structures/ services |
| | Matchmaking and networking development |
| | Establishment of depots of National wholesalers |
| | Retail Trade Development |
| | Agricultural Diversification |
| | Development of other agricultural resources for farming and agro-processing |
| | Revitalisation of irrigation scheme activities |
| | High technology farming practices and methods |
| | Expansion of small-scale farming |
| | Skills development and training |
| | Agro-processing development |
| | Mineral beneficiation and processing development |
| | Mining Service Development |
| | Agriculture service and product development |
| | Ethnic and cultural activity development |
| | Eco- tourism and adventure tourism development |
| | Art and craft development, manufacturing and promotion |
| | Marketing of tourism potential |
| | Internal LED capacitation |
| | Establishment of a Local Development Agency (LDA) |

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

**Map 3: Location of anchor projects**




- 6.2.3. TOURISM DEVELOPMENT STRATEGY

Tourism is internationally recognized as one of the world's fastest-growing industries. After years of isolation, South Africa has emerged as a highly attractive tourism destination, full of promises and potential, and striving to position itself as a major player in this high-growth, global industry.

To this end, municipalities have a legislative mandate to promote their localities in order to attract investment and tourists who will then inject cash into the local economy, thus create jobs. In line with this mandate, the Mopani District Municipality has developed the Tourism-marketing strategy for the Mopani area of jurisdiction. The strategy focuses on the important issue of branding and notes that the creation of an effective and acceptable branding for the Mopani destination, as a whole, is a process that required full participation by the tourism industry as well as other key stakeholders.

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

Whilst it is accepted that Mopani has some major competitors and as such there is a suggestion that Mopani could capitalize on the

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

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

## 6.2.4. WATER SERVICES DEVELOPMENT PLAN (Approved 28 February 2003)

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

In addressing sustainable water services, there are three major goals that Mopani (as a WSA) has to achieve through:

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

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



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

The levels of services in these areas are either in terms of RDP standards or below such standards. Contributory factors include, inadequate infrastructure, malfunctioning of boreholes, on-going poor management and maintenance. Further to that, some rural

settlements do not have access to water at all. These communities fetch drinking water from wells, pits or rivers. Such lack of access to adequate potable water has a direct effect on the health standards of the community in those areas, thus, increasing the rate of opportunistic diseases like cholera. Care must also be taken that pit latrines are not erected near locations where ground water is used as a source of drinking water.

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

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

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

Lepelle Northern Water is the bulk water service provider for:

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

The other water services providers in the district are:

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

The Water Services Directorate in the Department of Water Affairs and Environment are still assisting as the Water Services Provider to all rural areas not described above. All assets are in the process of being transferred to the district municipality as the new Water Services Authority. Ground water would remain an important source for primary use and to augment the surface sources in future. The economy of scale makes regional surface water schemes more acceptable with ground water augmentation as standby source during drought sequences or supply interruptions.

The increasing profile of sanitation within the IDP allows for closer integration across sectors sanitation and water, housing, health, local economic development, and so on. MDM is now developing strategies for intergrated sanitation improvement, premised on a long-term vision, secure medium-term funding, and consensus on what the immediate priorities and resources are.
In conclusion, the district municipality is serious about taking over the water services provision and ensuring a sustainable supply of these services in the district. However, serious external financial injection is required in order to enable the municipality to live up to its mandate as a WSA as required by legislation and citizens of the district.

### 6.2.5. INTEGRATED TRANSPORT PLAN

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

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

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

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

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

As population increases, the number of travelers will also increase. The majority will be unable to use private transport and will be dependent on public transport. Given the need for increased mobility and the cost and environmental impact of accommodating private motorists, the future emphasis is on the provision of safe, convenient, affordable public transport. The components of the transport plan include an Operating Licensing Strategy (OLS), Rationalisation Plan (RP) and the Public Transport Plan (PTP). The compilation of the components outlined above is informed by other processes such as the route verification (verification of routes and taxis per permit) per association and later the updating of the Current Public Transport Record (CPTR). The components outlined above inform processes such as colour coding of taxis and taxi ranks, and the taxi recapitalisation process.

### 6.2.6. INTEGRATED WASTE MANAGEMENT PLAN (approved 28 April 2006)

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



Picture 3**: Environmental Degradation** - The looming environmental disaster in the Giyani Town

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

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

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

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

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

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

### 6.2.7 DISTRICT HEALTH PLAN

In view of the prevailing health hazards, lack of sufficient health services amenities, socio-economic prejudices of majority of the communities of Mopani, and the government's focus on "better life for all", it became apparent that the District take upon itself to come up with a sector plan that will address the issues as prioritized through the IDP process.

It is in this drive that Mopani District Council has approved the District Health Plan to address the following challenges:

- Low immunization coverage: Ba-Phalaborwa, Tzaneen and Maruleng
- Poor supervision of services: Monthly reporting programmes
- Low TB cure rate: All Health workers to increase the TB cure rate.
- Low VCT uptake: Strengthen the programmes that encourage people for HIV testing
- Cervical cancer screening: Intensify training and implementation
- High teenage pregnancy: Intensify school health awareness and roll out Youth Services Friendly clinics
- Non-functional Clinic Committees: Conduct training and develop clinics support committees.
- CTOP: Support the services in Shiluvana Health Centre
- Low facility delivery coverage: Improve service conditions in Clinics, e.g water.

The plan indicates the various programmes and projects that will be carried out in various municipalities, their locations, target groups, role players, funders, etc.

The broad vision in the health services is outlined as: "A caring Health and Social Development system, which promotes quality and sustainability for the people of Mopani". This serves as the main drive by which the Municipality will endeavor to satisfy the residents in all health and social services.

### 6.2.8. HIV AND AIDS POLICY

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

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



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

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

Mopani District Municipality had the HIV infection rate of 23% in 2002 and 2003, the highest prevalence rate in Limpopo Province. The infection rate was measured through the annual National Department of Health surveys on women attending antenatal clinics. The District is characterised by challenges facing the whole country namely; high rate of Sexual Transmitted Infections, Tuberculosis, pain, suffering, neglect, discrimination, women and child abuse, prostitution, more deaths through HIV and AIDS related diseases, increased number of patients at hospitals suffering from HIV and AIDS related conditions and increased number of orphans.

As part of its HIV & AIDS Plan, the District came up with the following intervention strategies:

- A District AIDS Council and Local AIDS Council are in place;
- An Interdepartmental committee is also in place. However, these structures are not effective; and
- An institutional HIV & AIDS policy is in place.

Like all the sector plans highlighted in this section, the programme and project content of this plan is outlined in the Projects Phase.

### ▪ 6.2.9. POVERTY ALLEVIATION AND GENDER EQUITY PLAN

MDM has developed the Poverty Alleviation and Gender Equity Plan" as a multi-sectoral plan that outlines how the institution responds to poverty and gender issues in the district. The plan deals with a wide range of issues, ranging from gender relations, poverty, globalisation, HIV and AIDS, violence, access to basic needs, access to basic resources, access to employment, economic empowerment of women, access to land access to science and technology, women's access to political power, implementation of laws and national Gender Machinery.

Poverty is the single greatest burden of South Africa's people, and is the direct result of the apartheid system and the grossly skewed nature of business and industrial development, which accompanied it. Poverty affects million of people, the majority of whom live in rural areas and are women. Since Mopani is a rural district it, by implication, means that the majority of people who are surviving below the Minimum Living Level in district are living in rural areas. It is not merely the lack of income that determines poverty. An enormous proportion of very basic needs are presently unmet.

In attacking poverty and gender inequality, the district has, through its strategic plan, programmes and projects, set itself to contribute in the quest to eliminate hunger, providing sustainable human settlements (with access to safe water and sanitation, availability of affordable and sustainable energy sources, eliminating illiteracy, raising the quality of education and training for children and adults, protecting the environment, and improving the health services and making them accessible).

To achieve a society free of want, racism and sexism, there has to be a paradigm shift on how resources are allocated for service delivery projects as well as impact of cross-cutting issues like HIV/AIDS and LED. Despite MDM's contribution in pushing the frontiers of poverty through its *poverty* alleviation and *gender* programmes and projects highlighted in the Projects Phase, there is poor inter-governmental alignment and coordination of poverty alleviation and gender programmes in the district. Since poverty and gender are cross-cutting issues, the response strategy of the municipality is also cross-cutting in that all municipal departments have projects that address these two challenges:

The following municipal departments contribute in the promotion of gender equity and alleviation of poverty, namely, Planning and Development, Community Services and Technical Services whilst Corporate Services seeks to address the equity issues in the Human Resource plan. The Community Services Directorate contributes towards poverty alleviation within the HIV and AIDS program in the form of care of orphans and support of CBOs (Community Based Organisations) dealing with HIV and AIDS. Technical Services ensures that tenders are awarded to service providers who comply with the Preferential Procurement Regulation 2001. The Gender desk conducted various workshops aimed at empowerment of the previously disadvantage individuals. The challenge we face under this programme is that gender issues are misinterpreted as issues affecting women only. The Planning and Development Directorate also have poverty alleviation project such as Makosha Tourism: SMME support and so forth Disaster Management Section plays an important role as the short-term strategy to relieve poverty during disaster.

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

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

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

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

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

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

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

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

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

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



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

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

(1) Water Services and Sanitation projects
(2) Roads and Public Transport projects
(3) Electricity and Housing projects
(4) Economic growth projects

The various projects that directly and indirectly contributing towards the alleviation of poverty and gender equity are programatically reflected in the Projects Phase of this IDP. The municipality will ensure that all relevant key performance indicators on cross-cutting issues are identified and targets set. This will ensure that the municipal performance on cross-cutting issues - poverty and gender - is measured and improved. The various IGR structures mentioned in the Preparatory Phase of this IDP should quantify the sectoral projects (outlined in the Projects Phase) that will be implemented through capital intensive methods and, in future, collectively identify projects across the three spheres of government that could be implemented using the labour intensive approach.

## 6.2.10. SOCIAL CRIME PREVENTION STRATEGY

Reducing crime has become one of the leading challenges of South Africa's democratic government because it has severe implications through the costs of victimization that undermine economic and social development. The White Paper on Safety and Security, September 1998, recognizes that the delivery of health, education, and housing, as well as job creation, have an important role to play in reducing incidence of crime. Within Limpopo Province, the department has adopted a monitoring role, but also attends to facilitation of social crime prevention programmes and research into the causes of crime and service delivery impediments.

The SAPS statistics suggest that there is an increase in social crime in the district – rape, assault, domestic violence, murder, etc. The causes of crime were analysed and, amongst others, being gender inequity, access to firearms, socio-psychological factors, inadequate support to victims of crime, youth marginalization, economic under-development and inequality, poverty and unemployment, institutionalized violence in society.

Fundamental to the development of appropriate policing services in South Africa has been a shift from an inheritance of authoritarian law and order responses, to a broader concept of safety and security. This was envisioned in the White Paper on Safety and Security and in the National Crime Prevention Strategy released in May 1996. The strategy motivated for a new paradigm for safety and security: *a change in emphasis from an exclusive focus on crime control to include crime prevention.*

In line with these principles, the Mopani District Municipality developed a Social Crime Prevention Strategy with donor funding from the Flemish Government accessed by the Department of Safety, Security and Liaison in Limpopo. The Social Crime Prevention Strategy views the concept of safety and security in terms of two broad and inter-locked components: that of policing of law enforcement, and that of crime prevention, and particularly social crime prevention, which is aimed at undercutting the causes of crime. This twin approach to fighting crime is critical: law enforcement and crime prevention are not mutually exclusive but reinforce each other. The approach also recognizes the impact of broader government economic development and social policies for crime prevention. Thus effective delivery of basic services such as housing, education, health as well as job creation, have in themselves, a critical role to play in ensuring living environments less conducive to crime.

International experience suggests that it is more cost effective, in the medium to long-term, to invest in projects which prevent crime than in simply spending more on the institutions of policing, courts and corrections. These reactive responses to crime, in addition to proving more expensive in the long term, also do little to improve the quality of life of the country's citizens. The importance of such preventive mechanisms is emphasized by two factors. First, not all crime types can necessarily be resolved by policing. In particular, crime in poor communities can often be traced to socio-economic circumstances that cannot be addressed by the police alone. Secondly, as is emphasized in the National Crime Prevention Strategy, the causes of crime need to be disaggregated for the purpose of preventative interventions.

In line with this strategy, MDM has, identified programmes and projects whose sole objective is to contribute in the fight against crime - acknowledging that crime is more than a security issue; it is also a socio-economic issue. It affects the health, wealth and safety of people, it affects the economy and it also affects their future. This strategy has been developed on the basis that: while the public rightfully demand improvement in the quality of service delivered by the police, members of the public also have a responsibility to assist the police to deliver a better service.

## 6.2.11. DISASTER MANAGEMENT PLAN (approved 30 September 2009)

**INTRODUCTION**

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

For this plan to be effective, it is important that all concerned parties be made aware of its provisions and that every official, role player, and department at personnel be prepared to carry out their assigned functions and responsibilities before, during and after emergency. The following paragraphs provide an overview of the background and some of the highlights of this plan. This plan serves to confirm the arrangements in the Mopani Disaster Management approach to effectively prevent disasters from occurring and to lessen the impact of those hazards that cannot be avoided.

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

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

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

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

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

**The plan must:**

- Form an integral part of the District IDP
- Anticipate the likely types of disaster that might occur in the District area and their possible effects.
- Identify the communities at risk.
- Provide for appropriate prevention and mitigation strategies.
- Identify and address weaknesses in capacity to deal with possible disasters.
- Facilitate maximum emergency preparedness/prevention/ Mitigation
- Establish the emergency management policy framework and organization that will be utilized to mitigate any significant emergency or disaster affecting the Mopani District.
- Establish the operational concepts & procedures associated with day to day operational response to emergencies by Districts municipal departments.
- Contain contingency plans and emergency procedures in the event of a disaster, providing for-

(i) The allocation and co-ordination of responsibilities allocated to the various role players.

(ii) Prompt disaster response and relief,

(iii) Disaster recovery and rehabilitation focused on risk elimination or mitigation.

(iv) The procurement of essential goods and services,

(v) The establishment of strategic communication links.

(vi) The dissemination of information.

**CURRENT REALITY**

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

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

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

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

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

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

Environmental degradation, especially deforestation and overgrazing, also pose a major threat to sustainable economic development and sustainable livelihoods. In terms of capacity to address and therefore reduce risks, there currently is a strong emphasis on preparedness a response planning. This means that capacity and planning in terms of mitigation and prevention should be strengthened.

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

Identified hazards for the District Municipality area:

- ✓ Aircraft accidents – Tzaneen and Ba Phalaborwa areas.

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

**HAZARD, VULNERABILITY AND RISK ASSESSMENT, DISASTER MANAGEMENT PLAN.**

The Provincial Disaster Management Centre appoints Africon to develop the District Disaster Management Plan, develop an integrated information and communication system and conduct a hazard, vulnerability and risk assessment.

**DISASTER MANAGEMENT OBJECTIVES**

The Act (Act 57 of 2002) forced a change in the approach to the execution of the disaster management function to ensure the application of integrated protective safety strategies:

- Responding to reduce personal injury and the loss of life.
- Preventing damage to property and the environment (disaster risk reduction) and
- Assisting society to recover and continue with normal activities (resilience).

In order to successfully implement disaster risk reduction measures and to begin to effectively realize comprehensive and integrated disaster management as a fundamental policy process in Mopani District Municipality the following are immediate objectives of the MDM:

***Disaster Management Objectives***

- *To utilize and maintain existing and the further development of infrastructure that will effectively satisfy disaster management needs.*
- *To constantly and orderly identify risks and emergencies of potential disaster situations relating to the Mopani District Municipality and to evaluate the possible consequences*
- *To develop and implement coordinated response and recovery plans to restore normality as rapidly and cost effectively as possible. (Disaster risk reduction plans)*
- *To develop and implement a training process that involves the acquisition of skills, the understanding of concepts, rules and attitudes to increase preparedness so as to deal effectively with an emergency or potential disaster situation.*
- *To establish a culture of and creating an understanding of the need for regular evaluation and audit of the disaster management plan.*
- *To develop and implement a risk mitigation plan to effectively deal with potential losses*
- *To develop and maintain a district information management system that enhances pre-disaster risk reduction and post disaster recovery and rehabilitation measures.*
- *To ensure sufficient funding for the implementation of disaster risk reduction measures as well as effective response, recovery and rehabilitation.*

These objectives comply with the criteria of being adaptable for evolving problems, measurable, achievable and realistic**.**

**Disaster Management centre objectives**

In order for the Disaster Management Centre to perform their tasks effectively it must ensure that the following actions take place.

**<u>Pre</u> - Disaster Risk Management.**

**Institutional capacity building.**

- Appointment of DMAC.
- Establishment of DMC.
- Develop a disaster management policy.
- Ensure stakeholder participation.
- Arrangements for regional cooperation.

**Disaster Risk assessment.**

- Priorities hazards requiring disaster assessment.
- Community based disaster risk assessment.
- Develop a disaster risk profile.
- Monitoring, updating and dissemination of risk information.
- Conducting quality control.

**Disaster Risk reduction.**

- Disaster risk management plans incorporate into IDP.
- Priorities for focusing disaster risk protection efforts.
- Scoping and development of disaster risk reduction plans, projects and programmes.
- Inclusion of disaster risk reduction efforts in other structures and processes.

**Post – disaster Response, Recovery and Rehabilitation.**

**Response.**

- Early warnings.
- Integrated response.
- Impact assessment, classification and declaration.

**Recovery.**

- Coordination of recovery efforts.
- Emergency coordination.
- Media liaison.
- Regulation of relief measures.

**Rehabilitation.**

- Implementation of long term mitigation measures.
- Ensure stakeholder involvement.
- Rehabilitation impact analysis.

**Data collection and verification.**

- Risk assessment database.
- Establishment of an information system that will support all normal line function duties as well ass all special projects to eliminate and/or reduce loss of life, damage to property and environmental degradation.

**Education, training, public awareness and research.**

- Determining internal and external training education, public awareness needs and resources.
- Development of a disaster risk management training and public awareness framework.

**DISASTER MANAGEMENT STRATEGIES**

In preparing the strategies it was of the utmost importance to:

- Review past practices to determine which activities worked and those that did not work and in both the cases results produced.
- Look at activities employed by other organizations in the same field of practice.

People contribute to, exacerbate and modify hazards. This is brought about by cultural practices, socio-economic factors (predisposition) as well as political influences.

Hazards cannot cause loss, but the extent of vulnerability of communities and eco-systems is in direct relation to the extent of loss. This then implies that most hazards cannot be prevented but circumstances can be managed in order to decrease vulnerability and risk of loss.
The question then arises: “What are the factors that lead to greater vulnerability?” These factors are:

- Rapid growth and inadequate planning.
- Overpopulation of certain (especially urban) areas.
- Over-utilization of natural resources (environmental degradation).
- Poor building methods.
- Concentration of resources and economic activity.
- Dependency on infrastructure and services.
- Lack of awareness, education and skills.

The listed factors contributing to vulnerability will increase risk. Risk then is the probability that significant losses will be suffered by those affected.
From the above it is clear that vulnerability can be defined as the susceptibility to losses due to exposure to a hazard and risk as the convolution of exposure, hazard and vulnerability.
Taking the inkling of the Disaster Management Act into consideration there are four strategies that must be followed:

Pre-disaster Risk reduction / Offensive approach

- Prevention strategy
- Mitigation strategy
- Preparedness strategy

Post disaster / Defensive

- Rehabilitation.

***Disaster Management Strategies***.

- Establish disaster management committees at district and municipal levels.
- Establish a Disaster Management Centre for Mopani District and local municipalities.
- Establish a communication network in the Mopani District down to ward level.
- Establish a GIS and information management system for Mopani District Municipality to secure efficient base line access.
- Execute hazard vulnerability and risk analysis and as well as continues planning for potential disasters as an ongoing basis.
- Institute appropriate training and awareness for disaster committees, ward representatives and volunteers as an ongoing process
- Develop appropriate disaster management plans ling to identified hazards, vulnerabilities and risks in the District.
- Institute a replacement and maintenance programme for Disaster Management facilities equipment and resources.
- Establish and maintain a Disaster Relieve Fund for Mopani District Municipality on an ongoing basis.

# 6.2.12 REVIEWED FIVE YEAR FINANCIAL PLAN, 2013-2018

## FIVE-YEAR FINANCIAL PLAN

**INTRODUCTION**

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

**FINANCIAL MANAGEMENT ARRANGEMENTS**

**POLICIES AND PROCEDURES**

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

- Accounting and budget policies;
- Bank reconciliation;
- Asset management policy;
- Creditors system;
- Receipt, depositing and control over cash funds;
- Cash management and investment policy;
- Sundry creditors;
- Policy on the writing off of irrecoverable debts;
- Credit control policy;
- Indigent policy;
- Budgeting procedures and control;
- Travel and subsistence policy;
- Overtime policy
- Supply Chain Management policy;
- Tariff policy
- Virement policy

**FINANCIAL STRATEGY**

**Revenue rising**

The income for the municipality is mainly on the fire services charges and the grants. The plan is to raise some income from the water services function as assigned to the local municipalities in terms of retail and Lepelle Northern Water Board regarding the bulk supply.

**Capital expenditure**

| Capital Expenditure - Standard | 2013/2014 | 2014/2015 | 2015/2016 | 2016/2017 | 2017/2018 |
|---|---|---|---|---|---|
| *Governance and administration* | 4'642'000 | 1'907'020 | 13'069'871 | 13'723'365 | 14'409'533 |
| *Community and public safety* | 15'280'000 | 1'250'000 | 6'560'000 | 6'888'000 | 7'232'400 |
| *Economic and environmental services* | 500'000 | 350'000 | - | - | - |
| *Trading services* | 80'689'000 | 86'915'000 | 83'167'000 | 87'325'000 | 91'692'000 |
| *Other* | 442'582'000 | 423'000'000 | 456'303'000 | 479'118'000 | 503'074'000 |
| | | | | | |
| **Total Capital Expenditure - Standard** | **543'693'000** | **513'422'020** | **559'099'871** | **587'054'365** | **616'407'993** |

**Asset Management Strategy**

The objective of Asset management is to implement accrual accounting in terms of prevailing accounting standards and apply asset management practice in a consistent manner and in accordance with the legal requirements and recognised good practice.

The Asset register adopted by the municipality must meet not only financial compliance requirements, but also set a foundation of improved infrastructure assets management practice.

**REVENUE AND EXPENDITURE FORECAST**

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

FUTURE FINANCIAL IMPLICATIONS OF THE BUDGET

| Expenditure By Type | 2013/2014 | 2014/2015 | 2015/2016 | 2016/2017 | 2017/2018 |
|---|---|---|---|---|---|
| Employee related costs | 306'137'180 | 326'036'458 | 347'228'256 | 364'589'669 | 382'819'152 |
| Remuneration of councillors | 9'085'243 | 9'675'784 | 10'159'573 | 10'667'552 | 11'200'929 |
| Debt impairment | 19'530'801 | 19'957'641 | 21'234'929 | 22'296'675 | 23'411'509 |
| Depreciation & asset impairment | 137'510'403 | 144'385'923 | 151'605'216 | 159'185'477 | 167'144'751 |
| Finance charges | 650'000 | 682'500 | 716'652 | 752'485 | 790'109 |
| Bulk purchases | 69'080'645 | 73'501'806 | 78'205'922 | 82'116'218 | 86'222'029 |
| Other materials | 112'229'706 | 141'510'464 | 156'378'301 | 164'197'216 | 172'407'077 |
| Contracted services | 13'465'551 | 11'775'346 | 12'644'768 | 13'277'006 | 13'940'857 |
| Other expenditure | 106'479'523 | 98'482'770 | 90'390'462 | 94'909'985 | 99'655'484 |
| **Capex** | **543'693'400** | **513'422'020** | **559'099'871** | **587'054'365** | **616'407'993** |
| **TOTAL** | **1'317'212'452** | **1'339'941'440** | **1'365'565'643** | **1'433'843'925** | **1'505'536'121** |

| Revenue By Source | 2013/2014 | 2014/2015 | 2015/2016 | 2016/2017 | 2017/2018 |
|---|---|---|---|---|---|
| Service charges - water revenue | 122'733'535 | 100'919'512 | 107'375'351 | 112'744'119 | 118'381'324 |
| Service charges - sanitation revenue | 21'784'818 | 21'832'263 | 27'945'041 | 29'342'293 | 30'809'408 |
| Service charges - other | 35'000 | 37'100 | 39'326 | 41'292 | 43'357 |
| Interest earned – external investments | 1'050'000 | 1'600'000 | 1'650'000 | 1'732'500 | 1'819'125 |
| Interest earned-outstanding debtors | 19'311'403 | 20'547'343 | 21'862'373 | 22'955'492 | 24'103'266 |
| Transfers recognized - operational | 539'549'000 | 612'444'000 | 680'573'000 | 714'601'650 | 750'331'733 |
| Other revenue | 4'130'000 | 4'104'900 | 4'679'749 | 4'913'736 | 5'159'423 |
| Transfer-capital grant | 471'099'000 | 516'752'000 | 651'393'000 | 683'962'650 | 718'160'783 |
| **TOTAL** | **1'179'703'906** | **1'323'510'008** | **1'490'775'045** | **1'565'313'797** | **1'643'579'487** |

**OPERATING FINANCIAL STRATEGY**

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

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

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

- Strategic development weight;
- Political control;
- Cost-efficiency
- Jobs;
- Community influence and;
- Income generation

The partnership can be based according to the following options:

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

**CONCLUSION:**

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

## 6.2.13. INSTITUTIONAL PLAN OF MOPANI DISTRICT MUNICIPALITY (approved 3 Oct. 2008)

**Background**

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

### Challenges Faced by the district

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

**a) Capacity to review and update municipal policies**

- ▷ Review of policies: While most policies have been developed, the greatest challenge is to review them so as to catch up with the changes in legislative and other guidelines.

**b) Lack of adequately skilled personnel**

- ▷ The main function of the district is support and coordination and this requires a high level of competency if it is to be realised but under the current situation, the district still has to build that required skill on most of its personnel.

**c) Retention of skilled personnel**

- ▷ Our district is located in one of the rural areas of the province and as result, once staff has acquired some skills, they get attracted to other institutions within the affluent areas. This is affecting the rate in which the municipality can retain better qualified people.

**d) Office accommodation**

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

**Powers and Functions**

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

- Integrated development planning for the district municipality as a whole, including a framework for integrated development plans for local municipalities within the area of the district municipality, taking into account the integrated development plans of those local municipalities,
- Bulk water supply that affect a proportion of municipalities in the district,
- Bulk electricity supply that affects a significant proportion of municipalities in the district,
- Bulk sewerage purification works and main sewerage disposal that affects a significant proportion of municipalities in the district,
- Solid waste disposal sites serving the area of the district municipality as a whole,
- Municipal roads which form an integral part of road transport system for the area of the municipality as a whole,
- Regulation of passenger transport,

- Municipal airports serving the area of the district municipality as a whole,
- Municipal health services serving the area of the district municipality,
- Fire fighting services serving the area of the district municipality as a whole,
- The establishment, conduct and control of fresh produce markets and abattoirs serving the area of the district municipality,
- The establishment, conduct and control of cemeteries and crematoria serving the area of the district municipality as a whole,
- Promotion of local tourism for the area of the district municipality as a whole,
- Municipal public works relating to any of the above functions or any other functions assigned to the district municipality and,
- The receipt, allocation and, if applicable, the distribution of grants made to the district municipality.

**INSTITUTIONAL CAPACITY**

**Structures of Council**

The Mopani District Council comprises of the political and administrative components responsible for decision-making and implementation respectively. The Executive Mayor and the Speaker head the political component of the municipality. The Mopani District Council consists of 44 Councilors, of which, 8 are members of the Mayoral Committee. The Municipality has all the powers assigned to it in terms of the Constitution as well as relevant national and provincial legislation. The municipality has the authority to take any possible actions to effectively exercise powers assigned to it. The overall executive and legislative authority vests in Council. The Council must, therefore, take all the major decisions of the Municipality.

The Mopani District Council has established Portfolio Committees to discuss and recommend policies to Council. Portfolio Committees, as the engine room of Council, serve as an interface between the political structures of Council with the administrative structures of Council. It is in these committees where policy issues are debated thoroughly prior to their submission to the Mayoral Committee that, in turn, forwards them to Council for adoption. Through Portfolio Committees, Councilors are able to give political direction to the administrative programmes of Council. Table S3 highlights the Portfolio Committees that have been established to contribute to effective decision-making in processes of governance and ensure effective implementation of service delivery projects and monitoring thereof:

| Name of Committee | Support Department | Cluster |
|---|---|---|
| Finance | Finance Directorate | Governance and Admin |
| Governance & Admin. | Corporate Services | Governance and Admin |
| Social Services | Community Services | Social and Infrastructure |
| Strategy, Planning & IDP | Planning & Development | Economic Development |
| Roads and Transport | Technical Directorate | Social and Infrastructure |
| Water and Sanitation | Technical Services | Social and Infrastructure |
| Energy | Technical Directorate | Social and Infrastructure |

**FULL-TIME COUNCILLORS**

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

Councilors in the Portfolio Committees) and implementing Council resolutions. Hence there has been identified a need for Councilors to lead from the front.

**MANAGEMENT OF THE MUNICIPALITY**

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

**STAFF DATA**

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

**TABLE S4: PERSONNEL COMPLIMENT**

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

**RECRUITMENT**

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

**EMPLOYMENT EQUITY PLAN (Developed in 30 July 2009 and reviewed on 30 April 2019)**

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

**Table S5: Staff representation per category**

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

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

**ADMINISTRATIVE OFFICE BUILDING/ STRUCTURE**

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

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

**Table S6: LIST OF PROJECTS**

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

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

| | | |
|---|---|---|
| Local House of Traditional Leaders | Traditional Leaders | MDM/ Equitable share |
| Anti-Corruption Forum | Business, Labour & Civil Society | MDM/ Equitable share |
| Mayor's Charity Cup | Football Clubs, Charity Org., Tourists | MDM/ Equitable share |
| Excellence Awards | Stakeholders & Public Servants | MDM/ Equitable share |
| District Disability Forum | Disabled People's Organisations | MDM/ Equitable share |
| Disability Campaigns and Awareness | Rural Households | MDM/ Equitable share |
| Elders Day | Elderly People | MDM/ Equitable share |
| Elders Forum | Elderly People | MDM/ Equitable share |
| Gender Forum | Gender-Based Organizations | MDM/ Equitable share |
| Men's Forum | Men and Boys | MDM/ Equitable share |
| Women's Month | Women | MDM/ Equitable share |
| 16 Days of Activism | Women & Children | MDM/ Equitable share |
| SAWID | Women | MDM/ Equitable share |
| Children's Rights Parliament | Children | MDM/ Equitable share |
| Youth Civic Education/Campaigns | Youth | MDM/ Equitable share |
| Youth Council | Youth Organisations | MDM/ Equitable share |
| Youth Month | Youth | Equitable share |
| District Children's Rights Day | Children | Equitable share |
| Public Participation | Communities | MDM/ Equitable share |
| Support to LMs-Ward | Communities | MDM/ Equitable share |

**INTERGOVERNMENTAL RELATIONS**

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

**PERFORMANCE MANAGEMENT SYSTEM**

**Business Plan**

Intervention Plan

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

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

- 6.2.14. CHILDREN 'S RIGHTS PLAN OF ACTION

**(AS PER THE NATIONAL CHILDREN'S RIGHTS PERFORMANCE TARGETS 2007/8)**

MDM has developed the Plan of Action for Children's rights. The plan is aimed at ensuring that children's rights are protected and taken seriously in all matters of governance. The plan bears the following KPAs linked to the Activity plan.

| |
|---|
| KPA 1: **INSTITUTIONAL CHILDREN'S RIGHTS TRANSFORMATION. MAINSTREAMING OF A CHILD CENTRED GOVERNANCE APPROACH.** |
| KPA 2: **CAPACITY BUILDING FOR CHILDREN 'S RIGHTS FACILITATION, COORDINATION AND OVER SIGHTS.** |
| KPA 3: **MONITORING AND EVALUATION** |
| KPA 4: **SERVICE DELIVERY DELIVERY ON THE CONSTITUTIONAL MANDATE.** |
| KPA 5: **CIVIL SOCIETY CHILDREN 'S RIGHTS STRUCTURE** |

NB: The plan is implemented and managed within the Directorate, Community Services (Mopani District Municipality for further reference.

**6.2.15 DISABILITY FRAMEWORK (developed in 2009, now under review)**

Central to developmental local government is the commitment to work with disadvantaged groups of people to find sustainable solutions to their social, economic and material challenges, and improve the quality of their lives. Government commitment is largely derived from the Integrated development plan and the Performance management system, as encapsulated in the Local government Municipal Systems Act 32/ 2000. The drive underpinning that, is the Constitutional mandate (Chapter 2) as well as the UN Convention on the Rights of Persons with Disabilities and the draft National Disability Policy. Despite legislative imparatives, barriers such as widespread ignorance, fear and stereotypes have resulted in people with disabilities being unfairly discriminated against society and in employment. The implementation of policies has had a marginal impact on the lives of the majority of people in South Africa.

Mopani District Municipality has, as on 12 December 2009, adopted the Disability Framework for local government 2009 – 2014, that was developed by the Department of Cooperative Governmenance and Traditional Affairs (CoGTA), in partnership with SALGA, and launced on 17th March 2009. The Framework was developed with the sole aim of supporting and enabling local government to implement the National Disability Strategy and other policies as an integral part of the local government mandate.

Priciples governing the Framework are as follows:

- Respect for the human dignity of people with disabilities
- General access to service delivery, information and the physical environment
- Equality of opportunities for both men and women with disabilities
- Full and effective participation by and inclusion of people with disabilities society
- Respect for the evolving capacity of children with disabilities and respect for their rights to preserve their identity.
- The need to contribute to changes in negative attitudes and stereotypic beliefs about disability in the local government, communities and workplace.

The Framework is currently (year 2012) under review to adapt to changing circumstances. The overall objective of the Framework is to ensure that disability issues are mainstreamed into policies, plans, programmes and activities of Local Government, thus significantly helping to enhance the quality of life, full participation, and empowerment of men, women, youth, the elderly and children with disabilities in all spheres of life.

Study by CoGTA on disability maintreaming 2007, reveals that most policy documents of municipalities give very little or no attention to

disability concerns, and in rare instances where disability is mentioned, it is expressed in generic terms and as part of broad categorisation of designated groups or the poor. Mopani has undertaken an assessment in 2008 where it was found that disabled Councilors make 2,5% of the Municipal Councils and only 22 wards out of 118 have disability people in their Ward committees. During 2008/9 the Employment ratio was 1,3% against the national minimum of 2% as recommended by White Paper on Transformation of the Public Service 1995.

**Content of the Framework**

- Principles, Objectives, Outcomes and the rationale for developing the Framework
- Legislative instruments that inform the Framework
- Outline of the key performance areas for Local Government, for the purpose of mainstreaming disability in local government, both internally and externally.
- Guidance on what should be done, when and by whom.
- Monitoring and Evaluation

# Air Quality Management Plan ( March 2016)

## Executive Summary

The Air Quality Management Plan (AQMP) for the Mopani District Municipality (MDM) has been developed to comply with the National Environmental Management: Air Quality Act, 39 of 2004 (AQA). A baseline assessment was undertaken in the development of the AQMP in order to assess and evaluate the current air quality status of Mopani District.

The development of the district's AQMP is set out in different phases with the first phase comprising an evaluation of the status quo of air quality in the MDM. This includes a description of the study area, identification of sources of air pollution and major pollutants of concern within the district. The capacity of the district pertaining to air quality management is also discussed in this section. Phase two discusses the gaps and problems identified during the status quo assessment. The gaps and problems identified include air quality monitoring, emission inventory, air quality management, the licencing function and insufficient stakeholder consultation. The final phase is the compilation of an AQMP for the MDM.

A baseline assessment based on available information was conducted to identify sources of ambient air pollution within the district. The information was collected from a number of different sources. These include meteorological data from South African Weather Services (SAWS), list of emission sources from the MDM and local municipalities, information of Atmospheric Emission Licences (AEL) and applications from Limpopo Economic Development Environment and Tourism (LEDET). The Project Steering Committee (PSC) was established to oversee the project and provide guidance. Cooperative governance and public participation also formed an essential component of the AQMP development process.

The baseline assessment undertaken confirmed that the MDM was rated as one of the district municipalities having poor or potentially poor air quality (State of the Air Report, DEA, 2005) due to the excessive SO2 emissions in the Ba-Phalaborwa area. Mopani District Municipality has only recently commissioned (May 2014) a continuous ambient air quality monitoring station in Greater Tzaneen Municipality (GTM). Therefore, the data from this monitoring station is not sufficient to determine long term emission trends. There is limited information regarding the other three local municipalities due to lack of monitoring of ambient air pollution.

## 7. PERFORMANCE MANAGEMENT SYSTEM

Due to the provisions of S88 of the Systems Act which provides as follows:

"(1) A district municipality and the local municipalities within the area of that district municipality must co-operate with one another by assisting and supporting each other. " The Mopani District Municipality has embarked upon a revolutionary process of integrating the IDP's and Performance Management Systems of municipalities within the Mopani District.

For that reason as well as for integration purposes, the Strategic Intent (Vision, Mission and Strategic Objectives) and Strategy Maps of the municipalities within the Mopani District in relation to that of the Mopani District Municipality correlate with each other and are complementary. As has been mentioned in the different phases of this IDP document above, the integration of the IDP and Performance Management Systems of all the municipalities within the Mopani District took place throughout all the phases of the IDP.

**The principle of Integrated Strategic Planning** is depicted in diagram below:




Performance Management must be seen as one of the instruments whereby the municipal strategy, business plans, IDP projects, budgeting and employee accountabilities are aligned and integrated. The development and implementation of an Organisational Performance Management System (OPMS) should be seen as a process that will need time to be developed and adapted to suit the needs of Mopani District Municipality. The development of the Organisational Performance Management System will need to progress through the following phases, as prescribed by the Performance Management Regulations:

- Planning
- Development
- Implementation
- Reporting
- Monitoring
- Review

During the Planning phase a comprehensive analysis was conducted in terms of the current status at Mopani District Municipality. This phase provided the basis for understanding and identifying the need for the development of an Organisational Performance Management System.

As part of the Development phase various workshops were scheduled with all relevant stakeholders whereby the Strategy (Vision, Mission and Strategy Map) was developed. The strategy is the foundation that will guide and lead the development of the Performance Management System. During the Development phase Strategic Objectives and Key performance Indicators were developed to support and ultimately enable the municipality to implement the Strategy. During this process Key Performance owners were identified who will take responsibility in driving the process through the implementation of the operational strategies. A crucial element of this phase is to ensure that the budget is aligned and integrated in terms of the operational strategies through allocating and provisioning of funds for the projects and initiatives identified.

## 7.1 ORGANISATIONAL PERFORMANCE MANAGEMENT

The biggest challenge for any district municipality is to coordinate information in an intelligent manner. Resources are duplicated, and aims and objectives are not clearly communicated. For any district to be successful, an appropriate management, system needs to be effected.

To address this challenge, the Mopani District Municipality and its five local municipalities have all adopted a common Performance Management System based on the Balanced Scorecard methodology. Central to the system is its ability to fully integrate and align the IDP, performance management (both organisational and employee) and budget (SDBIP).

This so-called **"Tripod" Integrated Management System for District Governance ©,** incorporating the **11-Step Methodology for Municipal Excellence©**[2] not only facilitates compliance with all pieces of legislation governing performance management in South African municipalities, but also good corporate governance.

## 7.2 GOOD CORPORATE GOVERNANCE

*"Good corporate governance can be equated to having clear corporate values which are stated and enacted, and ensure that the company is governed in a way that is efficient, responsible, accountable, transparent and with probity. It furthermore, recognises the legitimacy of interest of defined key stakeholders, and engaging in long-term relationships." (The King Report on Corporate Governance for South Africa, 2002).*

In the municipal environment, corporate governance is all about how municipalities set their priorities (as per the IDP), conduct their business (through the performance management system and the SDBIP process), and relate to the community they serve (as per the IDP and performance management system).

The Tripod Integrated Management System©[3] ensures co-ordinated planning and development in the district. Data is collected, monitored, evaluated, assessed, audited and reported on, for informed decision-making and better service delivery - in other words, for better corporate governance.

## 1.3 THE 11-STEP APPROACH TO MUNICIPAL EXCELLENCE

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

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

**Step 1: Public Participation**

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

**Step 2: Integrated Development Planning**

The Strategy of the municipality, aligned to the five Key Performance Areas for Local Government are contained in a Strategy Map which indicates how value will be created for stakeholders, communities and citizens and it provides a visual representation of the Strategy. Accountability and measurements are developed for each Strategic Objective which are aligned to the KPA's. There is full alignment of the projects listed in the Projects phase of the IDP and the budget as well as the SDBIP. These projects are also aligned with the Strategic Objectives contained on the Strategy Map by means of the Scorecard.

**Step 3: SDBIP**

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

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

**Step 4: Lower SDBIP**

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

**Step 5: Monitoring, Assessment, Evaluation and Review**

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

**Step 6: Performance Auditing**

Audit Committee was appointed on April 2018 in order to ensure accuracy and completeness of reporting and transparency, the Institutional and Departmental performance reports are also audited and verified by Internal Auditing and reports are presented to council.

**Step 7: Municipal Reporting**

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

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

The District Municipality, who is currently funding the development of the Performance Management Systems of its own municipality as well as the local municipalities in the District, has made an assessment of all mid-market performance management products in South Africa and is lobbying for approval at Provincial level to acquire an electronic system, which will result in a quantum leap forward in reporting at the municipalities.

**Step 8: District Integration and Co-ordination**

For the progress of the all the municipalities within the district, coordination and real integrated and forward planning amongst all the municipalities are necessary. District wide strategic planning sessions occur annually.

**Step 9: Leadership and Change Management**

Performance management is inseparable from change management. To this end, it is important that Leadership is involved in the development and implementation of the IDP and also in the monitoring and evaluation of such development and implementation. Ownership by the Leadership for all the processes of the municipality is vital and this can only be achieved through the constant facilitation of change management in the organisation. Taking ownership has been witnessed during a district wide strategic planning session, where the state of the municipalities in the district was discussed and plans were made together on how to take the whole district area forward.

**Step 10: Employee Performance Management System**

The Employee Performance Management Policy has been adopted by Council during 2007 and is being implemented. The essence of this policy is the full alignment of the Organisational and Employee Performance Management System. Performance Agreements and Plans are developed for and concluded annually by S57 Managers and these Agreements are totally aligned to the Organisational Strategy and Organisational Performance Management System, with half yearly organisational as well as employee performance

assessments and evaluations.

**Step 11: Capacity Building throughout the Development of the System**

In the Mopani District Municipality a core group of people have been extensively exposed to Performance Management and every year that core group is being expanded upon. Capacity building thus far on Performance Management has been extended to the Mayoral Committee, Portfolio Committee and Extended Management (Directors and Assistant Directors).

## 7.4 BALANCED SCORECARD AND THE 11-STEP APPROACH TO MUNICIPAL EXCELLENCE

The 11-Step Approach to Municipal Excellence© uses the Balanced Scorecard Methodology, trusted by more than 65% of private and public organisations worldwide to improve performance. (Fortune 500).

The Balanced Scorecard is an approach to strategic management that was developed in the early 1990's by Drs. Robert Kaplan and David Norton. It has been used to describe the activities of Mopani District Municipality through a number of measures for each of four perspectives (Community Satisfaction, Financial Results, Internal Processes and Learning and Growth).

It is a management system (not only a measurement system) that enables organisations to clarify their vision and strategy and translate them into action. It provides feedback around both the internal business processes and external outcomes in order to continuously improve strategic performance and results. When fully deployed, the Balanced Scorecard transforms strategic planning from an academic exercise into the nerve centre of an enterprise.

Mopani District Municipality is a pioneer in aligning and integrating the Balanced Scorecard methodology and the Key Performance Areas as identified by the Department of Local Government (DPLG), within the 11-Step Approach.

Balanced Scorecard has also been used to ensure that Mopani complies with legislation governing performance management, in particular, Chapter 6 of the Local Government Municipal Systems Act 32 (2000), which states: that a municipality must establish a performance management system that is -

i. within its resources
ii. best suited to its circumstances
iii. in line with the priorities, objectives, indicators and targets contained in its IDP.

However, more than ensuring that the performance management system at Mopani is in line with the priorities, objectives, indicators and targets contained in its IDP, as is prescribed by S38 (3) of the Act, it is the performance management system itself, that has ensured that the IDP accurately reflects the priorities, objectives and indicators necessary to fulfil its objective of service delivery to the community it serves.

## 7.5 MONITORING, ASSESSMENT, EVALUATION AND REVIEW

**Monitoring** can be defined as the regular observation and recording of activities taking place in a project or programme. It is a process of routinely gathering of information on all aspects of the objectives, programmes or projects; it also involves giving feedback about the progress of the project to the donors, implementers and beneficiaries. At Mopani District Municipality, monitoring is currently being done whereby the Administration on a regular basis, gather relevant data on progress made with their KPI's and projects and report such progress to Council. The role of Council is to scrutinize these reports, verify whether what was reported on actually took place, especially progress with capital projects, and give feedback to Administration and the Community on their findings. Furthermore, it is an auditing function to also monitor and verify what was reported on.

**Assessment** can be seen as a process of measuring or *quantifying* the level of attainment of set targets. Scores are allocated to see how well the themes, objectives, KPI's and projects have been achieved. The Regulations of 2006 prescribe that assessment should take place each quarter, of which two of these assessments can be informal assessments, but formally assessments should take place

half yearly. During these assessments, the performance of the Municipality as a whole based on the Strategic and Institutional Scorecard is assessed as well as formal assessments of the performance of individuals (S57 and contractually appointed managers). Quarterly performance assessment reports, based on the SDBIP are developed and submitted to Council as well as half yearly and annual reports on the outcome of Strategic, Institutional and individual performance.

**Evaluation** is the determination of value, or the measurement of value added, in other words if the desired outcomes of the different processes have been achieved – asking the question: all the work done and money spent, was there an impact on the community? Annually Council should evaluate, against the identified desired outcomes, whether the activities undertaken by the municipality and the money spent, had a sufficient impact on the community.

**Review** means to look at something again critically, to re-examine something to make sure that it is adequate, accurate, or correct it with an aim of improving the results. Annually, through the IDP and Performance Management processes, based on the situation of the municipality each year, the Strategy is reviewed as well as the plans to address gaps, with specific focus on taking the municipality forward. This then culminates into the review of the Scorecard, to improve on the measurements and to ensure that action is taken in response to actual performance to make outcomes better than they would otherwise be.

## CONCLUSION

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

Mopani's unswerving commitment to compliance with legislation governing municipal management has propelled the municipality to the adoption of a district-wide performance management system, whereby the Performance Management Systems of all the municipalities in the Mopani District area, including that of the District Municipality itself are standardised and coordinated. The main purpose for that is that the municipalities in the district can really strategise and plan together in an integrated manner in taking the whole area forward in being: ***The Food Basket of Southern Africa and thé Tourism Destination of Choice***.

The Performance Management System will be reviewed and adapted as needed to ensure continuous improvements and changes are made according to changing circumstances and actual implementation of projects or initiatives. The strategy and IDP needs to be translated in measurable Key Performance Indicators that need to ensure achievement and to optimise service delivery. This will require the municipality to identify targets for each KPI's which will be used to manage and monitor the implementation of strategies as identified. The development of the organisational performance management system therefore had an imminent impact on the IDP Review process. The performance management system provides the framework to ensure the IDP gets measured and implemented. The methodology and processes followed within Mopani District Municipality provides for the alignment of the performance management system with the identification, implementation, measurement, monitoring and reporting on measurable outcomes not only on employee but also on organisational level. In the development of the scorecard, all analysis and strategies were taken into consideration.

The Strategic Key Performance Indicators of Mopani District Municipality form part of the Council's Scorecard which will assist in the reporting of the performance of the municipality as a whole and the Municipal Manager is being made accountable for the achievement of the identified Targets. The linkage with the CoGTA KPA's are indicated. The operational Key Performance Indicators will form part of the SDBIP at the higher level and lower level SDBIP as prescribed by National Treasury.

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