



GREATER LETABA MUNICIPALITY

DRAFT IDP 2018/19

TABLE OF CONTENTS	PAGE NO
Vision, Mission and Values	12
Mayor's Foreword	13
Executive Summary	14
Integrated Planning Cycle	15
Key Elements to be Addressed during this Process	16
Strategic Objectives	16
Municipal Future Plans	17
Monitoring of the Process	17
Planning Framework	18
Legislation Background	18
Framing the 2018/2019 IDP	20
The National Planning Context	20
The National Development Plan	21
New Growth Path Framework	21
The Provincial Planning Context	21
The Local Planning Context	22
Alignment Between IDP, Budget and PMS	23
Greater Letaba Municipality's Powers and Functions	23
PREPARATORY PHASE	
Content of IDP Process Plan	25
Phases and Activities of the IDP Process	26
Structures that manage/Drive the IDP, Budget and PMS Process	28
IDP, Budget, PMS and MPAC Calendar for 2017/18	35
Public Participation	61
Publication of the final IDP	61
IDP Activity Flow	61
IDP Process Plan, Monitoring, Evaluation and Reporting	62
Inter-governmental Relations	62
Conclusion	63
ANALYSIS PHASE	
Demographic Profile	64
Age and Gender Distribution	66
Employment Unemployment Rate	67

Household Income	67
Levels of Education	68
People with Disability in the Municipality	70
SPATIAL ANALYSIS	
Purpose of Spatial Analysis	71
Population Spatial Distribution	73
Settlement Hierarchy	73
Land Use Composition and Management Tools-LUMS and GIS	75
Spatial Development Growth Points Areas	77
Land Claims and their Socio-Economic Implications	78
Spatial Challenges	78
Spatial Opportunities	79
Strategically Located Land within the Greater Letaba Municipality	81
Spatial Development Consideration (Land Availability)	82
BASIC SERVICES DELIVERY ANALYSIS	
Water Supply	85
Access to Water in Greater Letaba Municipality	85
Sources of Water	86
Access to Sanitation	87
Water and Sanitation Challenges	88
Free Basic Water and Free basic Sanitation	88
Energy and Electricity	
Status of Electricity Network in Modjadjiskloof	89
Free Basic Electricity	90
Street Lighting	90
Electricity Backlogs	91
Sources of Energy	91
Transport and Stormwater Drainage	
Transport Infrastructure	91
Road Networks and Backlogs	92
Storm Water, Drainage and Backlog	93
Backlogs on Roads and Storm Water Drainage	95
Public Transport	95
Types of Transport	95

LOCAL ECONOMIC DEVELOPMENT	
Introduction	99
A Broad Economic Overview of South Africa	99
Local Economic Profile	101
Employment Distribution by Type of Category	101
Comparative and Competitive Advantage of Greater Letaba Municipality	102
Agricultural Sector	102
Forestry Sector	103
Tourism Sector	104
Retail Sector	104
Opportunity for Economic Growth and Employment	106
Strategically Located Land for Economic Development	106
Challenges in the Municipal Economic Development	106
Land Claims	106
Lack of Funding or Financial Support	107
Lack of Skills	107
Access to Markets	107
Lack of Adequate Water	108
Lack of Industrial Estate	108
Lack of Tourism Infrastructure	108
Gross-Value Added	109
SWOT Analysis: Economic Development	109
ENVIRONMENTAL ANALYSIS PHASE	
Introduction	112
Environmental Legislation	112
Waste Management	120
Environmental Management	120
Waste Disposal	120
Refuse Removal	120
GLM Waste Management Challenges	122
SOCIAL ANALYSIS	
Background	123
Integrated and Sustainable Human Settlement	123
Types of Dwelling	124

Housing Backlog	125
Health and Social Development	125
Access to Health Care	126
Health Facilities Challenges	127
Prevalence of Range of Diseases	127
Community Lifestyle	127
Safety and Security	128
Education	129
Early Childhood Development Centre	129
Challenges of ECD Centre	130
National School Nutrition Programme	130
Education Backlog	130
Literacy Level	130
Sports, Arts and Culture	131
Sports, Arts and Culture Backlog	131
Libraries Facilities	132
Stadiums and Gravel Play Grounds Facilities	133
Heritage Sites	133
Thusong Centre Services	133
Post Office and Telecommunications	134
Rural Broadband	134
Number of Post Offices	134
Network Infrastructure Challenges	134
Post Office and Telecommunications Backlogs	135
Post office	135
Fire and Rescue Services, Disaster and Risk Management	135
Background Information	135
FINANCIAL VIABILITY	
Introduction	136
Financial Management System	136
Review of Credit Control and Debt Collection Procedures/Policies	136
Financial Sources of the Municipality	138
Budget and Treasury Management	139
Submission of Financial Statement to the Office of the Auditor General (AG)	139

Corrective Measures on Auditor General Reports	139
GOOD GOVERNANCE AND PUBLIC PARTICIPATION	
Background	140
Municipal Council and Committees	141
Relationship with Traditional Leaders	141
Inter-governmental Relations	141
Community Input	141
Ward Committees	141
Community Development Workers	142
Oversight Committee	142
Municipal Public Account Committee (MPAC)	142
Municipal Council Committees	142
Audit, Anti-Corruption and Risk Management	142
Anti-Corruption	142
Public Service Anti-Corruption Strategy	142
Risk Management	143
Supply Chain Committees	143
Complaints Management System	143
Audit Outcome for the Past Five (5) Financial Years	143
Public Participation Programme	144
Communication System	144
Special Programme for Council	144
Organizational Structure and Alignment to Powers and Functions	144
Special Groups	145
Youth and Children	145
Women and Elderly	145
HIV/Aids Mainstream in the Housing Sector	146
MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT	
Political Structure	147
Political Component	147
The Executive Committee	147
Greater Letaba Municipality Employment Equity	149
Greater Letaba Municipality's Powers and Functions	149
Management System Information	154

Community Participation	154
Human Resource Management System	155
Employment Equity Plan and Challenges	156
Vacancy Rate within the Municipality	157
Skills Needs within the Municipality	157
Performance Management System	157
STRATEGIC PHASE	
Introductions	248
SWOT Analysis	248
Strategic Intent of Greater Letaba Municipality	249
The Greater Letaba Municipality Vision	249
The Greater Letaba Municipality Mission (Aim)	249
The Greater Letaba Municipality Values	250
GLM's Key Performance Areas	251
Strategic Objectives	251
Alignment with Provincial and National Priorities/Strategies	254
The National Development Plan Chapter	254
Provincial Objectives	255
Operational Strategies	255
Programme/Projects, KPI's and Target	256
PROJECT PHASE	
Introduction	282
INTEGRATION PHASE	
Sectoral Plans and Programmes	269-314
Housing Charter	314
Proposed Priority Projects	315
Conclusion on Housing Charter	316
Land use Management Scheme	316
Energy Master Plan	317
Integrated Road and Transport Plan	317
Education Plan	318
Health Plan	319
Objectives	319

LIST OF TABLES	PAGE NO
Table 1: Strategic Alignment	16
Table 2: Stages/Phases of the IDP Process	26
Table 3: Structures that Manages GLM IDP, PMS and Budget Process	29
Table 4: IDP, Budget, PMS and MPAC Calendar for 2017/2018	35
Table 5: GLM Population	64
Table 6: GLM Households	64
Table 7: Population per Ward: Gender	64
Table 8: Below Table Depicts Household per Ward	65
Table 9: Below Table Depicts Income per Household	67
Table 10: Below Table Depicts Level of Education	68
Table 11: Depicts Disability by Gender	70
Table 12: Below Depicts Settlement Hierarchy	78
Table 13: Below Depicts Spatial Development Growth Points Areas	78
Table 14: Below Gives the Status of Land Claims	78
Table 15: Claims Settled	78
Table 16: Illegal Land Occupation	79
Table 17: Water Pipe	86
Table 18: Sources of Water	86
Table 19: Household Access to Sanitation	87
Table 20: Indigent Household receiving Free Basic Water and Sanitation	88
Table 20: Strategic Roads	92
Table 21: Roads and Bridges Requiring Immediate Attention	92
Table 22: Classification of Roads in GLM	93
Table 23: Employment Distribution by Type of Sector	102
Table 24: EPWP, CWP and LED Jobs Created	105
Table 25: jobs Created by Private Sector	105
Table 26: Gross Value Added	109
Table 27: Economic SWOT Analysis	109
Table 28: Refuse Removal in Rural Areas	121
Table 30: Percentage distribution of household by type of refuse disposal	122

Table 31: Type of Dwelling	124
Table 32: Health Facilities	125
Table 33: Ga-Kgapane Hospital Beds Statistics	126
Table 34: Police Stations and Satellites	128
Table 35: Crime Hotspots	129
Table 36: Number of Existing Schools	129
Table 37: Teacher/Learner Ratio	131
Table 38: Major Disaster Risks Prevalent in the Municipality	135
Table 39: Operating Transfer and Grant Receipt	139
Table 40: Municipal Audit Outcomes	143
Table 41: Needs and Challenges of Youth and Children	145
Table 42: Needs and Challenges of Women and Elderly	145
Table 43: Challenges Faced by Disability	146
Table 44: Executive Committee Members	147
Table 45: Municipal Directorates and their Functions	152
Table 46: Ward Based Priority Needs	159
Table no.47: Borehole Analysis	220
Table no. 48: SWOT ANALYSIS	248
Table no. 49: Outcomes	255
Table no. 50: Projects	282
Table no. 51: GLM Housing Delivery Strategy	315

LIST OF FIGURES	PAGE NO
Figure 1: Integrated Planning Cycle	15
Figure 2: SDBIP System	18
Figure 3: Linkage of the IDP, PMS and Budget	23
Figure 4: GLM Organigram	148
Figure 5: Strategy Map	253

LIST OF GRAPHS	PAGE NO
Graph 1: Age and Gender Distribution	66
Graph 2: Employment by Gender	67
Graph 3: Household Access to Water	86
Graph 5: Household Access to Electricity	90
Graph 6: Employment Distribution by Category	105
Graph 7: Access to Refuse Removal Weekly	122

LIST OF MAPS	PAGE NO
Map no.1: Land Capability	80
Map no.2: Space Economy	83

ACRONYMS

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

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

Vision, Mission and Values

Vision

“To be the leading municipality in the delivery of quality services for the promotion of socio-economic development”

Mission

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

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

Slogan

“Maatla go Setšhaba”

Values

The values of Greater Letaba Municipality are as follows:

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

MAYOR'S FOREWORD



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

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

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

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

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

CLR. MATLOU M.P.

MAYOR

EXECUTIVE SUMMARY

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

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

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

It is the prerogative of the municipality to implement projects budgeted for in the 2018/2019 and ensuing financial years. The council must account to the community on successes and failures on implementing the SDBIP through the appropriate structures and mechanisms that have been put in place to ensure fulfillment of the constitutional mandate.

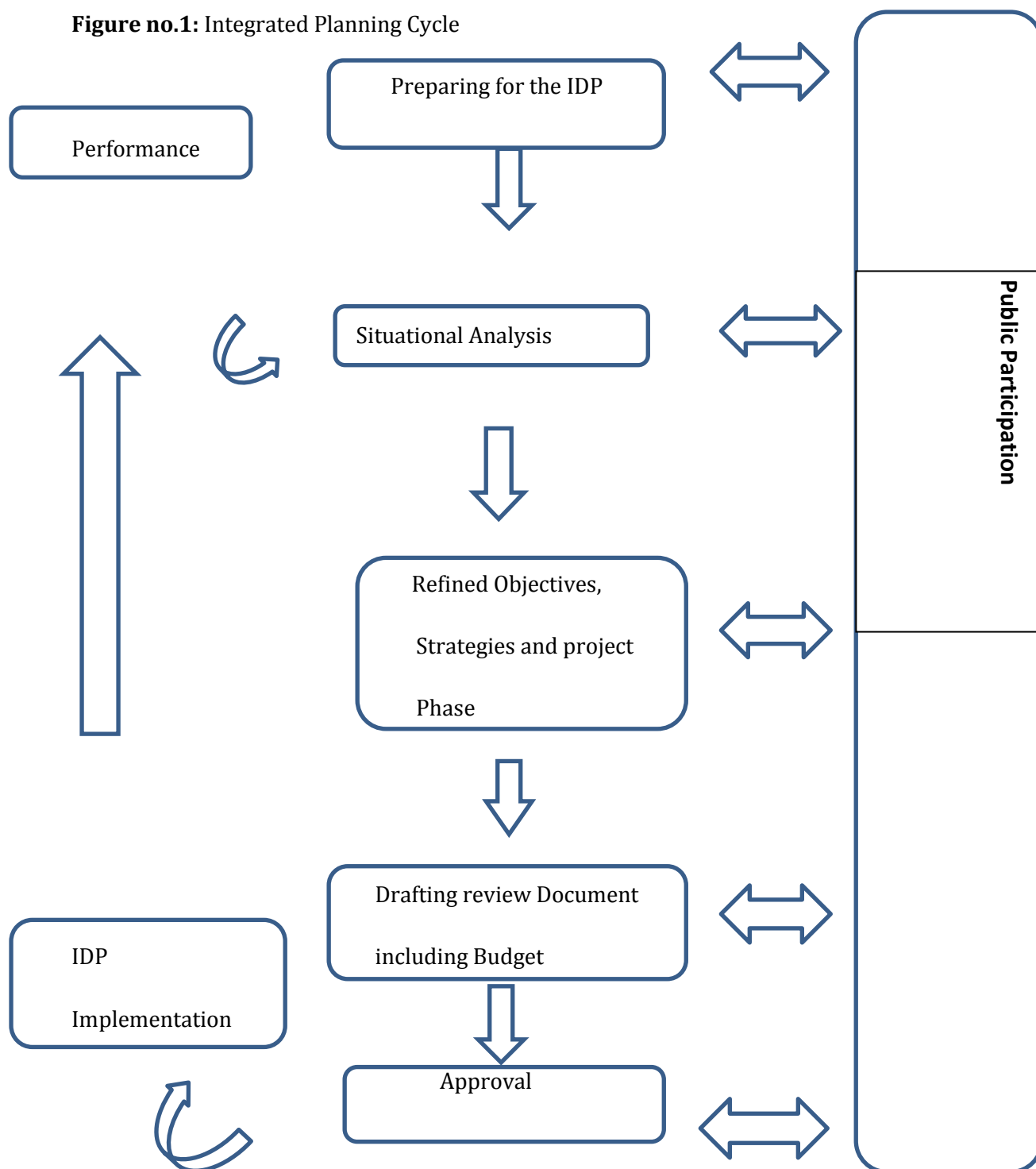
MR MHANGWANA D

ACTING MUNICIPAL MANAGER

Integrated Planning Cycle

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

Figure no.1: Integrated Planning Cycle



Key Elements to be addressed during this Process

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

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

Strategic Objectives

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

Table no.1: Strategic Alignment

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

Municipal Future Plans

- Ensure that all communities have access to clean portable water by 2017;
- Provide universal waste removal to all communities;
- Integrated Human Settlement in Ga-Kgapane and Mokgoba;
- Effectively deal with communicable and non-communicable disease;
- Strengthen community participation and IGR;
- Integrated planning and service provision in rural areas;
- Increase revenue base;
- Facilitation of economic activities in both urban and rural areas;
- Provide access to housing;
- Provide infrastructure that is conducive for economic development and growth;
- Create job opportunities and reduction of poverty;
- Ensure that all communities have access to electricity and
- Acquire more resources to provide and maintain the existing and proposed infrastructure.

Monitoring of the Progress

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

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

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

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

The municipality has established the performance management system, which monitors, measures, and review performance on regular basis as outlined below:

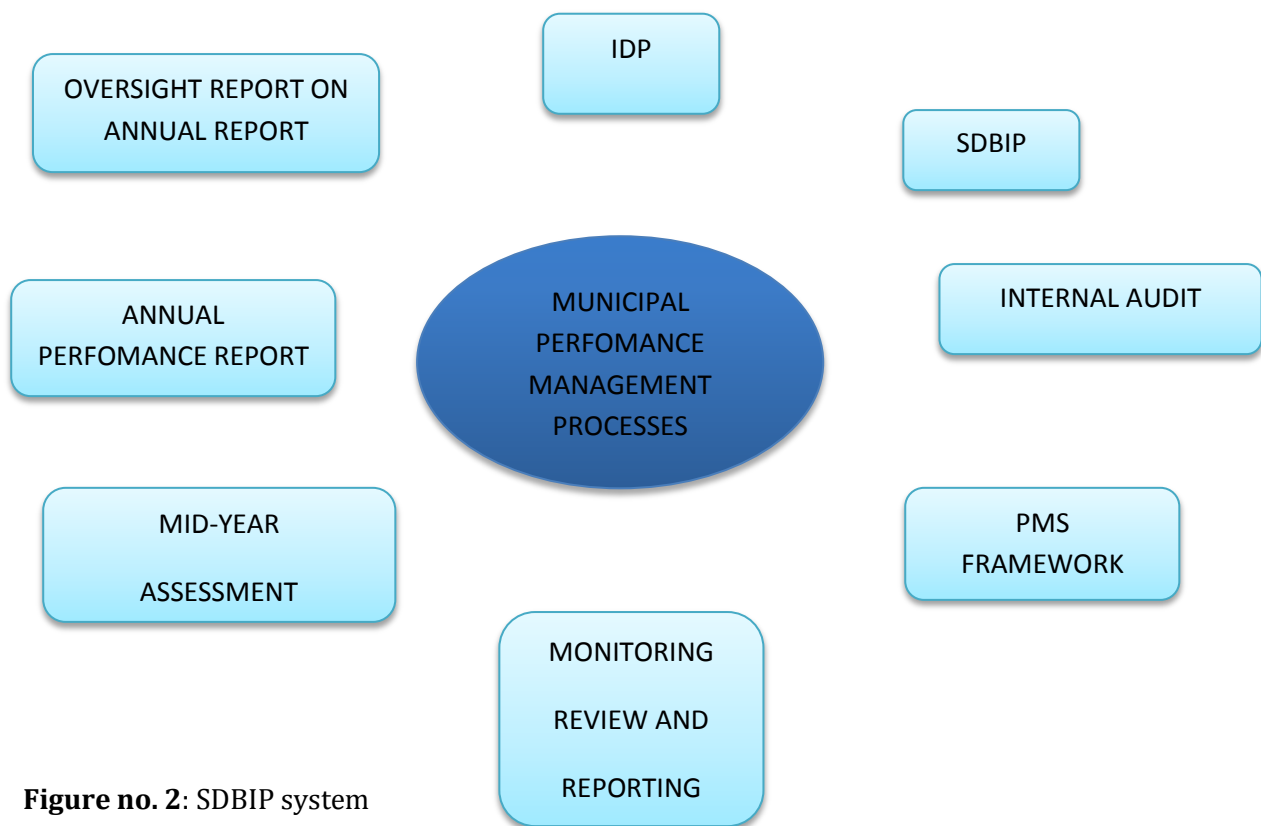


Figure no. 2: SDBIP system

Planning Framework

Introduction

In this section, we provide a brief overview of (1) legislative context within which the 2018/2019 IDP document is developed, (2) institutional arrangement that are in place to drive the IDP process, (3) process overview in terms of steps and events (4) and inter-governmental relations protocol that would assist in the alignment, coordination and integration of service delivery programme in the municipality.

Legislative Background

The constitution of the Republic of South Africa (Act 108 of 1996) is the supreme law of the country and fundamentally aims to protect human rights and promote democratic governance. It therefore provides for a new approach to government on national, provincial and local government levels.

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

The white paper on Local government expects from municipalities to be working with citizens and groups within the communities to find sustainable ways to meet their social, economic and material needs and improve the quality of their lives. Integrated Development Planning reinforces this aim through the system of the government. IDP is, thus not just another planning exercise, but will essentially link public expenditure to community priorities which are interpreted through vision, mission and strategies.

The municipal System (Act 32 of 2000) defines the IDP as one of the core function of municipality and makes it legal requirements for every municipal council to adopt a single, inclusive and strategic plan (IDP) for the development of its municipality. This plan should link, integrate and coordinate plans and take into account community proposal for development of the municipality, it should also align the municipalities.

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

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

- National Health Act, 2003;
- The Local Government Transition Act Second Amendment Act 1996 (Act 97 of 1996), which requires each local authority to compile an Integrate Development Plan for their jurisdiction;
- The Municipal Demarcation Act 1998 that provide the spatial framework for the on-going demarcation process;
- The Municipal Structure Act, 1998 that defines the institutional setting for municipalities and describe their core function and responsibility;
- Municipal System Act 32/2000 which defines the operation of the municipalities,
- Municipal Finance Management Act 1998;
- The National Environment Management Act, 1998;
- Regulations passed in term of the National Environment Management Act, 1998;
- The Water service Act, 1997;
- National Water Act, 32 of 1998;

- Mineral and Petroleum Resource Development Act (MPRD) No 28 of 2002;
- Waste Act, 2008;
- Fire brigade services Act No.99 Of 1987 and
- Disaster management Act no: 57/2002.

Framing the 2018/2019 IDP

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

The National Planning Context

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

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

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

In order to achieve these objectives the performance and developmental impact of the state will have to vastly be improved.

While capacity building, better systems, a greater focus on implementation and improved performance management will play a key part in this endeavour, integration, alignment and synergy between the actions of three spheres government are important.

As decided by Cabinet around aligning the NSDP,LEGDP and IDPs the keys to this activity is ensuring that the three spheres of government use the common platform of “need/poverty” and “developmental potential” as espoused in the NSDP to analyse the space economy of their areas of jurisdiction. In addition to this decision it requires for the role of the IDPs of the municipalities in determining and structuring public investment and development spending to be drastically strengthened. This means that municipalities should play a greater role in determining priorities and resources allocation. The IDPs have to become far more decisive on the areas of need and development.

The National Development Plan

National Development Plan (NDP) offers a long term perspective. It defines as a destination and identifies the role of different sectors of the society that need to play in reaching the goal. Then NDP aims to eliminate poverty and reduce inequality by 2030.

According to the plan South Africa can realize these goals by drawing energy of its people, growing inclusive economy, building capabilities, enhancing the capacity of the state, prompting leadership and partnership throughout the society.

NDP objectives are:

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

New Growth Path Framework

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

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

The Provincial Planning Context

The primary influencing factor in the provincial domain is the LEGDP. The LEGDP sees the competitive advantage of the province in mining, agriculture, tourism and manufacturing.

Clustering is viewed as key to success in these sectors. In case of the district, the strategy emphasis investments in agriculture, forestry, tourism and to a lesser extent, trade. In order to give effect to the strategic objectives, as spelled out in the electorate mandate of the ruling party (the African National congress).

The provincial government of Limpopo has contextualized ten priority areas, as contained in the medium term strategic framework into key strategic priorities which will guide service delivery for the next five years.

Limpopo Employment, Growth and Development Plan (LEGDP) Focuses On:

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

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

The Local Planning Context

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

The 2018/2019 IDP is a continuation of the drive towards the alleviation of poverty over a short term and eliminating of endemic poverty over the longer period. This IDP also focuses on the presidential call around the alignment of the national spatial development perspective (NSDP), Limpopo Employment growth and development plan (LEGDP) and Municipalities IDPs.

Alignment between IDP, Budget and PMS

In terms of the Municipal Systems Act, municipalities are required to prepare organisational performance management system that must be linked to the IDP. Extra efforts are needed to make sure that the process of aligning the IDP, Budget and Performance Management System (PMS) is done as per legislation requirements. The PMS should be linked and guided by the IDP and Budget.

The IDP, performance management systems and budget are all components of one overall development planning and management system:

The IDP set out what the municipality set to accomplish and how it will do it;

The PSM enable the municipality to check to what extent it is achieving its aims and

Budget provides the resources to achieve the municipal aims.

The linkage of the three processes is summarized in the following diagram:

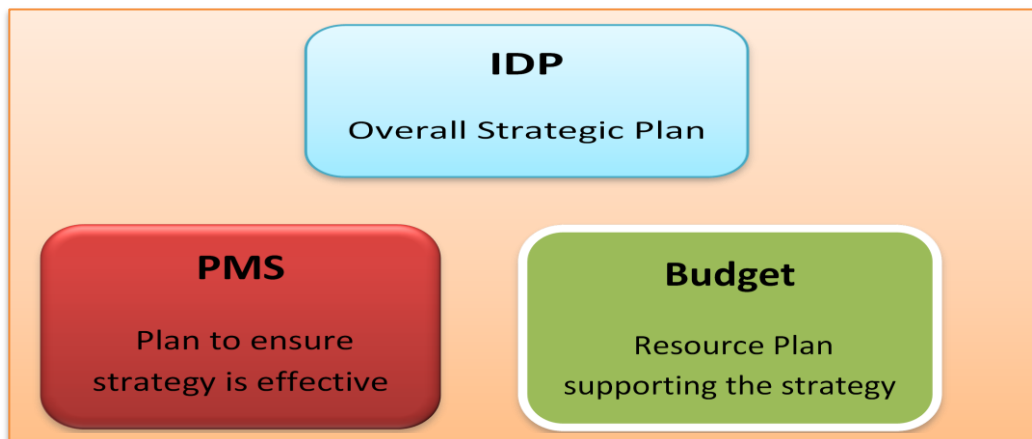


Figure no. 3: Linkage of the IDP, PMS and Budget

Greater Letaba Municipality's Powers and Functions

- The provision and maintenance of child care facilities;
- Development of local tourism;

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

PREPARATORY PHASE

Introduction

Section 28 of the Municipal Systems Act, Act 32 of 2000 requires that each Municipal Council adopts a process plan that would guide the planning, drafting, adoption and review of the IDP and Budget. The Process Plan should have clear and established mechanisms, procedures and processes to ensure proper consultation with the local communities. It should indicate clearly how the IDP process will work, who will be responsible for what, time frames and milestones will be set and a budget will be aligned to the programme.

Content of the IDP Process Plan

This plan outlines the following:

- Mopani District Municipality framework.
- Structures that manage/drive the IDP.
- IDP/Budget Activities scheduled July 2017-June 2018/ Time scheduled for planning process.
- Roles and responsibilities.
- Public/community participation/involvement.

STAGES/PHASES OF THE IDP PROCESS	
IDP Phases	Activities
PREPARATORY July 2017	-Identification and establishment of stakeholders and structures and sources of information. -Development of the IDP Framework and process plan.
ANALYSIS PHASE July-September 2017	-Compilation of levels of development and backlogs that suggest areas of interventions.
STRATEGIES PHASE	-Reviewing the vision, mission, strategies and objectives.

Sept.-Oct. 2017	
PROJECTS PHASE October 2017-January 2018	-Identification of possible projects and their funding sources.
INTEGRATION PHASE January-February 2018	-Sector plans summary inclusion and programmes of action.
Approval phase March-May 2018	-submission of Draft IDP to Council -Road-show on Public participation and publication, -Amendments of Draft/IDP/Budget according to comments/inputs, -submission to council for approval and adoption.

Phases and Activities of the IDP Process

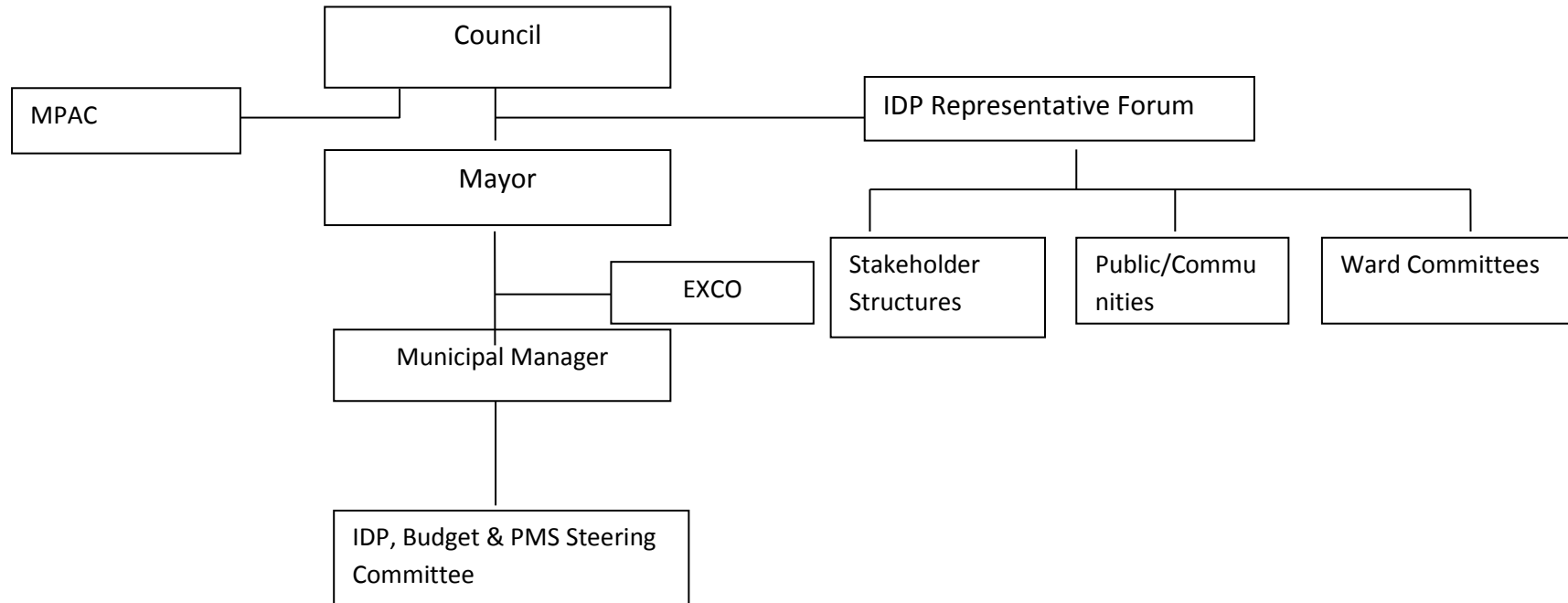
The table below shows the phases/stages of the IDP Process and Activities entailed for the review of the 2017/18 IDP:

Stages/Phases of the IDP Process	
IDP Phases	Activities
Preparatory Phase	<ul style="list-style-type: none"> - Identification and establishment of stakeholders and/or structures and sources of information. - Development of the IDP Framework and Process Plan.
Analysis Phase	<ul style="list-style-type: none"> - Compilation of levels of development and backlogs that suggest areas of intervention.
Strategies Phase	<ul style="list-style-type: none"> - Reviewing the Vision, Mission, Strategies and Objectives.
Projects Phase	<ul style="list-style-type: none"> - Identification of possible projects and their funding

Stages/Phases of the IDP Process	
IDP Phases	Activities
	sources
Integration Phase	<ul style="list-style-type: none"> - Sector plans summary inclusion and programmes of action
Approval Phase	<ul style="list-style-type: none"> - Submission of Draft IDP to Council - Road-show on Public Participation and publication - Amendments of the Draft IDP according to comments; - Submission of final IDP to council for approval and adoption

Structures that manage/drive the IDP, Budget and PMS process

The following diagram is a schematic representation of the organisational structure that drives the IDP Process:



The following structures will be responsible to develop, implement and monitor the IDP/Budget and PMS Greater –Letaba Municipality. Greater – Letaba Municipality IDP, Budget and PMS process has been aligned with that of the District Municipality as indicated in the table below:

Structures that manage/drive the IDP Process		
Structure	Composition	Role
	Greater-Letaba Municipality	Greater-Letaba Municipality
Council	Members of Council (Chair: Speaker)	<ul style="list-style-type: none"> Deliberate and adopt IDP Framework and Process plan. <p>Deliberate, adopt and approve the IDP.</p>
Mayoral Committee/ EXCO	Mayor, Portfolio Heads, Municipal Manager, Directors, and IDP Manager (Chair: The Mayor)	<ul style="list-style-type: none"> Provide political oversight in the development of the IDP Assign responsibilities to Municipal Manager. Deliberate and adopt IDP Framework and Process Plan. Responsible for the overall management, co-ordination and monitoring of the planning process and drafting process, as delegated to the Municipal Manager and the IDP Technical Team. <p>Submit draft IDP to Council.</p>
MPAC	Council appointed councillors (10)	<ul style="list-style-type: none"> Perform any other functions assigned to it through a resolution of

Structures that manage/drive the IDP Process		
Structure	Composition	Role
	Greater-Letaba Municipality	Greater-Letaba Municipality
		<p>council within its area of responsibility.</p> <ul style="list-style-type: none"> Promote good governance, transparency and accountability on the use of municipal resources;
Portfolio Committee	Chairperson and members of Portfolio Committee – INDEP (Chair: Head of Portfolio Committee)	<ul style="list-style-type: none"> Manage the drafting of the IDP on behalf of the Executive Committee Provide political oversight.
Ward Committees	Ward councillors; Ward committee members; Local Area Planning Facilitators (LAPs); and Community Development Workers (CDWs). Chair: Ward Councillor	<ul style="list-style-type: none"> Collect, discuss and prioritise ward needs. Submit ward needs to IDP Unit Link the planning process to their respective constituencies, wards and Ward Committees. Responsible for organizing public consultation and participation. Ensure the annual business plans and municipal budget are linked to and based on the IDP. <p>Ensure the IDP is aligned with provincial and national departments'</p>

Structures that manage/drive the IDP Process		
Structure	Composition	Role
	Greater-Letaba Municipality	Greater-Letaba Municipality
		budgets.
Municipal Manager	The Municipal Manager	<ul style="list-style-type: none"> • Responsible for the overall management, coordination and monitoring of the planning process, as delegated to the Municipal Manager and the IDP/Budget Technical Team. • Coordinates the implementation of the IDP/Budget planning process. • Prepares the programme for the planning process. • Undertakes the overall management and co-ordination of the planning process, ensuring that all relevant actors are appropriately involved. • Assign persons in charge of different roles. • Ensures an efficient and effectively managed and organised planning process. • Responsible for the day-to-day management of the drafting process.

Structures that manage/drive the IDP Process		
Structure	Composition	Role
	Greater-Letaba Municipality	Greater-Letaba Municipality
		<ul style="list-style-type: none"> • Ensures that planning process is participatory, strategic and implementation-orientated and is aligned to and satisfies sector-planning requirements. • Responds to comments on the draft IDP/Budget from the public, horizontal alignment and other spheres of government to the satisfaction of the Municipal Council. • Ensures that MEC for local government's proposals are responded to and IDP relevantly adjusted.
IDP/Budget & PMS Steering Committee	Mayor, EXCO, Municipal Manager, All Sec 56 Managers, IDP Manager, PMS Manager & Budget Manager. (Chair: Mayor)	<ul style="list-style-type: none"> • Provide political oversight in the development of the IDP/Budget. • Supervises the implementation of IDP/Budget planning process. • IDP/Budget consultation with various sectors. • Oversee that amendments made to the draft IDP/Budget are to the

Structures that manage/drive the IDP Process		
Structure	Composition	Role
	Greater-Letaba Municipality	Greater-Letaba Municipality
		<p>satisfaction of the Municipal Council.</p> <ul style="list-style-type: none"> • Be responsible for the submission of the IDP/Budget to EXCO (for recommendation to Council) and MEC for CoGHSTA (for alignment). • Undertakes responsibilities, in response to proposals made by the MEC.
IDP /Budget & PMS Technical Committee	Municipal Manager, All Sec 56 Managers, Budget Manager, PMS Manager and IDP Manager (Chair: Municipal Manager)	<ul style="list-style-type: none"> • Contribute technical expertise in the consideration and finalisation of strategies and identification of projects. • Provide departmental, operational and capital, budgetary information. • Be responsible for project proposals. • Be responsible for the preparation and integration of projects and sector programmes. • Be responsible for preparing amendments for the IDP/Budget review.

Structures that manage/drive the IDP Process		
Structure	Composition	Role
	Greater-Letaba Municipality	Greater-Letaba Municipality
		Responsible for organising public consultation and participation.
IDP, Budget & PMS Representative Forum	Stakeholders forum comprising, amongst others, community structures, non-profit making organisations, Traditional Leaders, Ward Councillors, Associations, Interest Groups, Government departments, Church leaders, Ward Committee Members and Mopani Sector Departments and Parastatals (Chair: The Mayor)	<ul style="list-style-type: none"> • Participate and ratify the completion of each phase of the IDP development and review process. • Represent the communities at strategic decision-making level.
Performance Audit Committee	Audit Committee members, Sec 54 and 56 Managers, PMS Manager, Risk Officer, ICT Manager and Internal Auditor (Chair: Chairperson of the Audit Committee)	<ul style="list-style-type: none"> • IDP/Budget/PMS monitoring
Dept., Cooperative Governance, Human	MEC for CoGHSTA	<ul style="list-style-type: none"> • Assess/Evaluate the IDP

Structures that manage/drive the IDP Process		
Structure	Composition	Role
	Greater-Letaba Municipality	Greater-Letaba Municipality
Settlements & Traditional Affairs		<ul style="list-style-type: none"> • Comment and Monitor IDP implementation

IDP, Budget, PMS and MPAC Calendar for 2017-18

The IDP, Budget and PMS calendar presents the activities that will be undertaken by both the District Municipality and Greater-Letaba Municipality during the 2017/18 financial year.

Month	Activity	Time-frame	
		Greater-Letaba Municipality	Mopani District Municipality
IDP			

Month	Activity	Time-frame	
		Greater-Letaba Municipality	Mopani District Municipality
July 2017	Preparatory Phase <ul style="list-style-type: none"> • Identification of and establishment of stakeholders and or structures and source of information 	<ul style="list-style-type: none"> • 28 July 2017 	31 July 2017
Budget			
	<ul style="list-style-type: none"> • Establish Departmental Budget Committees (include councillors & officials). 	<ul style="list-style-type: none"> • 25/07/2017 – 05/09/2017 	
PMS			
	<ul style="list-style-type: none"> • Compilation of 2017/18 4th quarterly report • Conclude 2017/18 annual performance agreements 	<ul style="list-style-type: none"> • 04/07/2017 - 28/07/2017 • 03/07/2017 - 28/07/2017 • 28/07/2017 	

Month	Activity	Time-frame	
		Greater-Letaba Municipality	Mopani District Municipality
	<ul style="list-style-type: none"> Submit final approved SDBIP 		
IDP			
July 2017	Analysis Phase <ul style="list-style-type: none"> Management meets to discuss IDP Analysis Phase IDP Steering Committee: Analysis Phase IDP Representative forum: Analysis phase 	<ul style="list-style-type: none"> 09 August 2017 24 August 2017 13 September 2017 	31 July-30 September 2017 IDP Analysis Phase Engagement Session:14-15 September 2017
Budget			
	<ul style="list-style-type: none"> Submission of AFS to stakeholders. 	<ul style="list-style-type: none"> 30/08/2017 	

Month	Activity	Time-frame	
		Greater-Letaba Municipality	Mopani District Municipality
PMS			
	<ul style="list-style-type: none"> • Mayoral Imbizo • Make public the 2017/18 SDBIP • Make public 2017/18 annual performance agreements and ensure that copies are submitted to Council and MEC:CoGHSTA • Submission of 2017/18 Institutional Annual Performance Report • Place 2017/18 annual performance agreements 	<ul style="list-style-type: none"> • 01/08/2017 – 11/08/2017 • 15/08/2017 • 15/08/2017 • 31/08/2017 • 15/08/2017 	

Month	Activity	Time-frame	
		Greater-Letaba Municipality	Mopani District Municipality
	<p>on the municipal website.</p> <ul style="list-style-type: none"> Individual performance assessments 2017/18 (Annual) 	<ul style="list-style-type: none"> 01/08/2017-31/08/2017 	
IDP			
September 2017	<p>Strategies Phase</p> <ul style="list-style-type: none"> Management: Preparation for strategic planning session 	<ul style="list-style-type: none"> 08 September 2017 	30 October 2017
Budget			
	<ul style="list-style-type: none"> Review resources frames and financial strategies 	<ul style="list-style-type: none"> 27/09/2017 – 02/11/2017 	
PMS			
	<ul style="list-style-type: none"> Individual performance assessment report 2017/18 	<ul style="list-style-type: none"> 05/09/2017 	

Month	Activity	Time-frame	
		Greater-Letaba Municipality	Mopani District Municipality
	Annual <ul style="list-style-type: none"> • Submission of Final 2017/18 departmental annual reports 	<ul style="list-style-type: none"> • 26/09/2017 	
IDP			
October 2017	<ul style="list-style-type: none"> • Strategic Planning Session: strategies phase • Management: consolidate strategic session discussion • IDP Steering Committee: Strategic phase • IDP Rep Forum: Strategic Phase 	<ul style="list-style-type: none"> • 5-6 October 2017 • 12 October 2017 • 18 October 2017 • 27 October 2017 	
Budget			

Month	Activity	Time-frame	
		Greater-Letaba Municipality	Mopani District Municipality
	<ul style="list-style-type: none"> Commence preparation for the 2017/18 departmental operational plans and service delivery and budget implementation plan aligned to strategic priorities in IDP and inputs from other stakeholders including government and bulk service providers (and NERSA) Departmental budgets inputs for 2017/18 	<ul style="list-style-type: none"> 12-15/12/2017 15/12/2017 	
PMS			
	<ul style="list-style-type: none"> Continuation of preparations for 2017/18 annual report utilizing financial and non-financial information first reviewed as part of budget and 	<ul style="list-style-type: none"> 04/10/2017 - 31/10/2017 	

Month	Activity	Time-frame	
		Greater-Letaba Municipality	Mopani District Municipality
	<p>IDP analysis</p> <ul style="list-style-type: none"> • Compilation of 2017/18 first quarter institutional performance report. 	<ul style="list-style-type: none"> • 04/10/2017 - 31/10/2017 	
Budget			
November 2017	<ul style="list-style-type: none"> • Community and stakeholder consultation process, review inputs, financial models, assess impacts on tariffs and charges and consider funding decisions including borrowing. Adjust estimates based on plans and resources. Commence consultation on the proposed tariffs. Check the tariff 	<ul style="list-style-type: none"> • 01/11/2017 – 30/11/2017 	

Month	Activity	Time-frame	
		Greater-Letaba Municipality	Mopani District Municipality
	submission date and align. <ul style="list-style-type: none"> Draft five year Financial Plan 	<ul style="list-style-type: none"> 01/11/2017 – 30/11/2017 	
PMS			
	<ul style="list-style-type: none"> Mayoral Imbizo 	<ul style="list-style-type: none"> 10/11/2017-17/11/2017 	
IDP			
	<ul style="list-style-type: none"> Management Meeting: Project Phase 	<ul style="list-style-type: none"> 09 November 2017 	
IDP			
December 2017	<ul style="list-style-type: none"> No Activities 		
PMS			
	<ul style="list-style-type: none"> Oversight training for MPAC members for 	<ul style="list-style-type: none"> 04/12/2017-15/12/2017 	

Month	Activity	Time-frame	
		Greater-Letaba Municipality	Mopani District Municipality
	probing the 2017/18 annual report. <ul style="list-style-type: none"> Finalize the draft annual report incorporating financial and non-financial information on performance, audit reports and annual financial statements Present draft annual report to Municipal Manager 	<ul style="list-style-type: none"> 14/12/2017 20/12/2017 	
IDP			
January 2018	Projects Phase <ul style="list-style-type: none"> IDP Steering Committee :Projects phase 	<ul style="list-style-type: none"> 09 January 2018 	30 January 2018

Month	Activity	Time-frame	
		Greater-Letaba Municipality	Mopani District Municipality
	<ul style="list-style-type: none"> • IDP Rep Forum: Project Phase • Management: Half-Year IDP performance report and annual report, recommendations on adjustments budget <p>EXCO:</p> <ul style="list-style-type: none"> • Half year IDP performance report and annual report <p>Council sitting:</p> <ul style="list-style-type: none"> • Approval of adjustments budget and performance assessment and annual reports. • Publication of the annual report for public input 	<ul style="list-style-type: none"> • 17 January 2018 • 11 January 2018 • 23 January 2018 • 26 January 2018 • 29 January 2018 	

Month	Activity	Time-frame	
		Greater-Letaba Municipality	Mopani District Municipality
Budget			
	<ul style="list-style-type: none"> Finalise the 2017/18 inputs from bulk resource providers (and NERSA) and agree on proposed price increase. (Align after submission of proposed tariffs) Mid-Year Performance Assessment and recommend and adjustment budget, if necessary. Incorporate priorities from the President's State of the Nation Address, National Treasury and SALGA for further budget consideration. 	<ul style="list-style-type: none"> 01/12/2017 – 08/12/2017 25/01/2018 23/01/2018- 26/01/2018 	

Month	Activity	Time-frame	
		Greater-Letaba Municipality	Mopani District Municipality
	<ul style="list-style-type: none"> Review all aspects of the 2017/18 budget including any unforeseen and unavoidable expenditure in light of need for an adjustment budget. 	<ul style="list-style-type: none"> 09/01/2018 – 26/01/2018 	
PMS			
	<ul style="list-style-type: none"> Compilation of 2017/18 Mid-year report Mayor tables 2017/18 annual report to council Make public the 2017/18 annual report and invite comments from local community, submit report to Auditor-General, Provincial Treasury & 	<ul style="list-style-type: none"> 03/01/2018 - 19/01/2018 31/01/2018 01/02/2018 	

Month	Activity	Time-frame	
		Greater-Letaba Municipality	Mopani District Municipality
	<p>CoGHSTA</p> <ul style="list-style-type: none"> • Consider monthly & mid-year reports for the period ended 31 December 2017. • Review implementation of budget and service delivery plan (SDBIP), identify problems and amend or recommend appropriate amendments. Submit report to council and make public any amendments to the SDBIP by the end of January 2018 	<ul style="list-style-type: none"> • 30/01/2018 • 30/03/2018 	
IDP			
February 2018	Integration Phase		29 February 2018

Month	Activity	Time-frame	
		Greater-Letaba Municipality	Mopani District Municipality
	<ul style="list-style-type: none"> IDP Integration 	<ul style="list-style-type: none"> 20 February 2018 	
Budget			
	<ul style="list-style-type: none"> Incorporate directives from the National budget and Provincial and National allocations to municipalities into budget. Finalise the 2017/18 detailed operating & capital budgets in the prescribed formats incorporating National and Provincial budget allocations, integrate and align to IDP documentation and draft SDBIP, finalise budget policies 	<ul style="list-style-type: none"> 05/02/2018 – 28/02/2018 08/02/2018 14/02/2018 	

Month	Activity	Time-frame	
		Greater-Letaba Municipality	Mopani District Municipality
	including tariff policy. <ul style="list-style-type: none"> • Tabling and approval of an adjustments budget (if necessary) 	<ul style="list-style-type: none"> • 27/02/2018 	
PMS			
	<ul style="list-style-type: none"> • Individual Performance Assessments 2017/18 Mid-year • Place 2017/18 annual report on the municipal website • Mayoral Imbizo 	<ul style="list-style-type: none"> • 02/02/2018- 28/02/2018 • 05/02/2018 • 06/02/2018 – 16/02/2018 	
IDP			
March 2018	(Draft IDP)		30 March 2018

Month	Activity	Time-frame	
		Greater-Letaba Municipality	Mopani District Municipality
	<ul style="list-style-type: none"> • Management meeting: Draft IDP • IDP Steering Committee: Draft IDP Discussion • EXCO: consideration of the oversight report, draft IDP and Budget • Council: Approval of the oversight report, draft IDP and Budget 	<ul style="list-style-type: none"> • 05 March 2018 • 09 March 2018 • 20 March 2018 • 28 March 2018 	
Budget			

Month	Activity	Time-frame	
		Greater-Letaba Municipality	Mopani District Municipality
	<ul style="list-style-type: none"> • Consolidation of Draft 2017/18 annual budget. • Submit the 2017/18 approved adjustments budget to the Provincial & National Treasury & any other affected organ of state (10 days after approval.) • Incorporate changes in prices for bulk resources and finalise tariff proposals for all charges. • Distribute all budget documentation prior to meeting at which budget is to be tabled. • Table in Council the 2017/18 	<ul style="list-style-type: none"> • 02/03/2018 • 10/04/2018 • 13/03/2018 • 16/03/2018 – 22/03/2018 	

Month	Activity	Time-frame	
		Greater-Letaba Municipality	Mopani District Municipality
	annual budget & all supporting documents (including finance policies).	<ul style="list-style-type: none"> 30/03/2018 	
PMS			

Month	Activity	Time-frame	
		Greater-Letaba Municipality	Mopani District Municipality
	<ul style="list-style-type: none"> • Compile Individual performance assessment report (2017/18 Mid -Year Quarter) • Council adopts the 2017/18 annual report with the comments of the oversight committee. • Submit draft 2017/18 SDBIP to the Mayor 	<ul style="list-style-type: none"> • 13/03/2018 • 30/03/2018 • 31/05/2018 	
IDP			
April 2018	(Draft IDP cont)		
	<ul style="list-style-type: none"> • Submission of draft IDP to 		

Month	Activity	Time-frame	
		Greater-Letaba Municipality	Mopani District Municipality
	COGSTA for analysis, Publication of the draft IDP documents for inputs <ul style="list-style-type: none"> Public participation on draft IDP/ budget/ PMS 	<ul style="list-style-type: none"> 10 April 2018 12/04/2018 to 24/04/2018 	09 April-03 May 2018
Budget			
	<ul style="list-style-type: none"> Make public the 2017/18 tabled annual budget & accompanying budget documentation, invite the community to submit representations and submit to Provincial & National Treasury and other affected organs of state. Consultation on tabled 	<ul style="list-style-type: none"> 05/04/2018 – 25/04/2018 	

Month	Activity	Time-frame	
		Greater-Letaba Municipality	Mopani District Municipality
	budget, publicise and conduct public hearings and meetings within wards.	<ul style="list-style-type: none"> 05/04/2018 -25/04/2018 	
PMS			
	<ul style="list-style-type: none"> Submit the 2017/18 Annual Report & Oversight Report to Provincial Treasury, CoGHSTA, AG and Legislature. Make public the 2017/18 oversight report Submission of third quarter departmental performance report 	<ul style="list-style-type: none"> 05/04/2018 05/04/2018 05/04/2018 	

Month	Activity	Time-frame	
		Greater-Letaba Municipality	Mopani District Municipality
IDP			
May 2018	Approval Phase (Final IDP) <ul style="list-style-type: none"> • IDP Steering committee: consideration of the inputs from the public participation process • Management : Effect changes to draft IDP and budget as per public comments and COGSTA • IDP Rep Forum : Consider final Draft IDP/Budget • EXCO: Final draft IDP/Budget • Council Sitting : Approval of the Final Draft IDP and Budget 	<ul style="list-style-type: none"> • 15 May 2018 • 04 May 2018 • 24 May 2018 • 16 May 2018 • 29 May 2018 	31 May 2018

Month	Activity	Time-frame	
		Greater-Letaba Municipality	Mopani District Municipality
Budget			
	<ul style="list-style-type: none"> Consider the views of the community and other stakeholders on the 2017/18 budget. Respond to submissions received & if necessary revise the budget and table amendments for council consideration. 	<ul style="list-style-type: none"> 27/04/2018 – 02/05/2018 27/04/2018 – 02/05/2018 	
PMS			
	<ul style="list-style-type: none"> Approve the Draft 2017/18 SDBIP- final date under legislation 	<ul style="list-style-type: none"> 30/05/2018 	

Month	Activity	Time-frame	
		Greater-Letaba Municipality	Mopani District Municipality
	<ul style="list-style-type: none"> Approve the Final 2017/18 SDBIP- final date under legislation 	<ul style="list-style-type: none"> 28/06/2018 	
IDP			
June 2018	<ul style="list-style-type: none"> Submission of IDP Local Government & Housing 	<ul style="list-style-type: none"> 07 June 2018 	
Budget			
	<ul style="list-style-type: none"> Submit approved IDP/Budget to National & Provincial Treasury, CoGHSTA and District (10 working days after approval) 	<ul style="list-style-type: none"> 12/06/2018 	
PMS			
	<ul style="list-style-type: none"> Approve the Final 2017/18 SDBIP- final date under 	<ul style="list-style-type: none"> 28/06/2018 	

Month	Activity	Time-frame	
		Greater-Letaba Municipality	Mopani District Municipality
	legislation <ul style="list-style-type: none"> • Submit the SDBIP to CoGHSTA, Provincial and National Treasury. 	<ul style="list-style-type: none"> • 28/06/2018 – 10/07/2018 	

Public Participation

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

Publication of the Final IDP

- The System's Act requires that a summary of the IDP be made available to the public, within 14 working days from the date of final approval of the IDP.
- Copies of the IDP will be made available in all wards, local libraries and traditional offices.
- Copies of the IDP will be made available in both hardcopy and electronic forms to all Directorates within the Municipality.
- The IDP will also be published through the municipal website.
- Copies of the IDP will be sent to the District, Province, and National as per legislation.
- Potential investors and other IDP stakeholders will be afforded the opportunity to access the IDP, but only to the extent that the municipality can afford.

IDP Activity Flow

- The Office of the Director INDEP will provide secretariat services to the IDP meetings
- The IDP Steering Committee shall be involved in the drafting of the Framework and IDP Process Plan
- The IDP Steering Committee shall submit the Framework and Process Plan to Portfolio Committee head of INDEP.
- The IDP Steering committee shall further submit the Framework to the IDP Representative Forum through the Directorate, INDEP
- The Portfolio Committee head of INDEP shall further submit the Framework and Process Plan to Executive Committee.
- Exco shall submit the Framework and Process Plan to Council

- The Municipal Manager shall facilitate the Steering Committee in the drafting of the IDP in all phases.
- Director INDEP and the Municipal Manager shall monitor the planning in all phases, ensuring involvement of communities and adherence to time frames throughout.
- The Draft IDP/Budget and PMS shall be submitted to the Portfolio Committee for oversight.
- The Draft IDP shall be submitted to EXCO for consideration.
- The Mayor shall submit the Draft IDP/Budget/PMS to the Council through the Portfolio head.
- The Mayor shall approve the SDBIP 28 days after the adoption of the Final IDP, Budget and PMS.

IDP Process Plan: Monitoring, Evaluation and Reporting

- Municipal Manager and the Portfolio Committee will be responsible for monitoring the Framework and Process Plan.
- The District IDP Office will monitor compliance with the District Framework and Process Plan
- Monthly progress reports will be submitted to Council through EXCO.

Inter-Governmental Relations

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

Greater Letaba also has a separate platform to interact with sector department during Representative forums. The district municipality is the convenor of the District Manager's forum, which is basically a key forum for strategic alignment, coordination and integration that serves as an IGR structure where the Sector Departmental Managers in the district meet with their municipal counterparts.

Conclusion

The Process plan adopted by Council shall be binding to all stakeholders in Greater Letaba Municipality and shall further provide transparency and accountability to the communities and stakeholders in Greater Letaba Municipality. The above are the activities that will be undertaken whilst reviewing the current integrated development plan (IDP) with the view to informing budgeting and setting a base for performance monitoring.

ANALYSIS PHASE

Demographic Profile

Population Trends

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

Table no.5: GLM Population

Population		
Census 2001	Census 2011	Survey 2016
247 739	212 701	218 030

Source: (Census 2011)
survey, 2016)

Source: (Community

Table no.6: GLM Household

Households		
Census 2001	Census 2011	Survey 2016
59 539	58 262	67 067

Source: (Census 2011)
survey, 2016)

Source: (Community

Table no.7: Below Depicts Population per Ward per Gender

Ward no	Total population	Male	Female
Ward 1	7564	3261	4303
Ward 2	5050	2252	2798
Ward 3	5633	2585	3048
Ward 4	8529	3919	4610
Ward 5	6969	3243	3726
Ward 6	7888	3524	4364
Ward 7	6475	2887	3588
Ward 8	7363	3421	3942
Ward 9	8287	3557	4730
Ward 10	8808	3831	4977
Ward 11	7813	3427	4386
Ward 12	6823	2984	3839

Ward 13	7920	3516	4404
Ward 14	764	3785	3862
Ward 15	7777	3419	4358
Ward 16	7449	3147	4302
Ward 17	7505	3186	4319
Ward 18	7604	3236	4368
Ward 19	7643	3436	4207
Ward 20	7737	3350	4387
Ward 21	7802	3376	4426
Ward 22	8731	3843	4888
Ward 23	7448	3270	4178
Ward 24	4498	1992	2506
Ward 25	7035	3048	4005
Ward 26	7020	3017	4003
Ward 28	4687	2010	2677
Ward 29	11632	6431	5201
Ward 30			

Source: census 2011

Table no.8: Below Depicts Household per Ward

Ward no	Household	Percentage
Ward 1	1960	3,4%
Ward 2	1240	2,1%
Ward 3	1497	2,6%
Ward 4	2457	4,2%
Ward 5	1896	3,3%
Ward 6	1976	3,4%
Ward 7	1688	2,9%
Ward 8	1846	3,2%
Ward 9	2327	4%
Ward 10	2387	4,1%
Ward 11	2047	3,5%
Ward 12	1659	2,8%
Ward 13	1936	3,3%
Ward 14	2224	3,8%

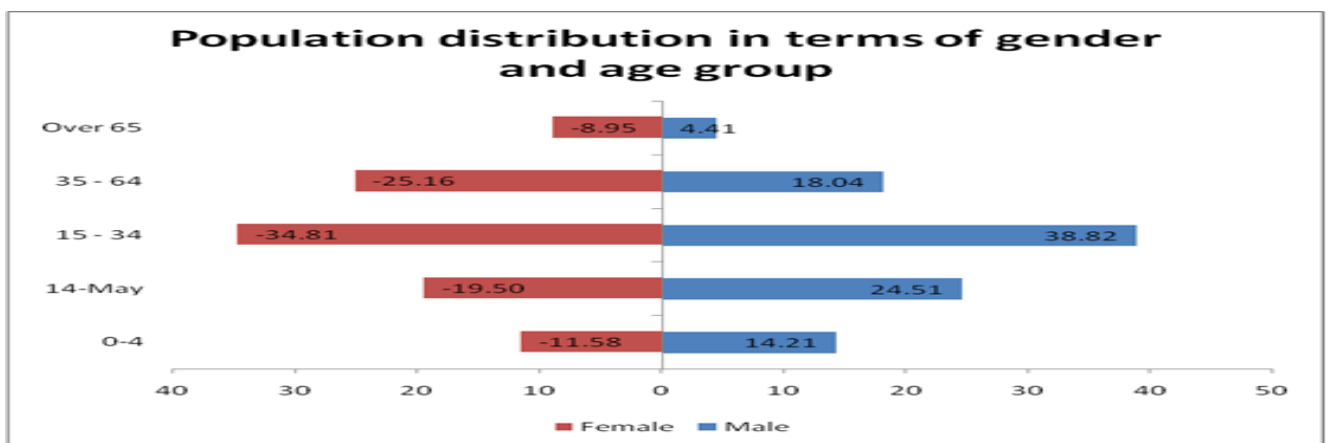
Ward 15	1949	3,3%
Ward 16	1972	3,4%
Ward 17	1902	3,3%
Ward 18	2051	3,5%
Ward 19	1980	3,4%
Ward 20	2086	3.6%
Ward 21	2194	4%
Ward 22	2328	4%
Ward 23	1959	3,4%
Ward 24	1254	2,2%
Ward 25	1895	3,3%
Ward 26	1884	3,2%
Ward 27	1584	2,7%
Ward 28	1276	2,2%
Ward 29	4807	8,3%
Ward 30		

Source: census 2011

Age and Gender Distribution

According to StatsSA Community survey 2016, Greater Letaba Municipality youth population has increased from 77 863 (36.61%) in 2011 to 85 749 (39.3%) in 2016. From the Pyramid below, it is evident that, in the age group 15-34 GLM has more females (44 735) as compared to males (41 015). While in the age group 35-64 there is high percentage of females than males.

Graph no.1: Below Depicts Age and Gender Distribution



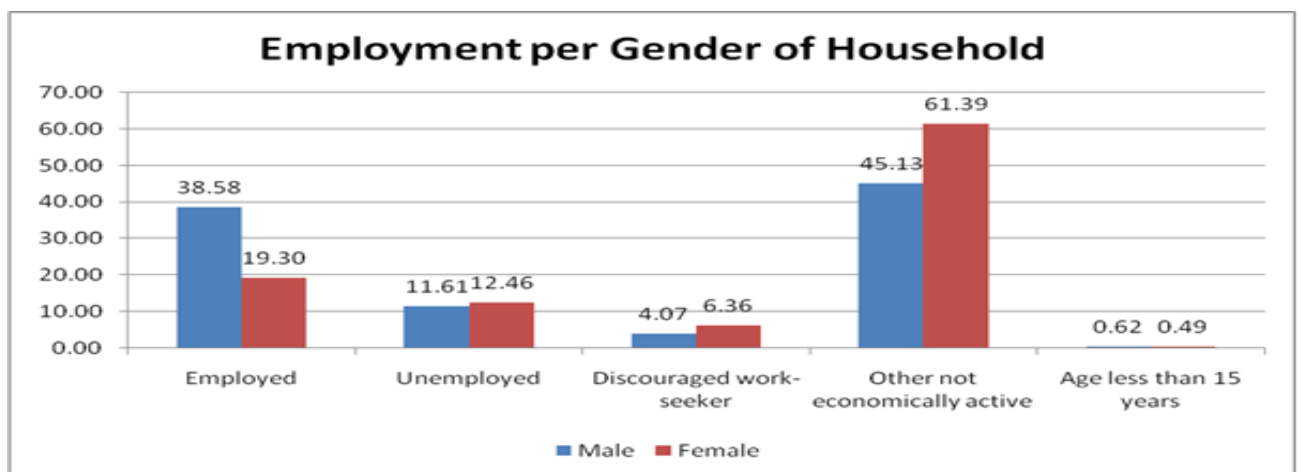
Source: Census 2011

Employment Profile

The graph below presents the employed population of Greater Letaba according to gender of household. The statistics on the graph below shows that 9719 of male people are employed as compare to small number of 6383 of female people.

Female people are mostly affected by unemployment, discouraged work-seeker and economically not active as indicated on the graph below.

Graph no.2: Below Graph Depicts Employment by Gender



Source: Census 2011

Employment and Unemployment Rate

Employment rate-70%

Unemployed rate-30%

Household Income

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

Table no.9: Below Depicts Income per Household

Income	Households	%
No Income	8407	14.4

Income	Households	%
R1 – R4800	4928	8.5
R4801 – R9600	9260	15.9
R9601 – R19 600	15128	26
R19 601 – 38 200	12212	21
R38 201 – R76 400	3814	6.5
R76 401 – R153 800	2170	3.7
R153 801 – R307 600	1419	2.4
R307601 – R614 400	630	1.1
R614 401 – R1 228 800	132	0.2
R1 228 801 – R2 457 600	76	0.1
R2 457 601 or more	84	0.1
Unspecified	2	0.1
Total	58 262	100

Source: StatsSA

Level of Education

Table no.10: Below Table Depicts Level of Education.

Levels	Greater Letaba Municipality	%
Grade 0/R	8030	
Grade 1/sub A	6339	
Grade 2/Sub B	6309	
Grade 3/ Std 1/ABET 1	7394	

Grade 4/ Std 2	7432	
Grade 5/ Std 3/ABET 2	8021	
Grade 6/ Std 4	8262	
Grade 7/ Std 5/ ABET 3	9835	
Grade 8/ Std 6/ Form 1	12948	
Grade 9/ Std 7/ Form 2/ ABET 4	14383	
Grade 10/ Std 8/ Form 3	16850	
Grade 11/ Std 9/ Form 4	18757	
Grade 12/ Std 12/ Form 5	21731	
NTC I/ N1/ NIC/V Level 2	152	
NTC II/ N2/ NIC/V Level 3	80	
NTC III/ N3/ NIC/V Level 4	202	
N4/ NTC 4	116	
N5/ NTC 5	81	
N6/ NTC 6	193	
Certificate with less than Grade 12/ Std 10	202	
Diploma with less than Grade 12/ Std 10	165	
Certificate with Grade 12/ Std 10	1025	
Diploma with Grade 12/ Std 10	1476	
Higher Diploma	1479	
Post Higher Diploma Masters; Doctorate	247	
Bachelor's degree	899	

Bachelor's Degree and Post-graduation	348	
Honours degree	497	
Higher degree (masters/PhD)	158	
No schooling	31105	
Unspecified		
Not applicable	27779	
Total	212701	100

Source: 2011 StatsSA.

People with Disabilities in the Municipality

Table no.11: Below Depicts Disability by Gender

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

(Census 2011)

SPATIAL ANALYSIS

KEY PERFORMANCE AREA 1: SPATIAL RATIONALE

Legislation Framework

Legislation	Scope of the Legislation
Spatial Planning and Land Use Management Act, 2013	To regulate the administration of land, the transfer of land, the ownership of land and the cadastral boundaries of land.

Purpose of Spatial Analysis

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

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

The Greater Letaba Municipal area has the following spatial characteristics:

- A land area of approximately 1 891 km²;
- A fragmented formal urban component comprising Ga-Kgapane, Senwamokgope and

Modjadjiskloof;

- The incidence of rural settlements are evenly spaced along the northern boundary and a lesser concentration of villages along the south-eastern boundary of the Municipality;
- The southern part of the municipal area comprises mountainous terrain, which precludes urban development;

- Large tracts of arable land which are being used for intensive and extensive agricultural activities, these include tomatoes (central), timber (south and south east), game and cattle (central and north-west);
- Environmental degradation due to illegal dumping, inadequate sanitation facilities and overgrazing and
- Significant areas of land owned by the state under custodianship of tribal / traditional authorities.

Almost half the land area in the municipal area (48%) is subject to the 159 land claims, which have been lodged to the Land Claims Commission. There are three proclaimed towns within the Greater Letaba Municipal area, namely Modjadjiskloof, Ga-Kgapane, Senwamokgope (Khumeloni is in process of being developed) and approximately 132 villages (GLM Ward Based Survey, 2007) evenly spread throughout the municipal area. These three towns are characterised by the following:

Modjadjiskloof:

- Main town, regarded as provincial growth node;
- Service centre to surrounding farming communities;
- Strong presence of SMMEs with potential for employment creation;
- Declining manufacturing sector;
- Underutilisation of available buildings;
- Strong potential for tourism

GLM has recently purchased a 83ha farm for expansion of the town in terms of residential development. A layout plan has been developed for township establishment comprising of 192 erven, open spaces and a Community Hall. There is an additional development proposed on the portion 14 of the farm Vrystaat into develop a new township comprising of residential, business and parks. There is a need to develop either a shopping complex or mall to encourage and retain investment. There are erven at extension 11, which still require servicing.

Ga-Kgapane:

- District growth node;
- One shopping centre consisting 28 formal and 11 informal businesses;
- Many small businesses due to absence of formal job opportunities;
- Daily commuting to Modjadjiskloof and neighbouring municipalities for work.

Currently; a huge housing development is in process on the farm Mooiplaas and Modjadji Plaza, a new shopping centre has been concluded and is now fully operational.

Senwamokgope:

- Municipal growth node and population concentration point;
- Service point to surrounding villages;
- Presence of government offices;
- 6 formal businesses and 8 informal

A process of extending the township by 300 sites has been embarked on; currently a General Plan has been approved by the Surveyor General. There is a serious need to establish a shopping complex in the township to cater for the surrounding areas; hence residents travel approximately 40km to the nearest shopping centre.

Khumeloni, Goudplaas/Nooitgedaght and Jamela:

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

Population Spatial Distribution

There is however a discernible concentration of villages along the northern boundary and south-eastern boundaries of the municipal area. Approximately 8% of households live in proclaimed towns while 73% live in rural villages; with the remainder reside on farms and in informal settlement.

The present spatial pattern; together with the underlying factors responsible for the development of this pattern will continue to influence new development unless a

comprehensive strategy is implemented to counter negative and encourage positives. The prevalent spatial pattern can be attributed to historic policies and development initiatives; the economic potential of land; land ownership and management; culture and the topography.

Settlement Hierarchy

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

Table no.12: Settlement Hierarchy

Type	Characteristics	Area
1 st Order Settlement	Growth points; Settlement located relatively close to each other; Meaningful economic and social activities; Services are available for potential business and Higher level of services.	Modjadjiskloof, Ga-Kgapane and Senwamokgope
2 nd Order Settlement	This group of settlements are located close to each other; Have virtually no economic base; The area has no infrastructure services and Have a substantial number of people residing in this area.	Mokwakwaila
3 rd Order Settlement	The areas exhibit development potential based on population growth; The areas are traditionally rural areas; Have more than 500 inhabitants; They don't form part of the cluster; Most of these areas are relatively isolated in terms of surrounding settlement; The potential of self-sustained development growth is limited and Lack development opportunities.	Mapalle and Rotterdam

4 th Order Settlement	<p>The settlements are traditional rural area, whereby they are located in the manner that they are interdependent;</p> <p>Settlements are linked together by social infrastructure e.g. (clinic, schools etc.) and</p> <p>The settlements are small and they have less than 1000 people per village.</p>	
5 th Order Settlement	<p>All small settlements are mainly rural villages, which do fall under 4th order of settlement;</p> <p>No economic base in this area;</p> <p>The potential for future self-sustainable development of these settlements is extremely limited.</p>	Mothele

Land Use Composition and Management Tools-LUS and GIS

LUS determines and regulates the use and development of land in the municipal area in accordance with Town-Planning and Town Ordinance. Geographic Information System assists with the information regarding land development and upgrading, so the municipality has to upgrade the systems regularly

Spatial Development Growth Points Areas

Table no.13: Spatial Development Growth Points Areas

Provincial	District	Municipal
Modjadjiskloof	Ga-Kgapane Township	Mokwakwaila Senwamokgope

Land Claims and their Socio-Economic Implications

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

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

Table no.14: Status of Land Claims

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

Table no.15: Claims Settled

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

Table no.16: Illegal Land Occupation

Property Description	Land Ownership	Comment(s)
Meshasheng in Ga-Kgapane	Greater Letaba Municipality	About 24 people have built shacks.
Masenkeng in Ga-Kgapane	Greater Letaba Municipality	Service Provider has been appointed to develop residential sites.
Mokgoba in Modjadjiskloof	Greater Letaba Municipality	About 200 shacks has been built illegally in Mokgoba area

Spatial Challenges:

- Large area in Modjadjiskloof town is privately owned and these create a challenge in terms of upgrading and expansion of the town;
- There's illegal settlements and land occupation in areas such as Masenkeng, Mokgoba and Meshasheng;
- Shortage of land for development;
- Sparse rural settlement and
- Building houses without building plans.

Spatial Opportunities

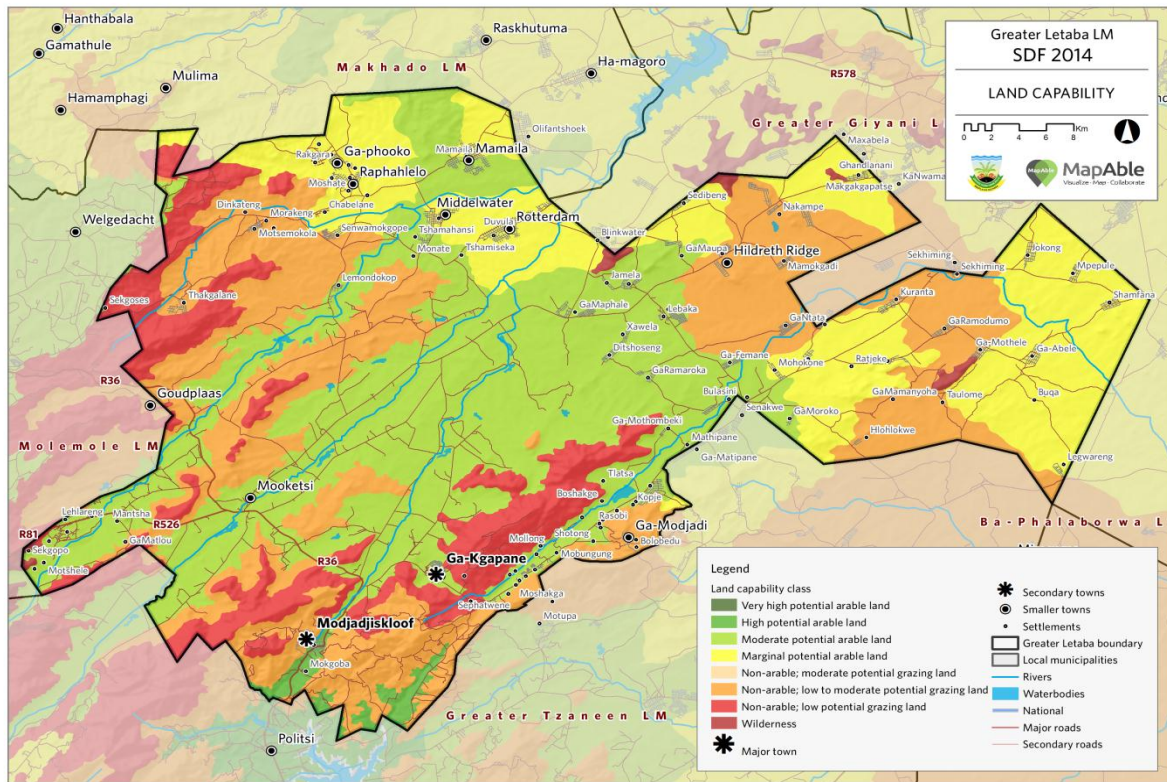
The municipality may also draw spatial opportunities from tourism. This is mainly because of the vast potential in terms of suitable resources in the municipality.

These may be summarized as follows:

- The availability of the Rain Queen (Queen Modjadji) which may influence tourism related development along the Ga-Kgapane-Mokwawaila Development Corridor;
- The biggest Baobab tree in Africa located on the farm Platland neighbouring Ga-Kgapane Township. This may contribute to enhancement of tourism facilities such as the sale of indigenous crafts, accommodation facilities, convenience centres etc. in its vicinity;

- The African Ivory route that passes through Modjadjiskloof could bring unprecedented growth in both Modjadjiskloof as a town and the entire municipality.

Various development nodes exist in the municipality; each with a unique development opportunity. These nodal points may be enhanced utilizing Nodal Configuration Plans and linked to each other through networks thoroughly planned through the Spatial Development Framework of the municipality.



Map no.1: Land capability

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

- Modjadji Nature reserve, with the Modjadji (Encephalartos Transversonus Cycad Forestry) only found here;
- Vast tomato plantations of ZZ2;
- Modjadjiskloof waterfalls;
- Walking trails both in the Caravan Park and in the nature reserve;
- Manokwe caves;

- Makepisi tomato farming;
- Modjadji Lodge and
- Nehakwe Mountain Lodge.

Strategically Located Land within the Greater Letaba Municipality

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

Moreover, the following areas have huge opportunities which the municipality may capitalize on for development; which include the following:

- Farms to the West of Ga-Kgapane located on a slightly flat terrain suitable for mixed use development including commercial and industrial. These include the farm Platland and Driehoek;
- The area between Ga-Kgapane and Modjadjiskloof constitute of the farm Spritsrand, Witkrans, Vrystaat and Hilldrop;
- The area between Modjadjiskloof and Mokgoba may serve as a proper link between Mokgoba and the town; thereby attracting further investment in terms of both residential and commercial development;
- Goudplaas and Nooitgedaght with a potential for a new township establishment, extensive agriculture and industrial development;
- The vacant land parcel in Senwamokgope between the built area and the college would be ideal for Shopping/ Convenience Centre development;
- Mokwakwaila area on the farm Worcester 200LT given potential by its centrality in Bolobedu;
- Portions of the farms Vaalwater and Roerfontein adjoining the existing Senwamokgope to the South and East and

- Mooketsi (area around the junction) which has a potential for growth as a convenience centre for tourism.

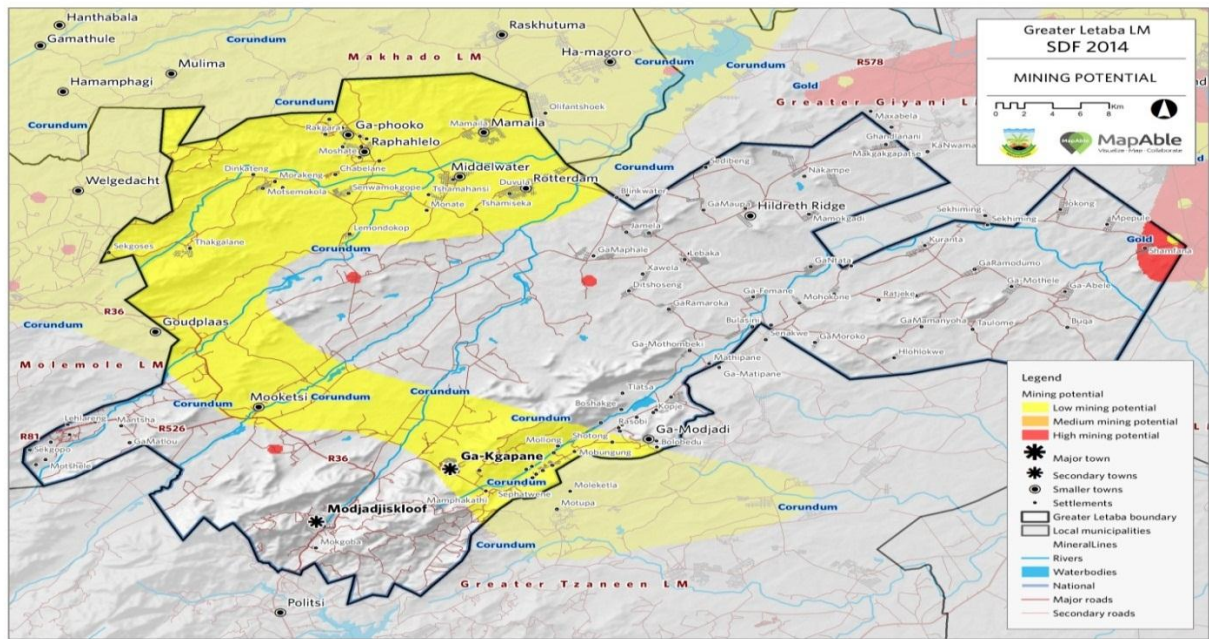
It is worth noting that the above areas are under the ownership of private individuals with the exception of the farms Worcester, Vaalwater and Roerfontein which are state owned.

Spatial Development Consideration (Land Availability)

The following human settlement areas have been planned for future development:

- Township Establishment (170 sites) on the farm Vrystaat: Portion 4 and 5;
- Township establishment (286 sites) on the farm Vrystaat, covering 67 hectares: Portion 14;
- Township Establishment (600 sites) on farm Nooigedacht 342-LT;
- Township Establishment (279 sites): Modjadjiskloof Extension 1 and 2
- Township Establishment (4900 sites): Makhabeni Extension 1 on the farm Altydmooi 379-LT;
- Establishment of shopping complex on farm Schaaplaagte 108 LT- Mamaila Kolobetona;
- Shopping Centre/ Mall on the farm Schoongelegen: Portion 01;
- Shopping centre/Mall in Khumeloni;
- Shopping Centre/Mall in Senwamokgope;
- Extension of Ga-Kgapane Shopping Centre (Boxer shop) and
- Mixed land use development on Erf 657, Ga-Kgapane (Ga-Kgapane Local Ground).

Map no.2: Space Economy



KEY PERFORMANCE AREA 2: BASIC SERVICES AND INFRASTRUCTURE DEVELOPMENT**WATER and SANITATION****Legislative Framework**

Legislation	Scope of Legislation
Constitution of the Republic of South Africa, Act 106 of 1996, Chapter 2, Section 27(1)(b)	Everyone has the right to sufficient food and water.
Water Services Act 108 of 1997	To provide for the rights of access to basic water supply and basic sanitation; To provide for the setting of national standards and norms and standards for tariffs; To provide for water services development plans and To provide for the monitoring of water services and intervention by the minister or by the relevant province.
National Water Act 36 of 1998	To provide for the fundamental reform of the law relating to water resources.

The general state of water supply within the municipal area is not acceptable and therefore requires urgent intervention to improve the situation. The municipality often experiences unfortunate situation whereby communities are obliged to utilise contaminated water collected from natural sources like rivers and springs for domestic use, which is health hazardous. Cases of Bilharzias diseases have been reported in areas like Lemondokop as a result of contaminated water being used by desperate community members.

It is imperative that additional water supply resources be provided and also that the existing once be extended and refurbished through the assistance of the Mopani District Municipality (MDM) which is the Water Services Authority (WSA) in the area.

Greater Letaba Municipality is the Water Services Provider (WSP) according to the signed agreement with the MDM in the 2011/2012 financial year.

Water Supply

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

The provision of water supply within the municipal area is gradually worsening as a result of insufficient bulk water supply which is aggravated by factors like new developments and inadequate water resources which cannot meet the current demand. The communities which are adversely affected by the situation resort to polluted sources like springs, raw water dams, rivers or buy water from residents who have private boreholes.

The use of contaminated natural resources is hazardous and may result with waterborne diseases like bilharzias, cholera, E.Coli and amebiasis. There is a need to address shortage of bulk water through the upgrading of existing purification plants; refurbishment of some resources; provision of package plants and drilling or equipping of additional boreholes as a temporary relief measure.

Access to Water in Greater Letaba Municipality

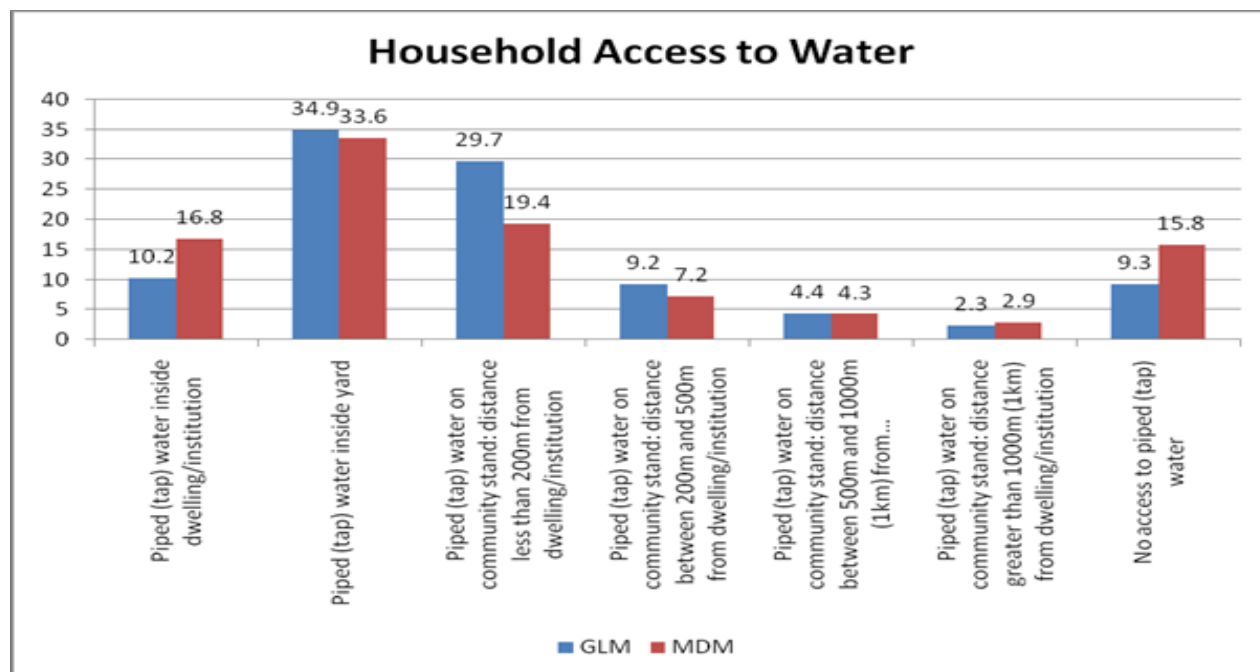
Greater Letaba Municipality strives to ensure that its residents have unhindered access to water services in accordance with the norms and standard required by law. According to the StatsSA Census 2011, approximately 75% of the residents draw water from less than 200 m radius; which is the maximum required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

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

The graph further shows that majority of the households have access to tap water on community stands, above the acceptable walking distance 200m as required by standards. This results with desperate community members walking for a long distance to access water. It should also be noted that 9.3% of households in the Municipality have no access to tap water where the District Municipality percentage is 15.8%.

It is worrying that 9.3% households in the Municipality still rely on springs, rain-water tanks, stagnant water or dams, rivers and vendors as primary sources of water which may cause health hazard to the residents.

Graph no.3: Household access to water



Source: StatsSA 2011

Table no.17: Pipe Water

Item	2011	2016
Access to Pipe Water	52 838	48 160
No Access to Pipe Water	5 423	18 906

StatsSA, 2011

Community Survey, 2016

Sources of Water

Table no.18: Sources of Water

Source	Benefiting Areas
Politsi Water Supply Scheme	Mokgoba, Modjadjiskloof, Ga-Kgapane and surrounding farms
Modjadji Water Supply Scheme	
Upper Modjadji Rural Water Supply Scheme	Mamphakathi, Bodupe, Moshakga, Motsinoni, Ramphenyane and Mokwasele.

Worcester/Polaseng/Mothobeki Rural water supply	Matswi, Ditshosing, Shawela, Polaseng, Mokwawkwaila, Ratjeke and other surrounding areas
Lower Molototsi Rural water Supply scheme	Jokong, Mpepule, Thlothlokwe, Mothele, Kuranta, Ramodumo, Buqa, Abele Taolome and the surrounding villages.
Middle Letaba Rural Water Supply	
	Sekgosesese Area, Maphalle, Mohlabaneng, Jamela, Sefofotse, Bellevue, Mamaila Mphotwane, Nakampe, Refilwe and Makgakgapatse.
Sekgopo Rural Water Supply Scheme	
No bulk water Supply, the entire area depend on ground water supply	Sekgopo comprises of 15 village of which they depend on ground water.

Access to Sanitation

According to StatsSA 2011 census; about 75, 6% of the households within the municipality are either without sanitation facilities or have sub-standard toilets like those without ventilation; bucket system and chemical toilets. The 75, 6% figure might as well be translated into a backlog and that implies that progress in providing sanitation facilities is not satisfactory. The municipality has collected own statistics in 2013 which reflected 4524 (8%) households were in need of sanitation units and this varies much from information provided by StatsSA.

Table no.19: Households Access to Sanitation

Type of Toilet Facility	Number	Percentage
None	6281	10.8
Flush toilets (connected to sewage system)	3948	6.8
Flush toilets (with septic tank)	2001	3.4
Chemical toilets	458	0.8
Pit toilets with ventilation (VIP)	11390	19.5
Pit toilet without ventilation	33056	56.7
Bucket toilet	336	0.6
Other	791	1.4
Total	58261	

Source: StatsSA, 2011

Water and Sanitation Challenges:

- Ageing for water and sanitation infrastructure (Modjadjiskloof and Ga-Kgapane);
- Ever reliance on boreholes (Sekgopo and Sekgosese area);
- Theft and vandalism;
- Water pumps breaking and lack of diesel;
- Lack of water meter in rural area; hence non-payments of services;
- Illegal connection by car washes;
- Lack of maintenance of existing infrastructure and
- Poor quality of drinking water.

Free Basic Water and Free basic Sanitation

The threshold for provision of Free Basic Water is a maximum of six (6) kilolitres per household per month. The municipality has 1203 households which reside in the proclaimed towns and they do not pay for the first 6kl of water as reflected in their service accounts. There are a total of 132 villages which receive unmetered free water supply; which is presumed to be above the FBW threshold. In areas where there are deficiencies in water availability; water supply is supplemented by water tankers without cost.

Table no.20: Indigent Households receiving Free Basic Water and Sanitation

Service	No. Indigent Households	Access	Backlog
Water	1203	39	1164
Sanitation	1203	39	1164
Electricity	1203	1203	0
Refuse removal	1203	39	1164

Source: Municipal Indigent Register

ENERGY and ELECTRICITY

Status of Electricity Network in Modjadjiskloof

Greater Letaba Municipality has electricity distribution license granted by National Electricity Regulator of South Africa (NERSA) in accordance with the Electricity Act, 1987 (Act No. 41 of 1987) to supply electricity in Modjadjiskloof.

ESKOM is responsible for distributing electricity to other areas except in Modjadjiskloof. Mokgoba village which is an extension of Modjadjiskloof is characterised with illegal connections which result with electrical shocks, fires, damage to infrastructure and loss of revenue by the municipality.

The initiative is to install split prepaid meter on each and every households in 2018/2019 (resuming in 2016/17) to minimize loss of electricity in town. The infrastructure is aged with equipment dating back to 1960s; this resulting with frequent power outages especially during storms and winter season. This also poses life threat to the residents and municipal workers responsible for electricity provision.

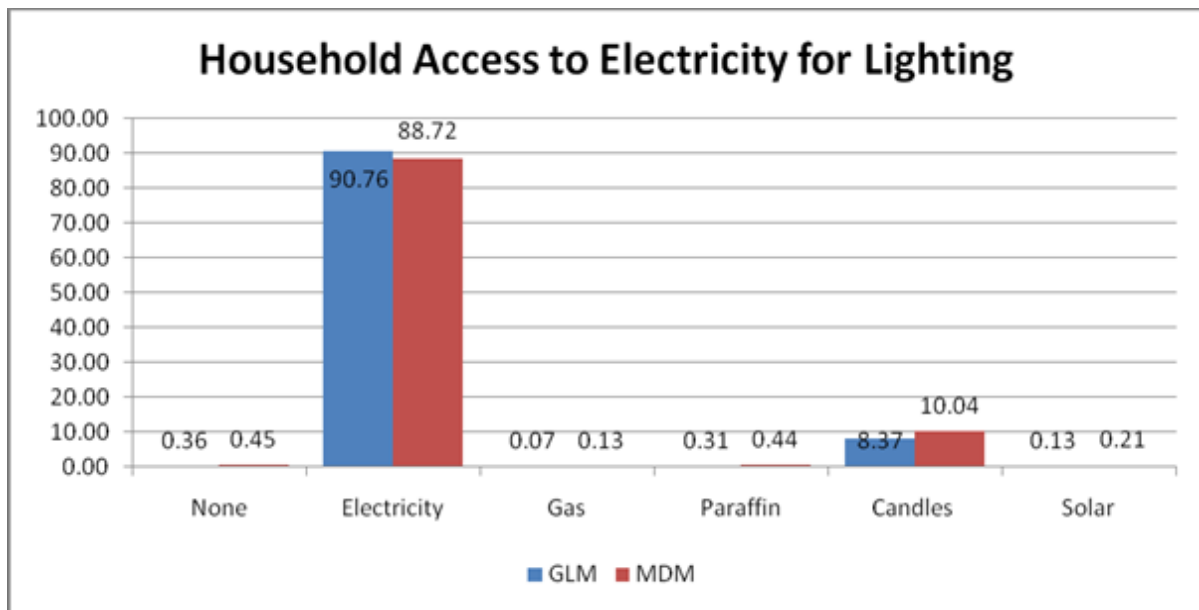
The infrastructure is composed of:

- The high voltage-11.5 km of bare overhead medium voltage lines;
- Four (4) 33kV/11kV power transformers connected to Eskom grid power with capacity of 9.75MVA;
- The low voltage network consists of approximately 18 km of bare overhead conductors;
- Six (6) km of underground cables;
- Twenty four (24) transformers/miniature substations transforming MV to 400V. The total installed capacity of these transformers is 4.8MVA.

The customer base consists of 1023 domestic, 4 agricultural, 4 manufacturing and 23 commercial users. The municipality purchases electricity from ESKOM. The Notified Maximum Demand (NMD) is 3 000kVA. The recorded Maximum Demand of September 2016 was 2 966kVA.

This implies that GLM has to apply to ESKOM to increase the NMD to 5000KVA to avoid penalty charges. The Greater Letaba Municipality has developed its own electricity Refurbishment Plan to upgrade the current network to advance compliance with the National Energy Regulator (NERSA).

Graph no.4: Households Access to Electricity



Source: StatsSA 2011

Free Basic Electricity

The maximum allowable consumption for Free Basic Electrification is 50kwh per qualifying household per month. The municipality has received 137 applications (for the municipality's licensed area) for FBE of which all beneficiaries are currently connected. ESKOM administers applications and collection of FBE in areas under their distribution licence.

Street Lighting

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

A total of sixty four (64) highmast lights were erected since 2010/2011 financial year benefiting 30 villages. The additional sixteen (16) lights will be erected in 2013/14 financial year with eight (8) villages expected to benefit. For 2016/2017 financial year the Municipality is going to erect highmast lights in 12 villages. A vast increase in street lighting and high mast lighting assets requires the municipality to adjust the budget for related operations and maintenance accordingly.

Electricity Backlogs

Energy distribution has important economic development implications with a potential to make considerable impact. This impact relates to improved living conditions, increased productivity and greater sustainability of environment. The provision of electricity to households has been achieved to the larger extent. About 64 772 households have access to electricity which amount to 97% of the population. Given its capacity of the figure above, Greater Letaba Municipality and the MTEF allocation it is clear that all households will have access to electricity by 2016 except new households extensions.

Sources of Energy

- Electricity;
- Solar;
- Paraffin;
- Wood and Gas.

TRANSPORT and STORM WATER DRAINAGE

Transport Infrastructure

Road Networks and Backlogs

Transportation infrastructure makes a major contribution to the facilitation of economic activities. The assessment of Municipal Road Network completed by the Department of Transport in 2007 revealed that the municipality has a total road network of 1213km.

The majority of gravel roads are internal streets in rural areas which require intervention to improve access to houses, businesses and public amenities. There is a total of approximately 8km which are gravel in the three (3) proclaimed towns within the municipality.

A major progress has been made in improving the condition of the roads in the municipality whereby 81.6km streets have been paved through concrete interlock paving blocks and this has reduced the backlog to 705.4km.

The following strategic roads are tarred:

Table no.20: Strategic Roads

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

Storm Water, Drainage and Backlog

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

Table no.21: Roads and Bridges Requiring Immediate Attention

Roads	Bridges
Road D1329 (near Rabothata) and bridge; Road D1331 (Polaseng-Mothobekgi); Road D3150 (Wholesale – Thakgalang -Maruleng); Road D3164 & D3205 (Sekgosese to Maphalle); Road D3734 (Raphahlelo); Road D3210 (Senwamokgope);	Sephokhubje-Mamaila bridge; Sekgopo bridge; Shaamiriri bridge; Modjadjiskloof, Uitzecht street bridge; Rotterdam - Sephokhubje bridge; Rotterdam bridge;

Sekgopo – Moshate Road; Road D3200 (Rampepe - Hlohlokwe); Road D3196 (Ditshosing); Road D1350 (Matswi to Motupa); Road D3216 (Mamanyoha, Taolome); Road D3212 (Mamokgadi, Ga-Ntata); Road D3222 (Sephokhubje); Road D3213 (Ntata – Peterson); Expansion of R81; Road D3206 (Maupa-Sedibeng); Road D3207 (Bellevue –Shimouxu); Road D3242/1 (Jamela road); Phaphadi – Sekhimini road and Sekgopo/Setaseng road.	Polaseng-Matipane bridge; Mamokgadi - Ntata bridge; Abel – Shamfana bridge; Mapaana – Meidingeng bridge; Ramodumo-Kuranta bridge and Motsinoni-Mamakata bridge.
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Table no.22: Classification of Roads in GLM

National Tarred Roads	
R36	Mooketsi-Modjadjiskloof-Politsi

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

Provincial Gravel roads	
D617	Mooketsi-Valkrans
D569	P43/2-D1308
D3221	Lekgwareng-Abel
D3231	Mamaila-Cross No1
D3734	Ga-Phooko
D3205	Maphalle-Blinkwater-Rotterdam
D3160	Itieleng-Senwamokgope
D3211	Nakampe-Skimming
D3180	Mpepule-Modjadji
D3200	Lebaka-Jamela
D678	Mooketsi-D1034
D2672	D1034-D1509
D2673	P43/2-D1034
D2674	Modjadjiskloof-D447
D1331	Mothobeki-Boshakge
D1330	Boshakge-Lenokwe
D3197	Senopelwa-Mothobeki
D3195	Maphalle-D3225
D3225	D3195-D3200
Provincial Gravel roads	
D3196	D9-Ditshosing

D11	Wholesale-D9-Soekmeaar
D3219	Taulome-mahekgwe
D3216	Taulome-D3200
D3212	Bellevue-Mamokgadi
D3207	D3820-Sidibane
D3206	Sedibeng-Maupa
D3243	Jamela-D3242
D3242	D3205-D9

Backlogs on Roads and Storm Water Drainage

The backlog is estimated at 587 Km road including storm water drainage. The municipality has a backlog of roads that need storm water drainage.

Public Transport

Greater Letaba municipality public transport is accessible to communities, whereby some commuters takes less than 10 minutes' walk to access public transport. Whereas; some commuters takes more than 10 minutes to access public transport which is above service norms and standards.

Types of Transport

Municipality have three types of transport mode:

- Taxis;
- Rail operations and
- Bus transport.

Bus Operations

The dominating mode of public transport in Greater Letaba Municipality is the usage of taxi and bus operations. Bus services are operated by Mathole Bus Service.

Other companies in existence only offer this service on a hiring basis. These private operators receive ticket subsidies through the national/provincial bus subsidization system.

The dominant travel pattern of passengers is “home to work” in the morning and return trip in the evening. On most routes the demand peaks during the morning forward trip and evening return trip.

The current bus operation may be described as the conventional fixed route, fixed schedule system. Poor road conditions are a significant factor on the operating life of the rolling stock (buses), operating costs and level of service to the passenger.

Taxi Operations and Taxi Ranks

In Greater Letaba Municipality and the district as a whole, taxis form a major high percentage of public transport. In Greater Letaba Municipality alone, there are 12 taxi ranks of which 4 are formal i.e. Modjadjiskloof, Mokwakwaila, Ga-Kgapane and Maphalle. As such, the remainder of the taxi ranks are informal and therefore do not have the necessary facilities.

Below is a synopsis of the various taxi ranks in the municipality:

Modjadjiskloof Taxi Rank

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

Ga-Kgapane Taxi Rank

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

Mooketsi Taxi Rank

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

Sekgopo Taxi Rank

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

Sekgosese Taxi Rank

This is an informal taxi rank which is off-street at Wholesale complex. The rank has some facilities which are insufficient and in a bad condition. The rank is generally busy during the morning and afternoon periods. The construction of the new taxi rank is under way.

Mokwakwaila Taxi Rank

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

Maphalle Taxi Rank

Maphalle taxi rank is newly constructed and operational formal off-street taxi rank on the Giyani-Mooketsi road at Maphalle Village. The rank has no all the required facilities and is busy during the morning peak periods with Modjadjiskloof being the most utilized routes.

Lebaka Taxi Rank

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

Rotterdam Taxi Rank

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

Phaphadi Taxi Tank

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

Mamphakhathi Taxi Rank

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

Kheshokhole Taxi Rank

Kheshokhole Taxi Rank is still under construction.

Rail Operations

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

Public Transport Challenges:

- In fighting among taxi operators for routes;
- No integrated transport system and
- Lack of transport by-laws.

KEY PERFORMANCE AREA 3: LOCAL ECONOMIC DEVELOPMENT

Legislative and Policy Framework

Legislation	Scope of Legislation
The Constitution of South Africa 1996, Section 153	“A municipality must structure and manage its administration, budgeting and planning process to give priority to the basic needs of the community; To promote the social and economic development of the community
National framework for Local Economic Development (LED)	To support local economies in realising their optimal potential and making local communities active participants in the economy of the country; To improve community access to economic initiatives, support programmes and information.

Introduction

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

A Broad Economic Overview of South Africa

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

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

The country's economic policy is based on the macro-economic policy called Growth, Employment and Redistribution (GEAR). It aims to find a balance between promoting economic growth on one hand, and social service delivery and job creation on the other. GEAR combines

the goals of deficit reduction, reprioritizing of government expenditure to enhance poverty reduction and embarking on macro-economic reforms to promote job creation.

The social transition that has accompanied the demise of apartheid has seen a vast increase in economic participation. Factors underlying this have included an increase on female participation in the economy, as well as migration to urban areas by rural poor. South Africa also has a dual agricultural economy: a well-developed commercial sector and predominantly subsistence oriented sector in the traditionally settled rural areas. Of which Mopani District is constituted. This is probably one of the glaring factors that provides for the South African economy as consisting of the first and the second economy. The first and second economy in our country is separated from each other by a structural fault.

The second economy emerged during the long period of colonialism and apartheid as a result of the deliberate imposition of social, political and economic exclusion of the African majority by a racist state. Whilst exacerbated by the imperatives of globalization, the restructuring of the economy also reflect, to some degree the response of capital to the extension of citizenship and economic rights to previously disenfranchised.

This restructuring has segmented the labour market into three overlapping zones, namely core, non-core workforce and the peripheral workforce. The core consists of workers that benefit directly from global integration, advances in worker rights and other forms of inclusion in social, economic and political institutions. Formal sector workers are generally highly organised in the trade union movement, although new jobs created in the formal sector tend has diminished, it's still constitutes more than half of the economically active population.

While they enjoy higher salaries, secure employment and good working conditions, growing numbers of people depend on their wages. Men rather than women are more easily absorbed into this core of labour market. The restructuring of the workforce is increasing the levels of a typical employment. This includes actualization, fixed term contract and working from home.

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

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

This includes the street traders and hawkers who sell basic commodities to the poor, memorabilia to the tourists and food to urban workers.

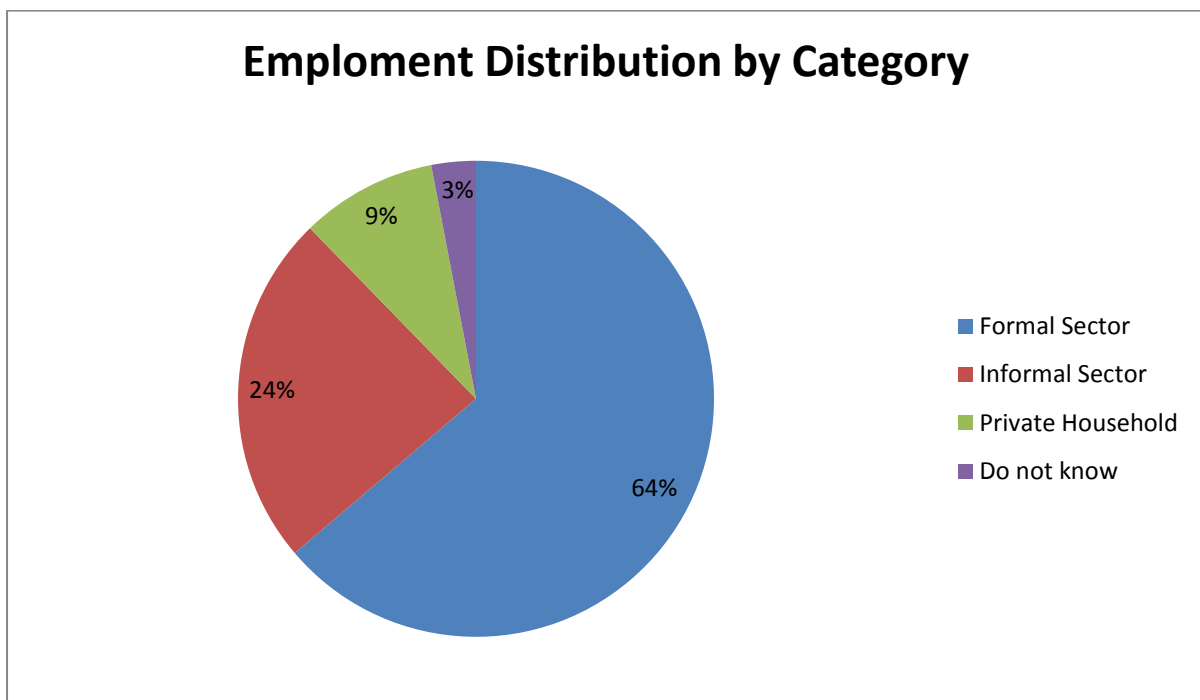
While some of those operating in the urban economy are able to secure relatively stable niches in markets created by formal sector economic activity, others find themselves excluded from such markets altogether and eke out a survival through dependence on welfare grants and the barter of goods services.

Local Economic Profile

Employment Distribution by Category

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

Graph no.5: Employment Distribution by Category



Source:

Table no.23: Employment Distribution by Type of Sector

Type of Sector	No. Employed
Agriculture	3 421
Mining	664
Manufacturing	2 673
Electricity	350
Construction	2 476
Transport	1 584
Trade	11 258
Finance	2 112
Community Services	8 730
Household	1 228

The above table shows that the Greater Letaba Municipality has the highest number of employment in trade. This shows that there is a need for the municipality through its prioritized thrust to focus on areas that has been identified as having potential towards economic growth and job creation.

Comparative and Competitive Advantage of Greater Letaba Municipality

Agricultural Sector

Agriculture in GLM contributes 5.5% of the agricultural sector of the District. More importantly the agricultural sector is one of the major employers in the municipality and it is continuing to grow as an employment generation. The agriculture sector is also known as important employer on a district level, employing more than 19.8% of the District workforce. Emerging black farmers with potential for economic growth are compromised by lack of funding and therefore need financial assistance.

The most important factor limiting agricultural production and development in GLM is the availability of water. This is also true for the majority of Limpopo Province, which is located in the dry Savannah sub-region. In general the province experience hot summer and mild winters, with the average annual rainfall ranging between 300-400 and 600 mm. The province also encompasses a wide range in respect of its topography, with its elevation varying between 600m-900m above sea level.

Large portion of the municipality have land capabilities of moderate potential arable land, concentrated mainly in the central parts of the municipality. Much of this land is currently in private ownership and is already utilised for cultivation. The Northern and North Western parts of the municipality mainly have land capability of marginal potential arable land and non-arable, low to moderate potential grazing land. These parts are almost extensively under Tribal Authority custodianship and may possibly be available for further development. However, given the largely limited potential for cultivation, further development potential in these parts of the municipality are fairly limited, allowing mainly for grazing purpose. Despite this, there are number of plant options that could be considered for production in the municipality and need to be explored further.

Since most environmental factors that determine the habitat of specific crops can only be controlled or changed on a very small scale by the farmer, crops should be chosen that are adaptable to the environment.

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

Forestry Sector

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

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

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

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

Tourism Sector

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

- Rain Queen (Queen Modjadji);
- The African Ivory route that passes through Modjadjiskloof;
- Modjadji Nature reserve, with the Modjadji (Encephalartos Transverse Cycad Forestry only found here);
- Modjadji Lodge (Lebjene);
- Vast tomato plantations of ZZ2;
- Modjadjiskloof waterfalls;
- Modjadjiskloof Lodge and caravan Park;
- Walking trails;
- Makepisi tomato plantation;
- Grootbosch;
- Manokwe Caves;
- Modjadji Museum and
- Nehakwe Mountains Lodge.

Retail Sector

Formal Trading Activities

The formal trading activities in Greater Letaba Municipality takes place mainly in Modjadjiskloof e.g. All joy tomato processing plant, Kulani timbers Lone sawmill, Spar super market, U-save and Ga-Kgapane were there is a Modjadji shopping centre. E.g. Shoprite, KFC, Nedbank, Capitec bank as well as the ATMs for all banks (Standard bank, ABSA, FNB).

Table no.24: Expanded Public Work Programme, Community Work Programme and LED jobs created

Type Of Job	Number Employed	Gender		Youth	Adults
		Male	Female		
Community Work Programme	1029			445	55
		401	628		
EPWP	300	115	185	280	20
LED Projects					
Piggery Project	60	12	48	15	45
Letsepe Mpolaye Programme	22	15	7	4	18

Table no.25: Jobs Created by Private Sector

Name of Company	Male	Female	Total no. Employed
Shoprite	15	30	45
Boxer	8	14	22
KFC	7	11	18
Ned Bank	5	7	12
FNB	4	6	10
Capitec Bank	4	8	12
Pep Store	5	9	14
Roots Meat Market	7	8	15
Spar Super Market	15	17	32
U-save Super Markets	7	9	16
Kulani Timber	60	45	105
Sewatumong Cash Loan	35	50	85
Rethabile Wholesalers	4	8	12
All Joy Tomato Processing	15	20	35

Informal Trading Activities

The informal sector plays a key role in supplying goods to the local communities. Main activities are located around taxi ranks, along key road segments and through the rural settlement.

Opportunity for Economic Growth and Employment

Greater Letaba Municipality has the following major economic pillars:

- Agriculture, including Agro-processing which is already the largest part of formal employment;
- Tourism, which is the key sector with significant opportunities for expansion and growth;
- Retails and service businesses.

Local Skill Base

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

Strategically Located Land for Economic Development

There are three nodal points in the municipality which are strategically located for LED growth including:

- Ga-Kgapane nodal point which is largely doing well in terms of retail services;
- Senwamokgope nodal point is strategically located for shopping complex and
- Mkwakwaila nodal point could do well in terms of development of shopping complex and residential area.

Challenges in the Municipal Economic Development

The following are challenges that hamper economic development in the municipality:

Land Claims

Approximately 48% of the land contained within the boundaries of the Municipality is currently the subjected to land claims. The process of land claims is a lengthy one and has as yet not been resolved by the Land Claims Commission.

This not only creates a high level of uncertainty with regard to existing commercial farmers and their ability to expand or employ more people but also creates an uncertain climate that deters investment in the area.

Lack of Funding or Financial Support

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

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

Lack of Skills

The majority of the labour force in Greater Letaba Municipal area has no, or very limited basic skills, necessitating on-the-job training. Training is particularly necessary in the processing of fruit and vegetables and in the timber industry, which requires somewhat higher skills levels. The lack of these skills largely constrains the development of manufacturing and agro-processing industries in the municipal area.

Municipality has agricultural and tourism opportunities to tap in. In this respect, there are particular challenge in terms of the transfer of skills and mentorship from successful business people to entrepreneurs and small business owners. Many of the small-scale farmers are illiterate to some extent or lack the knowledge in respect of writing business plans for their businesses. This is also the case for tourism development, where no sufficient practical support is given to emerging tourism entrepreneurs or SMMEs in terms of pre-feasibility, feasibility and business planning.

Access to Markets

Most of the small-scale farmers and manufacturers do not have access to the larger markets outside of the municipal area or even their respective villages. This forces them to sell their products to the local communities and prevents the expansion of their businesses.

Access to markets for small-scale farmers is further constrained by accessibility issues and the poor condition of roads in the remote rural areas. The municipality envisages developing the shopping complexes at Ga-Kgapane and Senwamokgope.

Lack of Adequate Water

A further constraining factor is the lack of water, particularly in the northern parts of the municipality. Many of the small-scale farmers are located alongside perennial rivers but a large proportion of farmers are located away from these rivers.

The water supply is not sufficient in terms of irrigation and many small-scale farmers therefore rely on dry-land farming. Furthermore, the main agricultural products only naturally occur in the southern parts of the municipal area. Agricultural production and expansion would therefore not be viable development options for the northern areas of the Municipality, which have a drier climate.

Lack of Industrial Estate

In terms of manufacturing, a major constraining factor is the lack of a defined industrial area in the municipality, with some manufacturing plants being located among the business premises in Modjadjiskloof. Furthermore, industrial plants in Greater Letaba Municipality do not receive preferential rates in respect of electricity and water, but are paying urban rates.

The establishment of an industrial estate with incentives for development could attract factories and other manufacturing industries to the municipality. Politsi industries and surrounding areas were shifted to Tzaneen after the Municipal Boundaries Demarcation in 2000.

Lack of Tourism Infrastructure

GLM does not currently have a large range of accommodation, conference or tourism facilities, which hampers the development of the tourism sector in the municipality. The town of Modjadjiskloof also has very little to offer as a place to stop for refreshments or supplies. In addition, if a critical mass of attractive and innovative products are not created at Modjadji, and adequately marketed, the few products that have been created will fail to perform in the highly competitive situation that prevails in South African tourism as a whole.

Furthermore, the lack of coordination in terms of an integrated tourism development plan for Modjadji is a serious threat, which could result in one of Limpopo's most important tourism icons never reaching its full potential.

Cross Value Added

Gross Value Added (GVA) is the difference between output and intermediate consumption for any given sector or industry. That is the difference between the value of goods and service produced and the cost of raw material and other inputs which are used up in production. The Mopani GVA has grown from R23 billion in 2007 to R34 billion in 2011. The GVA of Mopani only constitutes 1.27% of the national GVA. The below table depicts the contribution of local municipalities to the GVA of the District.

Table no.26: Gross Value Added

Mopani R/Billion	GVA	2007	2008	2009	2010	2011
Mopani		R23 710	R26 701	R27 704	R30 796	R34 021
Ba-Phalaborwa		R8 618	R9 753	R9 530	R10 608	R11 885
Greater Giyani		R 4 100	R4 769	R5 288	R6 025	R6 729
Greater Letaba		R2 893	R3 311	R3 625	R3 961	R8 952
Greater Tzaneen		R6 614	R7 240	R7 552	R8 267	R8 952
Maruleng		R1 381	R1 517	R1 590	R1 797	R2 003

Source:

SWOT Analysis: Economic Development

Table no.27: Economic SWOT Analysis:

STRENGTH	WEAKNESSES
Functioning Agriculture, Tourism Forum and Proactive LED staff.	Majority of people located far away from economic viable areas; General shortage of skills in three priority sectors: agriculture, tourism and retail; General infrastructure backlog which hampers new infrastructure development; Economic dependence on government for employment and revenue and Non-existence of LED forum.
Opportunities	Threats
Growing retail opportunities; Tourism sector opportunities;	High unemployment and high proportion of discouraged workers;

<p>Agricultural sector.</p>	<p>Excessive reliance on un-qualified ground water resources;</p> <p>Poor coordination of activities and planning within various sectors;</p> <p>HIV afflicting the economically irrational active people and governance structures;</p> <p>Shortage of water and economically irrational allocation of water;</p> <p>Insufficient funds to maintain existing infrastructure and</p> <p>Route fight between taxi operators.</p>
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ENVIRONMENTAL ANALYSIS

Legislation Framework

Legislation	Scope of Legislation
National Environmental Management Act no. 107 of 1998	To provide for co-operative, environmental governance by establishing principle for decision-making on matters affecting the environment, institutions that that will promote co-operative governance and procedures for co-ordinating environmental functions exercised by organs of state.
National Environmental Management: Biodiversity Act no. 10 of 2004	To provide for the management and conservation of South Africa's biodiversity within the framework of the National Environmental Management Act and The protection of species and ecosystems that warrant national protection.
National Environment Management: Air Quality Act no. 39 of 2004	To reform the law regulating air quality in order to protect the environment by providing reasonable measures for the prevention of pollution and ecological degradation; To provide for the national norms and standards regulating air quality monitoring, management and control by all sphere of government for specific air quality measures
National Environmental Waste Act No 59 of 2008.	To reform the law regulating waste management in order to protect health and the environment by providing reasonable measures for the prevention of pollution and ecological degradation; To provide for the licensing and control of waste management activities.

Introduction

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

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

Environmental Legislation:

The international context of which the Integrated Waste Management Plan forms part of are as follows:

- Strategic goals of the Rio declaration;
- Agenda 21;
- Kyoto protocol,
- Convention on International Trade in Endangered Species (CITES);
- RAMSAR Convention and
- World Summit on Sustainable Development (WSSD).

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

Veld and Forest Fires

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

Causes of Veld and Forest Fire:

- Bee hunting;
- Firewood collection;
- Economic gains;

- Lack of knowledge about fire and
- Distraction.

Extend of the Problem:

- Destruction of grazing and
- Affect livestock farming.

Areas Affected by Veld/ Forest Fires:

- Meidingeng;
- Thakgalang and
- Goudplaas.

Alien Plant Invaders

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

Causes of Alien Plants

Deliberate transportation of alien plants by human beings from one country to another for commercial gain and or agent of pollination e.g. running water, birds, wind, etc.

Areas Affected by Alien Plants

- Thakgalang area (Ponelopele cattle farming farm);
- Modjadji nature reserve;
- Sekgoti area and
- Ramoroka.

Greater Letaba Area

Within the Municipality there are lot of areas that are experiencing the problem of alien plants; areas such as Sekgosesese, Ga-Kgapane, Rapitsi, Mokuwakwaila, Bodupe, Maphalle, etc.

There are different alien species; i.e. Lantana, morning glory potato bush, yellow poppies, bark weed, casta oil, etc. In Sekgosese, there is another area called Thakgalang where is a farm project. The alien that is found there is called lantana and it is about 783 hectares. The municipality must assist on budgeting the pesticide and PPE's for the people in clearing these alien plants. Awareness campaigns are held for informing people about the toxicity of these plants species and the steering committee for alien plant has been initiated.

Extend to the Problem

- Destroying vegetation cover around them;
- Causes soil erosion;
- Consume lots of water;
- Drying arable land and destroying indigenous plant;
- Aggravating wildfire and
- Poisonous to livestock.

Deforestation

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

Causes of Deforestation

- Poverty;
- Unemployment and
- Cutting of trees for fire purpose.

Areas Affected by Deforestation

- Rotterdam;
- Thakgalang;
- Mamaila Kolobetona;
- Mamaila Mphotwane;
- Kuranta and the surrounding villages;

- Mothele and the surrounding villages;
- Mookong village and
- Shamfana and the surrounding villages.

Extend of Deforestation

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

Soil Erosion

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

Areas Affected by Soil Erosion

- Sekgosese area;
- Rotterdam;
- Kuranta;
- Bellevue and
- Matswi.

Causes of Soil Erosion

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

Extend of Soil Erosion

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

There is a need to strengthen storm water control system, land care programme initiated by the Departments to fight soil erosion.

Informal Settlement

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

Areas Affected by Informal Settlement:

- Mokgoba in Modjadjiskloof;
- Meshasheng at Ga-Kgapane and
- Masenkeng at Ga-Kgapane.

Causes of Informal Settlement:

- Poverty;
- Unemployment;
- Population growth and
- Urbanization.

Extend Of Informal Settlement

- Creates environmental problems;
- Create unregulated building patterns and
- It destroys vegetation when buildings are built.

To be successful there is a need to establish integrated human settlement with proper basic services and thriving local economies that are able to create jobs.

Water Pollution

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

Areas Affected by Water Pollution

All rural areas where people still rely on ground water and water from rivers;

Klein and Groot Letaba rivers and

Molototsi river.

Causes of Water Pollution

- Pit latrines;
- Unauthorized cemetery;
- Fertilizer;
- Sewer and
- Disposal of nappies inside the streams.

Drought and Natural Disaster

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

Areas Affected by Drought and Natural Disaster

All areas and villages in Greater Letaba Municipality have been affected by drought hence Limpopo Province has been declared droughts disaster area.

Extend Of Draught and Natural Disaster

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

Global Warming/ Climate Change

Global warming is defined as the increase in the average temperature on earth. As the earth gets hotter, disasters like hurricanes, floods, droughts and raging forest fires do get more frequent. The three hottest years ever occurred have all occurred in the last eight years.

Global warming is caused by climate change that results in rise in temperatures. It is recorded that climate change accounts for 160 000 deaths in the world per year.

Climate change is caused by the sun's radiation (heat energy) that is absorbed by emitted gases into the atmosphere. What really happens is that one-third of the sun's radiation is reflected by the earth's shiny surfaces like shimmering glaciers, water and other bright surfaces, back to the atmosphere. Two-third is fairly absorbed by the earth.

Gases like CO₂, Methane and Nitrous Oxide

The atmosphere absorbs heat energy that is bounced from the earth's surface. This is naturally balanced to keep us warm here on earth. Otherwise the earth would be too cold at around -18°C. With more human activities taking place on earth, there is more emission of water vapour, carbon dioxide, ozone, methane, nitrous oxide and chlorofluorocarbons into the atmosphere, resulting in more heat energy trapped or absorbed thus increasing atmospheric temperatures.

How much warmer it gets down here on earth depends on how much energy is absorbed or trapped up there and that in turn depends on the atmospheres composition.

Causes of Global Warming

- Human activities attached to the increase in CO₂ e.g. cars;
- Industrial productions;
- Energy-producing industries and
- Deforestation and agriculture (inorganic farming).

Biomass Burning

Mostly in the rural areas within GLM people are using it for cooking and heating; eliminate garden waste and farming activities by burning vegetation especially during any season and after harvesting.

Vehicle Emission

Due to lack of proper public transport, people are depending on their individual footprint and Carbon Monoxide emission become high and they have an impact on climate change which leads to global warming.

Industry

Timber treatment which uses chemicals that affect the environment and impacts negatively on the air i.e. Khulani Timber Industry in Modjadjiskloof;

Sew dust emission from timber plants is burned since there is no better disposal of it and this impact on the air quality.

Deforestation

Trees assist in converting Carbon Dioxide to Oxygen and when trees are removed, imbalanced in the air is evident.

Dust

Unpaved road; Construction and other human activities.

Extend of the Problem of Global Warming

Greater Letaba Municipality farmers are affected in the form of production;

- Increasing chances for floods, strong storms (e.g. hurricane Katrina in 2005), altered rainfall patterns;
- Reduction of access to portable water, threat to food security and health effects to poverty stricken communities;
- Emission of gases causing global warming could be scaled down by utilizing every space for plants and
- Using alternative forms of energy (e.g. solar panel, wind turbines heat, power plants) and put strict control against deforestation.

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

Waste Management

GLM is collecting waste in Modjadjiskloof, Ga-Kgapane and Senwamokgope. The Municipality has extended the collection of waste to Mokgoba, Medinyeni, Raphahlelo, Phooko, Mamaila Kolobetona, Sekgopo, Jamela, Mamphakhathi, Madumeleng, Modubung, Madibeng, Kheshokholwe, and Matswi, Mooketsi market, Maphalle markets, Sekgosese area and Mokwakwaila business centre.

There are two compactor trucks, 1 skip truck and refuse tractor, which are used for the collection of waste. There is a need to buy another Compactor truck as the municipality is experiencing a high volume of waste need to be collected and to extend waste collection to remaining villages. The municipality has acquired a land at Maphalle Village to establish a landfill site and also a land fill site licence. The process of establishment of a land fill site has already started.

Environmental Management

The Municipality have developed environmental planning tools in house such as IWMP assisted by stakeholders i.e. LEDET, DEA, DWA, and Dept. of Agriculture, still waiting for the approval by Council. Also Environmental Management Plan (EMP), Education and awareness strategy, Recycling and waste minimization strategy are still under development process in house.

Waste Disposal

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

Refuse Removal

Some rural communities in Greater Letaba Municipality do not have access to waste removal services. GLM still need to purchase more skip bins to establish a drop off centre to some villages.

Table no.28: Refuse Removal in Rural Areas

Municipality	No Of Villages	Villages Served	Service Provider	Comments
GLM	132	17	GLM	Maphalle markets, Mokwakwaila business centre, Modubung, Madumeleng, Mamphakhathi, Madibeng, Sekgopo, Mamaila whole sale taxi rank, Mamaila Kolobetona, Phooko, Raphahlelo, Matswi, Lenokwe, Mohlakamosoma, Rasewana and Jamela areas have been supplied with waste bins and the municipality is collecting them.

Source:

Refuse removal service by the municipality has been focusing in urban and some business markets at rural area (towns, rural business, markets and townships).

Graph no.7: Access to refuse removal weekly by the municipality:

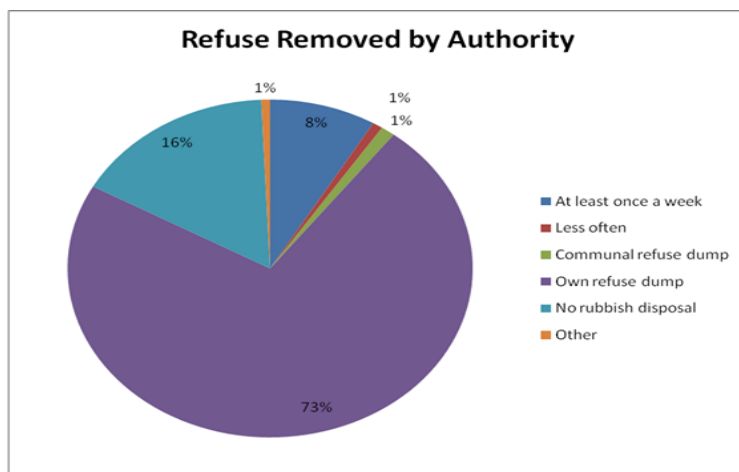


Table no. 30: Percentage distribution of household by type of refuse disposal

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

Source: StatsSA, 2011

Greater Letaba Municipality Waste Management Challenges

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

- There is no general waste landfill site, hence GLM transport their waste to Greater Tzaneen municipality and this is a costing service delivery option for the municipality. A new site has been identified at Maphalle area and the development has already started.
- The garbage refuse from old Modjadjiskloof dumping site are collected to ZZ2 for composting purpose.

SOCIAL ANALYSIS

Legislation Framework

Legislation	Scope of Legislation
Housing Act no. 107 of 1997	To provide for the facilitation of a sustainable housing development process; To define the function of national, provincial and local government in respect of housing development.
South African Community Library and Information Bill of 2000	To provide for the promotion and development of community library and information services; To promote co-operative governance and co-ordination of responsibilities and mandates for the provision of libraries and information services.
National Sports and Recreation Act no. 110 of 1998	To provide for the promotion and development of sports and recreation; To provide for measures aimed at correcting imbalances in sports and recreation.

Background

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

The following is the socio-analytic reflection of GLM:

Integrated and Sustainable Human Settlement

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

Types of Dwelling

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

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

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

Table no. 31: Type of Dwelling

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

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

Source: StatsSA (2001/2011)

Housing Backlog

According to municipal information current housing backlog exists in urban and rural areas and is estimated at 3600 households. The municipality has the Housing Chapter That outlines how the backlog will be eradicated.

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

Health and Social Development

Information gathered from the Department of Health and Social Development is that there is 1 hospital, 2 health centre and 19 clinics within the Greater Letaba Municipal area. Table below presents hospitals, clinics and health centre.

Table no.32: Health Facilities

Village Name	Clinic Name	Hospital/Health Centre
Ga-Kgapane	Ga-Kgapane Clinic	Ga-Kgapane Hospital
Meidingeng	Meidingeng Clinic	
Sekgopo	Sekgopo Clinic	
Modjadjiskloof	Modjadjiskloof Clinic	Modjadjiskloof Health Centre
Shotong		Shotong Health Centre
Modjadji	Sekwiting Clinic	
Bolobedu	Bolobedu Clinic	
Matswi	Matswi Clinic	
Senopelwa	Senopelwa Clinic	
Seapole	Seapole Clinic	
Ramodumo	Ramodumo Clinic	

Mamanyoha	Mamanyoha Clinic	
Lebaka	Lebaka Clinic	
Maphalle	Maphalle Clinic	
Raphahlelo	Raphahlelo Clinic	
Mamaila	Mamaila Clinic	
Middlewater	Middlewater	
Pheeha	Pheeha Clinic	
Rotterdam	Rotterdam Clinic	
Bellevue	Bellevue Clinic	
Total	19	3

Source: Department of Health, 2016

Access to Health Care

StatsSA indicates that within the GLM area, 42% of communities reside within 20 km of a hospital, 4% of communities reside within 10 km of a Health Centre and 91% of communities live within 5 km of a clinic. With the exception of the very low Health Centre statistic, GLM compares favourably with the other local municipalities in the Mopani District.

The distance norm to rate accessibility does not take into consideration other restrictive factors, such as bad state of roads and therefore health facilities are in all probability less accessible to communities than reflected by the Department of Health criteria.

Many of the residents of the municipal area make use of health facilities in adjacent areas, such as the Tzaneen Private Hospital, the Van Velden Hospital at Tzaneen, Nkhensani and the Pietersburg Private Hospital for a variety of reasons.

The area is well served by clinics although primary health care is relatively not sufficiently accessible to people in the villages, as there is only one mobile clinic in use which operates from the Ga-Kgapane Hospital.

Table no.33: Ga-Kgapane Hospital Beds Statistics

Hospital Classification	Approved Beds	Usable Beds	Current Bed Occupancy (%)
District	262	178	70%

Source: Department of Health, 2016

Health Facilities challenges

- Insufficient mobile and visiting points;
- High vacancy rate e.g. doctors;
- A need for a health centre in Sekgopo, Senwamokgope and Mokwakwaila;
- Lack of infrastructure for the required standards of health service;
- Acquiring a suitable site for the construction of a more capacitated clinic in Modjadjiskloof and
- A need for EMS at Sekgopo, Sekgosese and Mokwakwaila.

Prevalence of Range of Diseases

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

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

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

Community Lifestyle

In GLM community lifestyle as well contribute to health problems such as stress, high blood, heart attack, sugar diabetes and other health problems related to the lifestyle. The rate at which the residents in GLM are attacked by the above mention diseases is high.

Therefore is a need for facilities such as outdoor gyms, sports complex, youth centre and as well as the old age facilities. These facilities will go a long to promote healthy lifestyle within communities in the municipality.

Other prevalent diseases in the community are Diarrhea; Pneumonia; Tuberculosis; Malaria; Sexual Transmitted Infection; and recently Cholera which has claimed the lives of then people.

Safety and Security

The South African Police Service (SAPS) is responsible for public safety and security in the municipality.

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

Table no.34: Police Stations and Satellites

Name	Location	Satellite/ Police Station
Bolobedu	Ga-Kgapane	Police Station
Modjadjiskloof	Modjadjiskloof	Police Station
Sekgosese	Senwamokgope	Police Station
Mokwakwaila	Mokwakwaila	Police Station
Bellevue	Bellevue	Satellite
Sekgopo	Sekgopo	Satellite

According to Regional SAPS office, there are not enough police officers in the Region, including GLM. It is one area that the district needs to prioritize. The highest crimes in this municipality which are still posing challenges to communities are theft, burglary and assault.

Table no.35: Crime Hotspots

Types of crime	Highly vulnerable areas/Hot Spots
Theft	Meidingeng, Ga-Kgapane, Makaba, Sedibeng Village, Lemondokop, Raphahlelo, Itieleng, Sephokhubje , Mamaila, Vaal Water, Westfalia, Mokgoba, Sekgopo, Mooketsi.
Burglary	Ga-Kgapane Township, Meidingeng Village, Mokwakwaila next to filling station and Sekgopo
Assault	Mokgoba, Mooketsi, Sekgopo
GBH	Ga-Kgapane Township, Burkina Faso

Education

GLM has a number of existing schools and their condition leaves much to be desired.

Table no. 36: Number of Existing Schools

Year	2016
Secondary	95
Primary	143
Combined Schools	2
Intermediate	-
LSEN	1
Total	241

Source: Department of Education, 2016

Early Childhood Development Centres

Greater Letaba Municipality has 40 ECD centres.

Challenges of ECD Centres

- Mushrooming of ECD sites;
- Lack or poor infrastructure and
- High illiteracy rate.

National School Nutrition Programme

The number of schools benefiting from the National School Nutrition Programme is 238 and number of learners benefiting is 102 860.

Challenge for National School Nutrition Programme

- No proper infrastructure facilities in schools for food storage and preparation areas;
- No water supply and fencing in schools;
- Unavailability of stipend for gardeners who may take care of gardens during school holidays.

Education Backlog

The following areas are affected by the Backlog: Mandela Park; Nkwele-motse; Hlohlokwe; Makaba; Mothobeki; Modjadjiskloof (Secondary) and Mahunsi; Shamfana (High School). Classroom backlog is also prevalence in most of the schools in Greater Letaba Municipality. There is infrastructure backlog in both high and primary schools in relation to infrastructure such as electricity, water, and sanitation.

In Dumani Primary School eight (8) Classrooms have been blown away by wind during disaster in 2010. And since then no notable progress has been achieved to replace the dilapidated classrooms

Literacy Level

In terms of StatsSA which was released in 2011, the statistics shows decline in the level of illiteracy by 17.3 per cent (%). Although the progress is therefore satisfactory, but by and large the level of illiteracy is still worrying since it impacts on the employability of the population.

Therefore interventions such as Adults Basic Education, libraries and excellence awards are necessary to arrest the situation.

Table no. 37: Teacher/Learner Ratio

Education level	Service Type	GLM	National Norm
Primary School	Teacher/learner ratio	37/1	
	Learner/Classroom ratio	N/A	40
Secondary School	Teacher/learner ratio	34/1	
	Learner/Classroom ratio	N/A	35

Source: Department of Education, 2016

With regard to the teacher/learner ratio for primary Schools, GLM complies with the norms and standard as well as the secondary school is within the framework of the national norms and standard, therefore the situation is satisfactory. The performance of primary schools in terms of annual assessment is not satisfactory as learner cannot read and write, instead teachers read for the learners before they could write Annual Assessment and this has a long term impact on Grade 12 results.

Sports, Arts and Culture

Greater Letaba Municipality has Sports, Arts and Culture Committee to coordinate sports, arts and cultural activities; this is done in liaison with the Department of Arts, Sports and Culture in the province.

- The development of sports in the municipality is still a challenge;
- Non-utilization of the stadium such as Mokwakwaila Stadium is also a cause of concern;
- Senwamokgope stadium is complete and functional;
- Ga-Kgapane stadium is currently being upgraded;
- Shaamiriri sports complex is incomplete;
- Sekgopo sports complex is complete and functional and
- Lebaka sports complex is also complete and functional.

The municipality has outdoor gyms in the following areas:

- Modjadjiskloof;
- Ga-Kgapane;
- Senwamokgope;

- Sekgopo;
- Maphalle;
- Ga-Kuranta and Ga-Abel.

The municipality has functional Community Halls in the following area:

- Sehlakong;
- Shotong;
- Ramaroka;
- Chris Hani;
- Thabo Mbeki;
- Ga-Kgapane;
- Itieleng;
- Mahekgwe;
- Mohlabaaneng;
- Senwamokgope and
- Mokwakwaila.

The following community halls have been complete waiting for official opening:

- Matswi;
- Ward 2 and
- Mamaila-Kolobetona.

Sports, Arts and Culture Backlog

Libraries Facilities

In terms of libraries, shortage of books makes it difficult for people to develop academically. The Modjadjiskloof Library, Soetfontein Library and Ga-Kgapane Library are the only three libraries currently operational.

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

The following library facilities have been completed in the following area:

- Mokwakwaila and Senwamokgope;
- Rotterdam and Maphalle;
- Sekgopo library but need to be resourced to become operational.

Stadiums and Gravel Play Grounds Facilities

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

Heritage Sites

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

- Modjadji Cycad Forest;
- The Rain Queen White House;
- Lebjene Ruins;
- Manokwe Cave;
- Baobab Tree;
- Khelobedu Dialects and
- Mamatlepa Kgashane Grave.

Thusong Centre Services

Municipality has two Thusong Centres which are currently operational. The centres are at Mokwakwaila and Soetfontein in Sekgosese area.

There is a backlog in terms of establishment of additional Thusong Centres in Sekgopo and Rotterdam. The establishment of these centres would empower the poor and disadvantaged through access to information, services and resources from governmental organization, parastatals, business and etc.

The following organizations provide services in the centres:

- SAPS;
- Post Office;
- Social Development;
- Greater Letaba Municipality and
- Electricity Utility.

Post Office and Telecommunications

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

Rural Broadband

The proposal to provide rural broad-band services with more capacity and integrated advanced services to the community of GLM by the ML Telecoms trading as Maberekise Telecoms is approved. This will go a long way to assist the community of GLM, more so because there was a shortage of network in other areas of the municipality especially rural areas.

Number of Post Offices

GLM have a number of post offices which include Modjadjiskloof, Sekgopo, Sehlakong; Ga-Kgapane post office and Soetfontein post office in Sekgosese area, but by and large satellites post offices have been installed in the villages where the post offices are far away from villages in question.

Network Infrastructure Challenges

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

Post Office and Telecommunications Backlogs

Post office

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

Fire and Rescue Services, Disaster and Risk Management

Background Information

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

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

Table no.38: Major Disaster Risks Prevalent in the Municipality

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

KEY PERFORMANCE AREA 4: FINANCIAL VIABILITY

Legislation Framework

Legislation	Scope of Legislation
Municipal Finance Management Act no. 56 of 2003	To secure sound and sustainable management of the financial affairs municipalities and other institution on the local sphere of government and To establish treasury norms and standards for the local sphere of government.
Municipal Property Rate Act no. 6 of 2004	To regulate the power of a municipality to impose rates on properties; To make provision for municipalities to implement a transparent and fair system of exemption, reductions and rebates through their rating policies
Division of Revenue Act	To provide for the equitable division of revenue rose nationally among the national, provincial and local sphere of government for each financial year.

Introduction

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

Financial Management System

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

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

Review of Credit Control and Debt Collection Procedures/Policies

The Credit Control and Debt Collection Policy was reviewed, the policy is credible, sustainable, manageable and informed by affordability and value for money. There has been a need to

review certain components to achieve a higher collection rate. Some of the revisions included the lowering of the credit periods for the down payment of debts.

Billing System

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

Revenue Enhancement Strategy

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

Investment Policy

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

Tariffs policies

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

Indigent policies

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

Rates policy

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

Writing Off of Irrecoverable Debt

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

Inventory and Assessment Management

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

Cash flow Management

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

Expenditure Management

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

Supply Chain Management

The GLM has supply chain management policies which are implemented as per MFA and other related public finance policy documents.

Financial Sources of the Municipality

The Municipality has the following sources:

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

Budget and Treasury Management

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

Table no.39: Previous and Current Budget

	2015/2016	2016/17	2017/18	2018/19
Revenue	261 674 978		141,632,508.00	161,098,664.41
Expenditure	178 362 753			161,098,664.41

Submission of Financial Statement to the Office of the Auditor General (AG)

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

Corrective Measures on Auditor General Reports

Firstly a time frame was developed to deal with the emphasis from the Auditor General.

The AG findings were distributed to respective directorates and directorates extended the findings to their sections.

All directorates responded to the AG findings and a consolidated report of the whole municipality was submitted to the AG.

KEY PERFORMANCE AREA 5: GOOD GOVERNANCE AND PUBLIC PARTICIPATION

Legislative Framework

Legislation	Scope of Legislation
Traditional Leadership and Governance Framework Amendment Act no. 41 of 2003	To provide for the recognition of traditional communities; To provide for the establishment and recognition of traditional councils To provide for the functions and roles of traditional leaders.

Background

Section 152 of the constitution reflects that one of the objectives of the Local government is to encourage the involvement of communities. The white paper on local government expects the municipality to be working with citizens and groups within the community to find sustainable ways to meet their economic, social and material needs and improve the quality of lives.

Greater Letaba Municipality is using a number of ways and systems to involve communities and improve governance such as:

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

Municipal Council and Committees

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

Relationship with Traditional Leaders

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

Inter-governmental Relations

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

Community Input

Municipality has functional ward committees in all 30 wards. They attend all municipal activities as expected. Public meetings are held where communities were given progress reports and continuously seeking mandate.

Ward Committees

The municipality has established 30 ward committees which assist council in terms of liaising with the community. They play a role as a link between the community and the municipality and facilitate development of long term vision. Ward committees ensure that the views of the committee are captured in the IDP by attending to public participation meetings and submitting inputs to the municipality.

The municipality has developed a ward committee policy to ensure the effectiveness and efficiency of the system. They assist in terms of monitoring municipal institutional performance. The ward committee's reports get evaluated every month for the purpose of monitoring their functionality and effectiveness.

Community Development Workers

The municipality has 23 CDW's against 30 wards, meaning some of these CDW's are allocated in more than one ward. These impacts on the effectiveness of their operation.

Oversight Committee

Municipal Public Account Committee (MPAC)

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

Municipal Council Committees

Greater Letaba Municipality has established council committees to assist with various processing of issues.

Audit, Anti-Corruption and Risk Management

Internal Audit

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

Anti-Corruption

Corruption is defined as "Any conduct or behaviour in relation to persons entrusted with responsibilities in public office which violates their duties as public officials and which is aimed at obtaining undue gratification of any kind for themselves or for others"

Public Service Anti-Corruption Strategy

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

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

Risk Management

The municipality has identified the following as major risks:

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

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

Supply Chain Committees

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

Complaints Management System

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

Audit Outcome for the Past Five (5) Financial Years

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

Table no.40: Municipal Audit Outcomes from 2011/12 to 2014/15

2011/12	2012/13	2013/14	2014/15
Qualified	Disclaimer	Qualified	Qualified

Source:

Public Participation Programme

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

Communication System

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

Special Programme for Council

The special programmes of council are namely:

- Gender desk;
- Youth desk and
- Disability desk.

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

- Skills development;
- Employment opportunities and
- Assistance devices like wheelchairs, walking sticks, hearing aids etc.

Organizational Structure and Alignment to Powers and Functions

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

Special Groups

Youth and Children

Youth constitute the highest population in GLM and they represent the most vulnerable group in the society.

Table no.41: Needs and Challenges of Youth and Children

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

Women and Elderly

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

Table no.42: Needs and Challenges of Women and Elderly

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

Table no.43: Challenges Faced by Disability

Needs	Challenges
Disability friendly RDP houses (toilet inside)	Abuse and neglect
Braille and sign language interpretation in public events	Inequality
Disability sports and sports facilities	Accessibility of public transport and infrastructure
Automated wheel chairs	Availability of assistive devices

HIV/AIDS Mainstreaming in the Housing Sector

Poor housing and infrastructure affects persons with HIV/AIDS and those with it in turn affect the production of housing, the ownership status of the houses, repayments and the sustainability of the concerned institutions.

Some of the connections between housing and HIV/AIDS:

- Evictions and homelessness-how do you provide home-based care when there is no home?
- Overcrowding- increasing risk of opportunistic infection and exposes children to sexual activities very early;
- Stretched household budgets-funds to pay rents, housing charges and micro-loans for land or housing are diverted to ARVs and medical care.

KEY PERFORMANCE AREA 6: MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT

Background

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

Political Structure

Political Component

GLM is a category B type municipality and is graded at Level 3. It has an executive committee system. The political component of the municipality comprises of 57 councillors, 30 of them are ward councillors with each representing their constituencies. The Mayor is the political head of the municipality. The Speaker presides over the council. By comparison, there is a political stability in the municipality.

The Executive Committee

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

Table no.44: Executive Committee Members

Cllr. Matlou M.P.	The Mayor
Cllr. Maeko-Nkwana M.M.	Corporate and Shared Services
Cllr. Modiba N.D.	Budget and Treasury
Cllr. Masela M.P.	Economic Development, Housing and Spatial Planning
Cllr. Mabeba M.M.	Agriculture and Environment
Cllr. Raphokwane D.	Public Transport and Roads
Cllr. Mosila M.R.	Infrastructure
Cllr. Rababalela T.J.	Water and Sanitation Services

Cllr. Selowa M.G.	Community Services
Cllr. Rasetsoke S.M.	Sport, Recreation, Arts and Culture

MPAC Committee Members

MPAC Chairperson	Cllr. Manyama M.I.
Committee Members	Cllr. Maahe M.R. Cllr. Manyama M.S. Cllr. Monaiwa M.P. Cllr. Monyela K.B. Cllr. Ralefatane M.E. Cllr. Selema P.W. Cllr. Mathedimosa M. Cllr. Mohale P.J. Cllr. Ramoba M. Cllr. Maenetsa M.B.

Greater Letaba Municipality Organogram

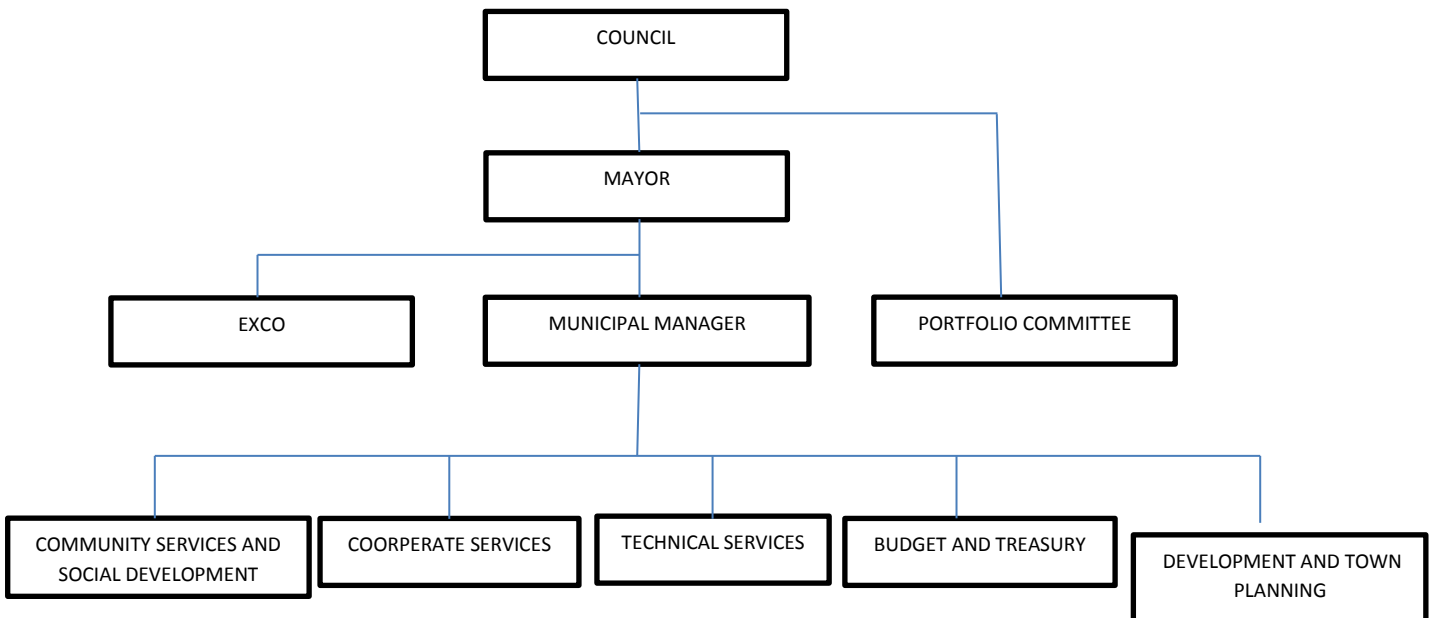


Figure no.4: GLM Organogram

Greater Letaba Municipality Employment Equity

The Employment Equity Plan and targets for Greater Letaba municipality was approved by the council. The plan was implemented with effect from 1 July 2016 and it deals with identified employment barriers as well target to achieve demographic representation. The plan is reviewed annually.

Occupational level	Male		Female		TOTAL
	African	White	African	White	
Top management (section 57)	3		01		04
Senior management(level 02)	01		02		03
Professionally qualified and experienced specialist and mid management (level 03)	19	01	13	01	34
Skilled technical and academically qualified workers ,junior management ,supervisors, foreman, and superintendents	16	0	18	0	34
Semi-skilled and discretionary decision making	30	0	25	0	55
Unskilled and defined decision making	43	0	36		79
Total	109	01	96	01	206

Greater Letaba Municipality's Powers and Functions

- The provision and maintenance of child care facilities;
- Development of local tourism;
- Municipal planning;

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

- Refuse removal, refuse dumps disposal.

Administrative Component

The Municipal Manager is the head of the administrative arm of the municipality. There are

Five (5) directorates in the municipality namely:

- Budget and Treasury Office;
- Technical Services;
- Corporate Services;
- Community and Social Services and
- Economic Development; Housing and Spatial Planning.

Each directorate is headed by a Director who is accountable to the Municipal Manager. The office of the Municipal Manager is organized purposefully to give administrative support to council sittings, executive committee meetings, office of the mayor, the speaker, the chief whip and three other full-time councillors. The rest of the other councillors utilize the office of the mayor and their respective directorates for administrative and service delivery purposes.

Table no.45: Municipal Directorates and their Functions

Directorate/Office	Purpose of the Directorate
Corporate Services	To ensure efficient and effective operation of council services, human resources management, legal services and the provision of high quality customer orientated administrative systems. Ensuring 100% compliance to the Skills Development Plan.
Budget and Treasury	To secure sound and sustainable management of the financial affairs of GLM by managing the budget and treasury office and advisory services to all council providing structures and if necessary assisting the accounting officer and other directors in their duties and delegation contained in the MFMA. Ensuring that GLM is 100% financially viable when it comes to Cost Coverage and to manage the Grant Revenue of the municipality so that no grant funding is foregone.
Technical Services	To ensure that the service delivery requirements for roads are met and maintenance of water, sewerage and electricity are conducted for access to basic services as well as no less than an average of 100% MIG expenditure.
Development and Town Planning	Investment growth through appropriate town and infrastructure planning in order that an environment is created whereby all residents will have a sustainable income.
Community Services	To co-ordinate Environmental Health Services, Sports Arts and culture, Education, Libraries, Safety and security, Environmental and Waste management, Health and Social development programmes as well as Disaster management to decrease community affected by disasters.

Directorate/Office	Purpose of the Directorate
Office of the Municipal Manager	To lead, direct and manage a motivated and inspired workforce and account to the Greater Letaba Municipal Council as Accounting Officer for long term Municipal sustainability. To achieve a good credit rating within the requirements of the relevant legislation coordinating whereas the following sections within the department, i.e. HIV/Aids, Youth, Disabled and Gender Desk, Communication and Internal Auditing is managed for integration, economic growth, marginalised poverty alleviation, efficient, economic and effective communication and service delivery.

Management System Information

The Municipality has an effective and efficient ICT system Information Communication and Technology Policy manual are in place to help manage the information systems. The following are approved by Council:

- ICT Governance Framework;
- ICT acceptable usage policy;
- ICT backup policy;
- ICT email policy;
- ICT internet policy;
- ICT user account management policy;
- ICT External Service Providers (ESP) contractors;
- ICT equipment policy;
- ICT Firewall Policy;
- ICT patch management policy;
- ICT Service Continuity Policy;
- ICT Data Centre Physical Access and Environmental Control Policy;
- ICT Anti-Virus Policy;
- ICT Security Policy and
- ICT Change Management Policy.

Community Participation

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

Mechanisms used by the municipality to involve communities are:

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

Human Resource Management System

The focus of human resource management in the municipality is to develop the necessary capacity internally so that the organisation can execute its developmental mandate. At present, GLM has a number of human resources policies which are captured below:

- Communication policy;
- Cellular phone policy;
- Contract of employment policy;
- Bursary policy for members of the public;
- Conditions of service policy;
- Internship and experiential programme policy;
- HIV/AIDS policy;
- Employee assistance programme policy;
- Labour relations policy;
- Occupational health and safety policy;
- Language policy;
- Performance management system policy;

- Skills development policy;
- Recruitment and selection policy;
- Protective clothing allowance policy;
- Smoking policy;
- Subsistence allowance policy;
- Succession planning policy;
- Travel allowance policy for councillors;
- Telephone management policy;
- Anti-fraud and corruption policy;
- Whistle blowing policy;
- Car allowance policy;
- Career management and retention policy;
- Transport control policy and
- Sports policy.

Employment Equity Plan and Challenges

The Municipality has an employment equity plan to ensure equitable representation of all groups, particularly the previously disadvantaged groups.

The Employment Equity Plan (EEP) has been approved by council to address previous shortcomings. The municipality has members of designated groups in different categories of the workforce areas.

At a management level people with disability are not represented. However there are challenges in terms of achieving employment targets which include amongst others the reluctance by members of the designated groups to apply for positions at management level despite the management efforts encouraging them to apply during advertisement. When they have applied the issue of capacity becomes a challenge.

Vacancy Rate within the Municipality

The vacancy rate of Greater Letaba Municipality is at 105 posts.

Skills Needs within the Municipality

Greater Letaba Municipality has needs of skills such as Agricultural Science, Tourism, Engineering and Built Environment, Finance, Information Technology and Health Sciences.

Performance Management System

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

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

- Develop a performance management system;
- Set targets, monitor and review performance, based on indicators linked to the Integrated Development Plan (IDP);
- Publish an annual report on performance of the councillors, staff, the public and other spheres of government;
- Incorporate and report on a set of general indicators prescribed nationally by the minister responsible for local government;
- Conduct an internal audit on performance before tabling the report;
- Have the annual performance report audited by the Auditor-General;
- Involve the community in setting indicators targets and reviewing municipal performance.

GLM's performance management system aims at ensuring that all the departments within the municipality are working coherently to achieve optimum desired results. This is done by planning, reviewing, implementing, monitoring, measuring and reporting on its activities.

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

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

Table no. 48: Ward Priorities Needs

Ward no.1

Priorities	Villages/ Section
Water and Sanitation	
Water	
All village need consistent water supply in ward 01	All villages
Sanitation	Khehlomamothekga (x50); Rasewana (x100); Thibeni- Maolwe (x90); Lenokwe (x110); Mahowa (x100); Madumeleng (x75); Makutukwe (x40); Pakone-Mabusana (x120) and Koope-Kebebe (x80); Khehlakong (x100) units
Electricity	
Electricity backlog: New Extension	Rasewana New Extension (x50); Majakaneng (x12) and Koope-Sebebe (x25) households
Electricity Backlog: Post connection	Mahowa Extension (15); Madumeleng (5); Thibeng (x24); Lenokwe (x8); Khehlomamothekga (x12); Makutukwe

	(x10) and Pakone-Mabusana (x5) households
High mast lights	
	Dikerepeng (x1); Sebebe (x1); Maolwe (x1); Lenokwe (x1) and Mahowa (x1)
Road and transport	
Paving of Streets	<ul style="list-style-type: none"> ○ Street from Rasewana to Cemetery; ○ Street from Khehlomamothekga to Cemetery; ○ Makhutukwe street; ○ Maolwe (Phase 2) and ○ Phase 2, street from Madumeleng to Thibene ○ Road from Mahowa to Pakone. ○ Koope via Mashele to Koope Project ○ Clinic to old cemetery.
Low Level Bridges	<ul style="list-style-type: none"> ○ Between Rasewana and Koope; ○ Between Koope and Sebebe; ○ Between Pakone and Mahowa; ○ Between Madumeleng and Thibene; ○ Between Matswi and Lenokwe; ○ Between Manthlone and

	<p>Lenokaneng;</p> <ul style="list-style-type: none"> ○ Between Ga-Marisane and Mogale; ○ Between old cemetery and Masalanabo; ○ Between Mahowa and Pakone and ○ Cemetery Madumeleng
Waste Management	
Skip bins	<ul style="list-style-type: none"> ○ Next to Thibeni old Mahowa Cafe; ○ Next to bus stop head kraal; ○ Rasewana next to Zamba; ○ Dikerepeng; ○ Next to Mahowa Butchery and ○ Koope- Sebefe
Community Facilities	
Outdoor Gym	Madumeleng
Library	Sehlakong
Youth Information Centre	Madumeleng
Mobile Clinic	Ward 1
Housing	
Incomplete RDP Houses	Madumeleng (x2); Rasewana (x2); Khehlomamothekga (x1); Lenokwe (x7);

	Mahowa (x2) and Majakaneng (x1) units
New RDP houses needed	Sehlomamothekga (x100); Rasewana (x100); Pakone-Mavusana (x50); Thibeni-Maolwe (x120); Mahowa (x100); Lenokwe (x90); Makhutukwe (x60); Madumeleng (x45); Koope-Sebefe (x70) and Majakaneng (x120)units
Others	
Piggery project	Sehlakong
Development of Park	Lenokwe
Meseum Modjadji Head Kraal	Sehlakong
Bakery (Funding)	Madumeleng

Ward no.2

Priorities	Villages/ Section
Water and Sanitation	
Water	
Water supply needed	Whole ward
Sanitation	
	Motsinoni (x200), Moshakga (x150),

	Bodupe (x100), Makaba (x100)
Electricity	
Backlog-Post Connection	<ul style="list-style-type: none"> • Motsinoni (x15); Moshakga (x5); Bodupe (x15) and Makaba (x15)
High mast lights	<ul style="list-style-type: none"> • Bodupe (x1), Moshakhe (x1); Motsinoni (x1) and X2 additional high mast lights.
Road and Transport	
Paving of streets	<ul style="list-style-type: none"> • From Maemela to Makaba; • From Motsinoni butchery to Cemetery; • From Makaba to Khedhoni; • Phase 2-Mohlakong village to Makaba cemetery; • Extension and completion of Mohlakone paving
Storm water drainage	Mohlakong paving
Low level bridges	<ul style="list-style-type: none"> • Between Motsinoni and Moshakga primary school; • Between Motsinoni and Motsinoni cemetery;

	<ul style="list-style-type: none"> • Between Motsinoni cemetery and Ga-Skinya; • Between Mokhwakhwa and Mothini; • Between Mohlakong and Rathakga Primary school; • Between Moshakga Christian Assembly and Makgopa and • Moshakga (Tipene next to cemetery) and Makaba.
Waste Management	
Skip bins	<ul style="list-style-type: none"> • Next to Motsinoni cemetery (priority 2); • Bodupe next to Nyakelene café; • Makaba next to Makwela café; • Mohlakong next to Mohale bottle store and • Khethoni next to Nthuse day care (priority 1) • Makaba next to Letsoalo Tavern
Community Facilities	

Primary school	Makaba
Youth information centre	Motsinoni
Clinic	Bodupe
Outdoor gym	Moshakga
Housing	
Incomplete and Blocked RDP houses	<ul style="list-style-type: none"> Motsinoni (x16); Moshakga (x8) and Bodupe (x21)
New RDP Houses	<ul style="list-style-type: none"> Motsinoni (x50); Moshakga (x60) and Bodupe (x80), Makaba (x100)
Others	
Funding and fencing of Piggery project cooperative	Motsinoni next to cemetery
Fruit and Vegetables farming cooperative	Mohlakone
Jobs creation	Whole ward

Ward no.03

Priorities	Villages/ Section
Sanitation	
	Meloding (x10), Meloding-

	Seretseng (x50), Mapaana (x100), Tshabelammatswale (x30), Home 2000 (x10)
Upgrade sewage system	Meloding; Home 2000; Park town
Pit toilet needed	Sekhukhumela High School
Electricity	
Backlog-Electrification of villages	Mapaana (x40); Las Vegas (x30); Rapitsi Extension (x68); High point (x70)
Backlog-Post Connection	Las Vegas (x15); Mapaana (x20); Tshabelammatswale (x20)
Highmast lights	Seretseng (priority), Mmotoro, Rapitsi Extension
Street lights	All sections
Spot lights	All sections
Road and Transport	
Paving of Streets	<ul style="list-style-type: none"> Mapaana and Shibindi-Sekhukhumela High School Tshabelammatswale-Main road
Low level bridges	Las Vegas:

	<ul style="list-style-type: none"> • Between Maekwe and Nkwana; • Between Thomas Mahasha and MmaNtlale; <p>Mmotoro-Mapaana:</p> <ul style="list-style-type: none"> • Between Selby's spaza and Ramaake; • Between Maake and Motau; • Machete and Machete <p>Motsemohlophe:</p> <ul style="list-style-type: none"> • Billy's car wash leading to Motsekga; • Home 10 000 to Mimosa; • Between Meloding Extension and Home 2000 and • Meloding and Meloding Extension <p>Tshabelamntswale:</p> <ul style="list-style-type: none"> • Between Makgalamela and Mataga;
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	<ul style="list-style-type: none"> • Between Michel and Michel; • Between Noah and Mamorobela; • Between Rakhabale and Malatji; • Between Makgalemela and Ramotwala <p>Park Town:</p> <ul style="list-style-type: none"> • Between Manoko and Elias <p>Home 2000</p> <ul style="list-style-type: none"> • Between GaboNthabi and Lattie • Between Mthampheka and Home 2000
Storm water drainage	Meloding between house no. 1982 and house no. 1983
Covering of Old storm water system	Meloding Dephny's household
Drifting	Meloding main road
Speed humps	All sections
Waste Management	

Skip bins	Mapaana (x3):
	<ul style="list-style-type: none"> • Mmotoro-next to Phuti café; • Maapana Primary School and • Next to Motau
	Las Vegas (x2):
	<ul style="list-style-type: none"> • Next to Nyakthemba Shop
	Matsemohlope (x3):
	<ul style="list-style-type: none"> • Next to Motsekga 1and 2; • Next to old age facility
	Tshabelammatswale (x3):
	<ul style="list-style-type: none"> • Next to Highmast light; • Next to Ramoba Othilia and • Next to Makhesa spaza shop
	Home 2000 (x3):
	<ul style="list-style-type: none"> • Billy's car wash; • Behind High Point and • Next to Mpangani church.
Meloding (x2):	

	<ul style="list-style-type: none"> • Between home 2000, Kheretsene and Meloding and • Ga-Letseku
	Park town (x3):
	<ul style="list-style-type: none"> • Next to Modiba; • Next to Sarah Makwela • Next to William Kgatla.
Community Facilities	
Old age facility	Motsemohlophe
Community hall	Maapana
Park	Meloding and Home 2000
Swimming pool	Park town
Housing	
New RDP houses	Las Vegas (x20); Mapaana (x80); Tshabelammatswale (x40); Meloding (x10) and Meloding-Rapitsi (x20)
Others	
Land for development of x500 RDP houses in the township	Ward 3
Sanitation services project	Ward 3

Storm water drainage maintenance project	Ward 3
Waste collection project	Ward 3
Maintenance of pavements projects	Ward 3
Cleaning of schools	Ward 3

Ward no.04

Priorities	Sections
Water and Sanitation	
Water	
Additional Borehole	Lasvegas
Boreholes	All upper areas
Repairs And Installations 0 Water,Meters,Taps	Masakhaeng
Borehole	Extension 08
Expansion Of Politsi Plants	
Sanitations	
New Units	Lasvegas (x60); Ext 07(x35); Tshamahansi(x4); Mapolankeng(x25); Loss my Cherry

	(x25); Ext 08(x32)
Incomplete Sanitation	Tshamahantsi(x1); Loss my Cherry(x3); Ext 07(x20)
Water Born Sewages	We need Jet machines
Main Wall Leads	
Electricity	
Backlog(New Extensions)	Masakhaneng (x100); Lasvegas(x20); Ext 05(x400) ; Masenkeng(x60)
Backlog(Post Connection)	Meshasheng and Mapolankeng (x32); Extn 07(x30); Lasvegas (x1)
High Mast Lights	Total garage (x1); Masakhaneng (x1); Masenkeng (x1); Mesopotamia(x1); Mannigburg Ext(x1); Ext 05(x1); Ext 08 (x1)
Street Light	All sections in the ward
Spot Light	All sections the wards
Roads and Transport	
Paving Of Streets	From Maningburg to plaza with bridge
	Extension 07: from bridge to Polaseng

	Completion of Jealous street to tar road
	Completion of new town street 50 meters
	From Meshasheng to Plaza with bridge
	From Molailai to Lasvegas
	Between Selina and Majan
Low Level Bridges	From mabitleng to Lasvegas
	Between Selina and mma Jan
	Between khotli and Moshakge
	Between ext 07 and ext 05
	Matamong (big bridge)
	Between Manningburg and Meshasheng (big bridge)
	Between Mothileng and Mafoko
	Between Nyaktomba and Setabane
	Between Mokumo and Reginah
	Between Shai and Mamabunda
	Between Mothilegi and Mothileng
	Between ZCC church and Maake
	Between Make and Motolla

	Between Lion and Mesopotamia
	Between Rapetsoa and Ragolane
	Between Selina and mma Jan
	Between Rabothata and Home 2000
	New bridge to Ext 07
	Between Mesopotamia to Modubatse
Storm Water Drainage	
Water Channelling	House no 3121 (Ext 07)
	Pilusa street and Ratsatsi (Loss my cherry)
	Above mamabolo next to khomotso make (new town)
Waste Managementt	
Skip Bins	Ext 07 (x4); Mapolankeng (x4;)Ext 05 (x1); Ext 08 (x3); Loss my cherry (x3); Tshamahantsi (x4); Lasvegas (x2); Ext 08 (x3); Mesopotamia (x3); Manningburg (x1); Kgapamadi (x4)
	Plaza CBD (x2); Boxer CBD(x2)
House Holds Dust Bins	The whole ward

Community Facilities	
Liabrary	Relocation from Sasko hall
Parks	Next Kgapane high school , Kgapane local ground
College	Modjadji college to be revived
Drop Centre	Relocation and construction
Housing	
Youth Centre	Pools next to youth centre, community radio station
	Buying back of local grounds
	Combi courts, tennis court, big screens,
New RDP House	Extn 08 (x200); Tshamahansi and Masenkeng (x68)
	Loss my cherry (x200); Extention 05 (x40); Mapolankeng (x150)
	Minniburg (x100); Extention 07 (x200); Kgapamadi (x200)
	Old Minninburg (x100); Lasvegas (x100); Mesopotamia (x150)
Incomplete RDP Houses	Extension 07 (x40); Manningburg

	(x2); Tshamahantsi (x4)
Local Economic Development	
Factory	Completes with 300 units
Farming	Mashakeng (Projects)
Sports	Swimming pools, combi courts, net ball courts

Ward no. 05

Priorities	Villages/ Section
Sanitation	
	Majonini (x48), Maraka (x20), Malaeneng (x40), Malematsa (x15), Modumelane (x9), Rabothata (x20), Kgapane (x60), Sekgota (x20), Lebala (x10), Mosholomi (x10) units
Electricity	
Backlog (new extension)	Majonini (x14), Malaeneng (x4), Malematsa (x4), Lebala (x4), Mosholomi (x4), Madumelane (x1), Rabothata (x1), Kgapane

	section (x40)
Backlog (post connection)	Majonini (x6), Maraka (x1), Malaeneng (x5), Modumelane (x1), Rabothata (x4), Kgapane (x11), Sekgota (x18), Mosholomi (x6)
High mast Light	Rabothata-Menateng (priority) Majonini (x2), Malaeneng (x1), Malematsa (x1), Modumelane (x1), Rabothata (x2), Kgapane (x2), Sekgota (x2), Mosholomi (x1)
Roads and Transport	
Paving of Streets	Maraka village to Lebala village
	Meidingen village via Majonini village to Mapaana village. (join ward 03 and 05)
	Rabothata graveyard street
	Modumelane graveyard street
	Mosholomi village street
	Maboreketla street
	Makhwibidung street

	Majonini street to Ramaano.
	Kgapane street
Construction-Phase 2	Meidingen street paving phase 2 Via Sekgota to Malaeneng
Bus shelter	Whole ward
Low Level Bridges	Between Maboreketla and Manyeleti
	Between Morwatshehla and Ka-Maraka
	Between Kereke and Malematsa
	Modumelane road to cemetery
Bridge	Majonini to Sekhukhumele Rabothata to cemetery
Culverts	From Mathekga to Mafeto
Waste Management	
Skip Bins	All villages; Maraka (Priority)
Community Facilities	
Library	Meidingeng
Youth Information Centre	Malematja
Outdoor Gym	Rabothata
Old Age Facility	Meidingeng
Drop-in Centre	Meidingeng

Health Facility	
Mobile clinic	Malematsa
Housing	
New RDP Houses	Majonini (x15), Maraka (x42), Malaeneng (x61), Malematja (x12), Modumelane (x20), Rabothata (x20), Kgapane (x65), Sekgota (x50), Lebala (x18), Mosholomi (x21)
Incomplete RDP Houses	Sekgota (x1), Malematja (x1)
Others	
Education	
erection of X2 blocks of classrooms and rehabilitation of old block of classrooms	Malematsa Primary School
erection of X2 blocks of classrooms and rehabilitation of old block of classrooms	Manokwe High School
Erection of crèche (pre-school)	Maraka village; Malematsa and Sekgota

Ward no.06

Priorities	Villages/ Section
Sanitation	
	Shotong (x100), Modubune (x300), Mokwasele (x100), Rampenyane (x80), Ketotone (x10), Madiokone (x10), Madibene (x100)
Electricity	
Electricity Backlog: New Extension	Shotong (x10); Modubune (x20); Mokwasele (x20); Rampenyane (x10); Khethothone (x8); Madiokone (x7) and Madibene (x20)
Electricity backlog: Post Connection	Modubung (x20) and Rampenyane (x10)
High mast Lights	Shotong (x2); Madiokoni (x1); Mokwasele (x2); Rampenyane (x2); Khetotone (x1) and Madibene (x2), Modubune (x4)
Road and Transport	

Paving streets	
From Matome Modika via Madibene pavement to cemetery	Madibene
From head kraal to main road	Madiokoni
From main road via Moahlapene to Selematsela	Shotong
From main road to Shotong cemetery	Shotong
From Madlesa to Modubung cemetery	Modubung
From main road to Mokwasele Primary	Modubung
From Madlesa to Nakana cemetery	Modubung
From Mokwasele main road to Khetotone	Khetotone
From Mokwasele main road via cemetery to Mokwasele village	Mokwasele
From Mokwasele Mashonje Shop to Rabothata Pavement	Mokwasele
From Rampenyane to Jojo tanks	Rampenyane
From main road to tribal	Rampenyane

authority	
Low level Bridges	
	<ul style="list-style-type: none"> • Rampenyane to Mokwasele; • Mokwasele to Mokwasele Primary School; • Modubung to Shotong Primary School; • Culvert from Iketleng to Madibeng cemetery; • 2 low level bridges (Madibeng to Madiokoni; • Madiokong to Shotong; • Moahlapene to Modubung; • Modubung to Moahlapeng; • Modubung to Mokwasele and • Mokwasele to Khetotone
Bridges	<ul style="list-style-type: none"> • Rabothata; • Mokwasele to Ramakuma primary school and • Ramphenyane to

	Makurupetji
Waste Management	
Skip bins	<ul style="list-style-type: none"> • Mokwasele next to Maenetja; • Shotong next to Lebea; • Madibene bus stop
Waste collection	<ul style="list-style-type: none"> • All villages
Community Facilities	
Sports complex	Shotong
Upgrading of Shotong sports ground	Shotong
Upgrading of sports and netball ground	Madibene
Youth Information Centre and Library	Shotong next to Cemetery
Old age facility	Mokwasele
Outdoor gym	Molimisi
Housing	
There's total 02 incomplete RDP houses	The whole ward
New RDP houses	Mokwasele (x50); Madibene (x40); Shotong (x50); Rapenyane

	(x40); Madiokoni (x5); Modubune (x150) and Khetotone (x10)
Others	
Funding of projects in the whole ward-projects to be identified	All villages

Ward no.07

Priorities	Villages/ Section
Sanitation	
Toilets	Molelema (x20), Khekhutini (x200), MohlakaMosoma (x250), Madiokong (x10), Rasodi (x60), Raseleka (x50), Satlalani (x100), Mollong (x100), Iketleni (x150), Maraka (x50), Rabothata (x70), Makhurupetsi (x150) and Mamakata (x100) units
Electricity	
Backlog (new extensions)	Seatlalani (x4), Raselaka (x10), Mamakata (x10), MohlakaMosoma (x30), Madiokong (x10), Sekhutini (x15), Mollong (x4), Makhurupetsi

	(x10) and Rasodi (x15)
Post Connections	Seatlalani (x3), Molelema (x7), Raselaka (x3), Mamakata (x6), MohlakaaMosoma (x20), Sekhutini (x5), Mollong (x5), Makhurupetsi (x7), Rabothata (x15), Maraka (x10), Iketleni (x20) and Rasodi (x10)
High mast Lights	Mamakata (x2), Iketleng (x2), Makhurupetsi (x2), Rabothata (x3), Mollong (x2), Rasodi (x2), Raselaka (x2), Mohlakamosoma (x3), Maraka (x2), Molelema (x1), Khekhutini (x3) and Madiokong (x1).
Road and Transport	
Paving of streets	<ul style="list-style-type: none"> • Molelema: -from Mandela Paving to Molelema, • Khekhutini: -from Mandela Paving to Mohale cemetery; -from bridge of Khekhutini to Modika secondary -from Mandela Paving to Mahasha

	<p>Street;</p> <ul style="list-style-type: none"> -from Mandela Paving to Cemetery. <ul style="list-style-type: none"> • Mohlaka a Mosoma -from Main Road to Mojekisa; -from Main road to Rakgabale; -From Main Road to Khekhutini School; -from Main Road to Rasodi Pre-School; -from Main road to Kedibone; <ul style="list-style-type: none"> • Rasodi -from Main Road to Headman; -from Mandela Paving to Mmadineo <ul style="list-style-type: none"> • From Mamakata to Raseleka Street Paving (priority); • From Mamakata Paving to New Stands; • From Makhurupetsi Paving to Cemetery; • Rabothata: -from Molototsi to Water tankers via Ramakhumo to Main Street • Maraka:
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	<ul style="list-style-type: none"> -from Maraka Paving to Cemetery -from Mamakata to Matsheke -Mamakata to Malatjie street <ul style="list-style-type: none"> • Iketleni -from Molototsi to Headkraal; -from Main Street to Cemetery <ul style="list-style-type: none"> • Mollong; -from Main Street to Lekukela <ul style="list-style-type: none"> • Satlalani: -from Paving to Cemetery <ul style="list-style-type: none"> • Raselaka: -from Main Street to Cemetery
Low Level bridge	Mamakata New Station, Makhurupetsi to Rabothata, Maraka to Cemetery, Between Maraka to Iketleni, Iketleni to Masie, Iketleni to Moafokhatheni, Between Iketleni and Mollong, Between Mollong and Satlalani and Between Satlalani and Raselaka; Rasodi
Bridges	<ul style="list-style-type: none"> • Rabothata; • Mokwasele to Ramakuma

	<ul style="list-style-type: none"> primary school and <ul style="list-style-type: none"> • Ramphenyane to Makurupetji • Mamakata to Motsinoni
Waste Management	
Skip bins	The whole ward
Community Facilities	
Community Hall	Iketleng; Mamakata
Outdoor Gym	Mohlaka a Mosoma
Old Age Facility	Mollong
Clinic	Makhurupetsi; Satlalani
Youth Information Centre	Mohlaka a Mosoma; Mamakata
Sports Complex	Rabothata
Library	Rasodi
Education-New Block	Ramakhuma Primary School; Makhurupetsi
Housing	
New RDP houses	Mamakata (x50), Iketleni (x80), Makhurupetsi (x200), Rabothata (x100), Mollong (x30), Rasodi (x30), Raselaka (x35), Mohlakamosoma (x100), Maraka (x40), Molelema (x10), Satlalani (x45), Khekhutini (x90) and

	Madiokong (x10) units
Incompletion/Blocked RDP Houses	Raselaka, Iketleni and Rabothata
Others	
Grading of Sports Ground	The Whole Ward
Grading of Street	The Whole Ward

Ward no. 08

Priorities	Villages/ Section
Water and Sanitation	
Water	
Need tanks in all boreholes	Mamphakhathi
Need pipe to supply water to the reservoir-Meidingen	Mandela Park
X3 boreholes (Meidingen) to supply water to the reservoir	Mandela Park
Sanitation	
	Itieleng (x250), Rapitsi (x300), Burkina Faso (x250), Mamphakhathi (x250), Mandela Park (400) units
Electricity	

Backlog	Mandela Park New Stands (x150), Burkina Faso (x20)
High mast lights	
Itieleng (x3)	<ul style="list-style-type: none"> • X1 next to Kutumela and Sekgota (priority 1) • X1 next to Modjadji College (Ga-Ngobeni) • X1 between Mokgoba and Soweto
Burkina Faso (x3)	Priority 1: Next to Khubudi High School
Mamphakhathi (x1)	Priority 1: Next to Mohale Bar Lounge
Mandela Park (x3)	Priority 1: Next to Ramatlou stream
Road and Transport	
Paving of Streets	<ul style="list-style-type: none"> • Itieleng-Ga-Kgapane Hospital via Modjadji College to Mokgalabone; • Burkina Faso-Christina's market to Ga-Molimisi, • Mamphakhathi to church; • Rapitsi-Cemetery New

	<p>Stands to Rapaledi and</p> <ul style="list-style-type: none"> • Mandela Park –Light House to Makola 		<ul style="list-style-type: none"> • Between Sefagong and Malatji Shop
Low Level Bridges	<p>Itieleng:</p> <ul style="list-style-type: none"> • Between Mokumo and Mokumo; • Between Sekowe and Khemphetsitse; • Between Kgatla and Pasopa; • Between Malola and Madikana; • Between Nkunaka and Zale and • Between Ga-Given and Mojapane • Between Motau and Shadrack • Between Ngobeni and Ramathlo <p>Rapitsi:</p> <ul style="list-style-type: none"> • Between Makgobatlou and Sefagong 		<p>Burkina Faso:</p> <ul style="list-style-type: none"> • Between Montsa and Matshaba; • Between Manyama and Mafona; • Between Manyama and Bushi; • Between Ramoshaba Nkomi and Nakampe Matlou <p>Mamphakhathi:</p> <ul style="list-style-type: none"> • Between Mamalesa and Chuene High School; • Between Chuene High School and Cemetery <p>Mandela Park:</p> <ul style="list-style-type: none"> • Between Makola and Tar Road; • Between Moseamedi and Keratane; • Between Machaba and

	<p>Nkganyamane and</p> <ul style="list-style-type: none"> • Between Lesedi and Tar Road
Bridges	<ul style="list-style-type: none"> • Between Makgabane and Itieleng • Rapitsi (Ga-Poulo)
Waste Management	
Skip Bins	<p>Rapitsi (x3):</p> <ul style="list-style-type: none"> • Next to Pay point (priority 1); • Bus stop and • Mashole next Mokgalabone. <p>Mandela Park (x3)</p> <ul style="list-style-type: none"> • Next to Bahlalerwa Fruit and Veg; • Next to Ragolane's Tavern. <p>Burkina Faso (x1):</p> <ul style="list-style-type: none"> • Next to Burkina Faso Restaurant; • Next to Christina's Market (priority 2) <p>Mamphakhathi (x2):</p>

	<ul style="list-style-type: none"> • Next to Chuene High School; • Next to Phayamorina. <p>Itieleng (x3):</p> <ul style="list-style-type: none"> • Ga-Ngobeni; • Next to Lesakhaneng Khonene and • Next to Pheli.
Community Facilities	
Community Hall	Rapitsi
Primary School	Mandela Park
Library	Mandela Park
Out Door Gym	Rapitsi
Youth Information Centre	Mandela Park
Old Age Facility	Mamphakhathi
Housing	
New RDP houses	Mamphakhathi (x74); Burkina Faso (x55); Mandela Park (x80); Itieleng (x66) and Rapitsi (x66) units
Incomplete or blocked RDP houses or projects	Burkina Faso (x2); Itieleng (x1) and Rapitsi (x3) units
Others	
Funding of poultry projects	Mamphakhathi and Burkina Faso

Funding Sewing project	Mandela Park
Funding of Piggery Project	Mandela Park

Ward no.09

Priorities	Villages/ Section
Sanitation	
	Moshate (x50), Setaseng (x30), Marotholong-Moshongo (x100), Mailula (x50), Mogano-Malatji (x53), Mogano-Balobedu (x38), Mogano-Central (x20), Tipeng (x60), Makola (x4)
Electricity	
Backlog-Electrification of villages	Malatji (x5), Mogona (x16)
Backlog-Post connection	Moshate (x8); Mailula (x1); Makola (x4); Mokganya (x4); Mogano-Bolobedu (x10); Mogano-Centre (x5); Mogano-Malatji (x13); Marotholong no.1 (x5); Marotholong-Tipeng (x8) and Marotholong-Moshongo (x1)
High mast lights	<ul style="list-style-type: none"> • Marotholong-Moshongo next to

	<p>community hall (priority 1);</p> <ul style="list-style-type: none"> • Marotholong-Tipeng next to drop in centre (x1); • Moshate-Mailula next to Tribal office (priority 2); • Mokganya-Setaseng Morekeleng (x1); • Malatji-Dikatsibaneng (x1) • Marotholong-Tipeng next to Machipi (priority 3); • Mogano next to Benchu Mogano; • Mailula ZCC; • Moshate Tribal office and • Moshate-Morekeleng.
Road and Transport	
Paving of streets/Tar road	Main road to Moshate
Paving of streets	<ul style="list-style-type: none"> • Street from Mokganya to main road (priority 1); • Malatji road via Marotholong-Moshate to clinic(priority 2); • Mogano to main road; • Moshate road to dropping

	<p>centre;</p> <ul style="list-style-type: none"> • Mafa bridge to Phaphathi streets
Culverts	<ul style="list-style-type: none"> • Mafa next to Rakobo-Mashate Chigago; • Shimango-Marotholong (mushing); • Ramalatso to Justice-Marotholong; • Ga-Makola next Phetola Makola-Makola; • Rakabe to Mogano-Mogano; • Next to Matswidikanya Primary school; • Martha to Maake Sithole-Malatji Munnik; • Morekeleng next to Magano and • Ga-Shalati Rakabe-Mogano.
Bridges	<ul style="list-style-type: none"> • From Matsorwane Masela to Malatji Munnik; • From Makoti Emmanuel to Maake Johannes-Mogano; • From Matswidikinye to Maake

	Johannes-Mogano.
Waste management	<ul style="list-style-type: none"> • Mogano-next to Letsoalo Café (priority); • Malatji-next to Apollo light; • Morotholong-next to clinic; • Mashate-next to Lapologa and • Mokganya-next General dealer.
Community Facilities	
Youth centre	Sekgopo community hall
Disability centre	Ward 09
Police station	Next to clinic
Housing	
Incomplete RDP houses	Marotholong (x1) and Malatji (x8)
New RDP houses	Moshate (x30); Makola (x08); Mokganya (x10); Moshongo (x15); Marotholong no.1 (x10); Mogano (x07); Malatji (x51); Mailula (x40); Bolubedu (17) and Tipeng (x7) units
Other	
Shopping complex	Ward 09

Ward no.10

Priorities	Villages/ Section
Sanitation	
	Mameriri 1 and 2 (x400), Moshong New stands (x400), Lehlareng (x100), Lebjelola (x100), Mojeketla 1 and 2 (x350), Maboing (x400), Morakong (x200) and Makhabeni (x100) units
Electricity	
Backlog-Electrification of villages	Moshong New Stands, Lehlareng (x10); Morakong (x5) and Lebjelola (x10)
Backlog-Post connection	Moshong (x12); Mameriri (x20); Morakong (x7); Makhabeni (x10); Lebjelola (x30); Mojeketla no 1 (x10); Mojeketla no 2 (x6) and Mamboing (x8)
High mast lights	<ul style="list-style-type: none"> • Dikatsibaneng (x1); • Lebjelola - Next to Matome shop (x1);

	<ul style="list-style-type: none"> • Makhabeng (x1); • Morakong centre (x1); • Moshong New Stands (x2); • Mameriri (x1); • Lebjelola-next to Kgola ka Leleme high school (x1) • Motseketla 1 and 2 (x2); • Maboing (x2) and • Lehlareng (x1)
Road and Transport	
Paving of streets	<ul style="list-style-type: none"> • Moshong New Stands; • Makhabeni; • Lehlareng; • Morakong; • Mameriri; • Motseketla-from Polokwane board to Kgwareng; • Lebjelola-from main road to Seale store ;

	<ul style="list-style-type: none"> • Motseketla-from Tar road to Mameriri head kraal
Low level bridges	<ul style="list-style-type: none"> • Between Lehlareng and Maboine; • Between Lehlareng and Masakhona; • Between Lephai and Montsha Tuck shop; • Between Mootane and Makwela; • Between Maboine and Motseketla (x2); • Between Rabothata and Adams café; • Between Motseketla and Morarakong (x2); • Between Mameriri to Mshongo (x4); • Next to Rich and Rose Tavern; • Between Marotholong and Mameriri;

	<ul style="list-style-type: none"> • Between Lebjelola and Masioneng (Next to Ngwenyama); • Between Lebjelola and clinic • Between Motseketla and Kgwareng (Next to Motseketla primary school); • Between Marakong and Madikana; • Lebjelola-Between Mashao café and Kgola ka Leleme high school
Re-gravelling of streets	<ul style="list-style-type: none"> • All streets in all villages
Filling of dongas	<ul style="list-style-type: none"> • Makhabeni; Maboing; Morakong and Madikana General dealer; Makgoba and Mafokwane
Bridge	<ul style="list-style-type: none"> • Mameriri; • Moshongo; • Between Mojeketla and

	<p>Morakong;</p> <ul style="list-style-type: none"> • Between Rabothata and Mokgoba; • Between Morakong and Madikana General Dealer. • Mapulana-from cemetery to stadium.
Culvert	<ul style="list-style-type: none"> • Between Mameriri and Malatji filling station
Community Facilities	
Pre school	Moshongo New Stands; Morakong and Lehlareng and Mojeketla.
Fencing and Toilets in the cemetery	Maphata grave yard; Makhabeni; Lebjelola
High School	Lehlareng
F.E.T. College	Lehlareng
Youth Information Centre	Mameriri
Renovation and expansion of clinic	Ward 10
Housing	
New RDP houses	Mshongo (x20); Lebjelola no.1 (x31); Lebjelola no.2 (x40);

	Motjeketla no.1 (x30); Motjeketla no.2 (x40); Maboing (x20); Morakong (x70); Makhabeni (x10); Lehlareng (x200) and Mameriri (x90)
Others	
Shopping complex	Ward 10
Cleaning project	Ward 10
EPWP	Ward 10
Funding of projects	Ward 10

Ward no. 11

Priorities	Villages/ Section
Water and Sanitation	
Water	All villages
Sanitation	
	Matswi (x150), Hlabelene (x200), Morwatshehla (x150)
Electricity	
Electrification of Villages	
	Hlabelene Extensions(x115),

	Matswi New Extension (x200) and Morwatshehla Extensions (x7)
High mast Light	Matswi (); Hlabeleng (x2); Moroatshehla (x2)
Roads and Transport	
Paving of Streets	All streets in the ward
	Priority-Roads to 3 Head Kraals (x2 Matswi, x1 Hlabeleng and x3 Morwatshehla)
Construction-Phase 2	Street from Matswi to Hlabeleng
Low Level Bridges	Between Mabona and Hlabelene
	Between Matswi and Moseamakoma
	Between Matswi and Lenokwe
	Between Morwatshehla and Hlabelene
Waste Management	
Skip Bins	Matswi Bus stop
	Morwatshehla next to Sebopetsa Restaurant
	Matswi next to Mafa bus stop
Community Facilities	

Library	Hlabelene
Youth Information Centre	Hlabelene
Outdoor Gym	Matswi Sports Ground
Health Facility	
Mobile clinic	Morwatshehla
Housing	
RDP Houses	Morwatshehla (x12)
Incomplete RDP Houses	Matswi (x6)
RDP Houses	Matswi (x300)
RDP Houses	Hlabelene (x400)
Others	
Sports Facility	
Upgrading of Sports Ground	Matswi
	Morwatshehla
Funding of Projects	The whole ward

Ward no.12

Priorities	Villages/ Section
Water and Sanitation	
Water	
<ul style="list-style-type: none"> • X1 borehole broken need to be fixed; • X3 boreholes need to be equipped and • X1 new borehole needs with water tanks. 	Thakgalane no.2
<ul style="list-style-type: none"> • X2 new boreholes needed with water tanks and • X1 borehole need to be equipped. 	Thakgalane no.4
<ul style="list-style-type: none"> • X4 new boreholes needed (Madibete-priority) with water tanks and • X1 borehole need a pressure pump. 	Thakgalane no.1
<ul style="list-style-type: none"> • X1 borehole broken and need to be fixed; 	Itieleng

<ul style="list-style-type: none"> • X1 borehole need pressure pump and • X4 water tanks needed. 	
<ul style="list-style-type: none"> • X1 borehole water pump machine broken and need to be fixed; • X1 borehole need to be upgraded from diesel to electricity and • Upgrade water infrastructure and pipelines. 	Goudplaas
<ul style="list-style-type: none"> • Bulk water supply needed 	Ward 12
Sanitation	
	Thakgalane no.1 (x250), Thakgalane no.2 (x50), Thakgalane no.4 (x70), Itieleng (x80), Goudplaas (x400) units
Electricity	
Backlog-Electrification of villages	Thakgalane no.4 (x4) and Goudplaas (x36)
Backlog-Post Connection	Thakgalane no.1 (x7), Itieleng (x2) and Goudplaas (x200)

Highmast lights	Thakgalane (x5), Itieleng (x2) and Goudplaas (x3)
Road and Transport	
Paving of streets	<p>Thakgalane:</p> <ul style="list-style-type: none"> • From market to bridge; • Phase 2-Thakgalane no.2 to Thakgalane no.1; • From Masehlang primary school to Itieleng community halls; • From Tribal council to Manyorong (priority) and • From Mathoro to Madibete. <p>Goudplaas:</p> <ul style="list-style-type: none"> • From main road to tribal council; • From main road to King street.

Bridge	<ul style="list-style-type: none"> • Between Thakgalane and Itieleng; • Between Manyorong and Dipateng; • Main road to Masipa
Low level bridges	<p>Thakgalane no.4:</p> <ul style="list-style-type: none"> • Between main road to cemetery; • Between Manyorong to Dipateng (x2). <p>Itieleng:</p> <ul style="list-style-type: none"> • X2 low level bridge
Culvert	<ul style="list-style-type: none"> • Thakgalane no.2-x4 culverts; • Goudplaas-x3 culverts • Itieleng-x8 culverts
Waste Management	
Waste collection	Whole ward
X10 skip bins	Whole ward
Community Facilities	
Youth information centre	Ward 12
Community hall	Goudplaas and Thakgalane

Library	Etieleng
Sports complex	Ward 12
Primary and high school	Goudplaas
Crèche	Goudplaas and Manyorong
Clinic	Itieleng
Mobile clinic	Goudplaas
Housing	
New RDP houses	Thakgalane x400; Itieleng x30; Goudplaas x600.
Others	
Funding of community projects	Ward 12
Youth development programme	Ward 12
Parks	Ward 12
Outdoor gym-x3	Ward 12
Sports ground	Ward 12
Re-gravelling of streets	Ward 12

Ward no. 13

Priorities	Villages/ Section
Sanitation	
	Kwatane (x200), Chabelane

	(x200), Vaalwater 2 (x200), Senwamogope (x200), Monatsohle (x200)
X1 unit with Six doors	Jacob Zuma Primary school
Electricity	
Backlog (new extension)	Phatudi (x100), Lebepane (x150), Monatsohle (x100), Kwatane (x50), Rakgara (x50), Mountain View (150)
Backlog (post connection)	Sosomelane (x100), Thabanatshwana (x60), Kwatane (10), Monatsohle (x10)
High mast Light	
	Kwatane (x5), Senwamogope (x5), Monatsohle (x5), Vaalwater 2 (x5) and Chabelane (x5-priority)
Roads and Transport	
Paving of Streets	From scrapyard to Ntona Ramathoka (Vaalwater 2)
	From Letsoalo via Semoa

	(Vaalwater 2)
	Form taxi rank to Rakgara (Kwatane)
	From Papala to Mokgolotli (Kwatane)
	From main road to Ikageng RDP to Khubayi church
	From Sekgosese college to four way maruthwana
	From Phefadi to the main road (Mushongovile)
	From in the township that joins the main road
	From dropping centre to Thabanatshwana primary (Chabelane)
	From muwaweni to Ramafela (Chabelane)
	From silver tank to mashasha (Chabelane)
	From, Sekobo to Malatji (Monatsohle)

	From Mathole to Nkei primary school (Monatsohle)
Tar roads	From Sekgosese to Maphalle (D5305)
	Sephukhubye road (D222)
Low level Bridges	Ikageng to vaalwater
	Next to Manganyi Vaalwater
	Next to Maluleke Vaalwater
	Between Rakobo and mahlakanya
	Next to Dikgwethe
	Next to Manganyi Spaza
	From Selepe to Vaalwater
	From visiting point to primary
	From Thoka to Mabina
	From sebola to Madintsi
	From Maselesele to Mhlanga
Waste Management	
Skip Bins	Kwatane (x2), Monatsohle (x2), Senwamokgope (x2), Chabelane (x2); Vaalwater

	(x2); Itieleng (priority)
Community Facilities	
X2 Parks	Senwamokgope and Chabelane
Health centre	Senwamokgope
Youth Information Centre	Senwamokgope
Mopani DIC	Monatsohle
Out-door Gym	Kwatane
Old Age Facility	Chabelane
Community hall X2	Kwatane and Chabelane
Mobile Clinic	Kwatane and Chabelane
X4 libraries	Monatsohle; Kwatane; Chabelane and Vaalwater 2
Housing	
New RDP Houses	1000 the whole ward
	Sphukhubye (1000) never benefited from 1994
Others	
Addition of blocks	Senwamokgope primary
Extension of 12 classrooms	Thabanatshwana primary
Fencing	Moruatona secondary
Addition of 10 classes	Nkei primary school

Addition of 4 blocks	Matsokotsa primary
Primary school is needed	Thabanatshwana Section
FET College	Sekgoses area
100 chairs	Thabanatshwana visitng point
X4 of four roomed houses	Senwamokgope Clinic
Graveyard	Senwamokgope
Graveyard fencing	Monatsohle
Graveyard fencing	Chabelane
Fencing of township (Boundary)	Senwamokgope
Indegeneous Games	
Fencing of Mangwako	
Arts and Culture project	Chabelane
Miyelane DIC	
Shopping complex	
Multi-purpose Abattoir	

Ward no.14

Priorities	Villages/ Section
Sanitation	
X200 units	Phelindaba (x300), Nyakelane

	New Section (x250), Iketleng no.1 (x200), Iketleng no.2 (x500), Nyakelane (x200) units
Electricity	
Backlog-Electrification of villages	Jacob Zuma (x70); Phelindaba (x10); Nyakelane (x10) and Iketleng no.1 (x40)
High mast lights	Iketleng no.2 (x3); Phelindaba section (x1) and Nyakelang new section (x1)
Road and Transport	
Paving of streets	<ul style="list-style-type: none"> • Iketleng no.2- Rasehlapa street to Marvellous sports ground • Iketleng no.1-Mantwa street to Iketleng cafe
Low level bridge	Nyakeng section-Between Mulaudz and Kubayi Nyakelane no.2: <ul style="list-style-type: none"> • Between Mokoting

	and Monareng Jacob Zuma: <ul style="list-style-type: none"> • Between Kholofelo Mametsa and Mashao Iketleng no.1 <ul style="list-style-type: none"> • Between Moloji and Selamolele • Between Mmola and Joas Makhubele
Bridge	Between Nyakelane and Iketleng no.1
Waste Management	
Skip bins	Iketleng no.1: <ul style="list-style-type: none"> • Next to Iketleng liquor restaurant (Khaizen) Nyakeleng: <ul style="list-style-type: none"> • Next to Ramphaka café Iketleng no.2: <ul style="list-style-type: none"> • Next to Malatji spaza shop

Community Facilities	
Youth Information Centre	Iketleng no.2
Clinic	Phelindaba
Library	Iketleng no.2
Community Hall	Iketleng no.1
Housing	
New RDP houses	Iketleng no.1 (x10); Phelindaba (x10); Iketleng no.2 (x20) and Nyakelang (x10)
Others	
Piggery project	Ward 14
CWP	Beads project
CWP	Catering

Ward no. 15

Priorities	Villages/ Section
Sanitation	
X600 units	Phooko
X600 units	Raphahlelo
Electricity	

Backlog (new extensions)	Phooko (Setaseng) (x10), Mampjana (x11), Iketleng (x11), Sodoma (x1), Sehlale (x2), Mountain view Extension (x64); Phooko Extension (x30)
Backlog (post connection)	Sodoma (x01)
High mast lights	Maisha stone next to Ramaite Primary School (priority 1)
	Old Roman church (priority 2)
	Black pool ground next to cemetery
	Phelo ya kgona secondary
	Mafikeng a Sekgobela
	Makhwibidung Senai church
	Mahembeni-Machete side
	Mafumane Café
	Go chesa
Road and Transport	
Paving	
	<ul style="list-style-type: none"> From Serakwana Café via Phooko tribal to makuleng (priority) From Mampjana via

	190aphahlelo to cemetry
Low Level Bridges	Between Norman and Mafomane Café
	Motsepelole high school
	Ga-Vuma
	Mojela street
	Between Dikgwethe dry cleaners and Rikhotso
	Between Dikgwethe and Matsena café
	Mosumeki
	Dikhewethe Mmakiletsi
Waste Management	
Skip bins	Raphahlelo catlle dip next to Makhesi café (priority)
	Phooko cemetery next to Jeff liquor store
Community facilities	
Clinic	Ward 15
Outdoor gym	SRDA
Housing	

New RDP house	Whole ward (x600)
Others	
Rathebele arts and craft (fencing and structure)	Ward 15
Diaphadima Brick yard need fencing, structure and funding	Ward 15

Ward no. 16

Priorities	Villages/ Section
Water	
X6 new boreholes with water tanks	Sephokhubje
Sanitation	
	Rotterdam (x900) and Sephokhubje (x700) units
Electricity	
Backlog (new extension)	Rotterdam- Tshamiseka A and B (x500)
	Sephokhubje- Tshamahansi and New stands (x315)
Backlog (post connection)	Sephokhubje (x20)

High mast Light	
	Sephokhubje (12 high mast lights)
	Rotterdam (12 high mast lights)
Roads and Transport	
Paving of Streets	From mohotshomba primary school to main road
	Rotterdam-From Oliver street-Dipeni plus bridge (priority 1)
	From Tshamiseka to Community hall
	From Chake to Mapizane
	Rotterdam-From Mangwani to Chaki (priority 2)
	From Hlungwani to one room
	From Tshamiseka B to Mayimbo street
	From Xibamu to Tshamiseka B
	From K to Magazine
	From One day to Chaki
	From community hall to Mahochomba Primary school
	From Tshamiseka A to B

	From Visiting point to Frans Cafe
	Sephukhubje-From Mabina to Tsangwani High school (priority 1)
	From Mabina to Cemetery
	From Tshwale to Serakwana Café
	From Cell C to Phatudi George
	Sephukhubje-From Rakabe to Kolobe-tona Primary school (priority 2)
	From Makhananisa Madidimalo to Machawela Creche
	From Maphesa to Ratshisana section
	From Selowa to Seke
	From Lesedi Creche to Masalakgae Bar lounge
	From Sewahudimo to Mautini Tshwale
Tar roads	From Sekgosese to Maphalle (D5305)
	Sephukhubye road (D222)
Culverts	10 culverts in Rotterdam

	8 culverts in Sephukhubye
Low level Bridges	Rotterdam (13)
	Sephukhubye (6)
Waste Management	
Skip Bins	Sephukhubye (10)
	Rotterdam (10)
Community Facilities	
Library	Rotterdam
Community hall	Sephokhubje
Sports Complex	Ward 16
Youth Information Centre	Ward 16
Swimming Pool	Ward 16
Out-door Gym	Ward 16
Old Age Facility	Ward 16
Health Facility	Ward 16
New Primary School	Ward 16
FET college	Ward 16
Upgrading of Tsangwani primary School and Kolobetona high school	Ward 16
Upgrading of Mahochomba primary School and Rotterdam	Ward 16

high school	
Home Affairs and SASSA Offices	Ward 16
Police Station (Alternative)	Ward 16
Housing	
New RDP Houses	Rotterdam (1000); Sepsokhubje (1000) never benefited from 1994
Incomplete RDP Houses	Sephokhubje (x4); Rotterdam (x2)
Others	
Youth development project	Ward 16
Mining and processing of sand project	Ward 16
Community bakery project	Ward 16
Funding of farming projects	Ward 16
Adopt a river project	Ward 16
Piggery project	Ward 16
Poultry project	Ward 16
Abattoir	Ward 16

Ward no.17

Priorities	Villages/ Section
Sanitation	
	Naledi (x15), Mmonatsohle (x15), Mabhemane (x25), Mosomatsiditsi (x20), Sethaseng (x15), Mabokeng (x15), Happy stars (x20), Carel's Garden 1 & 2 (x70), Mabitleng (x15), Citizen (x15) units
Electricity	
Backlog-electrification of villages	Naledi Extension (x20), Carel's 1 & 2 (x185)
High mast lights	Carel's Garden (x1); Sethaseng (x1) and Citizen (x1); Mosamatsiditsi (x1); Mabhemane (x1); Mabitleng (x1); Mmonataohle (x1)
Road and Transport	
Paving of Streets	<ul style="list-style-type: none"> • From tar road to Mamaila Kolobetona cemetery; • From tar road to Mathibadifate secondary school;

	<ul style="list-style-type: none"> • From tar road to Lekgolo primary school • From tar road to Rakgabala street • From tar road to Rabatswana school
Low level bridge	<ul style="list-style-type: none"> • Between Masomatsiditsi and Happy stars; • Between Block B and Maboneng; • Between Block B and Mabhemane; • Next to UPC church; • Between Block B and Carel's Garden; • Between Mmonatsohle and Zion; • Ga-Rametsi; • Next to Ratanamg General dealer
Waste Management	
Skip bins	<ul style="list-style-type: none"> • Mosomatsiditsi next to Global

	filling station; <ul style="list-style-type: none"> • Makweleng section; • Next to Ratanang cafe and • Carel's Garden
Community Facilities	
Youth information centre	Next to Mamaila community hall
Outdoor gym	Next to Mamaila community hall
Library	Carel's Garden
Health centre	Sekgosese
Old age facility	Makwaleng
Drop-in centre	Mosomatsiditsi
Post office	Mamaila community hall
Sports complex	Carel's Gardens
Housing	
New RDP Houses	Whole ward (x200)
Others	
Piggery project cooperative	Carel's Gardens
Shopping complex	Sekgosese

Ward no. 18

Priorities	Villages/ Section
Water and Sanitation	
Water	
1x new borehole with jojo tanks	Sephukgubye (Monate)
1x existing borehole needed to be rehabilitated	Sephukgubye (Matshelapata)
1x new boreholes with jojo tanks	Roerfontein (Khugane section C)
1x new boreholes with jojo tanks	Roerfontein (Ramosibudi)
2x existing boreholes (H10/029B) need to be Rehabilitated	Roerfontein (Ramosobudi)
3x new boreholes with jojo tanks	Roerfontein (Meretjeni)
Erection of Reservoir with jojo tanks	Roerfontein (meretjeni)
2x existing rehabilitation	Roerfontein (Tloutswala and Mphephato)
Sanitation	
	Sephukhubye (monate) (x50), Sephukhubye (Tekeline) (x50), Roerfontein (Mphebatho) (x50),

	Sephukhubye-Matshelapata (x30), Roerfontein (Ramosibudi) (x30), Roerfontein (Khugane) (x90), Sephukhubye (New Stands) (x30), Roerfontein (Meretjeni) (x40) units
Electricity	
Backlog (new extensions)	Sephukhubye (Matshelapata) (50)
Backlog (Post Connection)	Sephukgubye (all sections) (50)
	Roerfontein (all sections) (50)
High mast lights	Monate next to Middle water Clinic (01)
	Matshelapata between Makala Secondary and Mankete primary school (01) sephukgubye
	Khudugane next to Koketso Creche (01) and

	Next to borehole H10/0641B (01)
	Meretjeni next to Radikgasha DIC (01)
	Mphebatho next to Machipi Tuckshop (01)
	Tloutswala next to Tsogang Basadi DIC
Road and Transport	
Paving of Streets	From Ramosibudi main street to Wholesale
	From Tar road to Madiakhole Café
Street re-gravelling	From new stands to sephukgubye main road
	From Ditshosing Tekeline to Mankete primary school
	From Ramothwa to Phooko and Raphahlelo main road
	From Mphebatho to Phooko and Raphahlelo main road
	From Thabanatshwana ZCC

	to Raphahlelo main road
Tarred roads	Main road from Senwamokgpe to Mamaila
	From Sephukhubye to Mamaila
Speed humps	Between Khudugane and Wholesale (03)
	Between Vuhlari Disability Centre and Moratabatho church
Low Level Bridges	Between Sebelalo primary and Rapudi
	Between Mababsa and Phosa
	Between Water Affairs and Roerfontein poultry
	Between Mabina and Manyama
	Between Mabidilala and Mochekecheke
	Between Sebatseba and Rammaano
	Between Phoke and

	Ramphaka
	Between mabidilala and Moila
	Between Ramashia and Rakabe
	Between Sithole and Rabapane
	Between Leyanyabedi and Masuthat Rudzani
	Between Ramothwa and Mamaribe
Street Grading	The whole ward
Waste Management	
Skip Bins	Tloutswala next to Sam scrapyard (01)
	Matshelapata next to pavement crossing (01)
	Next to Mphebatho Tavern (01)
	Next to water Reticulation (01)
	Next to Rovers Sports Ground

	(01)
Community Facilities	
Community Hall	Sephukhubye
Health centre/ mobile clinic	Roerfontein
Recreational Centre	Roerfontein
Library	Roerfontein
Recreational Centre and sports complex	Roerfontein
Sports ground upgrading	The whole ward
Housing	
New RDP house needed	Monate (20), Tekeline (30), Matshelapata (20), New Stands (20), Ramosibudi (30), Mphebatho (20), Tloutswala (20), Khudugane (30), Meretjeni (20)
Incomplete RDP houses	Monate (10) and Tekeline (10)
Others	
Upgrading of Makala Secondary school	Matshelapata
Upgrading of Khudugane Secondary	Khudugane

School	
Construction of primary school	Khudugane
Funding of projects especially NPO ensuring transformation developments and creating employment	The whole ward

Ward no 19

Priorities	Villages/ Section
Sanitation	<ul style="list-style-type: none"> Jamela (x120) and Mohlabaneng (x200) units
Electricity	
Electricity backlog (New Extensions)	<ul style="list-style-type: none"> Mohlabaneng Primary Extension (x55); Jamela-Masemong Extension (x35); Khosouthopa-Community Hall
High mast lights	<ul style="list-style-type: none"> Section C next to Makhubela (priority 1); Section B next to Letsoalo

	<p>Church (x1);</p> <ul style="list-style-type: none"> • Jamela-Two line section (x2)- priority 2; • Jamela-Ngwamawayi (x1); • Iketleng (x1)
Road and Transport	
Street paving	<ul style="list-style-type: none"> • Mohlabaneng-road to clinic, Lebaka school and sports complex; • Jamela Ngwamawayi street; • Mohlabaneng-road to Mohlabaneng primary (priority) 1); • Mohlabaneng-Machubeni shop • From Maake to Mailula; • Two line, • Maakabjeng; • Masemong; • Iketleng and • Masemomg Sub-section
Tar road	<ul style="list-style-type: none"> • Mokwawkwaila-Khesothopa

	(D3200)
Bridges	<ul style="list-style-type: none"> • Link at Rabothata Victor Section A and C (priority); • Between clinic next to Sisula Café; • Between Iketleng and Two Line via cemetery; • Between Iketleng and Two Line; • Between Ngwamawayi and Masemong; • Between Masemong and RDP
Waste Management	
Skip bins	<ul style="list-style-type: none"> • Mohlabaneng next to clinic (priority); • Jamela next to Mahlasedi crech Two line (x1); • Khosoutopa (x1); • Jamela between RDP and Masemong (x1) and • Mohlabaneng next to Digger Eating House (x1)

Community Facilities	
Mobile clinic	Iketleng and Jamela
Library	Jamela-Green Field RDP
Youth Information Centre	Mohlabaneng Section A and C
Outdoor gym	Jamela and Mohlabaneng
Primary school-Construction of New Buildings	Jamela
Community Park	Jamela-Green Field RDP
Housing	
New RDP houses	Mohlabaneng (x250) and, Jamela (x60)
Others	
Shopping complex	Jamela -Green Field RDP
Maintenance of all sports grounds	Jamela and Mohlabaneng-Section C
Upgrading of sports complex to FIFA standard	Mohlabaneng-Section C

Ward no. 20

Priorities	Villages/ Section
Sanitation	
Sanitation	
	Maphalle (x500); Shawela (x350) and Ditshosing (x300) units
Electricity	
Backlog (new extensions)	Maphalle-Naledi B (x30)
	Shawela-Extension B (x194)
	Shawela-Extension C (x55)
Backlog (Post connection)	Maphalle-Ntswelemotse B(x60)
	Shawela (x20)
	Ditshosing (x20)
High mast lights	Maphalle-Ntswelemotse (x1), Shawela (x2) and Ditshosing (x1)
Road and transport	
Paving of Streets	Mamatlepa street at Maphalle
	RDP Setabaneng street
	From church to Mashikishiki at Maphalle
	Bjabjamela Hlungwani street at

	Maphalle (Priority)
	Naledi (Machete street)
	From Ntswelemotse to Makgothokwa
	From market stall to Tshwale street
	From Mosapa to Main road Shawela
	From Mothofi to Mathe street Shawela
	From Maringa to Sebe Street Shawela
	From Nkwana to Baloyi Thomas street Shawela
	From Nokane Primary to Rasehoko street Ditshosing
	From Rabothata Modibi to Seabela Ditshosing
	From Nkwana to mohale shop Ditshosing
	From Semosa to Rabothata street Ditshosing
	From Semosa Lassi to MaMotlatso street Ditshosing
	From Sambo to Mashele Shawela village

	From Mosapa to Nkuna Tuck shop Swawela village
Low Level Bridges	Between Robert Rabothata and Rasekgolo Max Ditshosing
	Between Sebola Gilbert and Mohale Linah Ditshosing
	Between Wilson Malematsa and Tshwale magareth Ditshosing
	Between Tshepo Rabothata and Hezekiel Ditshosing (priority)
	Road to graveyard Shawela village
Culverts	Road to Maphalle cemetry
	Naledi next to Madisha
	Bjabjamela next to Anna Mokoni
	From Ramoshaba to Matsitele
	From Modish to Selai day care centre
	Street to Ditshosing cemetry
Bridges	Molototsi Bridge
	Motlatshi Bridge (Priority)
Tar roads	Road from Maphalle to Mohale-nyana
Waste Management	
Skip bins	Next to water pump in Ditshosing

	Next to Sekgota Frank in Ditshosing
	Next to Lassi Semosa in Ditshosing
	Bjabjamela in Ditshosing
	Next to bridge in Shawela
	Next to old pump machine in Shawela
	Next to assemblies church in Shawela
	Next to Bethuel Lebea in Shawela
	Mmasekguswane via Blank water road
	Modisha High school-Maphalle
	Next to Baloyi Serutla-Shawela
	Mantshana street next to Lewis Malatji-Maphalle
	Maphalle-Nakan Ntswelemotse next to Eunice Lenyanyabedi household
	Next to Oupa Sehwa-Shawela
	Next to Ngobeni and Mokgobi-Shawela
	Realedish High school-Shawela
	Nokane Primary school
	Pipa Primary school
	Cattle dip next o day care centre in

	Maphalle
	Naledi next to ZCC in Maphalle
Community Facilities	
Community Hall	Around the Motel
Old age facility	Around the Motel
Youth Information Centre	Around the Motel
Health Centre	Around the Motel
Sports Complex	Around the Motel
Housing	
New RDP houses needed	Maphalle (x200); Shawela (x250); Ditshosing (x150)
Others	
Cultural village	Maphalle Motel area
Project funding	The whole ward

Ward no.21

Priorities	Villages/ Section
Sanitation	
	Ramaroka (x200), Mohlabaneng (x200), Femane (x300), Ditshosine (x150) units

Electricity	
Backlog-Post connection	Mohlabaneng (x30); Ramaroka (x40); Femane (x30) and Ditshosine (x10)
High mast lights	Ditshosine (x2); Mohlabaneng- Monwana (priority) (x5); Femane (x3) and Ramaroka (x4)
Road and Transport	
Paving of street	<ul style="list-style-type: none"> • Mohlabaneng Fruits shop to cemetery; • Femane-from Mafikeng to Molewa (priority); • Ramaroka-from stop sign to Graveyard; • Ditshosing-from main road to Rosi farm.
Low Level Bridge	Femane: <ul style="list-style-type: none"> • From Machebeni to Mapula Malapane household; • From Mafikeng to graveyard; • From Mokgathi Letsoalo next to Mayabo Ramonyathi; • From Khenthakane to

	<p>Matome welding works;</p> <ul style="list-style-type: none"> • Between Mokholoboto and Sedutla <p>Ramaroka:</p> <ul style="list-style-type: none"> • From way to the graveyard; • From Khempharahlang to Ramaroka. <p>Mohlabaneng:</p> <ul style="list-style-type: none"> • Mabotse next to Manonyaneng; • Lebea next to Moseamedi; • Mabulana next to Depanyeka <p>Ditsosing:</p> <ul style="list-style-type: none"> • Victor Rasekwalo next to Robert Rabothata household; • Danny Seshoka to Margeret Mashalane; • Dennis Makhubela to Freddy Selowa household; • Tiny Sekete to Mobe
Tar road	<ul style="list-style-type: none"> • From Mokwakwaila to Khesothopa and

	<ul style="list-style-type: none"> • From Matipane to Maphalle • From Maholenyane to Maphalle (priority)
Bridge	<ul style="list-style-type: none"> • Between Matipane to Maphalle (Molototsi river)
Waste management	
Collection of waste	Whole village
Skip bins	Femane (x1): <ul style="list-style-type: none"> • Next to Maite Pre-school Ramaroka (x2): <ul style="list-style-type: none"> • Mohlomeni next to Ramono and • Next to crech
Community Facilities	
Multi-purpose centre	Khepharahlene
Clinic	Khepharahlene
Library	Khepharahlene
Youth Information Centre with community hall	Khepharahlene
Sport Centre	Khepharahlene
Outdoor Gym	Khepharahlene
Old Age Facility (Art and Craft	Khepharahlene

Centre)	
Housing	
Incomplete and blocked houses	Ramaroka (x2)
New RDP houses	<ul style="list-style-type: none"> • Ramaroka (x400); • Mohlabaneng (x200); • Femane (x400) and • Ditshosine (x150)
Others	
Integrated Mining (sand and brick making)	Femane-Molototsi river
Shopping complex	Khepharahlene

Ward no. 22

Priorities	Villages/ Section
Sanitation	
	Mamaila (x350) , Refilwe (x350), Nakampe(x350), Makgakgapatse (x350) units
Electricity	

Backlog (new extensions)	Mamaila (x150), Nakampe (x150), Makgakgapatse (x150), Refilwe (x150)
Backlog (Post Connection)	Mamaila (x30), Makgakgapatse (x63)
High mast lights	Refilwe-MR Primary school (x6), Mamaila-Tribal House (x4), Nakampe (x2), Makgakgapatse (x2)
Road and Transport	
Paving of Streets	Mamaila: Giyana street need to be paved/tarred
	Mamaila: from Malaka to Graveyard
	Mamaila: from Tribal to Tshamahantshi
	Refilwe: from Justice to graveyard
	Refilwe: form graveyard to church
	Refilwe: from scrapyard to tar road

	Refilwe: from monareng to Nakampe primary
	Nakampe: from Kgatla to Rabapane
	Nakampe: from mokhiwa to Sebitleng
	Nakampe: from Mokutu to Moshe
	Nakampe: from Ramapuputla to Mabulane
	Nakampe: from Tipanyika to Letsou
	From Nakampe to Botshabelo (tar road)
	Mmakgakgapatse main street (priority)
	Makgakgapatse: Gandlanani section main street
Low Level Bridges	X3 low level bridges in mamaila
	X3 low level bridges in Refilwe
	X3 low level bridges in Nakampe (priority)

	X3 low level bridges in Makgakgapatse
Bridges	From Leshabana to water machine
	From Nakampe primary and R81
Waste Management	
Skip Bins	Mamaila (x1), Refilwe (x1), Nakampe (x1) and Makgakgapatse (x1)
Community Facilities	
Library	Mamaila
Clinic	Nakampe
Youth Information Centre	Nakampe gross
Out-door gym	Nakampe and Refilwe
Sports Centre	Nakampe gross
Old Age facility	Mamaila
Housing	
New RDP house needed	Mamaila (x500), Refilwe (x500), Nakampe (x500), Makgakgapatse (x500)
Incomplete RDP houses	Mamaila (x1)
Others	

Community gardening project	Nakampe
Revival of poultry project (broilers)	Refilwe
Poultry farm (layers)	Mamaila
Community gardening project	Makgakgapatse

Ward no.23

Priorities	Villages/ Section
Sanitation	
	Maupa (x100), Belleview (x140), Sedibeng (x120) and Sefofotse (x100) units
Electricity	
Backlog-electrification of villages	Bellview (60); Sedibeng (x66) and Maupa (x50)
High mast lights	Sefofotse (x1): <ul style="list-style-type: none"> Between Dorris and Machehe Sedibeng (x1): <ul style="list-style-type: none"> Between Matlonkinsi and Malebese

Road and Transport	
Paving of streets	Belleview: <ul style="list-style-type: none"> • Main road R81 to Cemetery (priority) • Main road R81 to Head Kraal • Maupa main street
Low level bridges	Belleview: <ul style="list-style-type: none"> • Between main road and cemetery • Between Winners park and prim rose • Between Bellview old stands and clinic Sedibeng: <ul style="list-style-type: none"> • Between Sedibeng and project centre • Between Sethe and Lenyanyabedi households Maupa: <ul style="list-style-type: none"> • Between Kheodi high

	school and Polar park <ul style="list-style-type: none"> • From Ramollo to Segodi section • Between Maupa and cemetery Sefofotse: <ul style="list-style-type: none"> • Between Sefofotse village and Sefofotse cemetery
Waste management	
Skip bins	Whole ward (x8)
Community Facilities	
Community hall	Maupa
Library	Maupa
Outdoor gym	Belleview-Winners Park local ground
Youth information centre	Sedibeng
Housing	
New RDP houses	Bellview (x220), Maupa (x160), Sedibeng (x90), Sefofotse (x100)
Others	
Waste collection cooperative	Ward 23

project	
Piggery project	Ward 23

Ward no. 24

Priorities	Villages/ Section
Sanitation	
	Mamatlepa (x50), Seaphole (x100), Ramathithi (x25), Ntata (x100) and Mamokgadi (x50) units
Electricity	
Backlog (new extension)	Ramathithi (x30); Seaphole Balotwsi (x25); Seaphole new stands (x25); Mamatlepa (x47); Mamokgadi (x25); Ntata (x50)
Backlog (post connection)	Mamatlepa (x03); Ntata (x10); Mamokgadi (x5)
High mast Light	
	Ntata (03), Ramathithi (01), Seaphole (02), Mamatlepa (priority) and Mamokgadi (01)

Roads and Transport	
Paving of Streets	Mamatlepa: from tar road to Tshwale (priority)
	Seaphole: from Tshepo Selowa to Khumelong
	Seaphole: from Ezweni frank to Clinic
	Seaphole: from Mashao to Mamatlepa David
	Ntata: from Mashao high school to Mamokgone Preschool
	Mamokgadi: from Lebea to Mamokgadi primary
	Mamokgadi: from Mamaila to Khetola
Low Level Bridges	Ntata: from Sempharahlang to Mashao high school
Culverts (x3)	The road to Balotswi in Seaphole
Waste Management	
Skip Bins	Ntata (01), Mamatlepa (01), Ramathithi (01), Seaphole (01) and Mamokgadi (01)

Community Facilities	
Library	Mamatlepa and Seaphole
Youth Information Centre	Mamokgadi
Outdoor Gym	Mamatlepa
Sports Complex	Seaphole
Housing	
New RDP Houses	Mamatlepa (100), Seaphole (50), Ramathithi (17), Ntata (100) and Mamokgadi (60)
Others	
Job Creation	
Funding of all existing community projects	Ward 24
Establishment of mining project	Ward 24

Ward no.25

Priorities	Villages/ Section
Water	
Cattle dam needed	Abel, Taulome, Mohlele and Boqa
Sanitation	
	Boqa (x50), Taulome (x50), Abel

	(x60) and Mohlele (x20) units
Electricity	
Backlog-Electrification of villages	Taulome New Extension (x80)
Backlog-Post connection	Boqa (x10); Mohlele (x05); Abel (x10) and Taulome (x10)
High mast lights	Mohlele (x2); Abel (x2); Boqa (x2) and Taulome (2)
Street lights	<ul style="list-style-type: none"> Boqa (x10)
Road and Transport	
Pavement of streets	<p>Abel:</p> <ul style="list-style-type: none"> Abel main streets (priority); Road to cemetery and Road to the head kraal <p>Taulome:</p> <ul style="list-style-type: none"> Main road <p>Boqa:</p> <ul style="list-style-type: none"> Main road to cemetery Main road to Head kraal <p>Mohlele:</p> <ul style="list-style-type: none"> From main road via cemetery to Head kraal and

	<ul style="list-style-type: none"> From main road to main street
Low level bridges	<p>Abel (x7):</p> <ul style="list-style-type: none"> Road to cemetery; <p>Taulome (X3):</p> <ul style="list-style-type: none"> Between Taulome and Mokgwathi <p>Boqa (X4):</p> <ul style="list-style-type: none"> Between old stands and new stands <p>Mohlele (x2)</p>
Bridge	<ul style="list-style-type: none"> Between Abel and Shamfana; Mohlele cemetery
Tar road	<ul style="list-style-type: none"> From Ga-Kuranta to Dzumeri; From Maekgwe to Mokgwathi; From Kuranta to Khesothopa From Abel to Shamfana
Re-gravelling of streets	Whole ward
New road	From Taulome to Abel
Waste Management	
Skip bins	Boqa (x4):

	<ul style="list-style-type: none"> Section A and B; Next to high mast light; Next to Zitho café and Kellis sports ground <p>Mohlele (x5):</p> <ul style="list-style-type: none"> Head kraal; Ga-Sunane; Next to Lebepe café; Ga-Rasekgopo and Ga-Hutamo <p>Abel (x5):</p> <ul style="list-style-type: none"> Next to Seshene scrap ward; Next to Ndlonu scrap ward; Next to LT bar lounge; Morwatshehla head kraal and Next to Boreletsane primary school <p>Taulome (x5)</p>
Community Facilities	
Clinic	Abel/Taolome/Boqa
Mobile clinic	Mohlele and Taulome

Community Hall	Boqa/Taulome/Abel
Library	Boqa
Youth Information Centre	Boqa
Parks	Boqa
Outdoor Gym	Mohlele
Indoor Gym	Boqa
Sports Complex	Boqa
Fencing of Cemetery	Taulome
Housing	
New RDP houses	Boqa (x40); Taulome (x50); Abel (x40) and Mohlele (x50)
Emergency RDP houses	Abel (x6); Mohlele (x2); Taulome (x6); Boqa (x2)
Others	
Projects that need funding:	
<ul style="list-style-type: none"> Thabitha Mohlale home base care 	
<ul style="list-style-type: none"> Tsogang dropping centre 	Mohlele
<ul style="list-style-type: none"> Arethekganeng dropping centre 	Abel
Projects that need training	

and funding:	Mohlele
<ul style="list-style-type: none"> Mountain view 	
<ul style="list-style-type: none"> Abel football club 	Abel
School transport	Whole ward
Clinic project (Ngingirakani)	Boqa
Grading of sport ground	Taulome

Ward no. 26

Priorities	Villages/ Section
Water	
All villages in ward 26 need water supply	Ward 26
Sanitation	
	Jokong (x67), Kuranta (x90), Mpepule (x69), Ramodumo (x133) and Shamfana (x91) units
Electricity	
Electrification of villages	Jokong (x16); Mpepule (x45); Ramodumo (x16) and Shamfana (x74); Kuranta (x15); Mpepule (x45) households

High mast lights	Jokong (x2)
Road and Transport	
Street paving	Mpepule (priority)
Tarring of roads	<ul style="list-style-type: none"> • Road from Seaphole (D3203) to Ramodumo (D32261)(priority 1); • Mpepule to Shamfana via Bambewi; • Jokong to Silawa (priority 2); • Mpepule to Skonyane; • Kuranta to Abel (D3220); • Abel to Lekgareg (D3221); • Kuranta to Bochabelo • Shamfana to Abel
Clinic Street	Ramodumo
Low Level Bridges	<ul style="list-style-type: none"> • Between Kuranta and Bochabelo; • Between Jokong and Silawa; • Between Mpepule and Shamfana; • Between Ramodumo and

	Kuranta.
Waste Management	
Skip bins	<ul style="list-style-type: none"> • Jokong (x3)- next to Lerato tavern; -Next to Sports ground; -Next to Manwagae <ul style="list-style-type: none"> • Kuranta (x2)-next to Makatika Bar Lounge; -Next to General dealer; <ul style="list-style-type: none"> • Shamfana (x2)-next to community hall; -Next to Shamiriri Primary school <ul style="list-style-type: none"> • Mpepule (x1)-next to head kraal; -Next to Mampeule; -Next to Sports complex and <ul style="list-style-type: none"> • Ramodumo (x1)-pay point next to clinic -Next to Mawila; -Next to Macheka spaza shop.
Community facilities	
Health Centre	Kuranta
Clinic	Jokong and Shamfana

Youth Information Centre	Shamfana next to Community Hall
Library	Kuranta; Jokong
Community hall	Jokong
Primary School	Jokong
Housing	
New RDP house	Jokong (x96); Kuranta (x98); Mpepule (x60); Ramodumo (x51) and Shamfana (x74)
Others	
Road sign board to Shamfana	Shamfana; Jokong
Funding of community mining project.	Molototsi river
Interpretation boards (Roads)	All roads
Speed humps	Kuranta; Jokong

Ward no. 27

Priorities	Villages/ Section
Sanitation	
	Mamanyoha (x150), Hlohlokwe

	(x150), Rampepe (x100), Mookoni (x120), Rajeke (x100) and Mahekwe (x60) units
Electricity	
Backlog-Electrification of villages	Rampepe-Extension (x4); Hlohlokwe Extension (x6) and Rajeke-Extension (x30)
Backlog-Post connection	Mamanyoha (x5); Hlohlokwe (X8); Rampepe (x1); Mohokoni (x20); Rajeke (x4) and Mahekwe (5)
High mast lights	
	Rampepe (x2) and Mahekwe (x1)
Road and Transport	
Pavement of streets	<ul style="list-style-type: none"> • Mamanyoha-from Kgatla to Matome road; • Completion of phase 2- Hlohlokwe pavement; • Rampepe-from bus stop to Sekgota; • Mookoni-from tar road to Rakwahla • Rajeke-construction of

	<p>phase 2 and</p> <ul style="list-style-type: none"> • Mahekwe-from Mokufi to the cemetery.
Tarring of road	<ul style="list-style-type: none"> • Road from Mokwakwaila to Mawa; • Road from Rampepe via Mamanyoha to Taulome and • Road from Mookoni to Buqa.
Low Level Bridge	<p>Rampepe</p> <ul style="list-style-type: none"> • Road to Ramabolela Secondary School (x2) <p>Mookoni</p> <ul style="list-style-type: none"> • Makgoshi street(x1) <p>Mamanyoha</p> <ul style="list-style-type: none"> • Road to Mamanyoha Primary school (x3); • Motsinyadi street (x1); • Crèche street (x2) and • Mohale street (x1) <p>Mahekwe</p>

	<ul style="list-style-type: none"> • Road from Shisani to Mathebula (x3) <p>Thlothlokwe</p> <ul style="list-style-type: none"> • Paleni street (x2); • Mangwako street (x1); • Next to Mpule street (x1); • Mmahlaba-road to cemetery (x1) and • Road to ZCC (x1). <p>Rajeke</p> <ul style="list-style-type: none"> • Madekwane street; • Teric Selowa street and • Main street
Culverts	X3 culverts-from Mokwakwaila to Rampepe
Bridge	Between Mohokoni, Rajeke and Buqa; Access road to Rampepe village
Waste Management	
Waste collection	Whole ward
Skip bins	Whole ward (x6)
Community Facilities	

Outdoor gym	All six villages
Clinic and or Mobile clinic	Between Rajeke and Mahekwe
Clinic	Rampepe
Mobile clinic	Thlothlokwe
Multi-purpose centre	Ward 27
Community hall	Thlothlokwe
Housing	
Incomplete/Blocked RDP houses	Mamanyoha (x4)
New RDP house	Mamanyoha (x200); Thlothlokwe (x200); Rampepe (x200); Mookoni (x200); Rajeke (x200) and Mahekwe (x150)
Others	
Shopping complex	Mokwakwaila
Mining, Brick making, Trading etc.	Mohokoni
Funding of projects	Whole ward

Ward no. 28

Priorities	Villages/ Section
Sanitation	
	Mahuntsi (x40), Masengani (x40), Mikolkomp (x40), Barcelona (x45), New stands (x40), Shimonela (x30), Manyunyu (x60), Duvula shikulu (x70), Komisani sweswe (x70) and Deep 11 (x70)
Electricity	
Backlog (new extensions)	Masengani (30), Mikolkomp (10), Barcelona (400), Shimonela (03) and Deep 11 (10)
Backlog (Post Connection)	Masengani (4), New stands (3), Shimonela (3), Manyunyu (10), Duvula shikulu (10)
High mast lights	Mahuntsi (1), Masengani (1), Mikolkompo (1), Barcelona (2), New stands (1), Shimonela (1), Manyunyu (1), Duvula shikulu (2),

	Komisani sweswe (2) and Deep 11 (2)
Road and Transport	
Paving of Streets	From mahuntsi via new stands via shimonela to deep 11
	From mikolkompo via Barcelona via manyunyu via Duvula shikulu to Chake
	From Sports complex to join the road from Duvula shikulu
Low Level Bridges	Between mahuntsi to mikolkompo
	Between masengani to mikolkompo
	Between mikolkompo and Barcelona
	Next to Sam Mtileni
	Next to Mkhari
	Next to Sports complex (Grace Kubayi)
	Next to Bazooka
	Next to Mahlala
	Next to Mtititi (Manyunyu)

	Next to Daniel Mlambane (Manyunyu)
	Next to Stanley Ngobeni to Chief Duvula
	Next to Eva Annis
	Next to Khy Mayimela (Mahuntsi)
	Next to Jack Hlungwani (New stands)
	Next to Xitsabi (Shimonela)
	Next to Pastor Chita (Shimonela)
	Next to Heleketa (Shimonela)
	Next to Pastor Manganyi
	Next to Makonto
	Next to Japhta Xikalichani
	Next to Tshamakanyi
	Next to ZCC church
	Next to Mbateni Bar Lounge
Bridges	Mosukuluzi River
Culverts	Between Blinkwater and Rotterdam (1)
	After Mosulukuzi River (1)
Waste Management	

Skip Bins	Mahuntsi (2), Masengani (2), Mikolkompo (2), Barcelona (2), Newstands (2); Shimonela (2), Manyuny (2), Duvula shikulu (2), Komisani sweswe (2) and Deep 11 (2)
Community Facilities	
Community Hall	Ward 28
Out-door Gym	Ward 28
Youth Information Centre	Ward 28
Swimming Pool	Ward 28
Recreational Centre	Ward 28
Satellite Police Station	Ward 28
Old Age Facility	Ward 28
Disability Centre	Ward 28
Addition of Classrooms	Dumani primary school
Addition of Classrooms	Berca primary school
Addition of Classrooms	Mahuntsi primary school
Housing	
New RDP house needed	Duvula shikulu (40), Manyuny (40), Barcelona (40), Komisani Sweswe (50), Deep 11 (40),

	Mahuntsi (30), Masengani (30), Mikilkompo (30), Shimonela (30) and New stands (40)
Incomplete RDP houses	10 households in ward 28 (subject to verification by the ward committees of the sections)
Others	
Shopping Complex	Ward 28
Piggery Project	Ward 28
Bead Work Project	Ward 28
Cattle dip	Ward 28
Rotterdam Community Radio Station	Ward 28

Ward 29

Priorities	Villages/ Section
Water and Sanitation	
Water	
Replacement of water pre-paid meters	Mokgoba, Modjadjiskloof
X2 reservoir needed	Sekgopo

Reticulation extension	Sekgopo-Maboke
Additional boreholes needed (x4)	Sekgopo
Bulk water supply needed	Sekgopo
Replacement of asbestos water pipes	Modjadjiskloof
Sanitation	
Connection of sewage line	Mokgoba to Modjadjiskloof
X500 units needed	Sekgopo
Sewage pipe and booster pumps needed	Modjadjiskloof next to Khulani timbers
Connection of remaining houses to the water borne sewerage system	Modjadjiskloof
Electricity	
Replacement of electricity pre-paid meters	Mokgoba, Modjadjiskloof
Electrification of new extension-Backlog	Sekgopo-Maboke (x350) households
High mast lights	
Apollo lights needed	Mokgoba (x4); Sekgopo (x6) and Modjadjiskloof (x10)
Refurbishment of all LT overhead	Modjadjiskloof

lights	
Street lights	Replace all street lights in Modjadjiskloof and Mokgoba to Energy efficiency street lights, Street lights needed from Information centre to 1 st Giyani turn off, Street lights needed at the intersection in Mooketsi (2 nd Giyani turn off), Street lights at Mooketsi-Morebeng turn off.
Road and Transport	
Pavement of Streets	Mokgoba Sekgopo
Low level bridges	Mokgoba (x2) Sekgopo (x50)
Re-gravelling of streets	Sekgopo
Culverts	Sekgopo (x30)
Speed humps needed	Modjadjiskloof
Rehabilitation of informal streets	Modjadjiskloof
Road marking needed	Modjadjiskloof

Waste management	
Skip bins	Mokgoba (x1) and Sekgopo (x4)
Waste collection	Mokgoba; Sekgopo
Community Facilities	
School Admin offices needed	Maupa Primary School (Mokgoba) Mantsha Pre-school Maboke Pre-school
Class Blocks needed	Mantsha Pre-school (x2) Maboke Pre-school (x3)
Community hall	Sekgopo
Health centre	Sekgopo
Youth Information centre	Sekgopo
Maintenance of cemetery fence	Modjadjiskloof
Housing	
New RDP houses needed	Mokgoba (x1000) and Sekgopo (x350) units
Incomplete RDP houses	Sekgopo (x4) units
Community hall	Modjadjiskloof
Clinic	Modjadjiskloof
Others	
Land for development needed	Ward 29
Shopping complex	Ward 29

Funding of community projects	Ward 29
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Ward no.30

Priorities	Villages/ Section
Sanitation	
	Kgopong (x10), Polaseng (x150), Boshakge (x20), Mothobeki (x170), Ramaroka (x20), Mabulane (x14), Matshelapata (x100), Tlatsa (x15) and Sekgothi (x20); Kgopone (x20) units
Electricity	
Backlog-Electrification of villages	<ul style="list-style-type: none"> • Boshakge and Boshakge Extension (x75); • Mabulane (x20); • Mothebikhi (x5) • Sekgothi and Sekgothi Extension (x6) and • Tlatsa (x15)
High mast lights	<ul style="list-style-type: none"> • Sekgothi: Next to Sekgwari high school • Polaseng:

	Between secondary and primary school <ul style="list-style-type: none"> • Mothobeki: Next to Mothobeki primary school
Road and Transport	
Pavement of streets	<ul style="list-style-type: none"> • From Sekgothi to Boshakge • Mothobeki phase 2
Low level bridges	Whole ward
Waste management	
Skip bins	Matshelapata (x1): <ul style="list-style-type: none"> • Next to Thusong liquor restaurant Polaseng (x1): <ul style="list-style-type: none"> • Next to Madimane café
Community Facilities	
Clinic	Ramaroka-Mashasheng
Youth Information Centre	Mabulane
Library	Mothobeki
Sports Complex	Polaseng
Community Hall	Matipane and or Polaseng
Housing	
New RDP houses needed	Mabulana (x15); Matshelapata (x35); Mothobeki (x25); Tlatja (x15); Kgopong

	(x8); Ramaroka (x7); Sekgothi (x10); Polaseng (x50); Boshakge (x20)
Incomplete RDP houses	Mabulana (x3); Mothobeki (x23); Kgopong (x2); Ramaroka (x1); Boshakge (x2)

Table no.47: Boreholes Analysis

Ward no. 01

Borehole no.	Village/Location	Supply to	Status	Problem/Challenges
	Khehlomamotheka	Khehlomamotheka	Not Operational	
	Khehlomamotheka		Not Operational	Water pump machine broken
	Maolwe	Mahuwa	Not Operational	
	Maebe next to Masalanabo	Modutung	Not Operational	
	Majakaneng		Not Operational	Not equipped
	Majakaneng		Not Operational	Not equipped
	Makuthukwe		Not Operational	Not equipped
	Byene		Not Operational	Not equipped
	Pakone	Pakone	Not Operational	Not equipped
	Mabusana	Mabusana	Operational	
	Mahuwa		Not Operational	

New Additional Boreholes Needed

- Madumelane;

Thibene

Ward no. 02

Borehole no.	Village/Location	Supply to	Status	Problem/Challenges
H11	Bodupe	Makoleng-Moshakge	Operational	Water network needed Illegal connection Water pump machine broken
H1689	Bodupe-Tribal office Mohlakong	Mohlakong	Not Operational	Illegal connection Electrical connection
H489	Bodupe next to community hall	Mohlakong	Not Operational	Mechanical problems
	Motsinoni next to soccer ground	Motsinoni	Operational	Insufficient water
	Motsinoni next to soccer ground	Motsinoni	Not Operational	Not equipped Water pump machine needed
	Next to Moshakga P. school	Moshakga	Not operational	Awaiting electricity connection
	Mphakamalema			Extension of water pipe line
	Khetone-Moshate		Not operational	Mechanical problems

New Additional Boreholes Needed

- Bodupe-Mohlakong; khethone

Ward no.03

Borehole no.	Village/Location	Supply to	Status	Problem/Challenges
	Medingwen next to local ground	Tshabelamatswale	Operational	
	Mandela Park next to Makhweni	Tshabelamatswale	Not operational	
	Medingwen next to Rampedi household	Tshabelamatswale	Not operational	Transformer needed
	Tshabelammatswale next to Newcastle	Tshabelamatswale	Not operational	Not equipped
	Medingwen next to next to Billy Manoko household	Mapaana	operatinal	
	Mapaana next to Primary play ground	Mapaana	Not operational	No water reticulation
	Mapaana next to Mapaana primary school	Mapaana	Not operational	
New	Motsemohlophe next to old age facility	Meloding	Not operational	No water reticulation
	Home 2000 next to Motsekga household and Billy's car wash	Home 2000	Not operational	No water reticulation

New Additional Boreholes Needed

- Las Vegas-Ward 03; Mapaana-Mmotoro; Rapitsi Extension-Ward 03

Ward no. 05

Borehole no.	Village/Location	Supply to	Status	Problem/Challenges
	Rabothata inside church site	Rabothata	Not operational	Need pump and installation of tanks
	Rabothata	Rabothata	Operational	
	Modumelane next to Michael Phaladi household	Modumelane	Not operational	Not equipped
	Modumelane next to Mmastaff household	Modumelane	Not operational	Not equipped
	Malaeneng next to Magoletxa High School	Malaeneng	Not operational	
	Malaeneng next to Ranaga household	Malaeneng	Not operational	
	Sekgoti next to Johannes Raboroko household	Sekgota	Operational	
New	Malematja	Malematja	Not operational	Need to be energised
	Kgapane next to Phukubje's Tavern	Kgapane Section	Not operational	
	Lebala next to Kgara household		Not operational	
	Manyeleti		Operational	
	CSIR project Majonini	Majonini	Not operational	Water not reaching tanks

New Additional Boreholes Needed

- Maraka

Ward no. 06

Borehole no.	Village/Location	Supply to	Status	Problem/Challenges
H8070991	Madibeng	Madibeng	Operational	
H8070992	Madibeng	Madibeng	Not Operational	Trapping electricity
H071020	Shotong-clinic	Shotong	Not Operational	Water pump machine stolen
H071084	Shotong next to Selematsela household	Shotong	Not Operational	Water pump machine parts stolen
H072016	Shotong next to cemetery	Upper Shotong	New	Not yet commissioned
H071028	Modubung next to Rakgabale household	Modubung	Operational	Low yield
H071979	Kethothone next to Madlesa Eating House	Khethothone	Operational	
H072038	Makhurupetsi next to play ground	Rampenyane; Makhurupetji; Mokwasele	Operational	
H071939	Mokwasele next to Mapaki	Mokwasele	Not Operational	Water pump machine broken
	Mokwasele next to Molimisi	Mokwasele	New	Not yet commissioned

New Additional Boreholes Needed

- Modubung; Mokwasele; Madibeng; Shotong.

Ward 07

Borehole no.	Village/Location	Supply to	Status	Problem/Challenges
H07/0992	Iketleni	Iketleng	Operational	
H07/0654	Iketleng	Iketleng	Operational	
	Iketleng	Iketleng	Operational	
H07 1386	Rabothata	Rabothata to Maraka	Not operational	Dry
H07 1387	Rabothata	Rabothata to Maraka	Operational	
H07-0988	Makhurupetsi	Half of Makhurupetsi	Operational	
H07 180	Mamakata	Mamakata	Not operational	Mechanical motor needed
H071681	Mamakata	Mamakata	Not operational	Mechanical motor needed
H71680	Mamakata	Mamakata	Operational	

New Additional Boreholes Needed

- Molelema; Sekhutini; Madiokong; Mohlakamosoma; Rasodi; Raselaka; Satlalen; Mollong; Maraka; Rabothata

Extension of pipes

- Molelema; Sekhutini; Madiokong; Mohlakamosoma; Rasodi; Raselaka; Satlalen; Mollong; Iketleni; Maraka; Rabothata; Makhurupetji; Mamakata

Ward 08

Borehole no.	Village/Location	Supply to	Status	Problem/Challenges
	Mandela Park next to Mamphakhathi dam	Mandela Park	Not Operational	Water pump machine needed
	Mandela Park next to Mamphakhathi dam	Mandela Park	Not Operational	Water pump machine needed
	Rapitsi next to local ground	Rapitsi	Not operational	Pipes needed
	Rapitsi next to Moshole Lodge	Rapitsi	Not operational	Water pump machine needed
	Rapitsi	Rapitsi	Operational	
	Mamphakhathi next to the dam	Mamphakhathi	Operational	
	Mamphakhathi next to Bodupe sports ground	Mamphakhathi	Not operational	
	Mamphakhathi next to Mondo	Mamphakhathi	Not operational	
	Mamphakhathi next to Nyofonyofo nursery	Mamphakhathi	Not operational	
	Mamphakhathi next to Malapane household	Mamphakhathi	Not operational	
	Burkina Faso next to Malapane household	Burkina Faso	Not operational	

New Additional Boreholes Needed

- Mandela Park (x2); Rapitsi (x2); Itieleng (x3); Mamphakhathi (x2); Burkina Faso (x2)

Ward no. 09

Borehole no.	Village/Location	Supply to	Status	Problem/Challenges
H090004	Sekgopo-Moshate next to ZCC church	Part of Moshate and Mailula	Not Operational	
H090123B	Sekgopo-Moshate next to Motswidikanye P. School	Part of Moshate and Mailula	Operational	
H090123A	Middle Letaba on the road side to Sekgopo-Moshate	Part of Moshate and Mailula	Not Operational	Water pump machine broken; columns and rods not working
H09005	Makola village	Makola	Operational	
H090066B	Mokganya next to ZCC church	Part of Mokganya	Not Operational	Transformer needed
GVL51640013	Marotholong next to Ngolele household	Part of Marotholong and Malatji	Not Operational	Upgrade pressure pump
H090006A (Diesel Pump)	Mokganya next to ZCC church	Part of Mokganya	Operational	Upgrade pressure pump Convert to electricity
H090068	Next to Letaba river	Part of Mogano	Not Operational	Water pump machine and needed Electricity connection needed
	Mokganya next to Makhudu	Part of Mogano	Operational	
H402893	Badimong next to Letaba River	Marotholong	Not Operational	Transformer needed
	Marotholong next to Mounnik P. School	Part of Marotholong-Moshongo	Operational	
	Marotholong next to Ngolele Household	Part of Marotholong	Not Operational	Water pump machine broken

New Additional Boreholes Needed

- Malatji (Priority); Tipeng; Setaseng-Morekeleng

Ward no. 10

Borehole no.	Village/Location	Supply to	Status	Problem/Challenges
H090060	Motseketla and Maboing	Motseketla and Maboing	Operational	Leaking
H090034	Maboing	Maboing	Not operational	Need to be fixed
H090035	Maboing	Maboing	Not operational	Need to be fixed
H090044	Maboing	Maboing	Not operational	Need to be re-drilled
H0090031	Makhabeni and Motseketla	Makhabeni and Motseketla	Operational	Leaking
H009/00120	Lehlangeng	Lehlangeng	Operational	
H009/00119	Lehlangeng	Lehlangeng-Moshongo	Operational	
H090388	Mameriri	Mameriri	Operational	
H090021	Makhabeni	Makhabeni	Not operational	Need to be fixed
H090009	Lehlangeng	Lehlangeng	Not operational	Need to be fixed
H090010	Lehlangeng	Lehlangeng	Not operational	Need to be fixed
H090017	Maboing	Maboing	Not operational	Need to be fixed
H090022	Motseketla	Motseketla	Not operational	Need to be fixed
H090023	Motseketla	Motseketla	Not operational	Need to be fixed
H090024	Morakong	Morakong	Not operational	Need to be fixed

H090025	Morakong	Morakong	Not operational	Need to be fixed
H090050	Lebjelola	Lebjelola	Not operational	Need to be fixed

New Additional Boreholes and reservoir needed (Lehlangeng; Lebjelola; Motjeketla; Maboing)

Ward no. 11

Borehole no.	Village/Location	Supply to	Status	Problem/Challenges
H0560	Matswi next to clinic	Hlobola	Operational	
H0047	Next to Matswi Bus stop	Upper Matswi	Not Operational	Rods needed
H0760	Itieleng next to Matome household	Itieleng	Not Operational	Rods needed
H0561	Hlabeleng next to Moshate	Hlabeleng	Not Operational	Not water network
H0537	Itieleng next to Seoka household	Itieleng		
New	Mponeng next to Lefopane Tuck shop	Mponeng	Not operational	Need water reticulation
New	Morwatshehla	Morwatshehla	Not operational	Need to be upgraded

Ward 13

Borehole no.	Village/Location	Supply to	Status	Problem/Challenges
H10813	Senwamokgope	Vaal Water 2	Operational	
H100567	Lemondokop	Senwamokgope	Not operational	Need submission pump
H100380	Lemondokop	Senwamokgope	Not operational	Pull bearing needed
H100793	Lemondokop	Senwamokgope	Not operational	Electricity problem
H100847B	Senwamokgope	Senwamokgope	Operational	
H100845	Senwamokgope	Senwamokgope	Operational	
H100917	Lemondokop	Senwamokgope	Not operational	Not equipped
	Lemondokop	Senwamokgope	Operational	
H100191	Vaal water 2	Vaal water 2	Not operational	Need pumps and rods
H100816	Vaal water 2	Vaal water 2	Not operational	Dry
H100086	Itieleng	Itieleng	Operational	
H100752	Itieleng	Itieleng	Operational	
H100423	Itieleng	Itieleng	Operational	
H10086B	Itieleng	Itieleng	Operational	New
	Itieleng	Merakong Secondary school		Pipeline blocked
H100143A	Kwatane	Kwatane	Operational	
H100143C	Kwatane	Kwatane	Not operational	Have electricity problems and need water pump machine

H106431	Kwatane	Rakgara	Not operational	Water pump machine needed
H10055	Chabelane	Chabelane	Not operational	Water pump machine needed
H100479	Chabelane	Chabelane	Not operational	Dry
H100437	Chabelane	Chabelane	Not operational	Dry
H106674	Chabelane	Chabelane	Not operational	Dry
H106674B	Tabanatswana	Tabanatswana	Not operational	Water pump machine needed
H100674C	Tabanatswana	Tabanatswana	Operational	
H100638	Tabanatswana	Tabanatswana	Not operational	Need upgrade to electricity and element needed

New Additional Boreholes needed with water tanks

- Chabelane; Vaal water 2-Phatudi section; Mountain view; Rakgara; Kwatane; Kwatane-Lebepane section

Ward 14

Borehole no.	Village/Location	Supply to	Status	Problem/Challenges
H10-0461	Iketleng no.2	Iketleng no.2	Operational	Reservoir needed
H10-0188	Iketleng no.1	Iketleng no.1; Jacob Zuma Section and half of Iketleng no.2	Operational	It does not supply enough water
H10-0960	Phelindaba	Phelindaba	Operational	Element needed
H10-0034	Phelindaba	Phelindaba	Not operational	Element broken

H10-0489	Phelindaba	Phelindaba new section	Operational	
H10-0850	Phelindaba	Nyakelene old and new section	Operational	
H10-0814	Nyakelane	Nyakelane	Not operational	Need to be equipped
H10-0548	Phelindaba	Jacob Zuma and Iketleng no.1 and no.2	Not operational	Need to be equipped

New Additional Boreholes needed with water tanks

- Jacob Zuma section
 - Water reticulation and reservoir needed Iketleng no.1
 - Water reticulation needed Phadzirini section

Ward 15

Borehole no.	Village/Location	Supply to	Status	Problem/Challenges
H100609B	Mmonatsohle next to Mabaka-tshaba	Itieleng; Mmonatsohle	Not Operational	Element needed (P50)
H100715	Mmonatsohle next to Mojela household	Itieleng; Mmonatsohle	Not operational	Uncompleted
H100431	Raphahlelo Masate section next to Mokhesi Café	Mosethanyane A and B; Mampyana	Not operational	Need to be upgraded to electricity
H100459	Raphahlelo Masate section next to Mokhesi Café	Mosethanyane A and B;	Not operational	Need to be upgraded to

		Mampyana		electricity
H100801	Raphahlelo Roman's next to Jeppe Makhananena household	Mosethanyane A and B; Mampyana	Not operational	Submersible pump needed (22 watts)
H100429	Raphahlelo next to Maleka tavern	Mosolahanyane B	Operational	
H0100151A	Raphahlelo Mampjana section next to Ramano household	Mampjana-Makhwibidung	Not operational	Need to be upgraded to electricity
H100154B	Raphahlelo Mokhatsini section next to Mothepe household	Mahenbeni A	Operational	Need to be upgraded to electricity
H100154	Raphahlelo Mabetleng section next to Raphahlelo household	Mahembeni A and A	Not operational	
	Raphahlelo Mountain view next to Mokgabonama	Mountain view	Operational	
New	Raphahlelo Sebelalo view-Mosomoki stream	sebelalo		Need to be energised
H100611B	Phooko Setaneng next to Makhudu High School	Sethlale; Setaseng, Part of Kwatane; Tikyline; Sodoma	Not operational	Pull bearing needed
H10014B	Phooko Sodoma next to Nduna Matsena household	Sodoma; Tikyline	Operational	
H100611	Phooko Setaseng next to Makhudu High School	Sodoma; Tikyline	Operational	
H100636	Phooko Sethlale-Sodine	Sodine	Operational	
H100873	Phooko Iketleng next to Pelo-ya-Kgana High School	Iketleng	Operational	
H100609A	Phooko Mmonatsohle next to Mabokatshaba household	Iketleng; Mmonatsohle	Operational	

Ward 17

Borehole no.	Village/Location	Supply to	Status	Problem/Challenges
H10-0158A	Block B next to Sutha's ice	Naledi	Operational	
H10-0158B	Naledi next to Shiners F.C	Naledi; Sione; Mabhemane and Mabokeng	Operational	
H10-0158C	Block B next to Tar road	Block B	Operational	
H10-0158D	Mabokoneng next to Apollo light	Mabokeng and Sethaseng	Not operational	Element needed
H10-0165	Next to Matsiditsi river	Sethaseng; Citizen; Happy Stars	Operational	
H10-0167A	Naledi next to bridge to cemetery	Naledi; Sione and Mabitleng	Not operational	Submersible pump needed
H10-0167B	Sione next to ZCC church	Sione; Naledi and Mabitleng	Not operational	Locked and dry
H10-0472	Sione inside ZCC church	Naledi; Sione and Mabitleng	Not operational	Need to be equipped
H10-0166A	Mosamatsiditsi ga Sekowe	Mosamatsiditsi	Operational	
H10-0166B	Mosamatsiditsi ga-mampheko	Mosamatsiditsi	Not operational	
H10-0166C	Mmonatsahle next to Mogale	Mmonatsohle	Operational	Supply little water and need to be checked thoroughly
New	Citizen next to sport field	Citizen and Happy stars	Not operational	Need to be electrified
New	Mmonatsohle next to Mphuma	Mmonatsohle	Not operational	Need to electrified
Bulk supply	Middle Letaba Dam	Entire ward	Not operational	Need to be investigated

New Additional Boreholes Needed

- Naledi; Mabitleng ; Carel’s Garden 1 and 2; Mabhemane
 - Bulk water supply needed from Middle Letaba
 - Dam needed
 - Water reticulation (extra-pipes) needed in Mabokeng; Sethaseng and Mabitleng

Ward 19

Borehole no.	Village/Location	Supply to	Status	Problem/Challenges
H070089	Lebaka next to Botha Bosetsi	Mohlabaaneng	Operational	Borehole drying up
H071407	Along main road D3200 next to Diggers	Mohlabaaneng	Operational	
H071029	Along main road D3200 next to Modhatswe river	Mohlabaaneng	Operational	
H070845	Next to Nakalatolo river	Mohlabaaneng	Not Operational	Water pump machine stolen
H070880	Next to Modhatswe river	Mohlabaaneng	Not Operational	Not equipped
H071812	Next to Nakalatolo river MmamaKay farm	Mohlabaaneng	Not Operational	Not equipped
New	Next to Modhatswe north of Mohlabaneng village	Mohlabaaneng	Not Operational	Not equipped

New	Next to Modhatswe north of Mohlabaneng village	Mohlabaneng	Not Operational	Not equipped
H070103	Maakabjene next to earth dam	Jamela	Not Operational	Water pump machine motor and pulley needed
H070105	Maakabjene next to earth dam	Jamela	Operational	
H070104	2 line next to Mahlasedi day care centre	Jamela	Operational	
New	Next to Molaudzi's church	Jamela	To be handed over	
	Bulk water supply and reservoir needed	Mohlabaneng Extension C and B; Jamela		
	Installation of water reticulation and water tanks	Mohlabaneng Section A and B; Jamela-Masemong		

New Additional Boreholes Needed

- Mohlabaneng Extension C and B; Jamela

Ward 20

Borehole no.	Village/Location	Supply to	Status	Problem/Challenges
H07/0841	Maphalle next to Jamela cemetery	Naledi	Not operational	Need to be upgraded to electricity
H07/1309	Maphalle next to Young stars local ground	Ntswelemotse new Stands	Not operational	Not equipped
H07/1181	Maphalle next to cattle dipping vat	Ntswelemotse, Naledi A, Bjabjamela, Sethabaneng, Platane	Not operational	Rods fallen inside the borehole
H07/0464	Maphalle next to Zokua	Platane, Ntswelemotse, Sethabaneng	Not operational	Element broken
New	Sethabaneng	Sethabaneng	Operational	
New	Ntswelemotse next to Mokgothoko bin	Ntswelemotse	Operational	
	Next to the Jamela river	Maphalle (Naledi)	Operational	Running dry
H07/0095	Shawela next Masapa household	Shawela	Not operational	Water pump machine stolen
H07/1893	Shawela next to Assemblies church	Shawela	Operational	
H07/0705	Ditshosing next to Rabothata brick ward	Ditshosing	Operational	
Ho7/1402	Ditshosing next to Rabothata brick ward	Ditshosing	Not operational	Water pump machine stolen
New (x6)	Shawela		Not operational	Need to be equipped

New Additional Boreholes Needed : Shawela B; Ditshosing; Bjabjamela

- Reservoirs needed Ditshosing and Shawela

Ward 21

Borehole no.	Village/Location	Supply to	Status	Problem/Challenges
H07-0845	Mohlabaneng	Mohlabaneng and Monwana	Not operational	Need electricity
H070089	Mohlabaneng	Mohlabaneng and Ga-Monwana	Operational	
H07/0545	Ramaroka	Ramaroka	Operational	
	Ramaroka	Ramaroka	Operational	
H070096	Ramaroka	Ramaroka	Operational	Need to be upgraded
H070079	Femane	Femane	Operational	
	Femane	Femane	Operational	
H07-0082	Femane	Femane	Not operational	Has collapsed
H07-0473	Femane	Femane	Not operational	Has collapsed
H07-0081	Femane	Femane	Not operational	Need to be electrified
	Ditsosing	Ditsosing	Not operational	Need to be upgraded to electricity
H07-0419	Mohlabaneng	Mohlabaneng	Not operational	Need to be upgraded to electricity
H07-0478	Mohlabaneng	Mohlabaneng	Not operational	Need to be upgraded to electricity
Ho7-01402	Ditsosing	Ditsosing	Not operational	Need to be upgraded to electricity

New Additional Boreholes Needed

- Femane Extension 1 and 2; Mohlabaneng-Monakhesi; Manonyaneng and Ditsosing (priority)

Ward 22

Borehole no.	Village/Location	Supply to	Status	Problem/Challenges
	Refilwe Mokhebaba Dam	Refilwe	Operational	The contractors locked the borehole due to payments disputes
	Refilwe next to graveward	Nakampe Old Stands; Meretseni; Refilwe 3A; Refilwe 4 and 5	Operational	The contractors locked the borehole due to payments disputes
	Refilwe Zone 3A next to Mamorobela household	Refilwe zone 1,2 and 3	Operational	No enough water; Additional rods required
	Refilwe next to Makomene scrapyard	Whole ward	Not Operational	Need to be upgraded
	Refilwe next to Chabalala household	Refilwe zone 1,2 and 3	Operational	Need to be upgraded
	Refilwe next to Mokgomola household	Refilwe zone 3	Not operational	Need to be upgraded
	Refilwe next to Makomene scrapyard	Refilwe	Not operational	Need to be equipped
	Mamaila old paving next to R81	Mamaila	Operational	
	Mamaila next to cattle dipping vat	Mamaila	Operational	
	Mamaila next to R81	Mamaila	Operational	
	Mamaila behind Phaphadi Crèche	Mamaila	Not operational	Unknown
	Mamaila next to Mathebula household	Mamaila	Not operational	Dry

	Mamaila-Morago-ga-thaba	Mamaila	Not operational	Need to be equipped
	Nakampe next to cattle dipping vat	Nakampe	Not operational	Dry
	Nakampe next to Ramatsi New stands	Nakampe	Not operational	Dry
	Nakampe-Merejeni next to Rabothata household	Nakampe	Not operational	Dry
	Makgagapatse next to Selana household	Makgagapatse	Operational	
	Makgagapatse next to Nyabebongala dam	Makgagapatse	Operational	
	Makgagapatse next to Abby Selowa household	Makgagapatse	Not operational	Hand pump next to be upgraded
	Makgagapatse next to Rapakampholwelwa household	Makgagapatse	Not operational	Need to be upgrade; No enough water
	Makgagapatse next to Joyce Mothipa	Makgagapatse	Closed	

New Additional Boreholes Needed

- Nakampe-Nyezamba section (Priority); Nakampe-Meretjeni; Nakampe-Reineth section; Makgagapatse-Makgaka section; Makgagapatse-Gandlanani section; Reservoirs needed Makgagapatse

Ward 24

Borehole no.	Village/Location	Supply to	Status	Problem/Challenges
H07/1147	Seaphole next to bridge	Seaphole	Operational	Need reservoir
H071187	Seaphole next to Ramahlo Simon's household	Seaphole	Not operational	Dry
H070522	Seaphole next to Masekele	Seaphole	Not operational	Need to be equipped
H070195	Seaphole next to Seaphole crech	Seaphole	Not operational	Need to be equipped
H070984	Next to Molototsi river	Mamatlepa	Operational	
H070718	Next to Makhurupetsi	Mamatlepa	Not operational	Need element
H071183	Mext to Molototsi river	Mamatlepa	Not operational	Dry
H071185	Next to Zitha	Mamatlepa	Not operational	Dry
H070548	Next to Ngobeni	Mamakgadi	Not operational	Need water pump machine
H070119	Next to Mamokgadi Primary school	Mamokgadi	Not operational	Need water pump machine
H071505	Next to ZCC	Mamokgadi	Not operational	Need water pump machine
H070083	Next to Hlongwane	Ntata	Operational	
H070683	Next to Molototsi river	Ntata	Not operational	Element needed
H071508	Next to Oupa Makhubela household	Ntata	Not operational	Need pulls
H070476	Ntata next to khutsong primary school	Ntata	Not operational	Need to be re-drilled

New Additional Boreholes needed with water tanks : Ramathithi; Seaphole; Mamatlepa New stands

- Bulk water supply needed from Modjadji dam to Mamatlepa

Ward 23

Borehole no.	Village/Location	Supply to	Status	Problem/Challenges
H07/0117	Bellview next to Day Care Centre	Bellview Old Stands	Operational	Need reservoir
H07/0806	Bellview next to Day Care Centre	Bellview Old Stands	Operational	Need reservoir
H06/1068	Bellview next to Motsai household	Bellview Old Stands	Not operational	Water pump machine broken
New	Bellview next to clinic	Clinic section	Operational	
H07/1068	Bellview next to cattle dipping vat	Winner's Park section	Operational	
H14/1384	Maupa next to Bellview Day Care Centre	Kheodi Section	Operational	Need reservoir
H07/0605	Maupa next to Rasekothoma household	Maupa Old Stands	Not operational	Pipes and electricity needed
H07/0110	Sedibeng next to Bokamoso Day Care Centre	Sedibeng Old Stands	Not operational	Need element (P75)
H07/0113	Sedibeng next to ZCC church	Sedibeng Old Stands	Operational	Need reservoir
	Water Tanker (x8) with water reticulation needed			
	Reservoir needed	Sedibeng-Thabeng		

New Additional Boreholes Needed : Sefofotse

Ward 25

Borehole no.	Village/Location	Supply to	Status	Problem/Challenges
H07/527	Taulome	Taulome	Not operational	Spares (parts) needed
H02/527	Taulome	Taulome	Not operational	Mechanical motor needed
H07/5298	Taulome	Taulome	Not operational	Mechanical motor and spares needed
H0321	Taulome	Taulome	Not operational	Mechanical motor and spares needed
H070218	Boqa	Boqa	Not operational	Mechanical motor and spares needed
H070998	Abel/Molototsi site	Abel	Operational	Upgrade
H071934	Abel/Molototsi site	Abel	Operational	Cables stolen
H071935	Boqa	Boqa	Operational	
H070218	Boqa	Boqa	operational	Upgrade

New Additional Boreholes needed with water tanks: Abel; Boqa; Taulome and Mohlele

Ward 26

Borehole no.	Village/Location	Supply to	Status	Problem/Challenges
H070158	Jokong	Jokong	Operational	Yield low supply of water
H071417	Jokong	Jokong	Not operational	Element has fallen inside pit
H071823	Ramudumo	Ramodumo	Not operational	Yield low supply of water
	Ramodumo next to crèche	Ramodumo	Not operational	Spares needed

	Mpepule (x4)	Mpepule	Operational	
	Mpepule (x2)	Mpepule	Not operational	Need to be equipped and reservoir
H070202	Kuranta	Kuranta	Operational	
H070202B	Kuranta	Kuranta	Operational	
H070200	Kuranta	Kuranta	Not operational	
H070693	Kuranta	Kuranta	Not operational	Need to be equipped
	Shamfana (x2)	Shamfana	Not operational	Need to be equipped
	Shamfana	Shamfana	Operational	
	Mpepule (Makakobu project)	Mpepule	Operational	
	Mpepule sports ground	Mpepule	Not operational	Need to be equipped
	Mpepule next to Mamoloko project	Mpepule	Operational	Need to be equipped
	Mpepule next to Brazil sports ground	Mpepule	Not operational	Need to be equipped
	Mpepule next to Brazil sports ground	Mpepule	Operational	
	Mpepule (x3)	Shamfana	Not operational	Spares needed
	Shamfana (x3)	Shamfana	Not operational	Need to be equipped

Bulk water supply line required : Jokong; Shamfana

New Additional Boreholes needed with water tanks: Jokong (x3); Ramodumo (x2); Kuranta (x1) and Shamfana (x2)

Ward 27

Borehole no.	Village/Location	Supply to	Status	Problem/Challenges
H070802	Mamanyoha next to Mashele household	Mamanyoha	Not operational	Element has fallen into the borehole
	Mamanyohasa next to Kgoroni	Mamanyoha	Operational	Leaks
	Mamanyoha next to Robert Mathipe (x2)	Mamanyoha	Operational	
H07/1077	Hlohlokwe next to cattle dipping vat	Hlohlokwe	Not operational	Element needed
H07/1109	Hlohlokwe next to local ground	Hlohlokwe	Not operational	Water pump machine needed
	Hlohlokwe next to Hlohlokwe Primary school	Hlohlokwe	Not operational	Element needed
	Hlohlokwe next to Phaleni households	Hlohlokwe	Operational	
	Hlohlokwe next to Maluleke houseohuse	Hlohlokwe	Not operational	Need to be equipped
H07/0169	Rampepe next to Khura bricks	Rampepe	Not operational	Water pump machine stolen
	Rampepe next to Manyama household	Rampepe	Not operational	Need to be equipped
	Rampepe next to Rampepe dam	Rampepe	Not operational	Need to be upgraded to electricity
H07/0416	Mohokoni next to Mametja household	Mohokoni	Not operational	Need to be equipped
H07/0748	Mohokoni next to Mametja household	Mohokoni	Not operational	Water network system needed
	Mohokoni next to Pilusa household	Mohokoni	Not operational	Water network system needed
	Mohokoni next to Mashaba household	Mohokoni	Not operational	Blocked
H07/1198	Rajeke next to Mahlore	Rajeke	Operational	
	Rajeke next to Maphama household	Rajeke	Not operational	Electricity needed

	Rajeke next to Mafish	Rajeke	Not operational	Need to be upgraded to electricity
	Rajeke next to Motlekwane	Rajeke	Not operational	Water pump machine needed
H07/1679	Mahekwe next to Mophane-Rajeke	Mahekwe	Not operational	Element needed
	Mahekwe next to Mahekwe primary school	Mahekwe	Not operational	Need to be upgraded to electricity

New Additional Boreholes needed with water tanks

- Hlohlokwe (Mokoropone and Crech); Mohokoni and Mohokoni New stands; Rajeke; Mahekwe

Ward 28

Borehole no.	Village/Location	Supply to	Status	Problem/Challenges
H0011	Rotterdam	Davula-Xikhulu	Operational	
H0012	Rotterdam	Khomisani-Sweswo	Not operational	
H1220	Rotterdam	Masengani	Not operational	Motor needed
H1229	Rotterdam	Barcelona	Not operational	Motor needed

Ward no. 30

Borehole no.	Village/Location	Supply to	Status	Problem/Challenges
H070432	Boshakge	Boshakge	Not operational	Dried up
H070724	Polaseng next to Rabothata household	Polaseng	Not Operational	No water network connection
H070698	Polaseng next to Monenela household	Polaseng	Not operational	Water pump machine broken
	Polaseng Extension	Polaseng Extension	Not operational	Not equipped
H070995	Tlatja	Tlatja	Not operational	Water pump machine broken
H070994	Mabulana	Mabulana	Not operational	Not equipped
H071457	Mabulana	Mabulana	Not operational	Not equipped
H070387	Mabaluna	Mabulana	Not operational	Not equipped
H071036	Sekgothi	Sekgothi	Not operational	Water pump broken
H070389	Mothobekhi next to Mathebula household	Mothobekhi	Not operational	Not equipped
H070799	Mothobekhi-Mauleni	Sekotini	Not operational	Not equipped

New Additional Boreholes Needed: Kgotone; Tlatja; Mothobekhi and Ramaroka (Mashasheni)

STRATEGIC PHASE

Introductions

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

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

SWOT Analysis

The situational analysis and the institutional analysis emanating from the various reports presented during the strategic planning session has played a vital role in the reviewing of the strength, weaknesses, opportunities and threats within the municipality. The SWOT analysis as conducted during the strategic planning sessions set a good tone for leaders to make effective decisions, set the framework for reviewing the strategic direction an organisation has planned to take considering various factors. Greater Letaba Municipality has conducted a review of the strength, weaknesses, opportunities and threats considering several factors as highlighted by the situational and institutional analysis. The outcome of the SWOT analysis is outlined below.

Table no.48: SWOT ANALYSIS

Strengths	Weakness	Opportunity	Threats
Qualified staff	Poor monitoring and supervision of staff	Tourism attraction areas	Ageing infrastructure
Financial discipline	Poor record management	availability of natural resources	Land invasion
Political stability	Poor revenue collection	Existence of agro processing plant	Land claims and counter land claims
Functional municipality	Non-adherences to internal controls	Available arable land	Service delivery protests
Good relations with stakeholders	Poor budgeting	Job creation through EWPW	Illegal connections on water and electricity

Established governance structures	High vacancy rate		Selective intergovernmental relations
	Lack of implementation		High prevalence of HIV/AIDS
	Poor infrastructure		Low investor confidence

Strategic Intent of Greater Letaba Municipality

Based on the SWOT analysis conducted, the municipality was then able to develop its strategic intent which ultimately is a summary of what the municipalities' intents to achieve. The foundation established through strategic planning will assist Greater Letaba Municipality to focus all efforts and action towards the attainment of objective identified, enabling municipality to live up to the expections on their communities.

The Greater Letaba Municipality Vision

A vision provides a compelling picture of the future and it channels all efforts of an organisation and the energy for everyone linked to it to perform in a motivated and inspired manner. Following a thorough engagement on the vision of the municipality, in the final analysis it was reviewed to cater for the mandate of local government and ensure alignment between the vision, strategy and the resource allocations.

The vision of the municipality is therefore as follows:

“To be the leading municipality in the delivery of quality services for the promotion of socio-economic development”

The Greater Letaba Municipality Mission (Aim)

According to Ehlers and Lazenby (2005:51), the mission statement is an enduring statement of purpose that distinguishes an organisation from other similar organisations. They further argue that it identifies the scope of the organisation's operations in terms of product, market and technology. In the context of municipalities, it means that the mission statement must assist to differentiate municipalities based on issues such as the purpose considering their environment, the strategic intent, competitive edge and the

organisational culture. Therefore, the mission statement for Greater Letaba Municipality was captured as follows:

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

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

Greater Letaba Municipality's Values

Values identify the principles for the conduct of the institution in carrying out its mission. In working towards the achievement of its vision and mission, Greater Letaba Municipality subscribes to the following internal values which are in line with the *Batho-Pele* principles:

Values	Description
Teamwork	Mean that GLM representatives will cooperate, using their individual skills and providing constructive feedback, for the achievement of the municipality vision and mission. Is a combined effort, or the actions of a group, to achieve a common purpose or goal
Commitment	The state or quality of being dedicated to a cause or activity. Willingness to give time and energy to the municipality activities.
Integrity	Living this value means that Greater Letaba Municipality representatives will display behaviour, attitudes and actions informed by honesty, commitment to the company, its policies, procedures and processes.
Value for money	Living this value means that Greater Letaba Municipality representatives ensure that the municipality has obtained the maximum benefit from the goods and services it both acquires and provides, within the resources available to it.
Consultation	Living this value means Greater Letaba Municipality representatives will seek and give advice, information, and/or opinion, usually involving a consideration.
Transparency	The obligation to act in an open and transparent manner.
Accountability	The obligation to account. To take responsibility for one's actions.

Values	Description
Courtesy	The obligation to show politeness in one's attitude and behaviour towards others.
Innovation	Living this value means that Greater Letaba Municipality representatives should translate ideas or invention into a goods or services that creates value for the municipality and the community it serves.

Table no.: Values

Greater Letaba Municipality's Key Performance Areas

The situational and institutional analysis has paved the way for the revision of the vision, re-confirmation of the mission statement and values of the municipality. In keeping with the requirement to ensure alignment, the key performance areas were retained as follows:

- Municipal transformation and organisational development
- Basic service delivery and infrastructure development
- Local economic development
- Municipal financial viability and management
- Good governance and public participation

Strategic Objectives

Strategic objective of the municipality is intended to support the achievement of the vision and the allocation of resources. The strategic objectives of the municipality are as follows:

- **Improve quality of life**

The municipality wanted to improve the quality of life of its residence through access to basic services.

- **Improved and Inclusive local economy**

Local economic development within the Greater Letaba Municipality is important to create jobs and alleviate poverty.

- **Integrated sustainable development**

There is a need for the municipality to address current challenges within the municipality, while taking into account the needs of the future generation.

- **Financially Sustainable institution**

The need to improve financial position is important to the municipality because it will assist in the delivery of services

- **Improve governance and organisational excellence**

To improve effectiveness and efficiency, standardised policies and procedures need to be established within the municipality. This will lead to open and transparent decision-making and sound governance practices.

- **Access to sustainable quality basic services**

It is important for the community to access basic services in order for the municipality to become effective and efficient in-terms of service delivery.

- **Integrated human settlements**

There is a need for the municipality to plan for future human settlement development so that we address the injustices of the past.

- **Improve human resource**

In order for the municipality to deliver on its mandate there is a need to develop and capacitate the workforce.

Strategic Map

To be the leading municipality in the delivery of quality basic service for the promotion of socio-economic development.

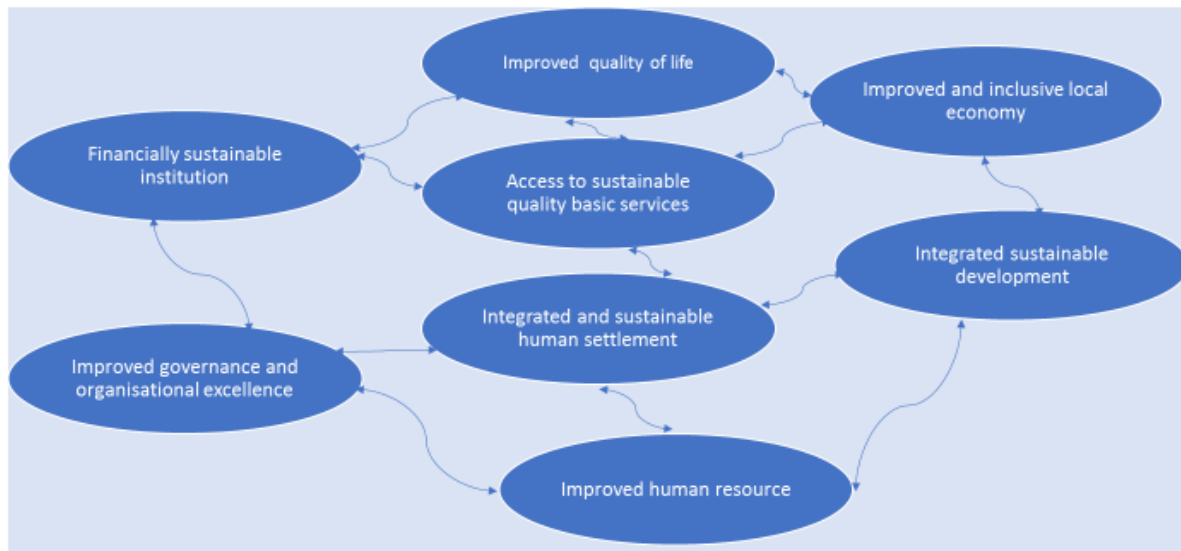


Figure no.5: Strategy map

Alignment with Provincial and National Priorities/Strategies

National Priority Areas

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

National Outcomes

- Improved quality of basic education;
- Along and healthy life for all South Africans;
- All people in South Africa feel free and are safe;
- Decent employment through inclusive economic growth;

- Skilled and capable work force to support inclusive growth path;
- An efficient, competitive and responsive economic infrastructure network,
- Vibrant, equitable and sustainable rural communities with food security for all;
- Sustainable human settlement and improved quality of household life;
- A responsive, accountable, effective and efficient local government system;
- Environmental assets and natural resources that are well protected and continually enhanced;
- Create a better South Africa and contribute to a better and safer Africa and the World and
- An efficient, effective and development oriented public service and empowered, fair and inclusive citizenship.

The National Development Plan Chapter

- Economy and development;
- Economic infrastructure;
- Environmental sustainability: an equitable transition to low carbon economy;
- An integrated inclusive rural economy;
- Positioning South Africa in the world;
- Transforming human settlement and the national space economy;
- Improving education, training and innovation;
- Promoting health;
- Social protection;
- Building safer communities;
- Building a capable and development state and
- Transforming society and uniting the country.

Provincial Objectives

- Create decent employment through inclusive economic development and sustainable livelihood;
- Improve the quality of life of citizens;
- Prioritize social protection and social investment;
- Promote vibrant and equitable sustainable rural communities;
- Raise the effectiveness and efficiency of development public service and
- Ensure sustainable development.

Outcomes

The Department of Co-operative Governance and Traditional Affairs (COGTA) has identified outcomes whereby the Strategic Agenda can be implemented and monitored. Of critical nature for the municipality will be to link its strategic objectives to outcome 9.

The table below provides the details whereby the strategic objectives of the municipality can be linked to the outputs or key performance areas as stipulated by COGTA.

Table no.49: Outcomes

DPLG KPA	Outcome 9	Strategic Objectives
Municipal transformation and Organisational Development	Implementation of differentiated approach to planning, financial and administration. Administrative and financial capability	Improve government and organisational excellence
Basic Service Delivery and Infrastructure Development	Improve access to basic services	Access to sustainable quality basic services
Local Economic Development	Community work programme	Improve and inclusive local development
Municipal Financial Viability and Management	Administrative and financial capability	Financial sustainable institution
Good governance and public participation	Deepen democracy through refined ward committee system	Effective and efficient community involvement

Operational Strategies

In-terms of the municipal system act (32 of 2000), section 26, it indicate that the municipality should develop the operational strategies. Greater Letaba Municipality has achieved these by linking programmes implemented within the municipality to the KPA's identified and linked to the strategic objectives. The operational strategies are represented below in-terms of the different KPA's.

Programmes/Projects, KPI's and Targets

The table below will highlight the programmes/projects for each key performance area then determine the key performance indicators and targets for the next three years in line with the Medium-Term Expenditure Framework.

KEY PERFORMANCE AREAS	STRATEGIC OBJECTIVES	PROGRAMME	PROJECTS	KPI	TARGETS		
					YR 1	YR 2	YR 3
Municipal transformation and organisational development.	Improved human resources.	Human Resources Management	<ul style="list-style-type: none"> Conduct skills audit and job profiling. 	# Positions profiled and reported.	1	1	1
			<ul style="list-style-type: none"> Training of staff 	# Training programmes completed.	06	08	10
			<ul style="list-style-type: none"> Review organisational structure. 	% of reviewed structure	100	100	100
			<ul style="list-style-type: none"> Develop the HRM strategy 	# HRM strategy approved.	1	1	1

KEY PERFORMANCE AREAS	STRATEGIC OBJECTIVES	PROGRAMME	PROJECTS	KPI	TARGETS		
					YR 1	YR 2	YR 3
			<ul style="list-style-type: none"> Develop and update the recruitment plan. 	# Recruitment plan approved.	1	1	1
			<ul style="list-style-type: none"> Review and update the PMS policies and procedure manuals. 	# PMS approved.	1	1	1
			<ul style="list-style-type: none"> Review the delegation framework. 	# Delegation framework approved and	1	1	1

KEY PERFORMANCE AREAS	STRATEGIC OBJECTIVES	PROGRAMME	PROJECTS	KPI	TARGETS		
					YR 1	YR 2	YR 3
				implemented.			
			<ul style="list-style-type: none"> Review and update the human resources plan. 	# HR plan reviewed and implemented	1	1	1
			<ul style="list-style-type: none"> Registration with professional bodies 	# Employees registered with professional bodies.	20	25	30
			<ul style="list-style-type: none"> Development and review of the segregation of duties manual. 	# Manuals developed and approved.	1	1	1
			<ul style="list-style-type: none"> Develop and approve the coaching programme. 	% Municipal staff identified and enrolled for	100	100	100

KEY PERFORMANCE AREAS	STRATEGIC OBJECTIVES	PROGRAMME	PROJECTS	KPI	TARGETS		
					YR 1	YR 2	YR 3
				coaching.			
			<ul style="list-style-type: none"> Team building exercise. 	# Team building sessions conducted.	1	1	1
			<ul style="list-style-type: none"> Training of LLF members on sound labour relations. 	# Training sessions conducted.	1	1	1
		Administration	<ul style="list-style-type: none"> Review and update office accommodations assessment report. 	# Report approved and implemented.	1	1	1
			<ul style="list-style-type: none"> Development of records management system. 	# System approved and implemented.	1	1	1

KEY PERFORMANCE AREAS	STRATEGIC OBJECTIVES	PROGRAMME	PROJECTS	KPI	TARGETS		
					YR 1	YR 2	YR 3
			<ul style="list-style-type: none"> Review the records management policies 	# Policies approved and implemented.	1	1	1
			<ul style="list-style-type: none"> Review and update the OHS assessment report. 	# OHS report approved and implemented.	1	1	1
			<ul style="list-style-type: none"> Review and update the security assessment report. 	# Security assessment report approved and implemented.	1	1	1

KEY PERFORMANCE AREAS	STRATEGIC OBJECTIVES	PROGRAMME	PROJECTS	KPI	TARGETS		
					YR 1	YR 2	YR 3
	Improved governance and organisational	Legal	<ul style="list-style-type: none"> Develop and gazette by-laws. 	# by-laws gazetted.	10	15	20
			<ul style="list-style-type: none"> Develop a fee structure for the usage of attorneys. 	# Fee structure approved and implemented.	1	1	1

KEY PERFORMANCE AREAS	STRATEGIC OBJECTIVES	PROGRAMME	PROJECTS	KPI	TARGETS		
					YR 1	YR 2	YR 3
	excellence		<ul style="list-style-type: none"> Develop the contract management framework. 	% Signed SLA's relevant and appropriate.	100	100	100
		Employment Equity	<ul style="list-style-type: none"> Head hunting 	# of people in three levels form Employment Equity plan			
		Skill Development	<ul style="list-style-type: none"> Develop training programmes. Budget for the employee bursary scheme 	% increase in skilled workshop			
		Integrated Development Plan	<ul style="list-style-type: none"> A continuous IDP monitoring through PMS 	% project implemented as per IDP			

KEY PERFORMANCE AREAS	STRATEGIC OBJECTIVES	PROGRAMME	PROJECTS	KPI	TARGETS		
					YR 1	YR 2	YR 3
Basic service delivery and infrastructure development	Improved quality of life	Electrical	<ul style="list-style-type: none"> Conduct capacity assessment of the infrastructure. 	# Assessment reports approved	1	1	1
			<ul style="list-style-type: none"> Allocation of funds for operation and maintenance. 	% Budget allocated for Operation and maintenance.	3	5	5
			<ul style="list-style-type: none"> Develop strategies and liaise with ESKOM on how electricity will be provided to all households 	# of households with access to electricity	700	700	700
		Roads and Stormwater	<ul style="list-style-type: none"> Compile a report on the connecting roads for engagement with 	# of roads connected	1	1	1

KEY PERFORMANCE AREAS	STRATEGIC OBJECTIVES	PROGRAMME	PROJECTS	KPI	TARGETS		
					YR 1	YR 2	YR 3
			relevant authorities.				
			<ul style="list-style-type: none"> Development and implementation of road and stormwater management system to assist in managing the provision of road infrastructure 	% increase to access to road with proper storm water systems			
		Water	<ul style="list-style-type: none"> Study and analyse the Water Service Development Plan. 	% MDM water projects monitored.	100	100	100

KEY PERFORMANCE AREAS	STRATEGIC OBJECTIVES	PROGRAMME	PROJECTS	KPI	TARGETS		
					YR 1	YR 2	YR 3
			<ul style="list-style-type: none"> Identify strategic issues to engage with Water Service Authority. 	% Strategic issues resolved.	50	75	100
			<ul style="list-style-type: none"> Acquire the capacity assessment report on Politsi Plant from Lepelle Northern Water Board. 	# Report analysed and comments issued.	1	1	1
Basic service delivery and infrastructure	Improved human settlement	Infrastructure	<ul style="list-style-type: none"> Conduct infrastructure audit at approved settlements. 	% approved settlements audited and report	100	100	100

KEY PERFORMANCE AREAS	STRATEGIC OBJECTIVES	PROGRAMME	PROJECTS	KPI	TARGETS		
					YR 1	YR 2	YR 3
development				approved.			
Basic service delivery and infrastructure development	Access to sustainable basic services	Waste management	<ul style="list-style-type: none"> Development of the landfill sites 	# of landfill sites operational and generating revenue	1	1	1
			<ul style="list-style-type: none"> Develop plans to ensure that all households have access to waste removal 	# increase in households that have access to waste removal	500	500	500
		Project Management	<ul style="list-style-type: none"> Improve infrastructure planning and development. 	# Infrastructure plan reviewed and implemented.	1	1	1

KEY PERFORMANCE AREAS	STRATEGIC OBJECTIVES	PROGRAMME	PROJECTS	KPI	TARGETS		
					YR 1	YR 2	YR 3
			<ul style="list-style-type: none"> Improve on budgeting for infrastructure. 	% improvement on project design and costing.	100	100	100
Municipal financial viability and management	Financially sustainable institution	Revenue management	<ul style="list-style-type: none"> Improve on revenue collection. 	% increase in revenue collected.	50	75	100
			<ul style="list-style-type: none"> Review and implement revenue enhance strategy. 	# Strategy reviewed and implemented.			
			<ul style="list-style-type: none"> Improve in debt collection. 	% Debt collection.	100	100	100
			<ul style="list-style-type: none"> Submit report to Council on R 127 m 	# Report approved and implemented.	1		

KEY PERFORMANCE AREAS	STRATEGIC OBJECTIVES	PROGRAMME	PROJECTS	KPI	TARGETS		
					YR 1	YR 2	YR 3
			debt.				
			<ul style="list-style-type: none"> Improve on the billing system 	# meters automated	250	1 200	2 600
		Supply Chain Management	<ul style="list-style-type: none"> Development of demand management strategy and plan. 	% Awards confirmed 21 days of tender closure.	100	100	100
		Budget Management	<ul style="list-style-type: none"> Develop and review the budget policy. 	# Budget policy reviewed and implemented	1	1	1
			<ul style="list-style-type: none"> Develop and implement a costing plan. 	# Costing plan approved and implemented.	1	1	1

KEY PERFORMANCE AREAS	STRATEGIC OBJECTIVES	PROGRAMME	PROJECTS	KPI	TARGETS		
					YR 1	YR 2	YR 3
Municipal financial viability and management	Financially sustainable institution	Expenditure management	<ul style="list-style-type: none"> Develop and review cash-flow projections. 	# Cash-flow projections approved and implemented.	1	1	1
		MIG Expenditure	<ul style="list-style-type: none"> Forward planning. Monitoring of projects plans to ensure that MIG is spent accordingly 	% MIG budget allocation spent	100	100	100
		Asset management	<ul style="list-style-type: none"> Update of asset register in terms of legislation. Conversion of GRAP complaint 	% asset GRAP complaint	100	100	100

KEY PERFORMANCE AREAS	STRATEGIC OBJECTIVES	PROGRAMME	PROJECTS	KPI	TARGETS		
					YR 1	YR 2	YR 3
		Fleet Management	<ul style="list-style-type: none"> Review, implementation and monitoring of control measures. Annual review of cost effectiveness of municipal fleet 	% cost effectiveness of fleet management	100	100	100
		Investment	<ul style="list-style-type: none"> Implementation of the policy. Ensure that investment is made with credible financial institutions. Proceeds from such investment are utilized for infrastructure development 	Amount of money generated from investment	R2 000 000	R3 000 000	R4 000 000

KEY PERFORMANCE AREAS	STRATEGIC OBJECTIVES	PROGRAMME	PROJECTS	KPI	TARGETS		
					YR 1	YR 2	YR 3
Local Economic Development	Improved and inclusive local economy	LED	<ul style="list-style-type: none"> Review and implement LED strategy. 	# LED strategy reviewed and implemented.	1	1	1
			<ul style="list-style-type: none"> Develop funding framework for LED programmes. 	# Funding framework approved and implemented.	1	1	1
		Agriculture	<ul style="list-style-type: none"> Develop partnership with Agricultural businesses. Develop strategies to assist emerging farmers. 	# of jobs created through agricultural initiatives	20	20	20
		Tourism	<ul style="list-style-type: none"> Intensify functionality of Tourism forum. Develop Tourism 	# of jobs created through tourism	5	5	5

KEY PERFORMANCE AREAS	STRATEGIC OBJECTIVES	PROGRAMME	PROJECTS	KPI	TARGETS		
					YR 1	YR 2	YR 3
			strategy	initiatives			
		Enterprise Development	<ul style="list-style-type: none"> Training of SMME's in business management 	# of SMME's training conducted	1	1	1
		Marketing	<ul style="list-style-type: none"> Develop marketing strategies to promote the municipality 	% increase in investment in the area	1	1	1
Spatial Rationale	Integrated Human Settlement.	Town Planning and land use.	<ul style="list-style-type: none"> Development of a land use management strategy. 	# Land use management strategy approved and implemented.	1	1	1
			<ul style="list-style-type: none"> Review of the Spatial Development Framework 	# SDF approved and implemented.	1	1	1

KEY PERFORMANCE AREAS	STRATEGIC OBJECTIVES	PROGRAMME	PROJECTS	KPI	TARGETS		
					YR 1	YR 2	YR 3
			<ul style="list-style-type: none"> Review of the land Use Scheme. 	# Land use scheme approved and implemented.	1	1	1
			<ul style="list-style-type: none"> Implementation of SPLUMA. 	# SPLUMA policies and by-laws approved and implemented.	1	1	1
			<ul style="list-style-type: none"> Demarcation of sites/Less formal township establishments. 	# Sites demarcated and serviced.	2	2	2

KEY PERFORMANCE AREAS	STRATEGIC OBJECTIVES	PROGRAMME	PROJECTS	KPI	TARGETS		
					YR 1	YR 2	YR 3
			<ul style="list-style-type: none"> Develop RDP housing beneficiary policy. 	# Housing beneficiary policy approved and implemented.	1	1	1
			<ul style="list-style-type: none"> Develop RDP housing beneficiary list. 	# RDP housing beneficiary list approved and implemented.	1	1	1

KEY PERFORMANCE AREAS	STRATEGIC OBJECTIVES	PROGRAMME	PROJECTS	KPI	TARGETS		
					YR 1	YR 2	YR 3
Good governance and public participation.	Improved governance and organisational excellence	Communication	<ul style="list-style-type: none"> Review the communication strategy. 	# Communication strategy approved and implemented.	1	1	1
			<ul style="list-style-type: none"> Develop and distribute newsletter. 	# Newsletter developed and distributed.	12000	12000	12000
			<ul style="list-style-type: none"> Uploading of new information on the website. 	% Website updated.	100	100	100

KEY PERFORMANCE AREAS	STRATEGIC OBJECTIVES	PROGRAMME	PROJECTS	KPI	TARGETS		
					YR 1	YR 2	YR 3
		Internal Audit	<ul style="list-style-type: none"> Develop the turnaround strategy for the execution of belated projects. 	# of projects completed.	22	22	22
			<ul style="list-style-type: none"> Improve on awareness on the critical role of internal audit. 	# of awareness sessions conducted with Council members and staff.	4	4	4
Good governance and public participation.	Improved governance and organisational	Risk management	<ul style="list-style-type: none"> Review and update strategic risk register. 	# Risk register approved and implemented.	1	1	1

KEY PERFORMANCE AREAS	STRATEGIC OBJECTIVES	PROGRAMME	PROJECTS	KPI	TARGETS		
					YR 1	YR 2	YR 3
	excellence	Public participation	<ul style="list-style-type: none"> Convene session with ward councillors on relations with traditional leaders. 	% Resolutions taken and implemented.	100	100	100
			<ul style="list-style-type: none"> Develop stakeholder management framework. 	# Stakeholder framework approved and implemented.	1	1	1
			<ul style="list-style-type: none"> Develop stakeholder charter. 	% Sound stakeholder relations retained.	100	100	100

KEY PERFORMANCE AREAS	STRATEGIC OBJECTIVES	PROGRAMME	PROJECTS	KPI	TARGETS		
					YR 1	YR 2	YR 3
			<ul style="list-style-type: none"> Convene ward committee conference. 	% Conference resolutions implemented.	100	100	100
			<ul style="list-style-type: none"> Ward committee capacity building. 	# Training sessions conducted.	1	4	4
			<ul style="list-style-type: none"> Develop strategy on the effectiveness and efficiency of ward committees. 	#Ward committee strategy approved and implemented.	1	1	1

SPECIAL PROGRAMMES

PROGRAMME	STRATEGIC OBJECTIVES	PROJECTS	KPI	TARGET		
				YR1	YR2	YR3
Disability development	Ensure the participation of disability	Intensify the involvement of people with disability in initiatives and programmes	% increase in participation by people with disability			
Gender Equity	To ensure that gender equity is promoted through government initiatives	Support and promote gender equity	% increase in participation of community in gender initiatives and mainstream programmes			
Youth development	Ensure quality of live for youth through government initiatives	Intensify the involvement of the youth in the initiatives and programmes	% increase in participation by youth in in municipal initiatives and mainstream programme			
Elderly	Ensure that elderly people are taken care of	Support and promote elderly programmes	% increase in participation by the elderly in municipal initiatives and mainstream programmes			

SPECIAL PROGRAMMES

PROGRAMME	STRATEGIC OBJECTIVES	PROJECTS	KPI	TARGET		
				YR1	YR2	YR3
Housing	Ensure that all households have access to housing	Liaise with COGHSTA to eradicate housing backlog	# increase of households to RDP standardise housing			
Sports, Art and culture	To promote a healthy lifestyle	Development of SLA with the Department of Sport, Art and Culture	# of meetings to be held			
Education	To ensure the provision of infrastructure	Liaise with the Department of Education to provide educational infrastructure	% decreasing educational facilities backlog			
Safety and security	Ensure the safety of communities and visitors	Liaise with the Department of Safety and Security to provide facilities and implementation of safety programmes	% reduction in crime in the municipality			
Health services	Ensure accessible and affordable health services	Liaise with the Department of Health to	# of health facilities in the municipality			

		provide health services			
HIV/AIDS programmes	Promote mainstreaming of HIV/AIDS issues in the programmes of the municipality	Mainstreaming of HIV/AIDS issues in all municipal programmes	% increase in HIV/AIDS programmes in the municipality		
Social development services	Ensure accessibility of social development services	Liaise with the Department of Social Development to provide health services	# increase of beneficiaries in social development initiatives		

DISASTER MANAGEMENT

PROGRAMME	STRATEGIC OBJECTIVES	PROJECTS	KPI	TARGET		
				YR1	YR2	YR3
Disaster risk	To prevent loss of lives and infrastructure damages due to disaster	Implementation of disaster risk management plan	% reduction of disaster risks			

PROJECT PHASE

Introduction

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

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

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

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

Capital Projects

KPA: Basic Service Delivery

Strategic Objective: Improve Quality of Life

Priority: Road, Storm Water and Bridges

Project Name	Project Location	Medium Term Expenditure Framework			Implementing Agent
		2018//2019	2019/2020	2020/2021	
Low Level Bridges	GLM		R4 451 000	R5 700 000	GLM
Water Tanker	GLM	R1 200 000			GLM
Workshop Bakkie	GLM	R500 000			GLM
Graders	GLM	R2 500 000			GLM
Suction Tanker	GLM	R1 400 000			GLM
Pedestrian Roller	GLM	R250 000			GLM
Fencing of Municipal workshop	GLM-Municipal Workshop	R700 000			GLM
Purchasing 1ton Quarter Canopy Truck for Roads and Storm-Water	GLM	R400 000			GLM
Re-gravelling of streets	GLM	R2 500 000			GLM
Rehabilitation of Modjadjiskloof Streets	Modjadjiskloof	R1 700 000			GLM
Rehabilitation of Ga-Kgapane Streets Phase 2	Ga-Kgapane	R1 200 000			GLM

Project Name	Project Location	Medium Term Expenditure Framework			Implementing Agent
		2018//2019	2019/2020	2020/2021	
Mapaana Street Paving	Mapaana		R300 000	R13 000 000	GLM
Khethothone Street paving	Khethothone		R300 000	R13 000 000	GLM
Modjadji Ivory Route Street paving	Ivory Route	R6 000 000			GLM
Mamokgadi Street paving	Mamokgadi		R5 000 000	R6 500 000	GLM
Itieleng (Sekgosese) Street Paving -Construction	Itieleng	R800 000	R9 000 000	R11 200 000	GLM
Lemondokop Street Paving -Construction	Lemondokop	R800 000	R9 000 000	R11 200 000	GLM

Project Name	Project Location	Medium Term Expenditure Framework					Implementing Agent
		2018/19 (MIG)	2018/19 (Own)	2019/20 (MIG)	2019/20 (Own)	2020/21(MIG)	
Las Vegas Street Paving-Construction	Las Vegas	R4 987 800 00	R1 948 852				MIG/OWN
Ditshosing Street Paving-Construction	Ditshosing	R5 503 600 00	R3 900 598				MIG/OWN
Mamphakhathi Street Paving-Construction	Mamphakhathi	R7 450 000 00	R2 078 851				MIG/OWN
Ga-Ntata Street Paving-Construction	Ga-Ntata	R5 401 000 00	R1 69575 27				MIG/OWN
Sekgopo Moshate Street Paving-Construction	Sekgopo Moshate	R5 283 209 58	R3 584 408				MIG/OWN
Ga-Kgapane Stadium Phase 3: Upgrading-Construction	Ga-Kgapane	R11 001 978 04	R16 081 532				MIG/OWN
Thakgalane Sports Complex-Design Stage	Thakgalane	R7 000 000 00	R3 400 000 00	R20 000 000 00		R14 301 500 00	MIG/OWN
Madumeleng/Shotong Sports Complex-Design Stage	Madumeleng/Shotong Sports	R7 000 000 00	R3 900 000 00	R20 000 000 00		R13 301 500 00	MIG/OWN

Project Name	Project Location	Medium Term Expenditure Framework					Implementing Agent
		2018/19 (MIG)	2018/19 (Own)	2019/20 (MIG)	2019/20 (Own)	2020/21(MIG)	
Mamanyoha Sports Complex-Construction	Mamanyoha		R26 952 997 53				GLM
Rotterdam Sports Complex-Construction	Rotterdam		R21 884 802 62				GLM
Modjadji Ivory Route Street Paving-Construction	GLM		R6 134 742 75				GLM
Shothong Library-Construction	Shothong		R1 118 446 40				GLM
Itieleng Sekgosese Street Paving-Design	Itieleng Sekgosese		R3 000 000 00		R11 000 000 00		GLM
Lemondokop Street Paving-Design	Lemondokop		R3 000 000 00		R11 000 000 00		GLM
Moshakga Street Paving-Design	Moshakga		R3 000 000 00		R11 000 000 00		GLM
Mokwasele Street Paving-Design Stage	Mokwasele		R3 000 000 00		R11 000 000 00		GLM
Shamfana Street Paving-Design Stage	Shamfana		R3 000 000 00		R3 500 000 00		GLM

Project Name	Project Location	Medium Term Expenditure Framework					Implementing Agent
		2018/19 (MIG)	2018/19 (Own)	2019/20 (MIG)	2019/20 (Own)	2020/21(MIG)	
Ward 5 Community Hall-Design Stage	Ward 5		R3 000 000 00		R3 500 000 00		GLM
Lemondokop Community Hall-Design Stage	Lemondokop		R3 000 000 00		R3 500 000 00		GLM
Rotterdam Library-Design Stage	Rotterdam		R3 000 000 00		R3 500 000 00		GLM
Thlothlokwe Community Hall-Design Stage	Thlothlokwe		R3 000 000 00		R3 500 000 00		GLM

Priority Issue: Maintenance and Repair

Project Name	Project Location	Medium Term Expenditure Framework			Implementing Agent
		2018/2019	2019/2020	2020/2021	
Building Maintenance Budget	GLM	R450 000 00			GLM
Workshop Maintenance Budget	GLM Municipal Workshop	R1 200 000 00			GLM
Rehabilitation of Modjadjiskloof streets	Modjadjiskloof	R5 000 000 00			GLM
Rehabilitation of Ga-Kgapane streets	Ga-Kgapane	R5 000 000 00			GLM
Road and Storm-water Maintenance Budget	GLM	R600 000 00			GLM
Repairing of sinked road at Uitzgt Street	Uitzgt Street	R3 000 000 00			GLM

Priority Issue: Electricity

Project Name	Project Location	Medium Term Expenditure Framework			Implementing Agent
		2018/2019	2019/2020	2020/2021	
Electric Transformer	GLM	R200 000			GLM
25Kva Generator Trailer Set	GLM	R180 000			GLM
Upgrade of Electricity to NERSA Standard- NERSA Compliance	GLM	R924 760 34			GLM
Split Metering In Modjadjiskloof	Modjadjiskloof	R1 176 351 60			GLM
Household Connection in villages	GLM	R5 983 000			INEP

Project Name	Project Location	Medium Term Expenditure Framework					Implementing Agent
		2018/19 (MIG)	2018/19 (Own)	2019/20 (MIG)	2019/20 (Own)	2020/21(MIG)	
Ramodumo Street Paving	Ramodumo	R500 000 00		R13 912 412 38		R2 387 587 62	MIG/MDM
Mamokgadi Street Paving	Mamokgadi			R500 000 00		R18 000 000 00	MIG/MDM
Jokong Street Paving	Jokong			R500 000 00		R18 000 000 00	MIG/MDM
MIG LED Projects 2018/19	GLM	R3 096 000 00					MIG/MDM
Rampepe Access Bridge	Rampepe	R1 600 421 38		R7 399 587 62			MIG/MDM
PMU Management Fees	GLM	R3 096 000 00		R3 115 000 00			MIG/MDM

Project Name	Project Location	Medium Term Expenditure Framework			Implementing Agent
		2018/2019	2019/2020	2020/2021	
Bolobedu Moshate Water Supply from Tzaneen	GLM		R10.000.000		MIG/MDM
Ga-Kgapane Sewer Network Upgrading	GLM			R30.000.000	MIG/MDM
Ga-Kgapane Regional Bulk Water Scheme	Ga-Kgapane		R8.000.000	R25.000.000	MIG/MDM
Modjadji Regional Bulk Water	Modjadji		R15.000.000	R10.000.000	MIG/MDM
Ga-Kgapane Water Works	Ga-Kgapane		R8.000.000	R19.000.000	MIG/MDM
Sekgopo Bulk Water Supply	Sekgopo		R2.000.000	R38.000.000	MIG/MDM
Sekgopo Bulk Water Scheme and Reticulation	Sekgopo		R20.000.000	R45.000.000	MIG/MDM
Ga-Kgapane Water Works and Replacement of AC pipesin	Ga-Kgapane		R5.000.000	R35.000.000	MIG/MDM
Sekgosese Regional Bulk Water Scheme	Sekgosese		R11.500.000	R32.000.000	MIG/MDM
Sekgosese (Senwamokgope) Sewer Reticulation Completion	Sekgosese		R15.500.000	R32.000.000	MIG/MDM
Modjadji Water Treatment Works Upgrade	Modjadji		R8.000.000	R28.000.000	MIG/MDM
Sefofotse to Ditshosine bulk water supply/ Ramahlatsi bulk & reticulation	Sefofotse, Ditshosine, Lebaka, Bellevue, Maupa, Jamela, Maphalle Mohlabaaneng	R153 729 552	R8 934 139		MIG/MDM

Sector Departments Projects

Project Name	Project Location	Medium Term Expenditure Framework			Implementing Agent
		2018/2019	2019/2020	2020/2021	
Upgrades and Additions of Mahekgwe Primary	Mahekgwe				DoE
Maintenance and Repair of Mahuntsi Primary	Rotterdam				DoE
Upgrades and Additions of Vallambrosa Primary School	Ga-Mokgwathi				DoE
Upgrades and Additions of Manonyaneng Secondary School	Mohlabaeng				DoE
Upgrades and Additions of Manwagae Secondary School	Jokong				DoE
Upgrades and Additions of Mohokone Primary	Mohokone				DoE
Refurbishment and Rehabilitation of Mr.Mamaila Primary School	Refilwe				DoE
Maintenance and Repair of Nahakwe Secondary	Lemondokop				DoE
Upgrades and Additions of Rama Secondary	Mahekgwe				DoE
Upgrades and Additions of Ratseke Primary	Ga-Ratseke				DoE
Upgrades and Additions of Matarapane Secondary School	Lekgwareng				DoE

Project Name	Project Location	Medium Term Expenditure Framework			Implementing Agent
		2018/2019	2019/2020	2020/2021	
Upgrades and Additions of Sekgosese Secondary (Science and Technology)	Senwamokgope				DoE
Upgrades and Additions of Shotong Primary	Shotong				DoE
Upgrades and Additions of Mawa Primary School	Mawa-Block 8				DoE
Upgrades and Additions of Motsipa Secondary	Ramaroka Village				DoE
Upgrades and Additions of Phakeng Primary	Makgakgapatse				DoE
Upgrades and Additions of Ramaolwane Secondary School	Femane				DoE
Upgrades and Additions of Seripe Primary	Ramaroka Village				DoE
Refurbishment and Rehabilitation of Magoletsa Secondary School	Medingen				DoE
Upgrades and Additions of Kolobetona Secondary	Mamaila				DoE
Upgrades and Additions of Kolobetona Secondary	Sephukhubje-Mamaila				DoE

Project Name	Project Location	Medium Term Expenditure Framework			Implementing Agent
		2018/2019	2019/2020	2020/2021	
Upgrades and Additions of Kgapane High	Kgapane				DoE
Upgrades and Additions of Manonyaneng Secondary School	Mohlabaneng				DoE
Refurbishment, Rehabilitation and Upgrading of Internal Water Reticulation network and Boreholes	Modjadjikloof Headkraal				DoE
Maintenance and Repair of Rammila Secondary School	Sedibeng				DoE
Maintenance and Repair of Motsheudi Secondary School	Marotholong, Ga- Sekgopo				DoE
Refurbishment and Upgrade of Iketleng Water Reticulation	Iketleng				WSIG
World AIDS Day Celebration	GLM	R329 220	R348 644		MDM-Equit Share
Infrastructure Maintenance Programme	Sekgopo	R743 400	R787 261		MDM
Greater Letaba Water	GLM	R626 324	R661 399		MDM
Greater Letaba Sewage	GLM	R219 962	R231 840		MDM
Junior Dipapadi	GLM	R212 400	224 932		MDM-Equit Share

Project Name	Project Location	Medium Term Expenditure Framework			Implementing Agent
		2018/2019	2019/2020	2020/2021	
Review District SDF to cover all Communities in the District Area	GLM	R2 655 000	R2 811 645		MDM
Land use and Land use Determination	GLM	R1 050 000	R1 102 500		MDM
T657: Flood Damage Repair	Noblehoek to Maphalle				RAL
T882: Construction of Bridge	Polaseng				RAL
T859: Flood Damage Repairs	Lebaka to Jamela				RAL
T847: Flood Damage Repair	Lemondokop to Olifantshoek				RAL
Flood Damage Repairs: Babangu to Ndhengeza to Noblehoek to Maphalle	GLM				RAL
Flood Damage Repairs: Construction of Bridge	Polaseng				RAL
Flood Damage Repairs	Lebaka to Jamela				RAL
Flood Damage Repairs	Lemondokop to Olifantshoek				RAL

Project Name	Project Location	Medium Term Expenditure Framework			Implementing Agent
		2018/2019	2019/2020	2020/2021	
Vaalwater Water Reticulation	Vaalwater		R9.100.000		WSIG
Noblehook Upgrading of Booster Pump Refurbishment	Noblehook		R2.500 000		WSIG
Mamaila Booster Pump Station Refurbishment	Mamaila		R2.000.000		WSIG
Blinkwater Source Development	Blinkwater		R8 000 000		WSIG
Construction of Pedestrian Bridge at Botshakge and Ramphenyane	Botshakge-Ramphenyane		R3.000.000		Rural Transport Strategy Grant
Flood Damage Repairs	Lemondokop to Olifantshoek	R5 0000			RAL
Household based Road Maintenance	Glm	R14.900.000	R18.000.000		DPWRI

INTERGRATION PHASE

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

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

Sectoral Plans and Programmes

Integrated Waste Management Plan (IWMP)

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

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

Spatial Development Framework

The Spatial Development Framework (SDF), which forms part of the Mopani District Municipality in the Limpopo Province, was approved by the council in 2009/2010 financial year. The SDF is also an essential component for the formulation of an appropriate land use management system.

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

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

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

- That development initiatives such as housing projects, business or industrial development, extension of infrastructure networks, be used to normalize distorted spatial patterns;
- The adoption and implementation of policies / design criteria to achieve integration diversity of land uses and densification of development;

- The consideration of the environmental impact of development initiatives to minimize environmental degradation;
- The consideration of the land reform potential of each development initiative and the extension of strategies and projects to incorporate this dimension;
- Active intervention by Council with reference to land availability for settlement purposes;
- Facilitation of tenure through interaction with role-players.

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

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

Modjadjiskloof has been identified as a provincial node, Ga-Kgapane as a district node and Senwamokgope as a municipal growth node. Development initiatives and projects should be directed to those areas where development potential is present. Suitable land should be identified and reserved for development at each nodal point.

To this end a projected land use budget should be prepared during the Spatial Development Plan project to ensure that sufficient land is reserved for urban expansion commensurate with the development potential of each node.

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

- Placement/redirection of housing allocations to places with development momentum;
- The utilization of housing allocations to unlock further allocations;
- Promotion of industrial development in proximity to Ga-Kgapane;
- Promotion of the development of complementary business functions at Ga-Kgapane and Modjadjiskloof;
- The development of secondary service nodes within the rural areas;

- The promotion of Senwamokgope as service centre for the north-western part of the municipal area; and
- Limited formal and informal business and industry at lower-order nodes.

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

Employment Equity Plan

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

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

Objectives

- To do away with all forms of unfair discrimination with regard to employment practices and policies;
- To develop and communicate a sexual harassment policy that is in line with the code of conduct on sexual harassment;
- To eradicate all barriers that may hamper the advancement of the designated groups;
- To create a corporate culture that affirms and exploits workplace diversity;
- To ensure that management is actively committed to implement equity;
- To create IDP related strategies that can be employed to make reasonable and serious progress on employment equity on all occupational levels and categories.

Integrated Environmental Management Plan

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

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

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

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

Key Focus Areas (Guidelines)

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

Legislative Framework:

Environmental Conservation Act (Act 73/1989)

- Waste Management & Littering;
- Sewage & Disposal;
- Disposal sites;
- EIA - Certain activities require EIA and
- PNE & Limited Development (Protected Natural Environment).

National Environmental Management Act (Act 107/1998)

- Cradle to grave;
- Polluter pays;
- Minimization;
- Recycling;
- National Water Act (Act 36/1998);
- Atmospheric Pollution Act (Act 45/1965);
- Constitution (Act 108/1996);
- Health Act (Act 63/1977);
- National Forest Acts (Act 84/1998) and
- Conservation of Agricultural Resources Act (Act 43/1983).

Local Economic Development Plan

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

The local economy within Greater Letaba has the following characteristics:

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

Integrated HIV/AIDS Plan

The apparent complacency of the Greater Letaba community in respect of HIV/AIDS is a cause for concern, (only 2 wards listed HIV/AIDS as an issue). The current HIV/AIDS epidemic will place ever-increasing pressure on the economy as well as on the Municipality both directly and indirectly.

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

- Poverty, gender inequality and orphanage;
- Rapid urbanisation and cultural modernization;
- Cross border gates and national routes;
- Dynamics of growing economy;
- Increased in the commercialization of sexual activities;
- High employment rate;
- Low literacy rate;
- Alcohol and substance abuse;
- High crime rate and

The municipality has developed an HIV/AIDS programme in line with the national policies and guidelines.

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

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

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

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

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

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

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

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

Municipal Institutional Plan

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

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

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

Workplace Skills Plan

The municipality have developed the Workplace Skills Plan which is approved by Council. GLM recognises that the competence of its human resources is a critical factor for its future progress and prosperity, especially in the face of global competition. It further recognizes that in order to meet the skill challenges in the Municipality, it is strategically necessary to invest in the education, training and skills development of its employees.

The Municipality shall assist employees who wish to develop themselves as individuals and as employees academically and through attending short courses, seminars, conferences etc.

Amongst others the following challenges were identified as critical:

- Supply chain management;
- Engineering;
- Agriculture;

- Tourism;
- Information technology and
- Finance.

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

Succession and Retention Plan

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

The following are the objectives for the HR Strategy:

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

Disaster Management Plan

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

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

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

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

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

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

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

The following are also components of the Disaster Management Plan

Risk Analysis:

- The timely identification of potential emergencies/disasters;
- Their impact thereof must be completed by each department;
- Should the department be unable to cope with the emergency, the Joint Operational Centre (JOC) will assume responsibility and
- The evaluation and risk analysis should be completed in conjunction with the relevant departments and Disaster Management.

Reporting Procedures

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

Communication

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

Public Relations (Media Coordinator)

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

Control and Cordoning at the Scene

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

Documentation

This is essential to the effective management of any situation. JOC will ensure that all aspects are documented during and after the event.

The office of Corporate Services is responsible for taking minutes all meetings and assist in the documentation preparation and control. Such documentation will be required in an evaluation after the event.

Emergency Medical Post

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

Recovery and Rehabilitation

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

Resource Management

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

Introduction and Usage of Joint Operational Centre

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

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

Communications Manager - JOC Communication Room

The communications Manager will be responsible for:

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

Organizational Performance Management Systems (OPMS)

Introduction

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

- Democratic and Accountable Governance;
- Sustainable services;
- Social and Economic Development;
- Safe and Healthy environment and
- Encourage Community Involvement.

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

its performance in order to improve on its economy, efficiency and effectiveness, credit control, revenue and debt collection.

The Systems Act, Chapter 6 indicates that a municipality must establish a PM system, must promote a culture of Performance management and administer its affairs economically, effectively, efficiently and in a accountable manner.

Also that a municipality must establish mechanisms to monitor and review its Performance Management System, must set Key Performance Indicators as a yardstick for measuring performance targets, monitor performance, measure and review performance at least once per year and take steps to improve performance where performance targets are not met. A municipality must also prepare for each financial year a performance report which must form part of its annual report, it must make known, internally and to the general public, its KPI's and performance targets. The results of performance measurements must be audited by its internal auditing processes; and annually by the Auditor-General.

Other Important Documents:

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

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

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

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

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

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

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

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

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

Methodology

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

A strategic and an institutional Balanced Scorecard take into account service delivery indicators and perspectives of the IDP and SDBIP. The strategic and institutional Balanced Scorecard can be cascaded to different levels of the municipality (top, functional and operational management). The objectives of cascading the Balanced Scorecard are to achieve synergy across the municipality, maximise internal

business process efficiencies (e.g. supply chain, information technology, human resources, etc.), and maximise efficient allocation of resources (financial and human) across the municipality.

The design approach of the Balanced Scorecard was customised to meet the needs of the Municipality. With an emphasis on the word “balanced”, the municipal Scorecard is intended to follow the traditional design approach promulgated by Kaplan and Norton, Financial, Customer, Internal Processes and Learning and Growth.

The measurement of developmental outcomes will be useful in informing the municipality whether policies and strategies are having the desired development impact, as per the following perspectives:

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

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

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

components highlighted in the customised municipal balanced scorecard system. The strategic and institutional scorecards are depicted further on in the document.

Implementation of the Performance Management System

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

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

Planning and Review

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

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

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

³ Performance Management Guidelines for Municipalities (2001)

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

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

Strategy and Priority Setting

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

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

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

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

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

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

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

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

Housing Charter

Table below reflects the proposed housing strategy for the Greater Letaba Municipality. At the moment the current backlog of 39 000 in rural villages will have to be addressed there, something which will prove to be a challenge seeing that the landscape is not conducive. The municipality has also indicated that they are in a process of accessing the strategically situated land where they intend to develop mixed income housing development.

This is the vacant piece of land situated between Ga-Kgapane and Modjadjiskloof town. Should this succeed, such a development would go a long way in integrating the two areas. On the other hand, it will also help in addressing the backlog in the Ga-Kgapane and Mokgoba areas.

Table no.51: Greater Letaba Housing Delivery Strategy

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

Proposed Priority Projects

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

- Senwamokgope – 300 units;
- Ga-Kgapane – 300 units;

- Khumelone – 319 units; and
- Rural villages – 39 000.

Conclusion on Housing Charter

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

From the information at hand, it is apparent that the Greater Letaba Municipality has not yet grasped how to deal with the issue of housing provision within its jurisdiction.

The high backlog in rural housing units proves to be a challenge to the municipality, for the following reasons:

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

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

Land Use Management Scheme

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

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

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

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

Energy Master Plan

Greater Letaba Municipality has developed its own master plan and is currently providing electricity in Modjadjiskloof and Ga-Kgapane, Senwamokgope and rural areas are provided by Eskom.

Purpose:

- To distribute electricity efficiently and cost effectively and
- To meet the anticipated developments in Modjadjiskloof and as well as the surrounding areas and farms.

Integrated Road and Transport Plan

Greater Letaba Municipality has developed its own Integrated Roads and Transport plan that maps the strategic transportation vision and growth path of the municipality by reducing private vehicles trips and the demand for road space, whilst at the same time maximizing the effective utilization and operation of road infrastructure, as well as developing strategies that support smart growth initiatives that stimulate local economic activities.

Objectives:

The objective of the IRTP for the Greater Letaba Municipality is to develop an IRTP that:

- Responds to growth opportunities and development challenges currently being faced by the GLM while at the same time ensuring its alignment with the national, provincial and district plans, strategies and programmes, especially relating to land use strategies, socio-economic and tourism development;
- Responds to the transport needs of the GLM;
- Align with the vision, mission and strategic objectives of the GLM;
- Align with the spatial development framework of the GLM and the Mopani District municipality;

- Investigate the demand for transport and growth trends in the GLM;
- Describes the current and future public transport system and its associated characteristics;
- Develops a public transport operating license strategy and policy for the GLM;
- Develops a public transport enforcement strategy and
- Investigates the role of road safety, traffic management and traffic control.

From a Public Transport perspective, the GLM is mainly served by the bus and taxi operations with a dominant “home-to-work” travel pattern linking dispersed settlements to major towns such as Modjadjiskloof, Ga-Kgapane and Senwamokgope where work opportunities are predominant.

With regards to Strategic Roads, the GLM identifies the following strategic road corridors:

- Modjadjiskloof to Tzaneen;
- Giyani to Mooketsi;
- Modjadjiskloof to Ga-Kgapane;
- Modjadjiskloof to Giyani;
- Ga-Kgapane to Mokwakwaila;
- Mooketsi to Sekgosese and
- Sekgosese to Bungeni.

Education Plan

Greater Letaba Municipality is providing bursaries to students who are intending to enrol at the tertiary institution. The policy is reviewed annually and administered by the office of the mayor. These bursaries cater for people from needy and disadvantaged families.

Purpose:

The purpose of the bursary is to guide the municipality in terms of identification and allocation of funds to indigent learners.

Requirements:

The following courses are required:

- Agriculture;
- Science and
- Engineering.

Health Plan (Occupational Health and Safety Policy)

The municipality recognizes the need to create and maintain a reasonable healthy and safety workplace for its employees. Efforts shall be made by the municipality to develop and implement health and safety procedures. The municipality commits to comply with health and safety legislation. The OHS Act 85 of 1993, requires the employer to maintain a work place that is reasonably safe and without risk to the health of workers.

Scope of Application

The policy shall apply to all employees within the municipality, councillors and service providers contracted to perform council activities.

Objectives:

- To implement the provisions of the OHS Act 85 of 1993 and regulations promulgated there under;
- To conduct regular health and safety inspections in order to assess or evaluate risks attached to certain tasks, remove or reduce hazards in work areas and supply personal protective equipment where necessary;
- To accurately report and investigate incidents of injury on duty in order to determine the cause thereof with a view to prevent the reoccurrence of similar incidents;
- To conduct training of employees with emphasis to identify hazard in their work environment;
- To compile health and safety statistics this will enable objectives measures of health and safety performance to highlight problem area and
- To make it the responsibility of every council employees to work safely at all times.

