

**GREATER LETABA MUNICIPALITY**



**REVIEWED DRAFT INTEGRATED DEVELOPMENT PLAN -2021-2026**

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## **LIST OF 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
DEA	Department of Environmental Affairs
DLA	Department of Land Affairs
DLGH	Department of Local Government and Housing
DPLG	Department of Provincial and Local Government
DWS	Department of Water and Sanitation
DSAC	Department of Sports, Art and Culture
DPWRI	Department of Public Works, Road and Infrastructure
DRT	Department of Road and Transport
EIA	Environmental Impact Assessment
EMS	Emergency Medical Services
EPWP	Extended Public Works Programme
EMP	Environmental Management Plan
GDP	Gross Domestic Product
GLM	Greater Letaba Municipality
IDP	Integrated Development Plan
IWMP	Integrated Waste Management 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
LDA	Department of Agriculture and Rural Development
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.*
- *To improve the delivery of quality services through the use of smart technology*

### Slogan

“Maatla go Setšhaba”

### Values

The values of Greater Letaba Municipality are in the table follows:

VALUES	DESCRIPTION
<b>Teamwork</b>	Mean that Greater Letaba Municipality 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
<b>Commitment</b>	The state or quality of being dedicated to a cause or activity. Willingness to give time and energy to the municipality activities
<b>Integrity</b>	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.
<b>Value for money</b>	Living this value means that Greater Letaba Municipality representatives ensure that the municipality has obtained the

VALUES	DESCRIPTION
	maximum benefit from the goods and services it both acquires and provides, within the resources available to it
<b>Consultation</b>	Living this value means Greater Letaba Municipality representatives will seek and give advice, information, and/or opinion, usually involving a consideration
<b>Transparency</b>	The obligation to act in an open and transparent manner.
<b>Accountability</b>	The obligation to account. To take responsibility for one's actions.
<b>Courtesy</b>	The obligation to show politeness in one's attitude and behaviour towards others
<b>Innovation</b>	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

## **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.

**Cllr. 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 2021/2022 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.

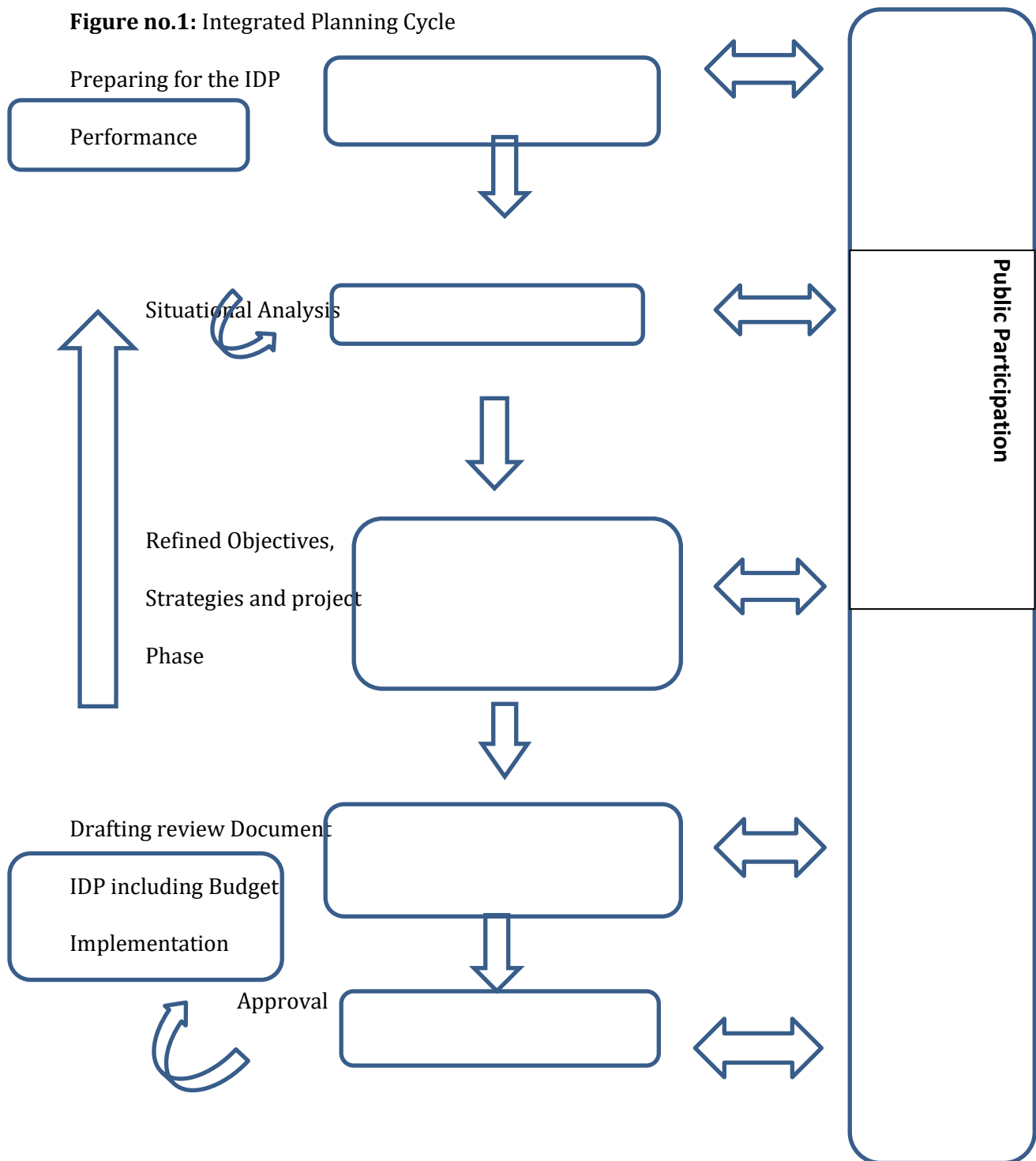
**Dr. LETSOALO M.B**

**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 (Outcome 9)	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 and Spatial Rationale	Implementation of community work programme Land acquisition for low income and affordable housing	Improved and inclusive local economy Integrated sustainable development Integrated human settlement

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 2021;
- 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**

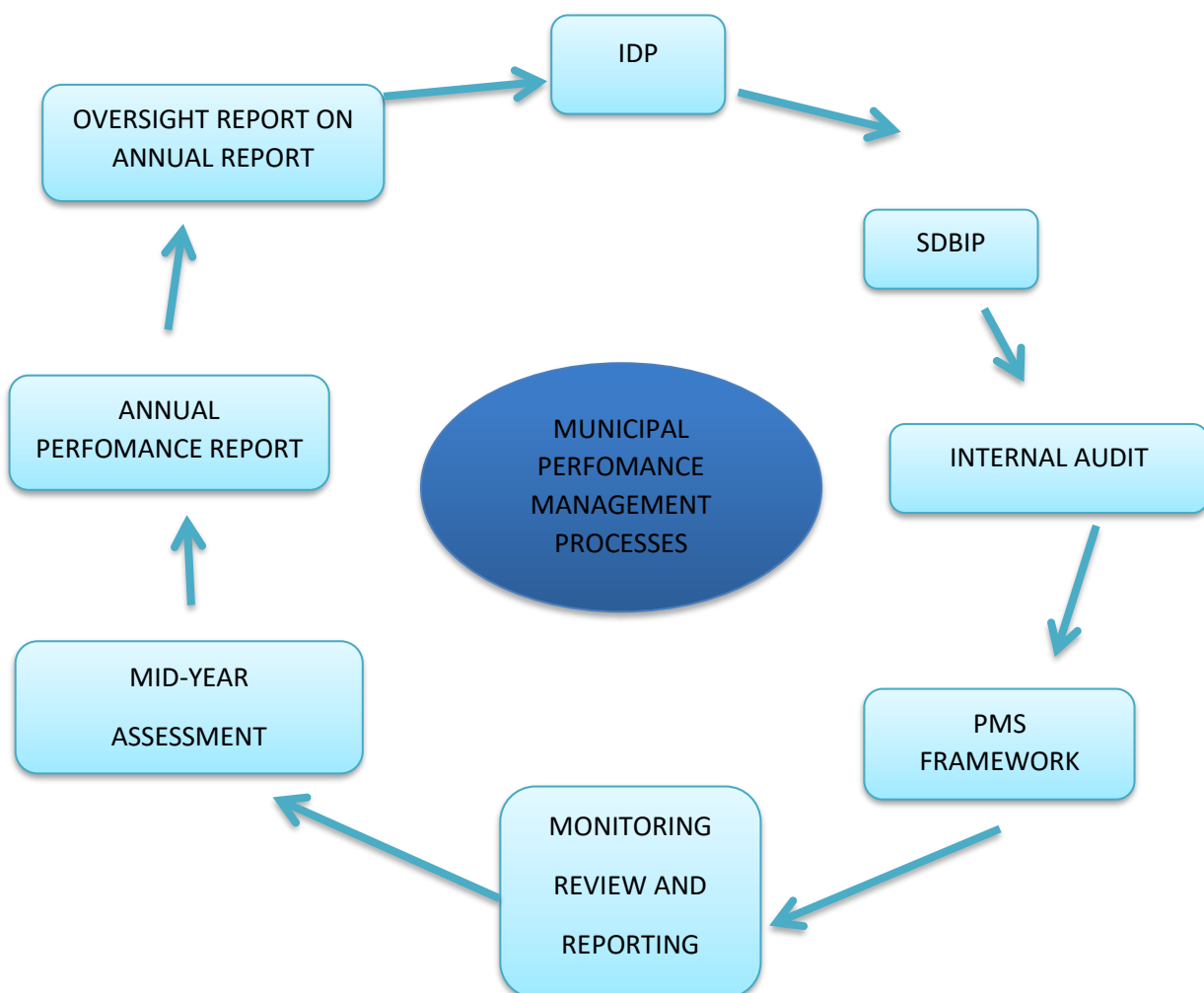
In terms of the Municipal Finance Act No 56 of 2003 section 1 maintain that the Mayor of the municipality should approve a Service Delivery Budget Implementation Plan (SDBIP) each financial year. SDBIP should show monthly projections; revenue collected indicating sources, operational and capital expenditure 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



## 1. PLANNING FRAMEWORK

### 1.1. Introduction

In this section, we provide a brief overview of (1) legislative context within which the 2021/2022 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.

### 1.2. Legislative Background

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

The new constitutional model redefines the relationship between the three spheres of government by replacing the system of the vertical hierarchy of tiers with three overlapping planning processes and sets of plans, 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 functions of municipality and makes it a legal requirement for every municipal council to adopt a single, inclusive and strategic plan (IDP) for the development of its municipality. This plan should link, integrate and coordinate plans and take into account community proposals for development of the municipality, it should also align the 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.

**1.3. Framing the 2021/2022 IDP**

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

#### **1.4. 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 to respond to the triple challenge of poverty, inequality and unemployment. The IDPs have to become far more decisive on the areas of need and development.

#### **1.5. 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.

### **1.6. 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.

### **1.7. 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.

**1.8. The Local Planning Context**

At the local level, a number of fundamental issues impact on the planning processing of the GLM. Firstly, the municipality is informed by national, provincial and district programmes such as ASGISA, NSDP, 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 2021/22 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), New District Development Model, Limpopo Employment growth and development plan (LEGDP) and Municipalities IDPs.

### 1.9. Alignment between IDP, Budget and PMS

It 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.

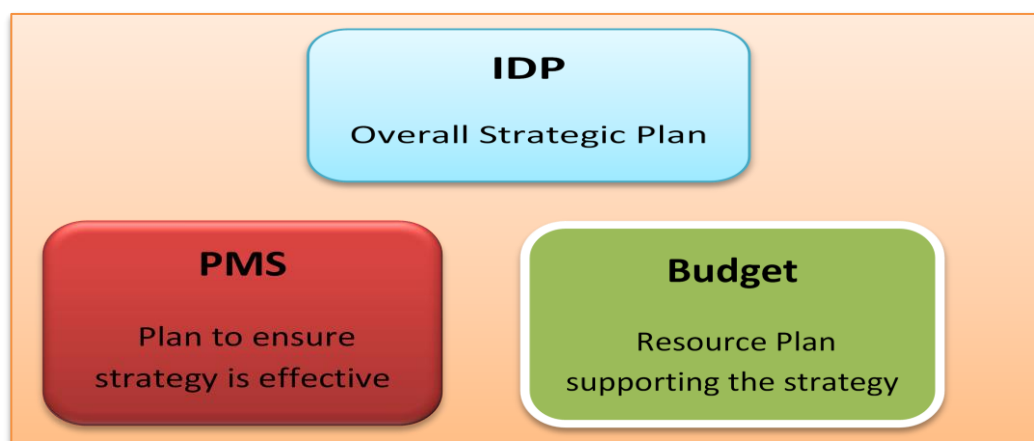
The IDP, performance management systems and budget are all components of one overall development planning and management system:

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

### **1.10. 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.



## 2. IDP PROCESS PLAN

### 2.1. 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.

### 2.2. 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 2020-June 21 Time scheduled for planning process.
- Roles and responsibilities.
- Public/community participation/involvement.

### Stages/Phases of the IDP Process

IDP Phases	Activities
<b>PREPARATORY</b> July 2020	-Identification and establishment of stakeholders and structures and sources of information.  -Development of the IDP Framework and process plan.
<b>ANALYSIS PHASE</b> July-September 2020	-Compilation of levels of development and backlogs that suggest areas of interventions.
<b>STRATEGIES PHASE</b> Sept.-Oct. 2020	-Reviewing the vision, mission, strategies and objectives.

<b>PROJECTS PHASE</b> October 2020-February 2021	-Identification of possible projects and their funding sources.
<b>INTEGRATION PHASE</b> January-February 2021	-Sector plans summary inclusion and programmes of action.
<b>Approval phase</b> March-May 2021	-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.

**Table no.2:** Stages/Phases of the IDP Process

### 2.3. Structures that manage/drive the IDP Process

The following table shows structures responsible to develop, review, implement and monitor the IDP process and has been aligned with that of the Mopani District Municipality.

<b>Structure</b>	<b>Composition</b>	<b>Roles and Responsibilities</b>
Council	Members of Council  <b>(Chair: Speaker)</b>	<ul style="list-style-type: none"> <li>• Adopt the IDP Framework and Process plan.</li> </ul>
Executive Committee	Mayor, Portfolio Heads, Municipal Manager, Directors, and IDP Manager  <b>(Chair: The Mayor)</b>	<ul style="list-style-type: none"> <li>• Provide political oversight in the development of the IDP</li> <li>• Assign responsibilities to Municipal Manager.</li> <li>• Deliberate and adopt IDP Framework and Process Plan.</li> <li>• 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.</li> </ul>

		<ul style="list-style-type: none"> <li>• Submit draft IDP to Council.</li> </ul>
Portfolio Committee	<p>Chairperson and members of Portfolio Committee</p> <p><b>(Chair: Head of Portfolio Committee)</b></p>	<ul style="list-style-type: none"> <li>• Manage the drafting of the IDP on behalf of the Executive Committee</li> <li>• Provide political oversight.</li> </ul>
Ward Committees	<p>Ward councillors; Ward committee members; Local Area Planning Facilitators (LAPs); and Community Development Workers (CDWs).</p> <p><b>Chair: Ward Councillor)</b></p>	<ul style="list-style-type: none"> <li>• Collect, discuss and prioritise ward needs.</li> <li>• Submit ward needs to IDP Unit Link the planning process to their respective constituencies, wards and Ward Committees.</li> <li>• Responsible for organizing public consultation and participation.</li> <li>• Ensure the annual business plans and municipal budget are linked to and based on the IDP.</li> <li>• Ensure the IDP is aligned with provincial and national departments' budgets.</li> </ul>
IDP Steering Committee	<p>Mayor, EXCO, Municipal Manager, All Sec 56 Managers, IDP Manager, PMS Manager &amp; Budget Manager.</p> <p><b>(Chair: Mayor)</b></p>	<ul style="list-style-type: none"> <li>• Provide political oversight in the development of the IDP/Budget.</li> <li>• Supervises the implementation of IDP/Budget planning process.</li> <li>• IDP/Budget consultation with various sectors.</li> <li>• Oversee that amendments made to the draft IDP/Budget are to the satisfaction of the Municipal Council.</li> <li>• Be responsible for the submission of the IDP/Budget to EXCO (for recommendation to Council) and MEC for CoGHSTA (for alignment).</li> </ul>

		<ul style="list-style-type: none"> <li>Undertakes responsibilities, in response to proposals made by the MEC.</li> </ul>
Municipal Manager	The Municipal Manager	<ul style="list-style-type: none"> <li>Oversees the whole process and takes responsibility therefore</li> </ul>
IDP Manager	IDP Manager	<ul style="list-style-type: none"> <li>Managing the IDP process on a daily basis</li> </ul>
Secretariat	Provided by the office of the Municipal Manager	<ul style="list-style-type: none"> <li>Records proceedings on a daily basic</li> <li>Issue invites for all IDP meetings</li> </ul>
IDP, Budget & PMS Representative Forum	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  <b>(Chair: The Mayor)</b>	<ul style="list-style-type: none"> <li>Participate and ratify the completion of each phase of the IDP development and review process.</li> <li>Represent the communities at strategic decision-making level.</li> </ul>

**Table no.3:** IDP Structures, roles and responsibilities

#### 2.4. IDP Process Overview for 2020-21

The following are the activities that will be undertaken during Greater-Letaba Municipality IDP review.

**Table no.4:** Process Overview: Steps and events

Month	Activities	Time Frame	
		GLM	MDM
July 2020	<b>Preparatory Phase:</b> Identification of and establishment of stakeholders and or structures and source of information	<ul style="list-style-type: none"> <li>July 2020</li> </ul>	30 July 2020

August 2020	<b>Analysis Phase:</b>		31 July-30 September 2020
	• Management meets to discuss IDP Analysis Phase	• 14 August 2020	
	• IDP Steering Committee: Analysis Phase	• 25 August 2020	Engagement Session:09-10 September 2020
	• IDP Representative forum: Analysis phase	• 04 September 2020	
September 2020	<ul style="list-style-type: none"> <li>• <b>Strategies Phase</b></li> <li>• Management: Preparation for strategic planning session</li> </ul>	• 10 September 2020	23 September 2020 to November 2020
October 2020	• Strategic Planning Session: Strategies phase	• 12-14 October 2020	Engagement Session 5-6 November 2020
	• Management: consolidate strategic session discussion	• 19 October 2020	
	• IDP Steering Committee: Strategic phase	• 30 October 2020	
	• IDP Rep Forum: Strategic Phase	• 05 November 2020	
January 2021	<b>Projects Phase</b>		January to March 2021 Engagement Session 2 February 2021
	• IDP Steering Committee :Projects phase	• 11 January 2021	
	• Management Meeting: Project phase	• 15 January 2021	
	• IDP Rep Forum: Project Phase	• 22 January 2021	
February 2021	<b>Integration Phase</b>		February 2021
	• IDP Integration	• 22 February 2021	
March 2021	<b>(Draft IDP)</b>		30 March 2021
	• Management meeting: Draft IDP	• 08 March 2021	
	• IDP Steering Committee: Draft IDP Discussion	• 15 March 2021	
	• EXCO: consideration of the oversight report, draft IDP and Budget	• 19 March 2021	
	• Council: Approval of the oversight report, draft IDP and Budget	• 26 March 2021	
April 2021	• Submission of draft IDP to COGSTA for analysis, Publication of the draft IDP documents for inputs	• 13 April 2021	
	• Public participation on draft IDP/ budget/ PMS	• 15 April 2021 to 28 April 2021	17 April- 4 May 2021

May 2021	<b>Approval Phase (Final IDP)</b>		29 May 2021
	<ul style="list-style-type: none"> <li>IDP Steering committee: consideration of the inputs from the public participation process</li> </ul>	<ul style="list-style-type: none"> <li>29 April 2021</li> </ul>	
	<ul style="list-style-type: none"> <li>Management : Effect changes to draft IDP and budget as per public comments and COGSTA</li> </ul>	<ul style="list-style-type: none"> <li>07 May 2021</li> </ul>	
	<ul style="list-style-type: none"> <li>IDP Rep Forum : Consider final Draft IDP/Budget</li> </ul>	<ul style="list-style-type: none"> <li>18 May 2021</li> </ul>	
	<ul style="list-style-type: none"> <li>EXCO: Final draft IDP/Budget</li> </ul>	<ul style="list-style-type: none"> <li>21 May 2021</li> </ul>	
	<ul style="list-style-type: none"> <li>Council Sitting : Approval of the Final Draft IDP and Budget</li> </ul>	<ul style="list-style-type: none"> <li>31 May 2021</li> </ul>	
June 2021	<ul style="list-style-type: none"> <li>Submit approved IDP/Budget CoGHSTA and District (within 10 working days after approval)</li> </ul>	<ul style="list-style-type: none"> <li>04 June 2021</li> </ul>	

## 2.5. 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.

## 2.6. 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.

## **2.7. IDP Activity Flow**

- 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.
- The IDP Steering committee shall further submit the Framework to the IDP Representative Forum through the Directorate
- The Portfolio Committee head of 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 Development and Town Planning 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.

## **2.8. 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.

## **2.9. 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.

## **2.10. Conclusion**

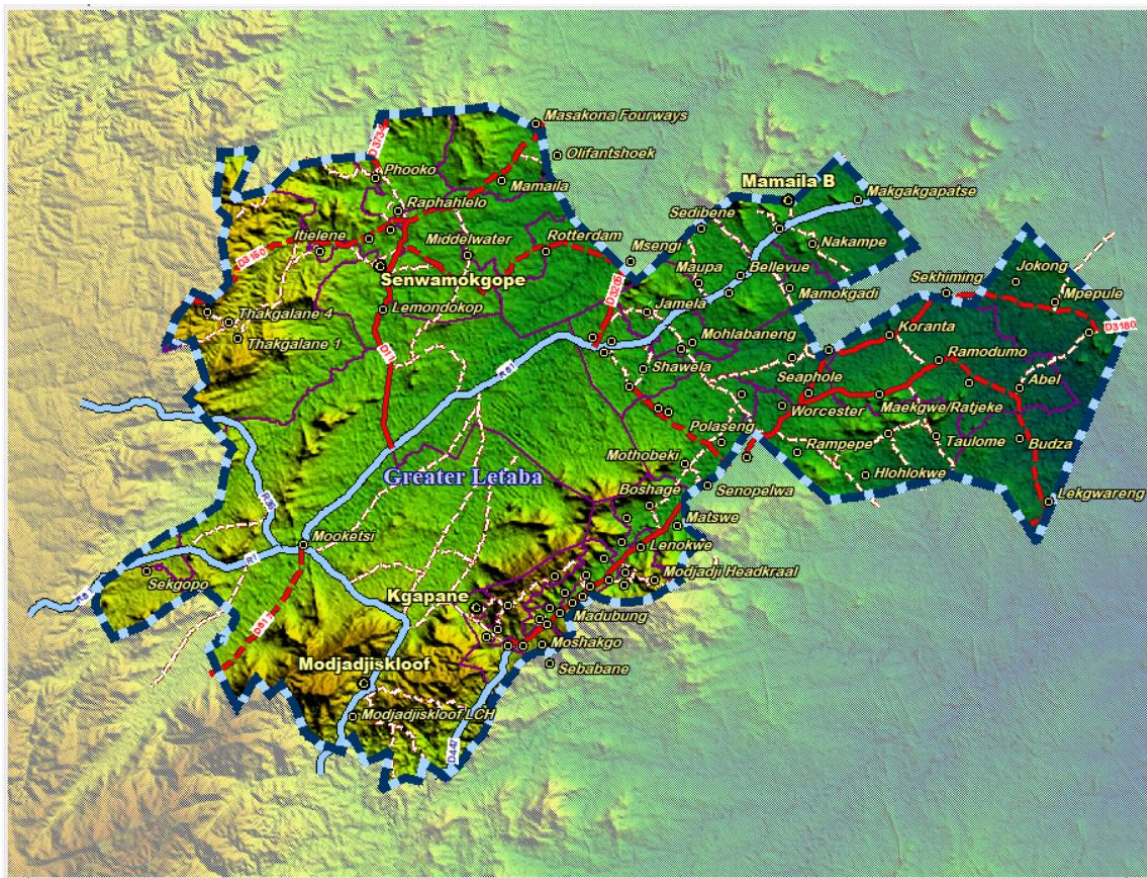
The Process plan adopted by Council shall be binding to all stakeholders in Greater Letaba Municipality and shall further provide transparency and accountability to the communities and stakeholders in Greater Letaba Municipality.



### 3. SITUATIONAL ANALYSIS

#### 3.1 Description of the Municipal Area

The Greater Letaba Municipality (GLM) is situated in the north-eastern quadrant of the Limpopo Province within the Mopani District Municipality Area. Greater Letaba is bordered by Greater Tzaneen to the south, Greater Giyani to the east, Molemole to the west, and Makhado to the north. The “gates” to the municipal area are considered to be Sekgopo in the west and Modjadjiskloof in the south, Mamaila Kolobetona in the North and Makgakgapatse in the East. The land area of Greater Letaba Municipality extends over approximately 1891km<sup>2</sup>. The Greater Letaba Municipality incorporates the proclaimed towns of Modjadjiskloof, and Ga-Kgapane, situated in the extreme south of the municipal area, and Senwamokgope towards the north-west of the area of jurisdiction. There are also 132 rural villages within the municipal area. The municipality consist of 30 wards.



Map: Greater Letaba Municipality Map

### 3.2 Demographic Profile

#### 3.2.1 Population Trends

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

**Table no 5: GLM Population**

<b>Population</b>		
<b>Census 2001</b>	<b>Census 2011</b>	<b>Survey 2016</b>
247 739	212 701	218 030

*Source: (Census 2011)*

*Source : (Community survey, 2016)*

**Table no 6: GLM Household**

<b>Households</b>		
<b>Census 2001</b>	<b>Census 2011</b>	<b>Survey 2016</b>
59 539	58 262	67 067

*Source: (Census 2011)*

*Source: (Community survey, 2016)*

**Table no 7: Below Depicts Population and Ward Gender**

<b>Ward no</b>	<b>Total population</b>	<b>Male</b>	<b>Female</b>
Ward 1	7564	3261	4303
Ward 2	5050	2252	2798
Ward 3	5633	2585	3048
Ward 4	8529	3919	4610
Ward 5	6969	3243	3726
Ward 6	7888	3524	4364
Ward 7	6475	2887	3588

Ward 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	7648	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

<b>Ward no</b>	<b>Household</b>	<b>Percentage</b>
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%

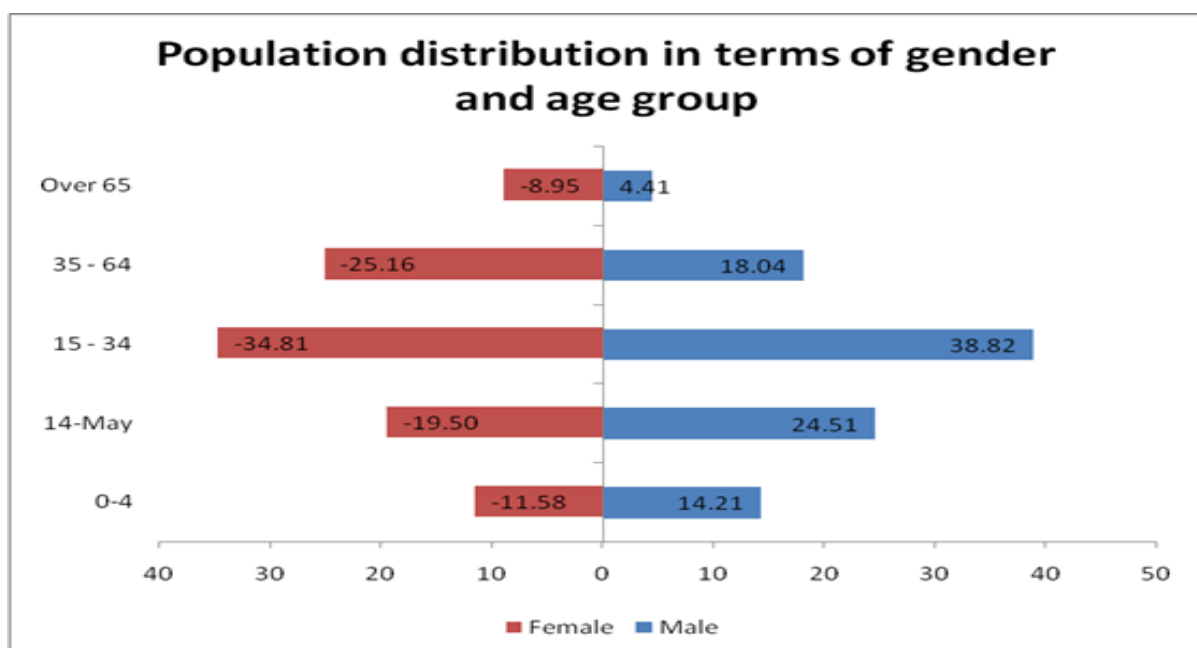
Ward 23	1959	3,4%
Ward 24	1254	2,2%
Ward 25	1895	3,3%
Ward 26	1884	3,2%
Ward 27	1584	2,7%
Ward 28	1276	2,2%
Ward 29	4807	8,3%
Ward 30		

Source: (Census 2011)

### 3.3 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.:** Age and Gender Distribution

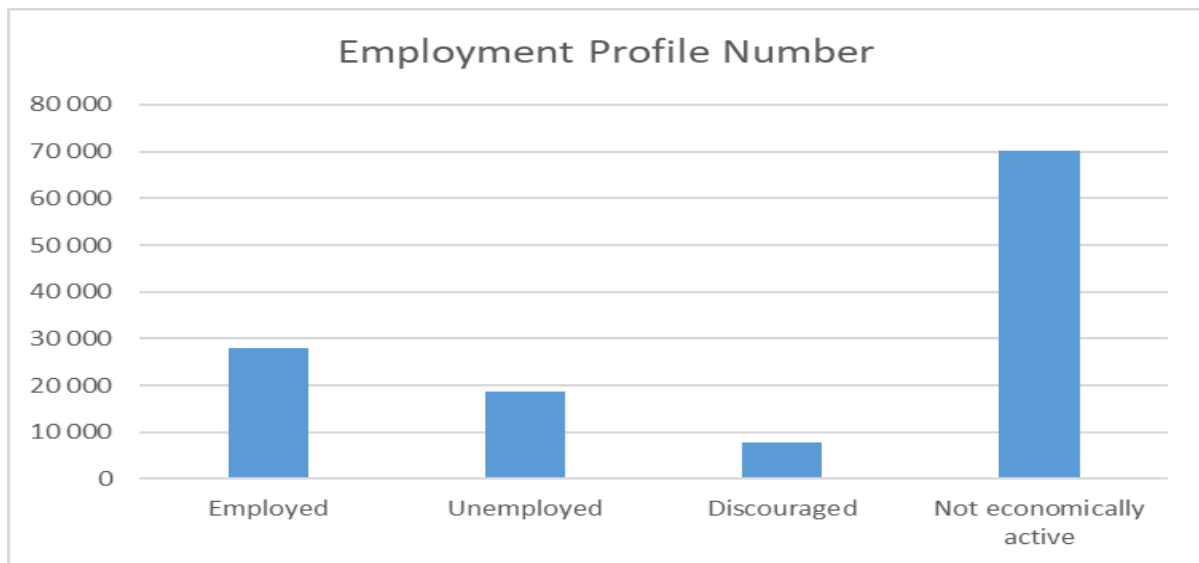


Source: (Census 2011)

### 3.4 Employment Profile

The graph below presents the employed population of Greater Letaba Municipality. Of the 46 644 economically active (employed or unemployed but looking for work) people in the municipality, 40,3% are unemployed. 49,9% of the 24 633 economically active youth (15–35 years) in the area are unemployed.

**Graph no 2:** Employment Profile



Source: (Census 2011)

#### 3.4.1 Employment and Unemployment Rate

Employment rate-59.7

Unemployed rate-40.3

#### 3.4.2 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:** Income per Household

<b>Income</b>	<b>Households</b>	<b>%</b>
No Income	8407	14.4
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
<b>Total</b>	<b>58 262</b>	<b>100</b>

Source: (Census 2011)

### 3.5 Level of Education

**Table no 10:** Level of Education.

<b>Group</b>	<b>Percentage</b>
No Schooling	14.62%
Some Primary	24.35%
Completed Primary	4.62%

Some Secondary	29.87%
Completed Secondary	10.22%
Higher Education	3.16%
Unspecified	0.10%
Not Applicable	13.06%

Source: (Census 2011)

### 3.6 People with Disabilities in the Municipality

**Table no 11:** Disability by Gender

Type of disability	Male	Female
Sight	147	248
Hearing	317	553
Communication	942	932
Physical	696	769
Intellectual	979	999
Multiple	145	57
<b>Total</b>	<b>3226</b>	<b>3558</b>

Source: (Census 2011)



## 4. SPATIAL RATIONALE

### 4.1 Purpose of Spatial Analysis

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

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

The Greater Letaba Municipal area has the following spatial characteristics:

- A land area of approximately 1 891 km<sup>2</sup>;
- A fragmented formal urban component comprising of Ga-Kgapane, Senwamokgope and Modjadjiskloof;
- The incidence of rural settlements is evenly spaced along the northern boundary and a lesser concentration of villages along the south-eastern boundary of the Municipality;
- The southern part of the municipal area comprises of 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 of the land in the municipal area (48%) is subject to the land claims, which have been lodged to the Land Claims Commission. There are three proclaimed towns within the Greater Letaba Municipal area, namely Modjadjiskloof, Ga-Kgapane and Senwamokgope. The process of developing Khumeloni as the fourth township is still in place.

#### 4.2 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 <sup>st</sup> Order Settlement	<ul style="list-style-type: none"> <li>• Growth points;</li> <li>• Settlement located relatively close to each other;</li> <li>• Meaningful economic and social activities;</li> <li>• Services are available for potential business and</li> <li>• Higher level of services.</li> </ul>	Modjadjiskloof, Ga-Kgapane and Senwamokgope
2 <sup>nd</sup> Order Settlement-	<ul style="list-style-type: none"> <li>• This group of settlements are located close to each other;</li> <li>• Have virtually no economic base;</li> <li>• The area has no infrastructure services and</li> <li>• Have a substantial number of people residing in this area.</li> </ul>	Mokwakwaila
3 <sup>rd</sup> Order Settlement	<ul style="list-style-type: none"> <li>• The areas exhibit development potential based on population growth;</li> <li>• The areas are traditionally rural areas;</li> <li>• Have more than 500 inhabitants;</li> </ul>	Mapalle and Rotterdam

	<ul style="list-style-type: none"> <li>• They don't form part of the cluster;</li> <li>• Most of these areas are relatively isolated in terms of surrounding settlement;</li> <li>• The potential of self-sustained development growth is limited and</li> <li>• Lack development opportunities.</li> </ul>	
4 <sup>th</sup> Order Settlement	<ul style="list-style-type: none"> <li>• The settlements are traditional rural areas, whereby they are located in the manner that they are interdependent;</li> <li>• Settlements are linked together by social infrastructure e.g. (clinic, schools etc.) and</li> <li>• The settlements are small and they have less than 1000 people per village.</li> </ul>	
5 <sup>th</sup> Order Settlement	<ul style="list-style-type: none"> <li>• All small settlements are mainly rural villages, which do fall under 4<sup>th</sup> order of settlement;</li> <li>• No economic base in this area</li> </ul>	Motlhele

#### 4.3 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.

#### 4.4 Spatial Development Growth Points Areas

**Table no 13:** Spatial Development Growth Points Areas

Provincial	District	Municipal
Modjadjiskloof	Ga-Kgapane Township	Mokwakwaila Senwamokgope

#### 4.5 Land Claims and their Socio-Economic Implications

Greater Letaba has by far the majority of land claims (196); covering a land area of approximately 91812ha. 48% 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 and Tshwale Communities have been settled by providing alternative land. 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:** Land Claims Settled

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

**Table no 16:** Illegal Land Occupation

<b>Property Description</b>	<b>Land Ownership</b>	<b>Comment(s)</b>
Meshasheng in Ga-Kgapane	Greater Letaba Municipality	About 31 people have built shacks.
Mokgoba in Modjadjiskloof	Greater Letaba Municipality	About 200 shacks has been built illegally in Mokgoba area
Portion 4 of the farm mooiplats	Greater Letaba Municipality	About 100 sharks built illegally

#### **4.6 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 Mokgoba and Meshasheng;
- Shortage of land for development;
- Sparse rural settlement and
- Building houses without building plans.

#### **4.7 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:

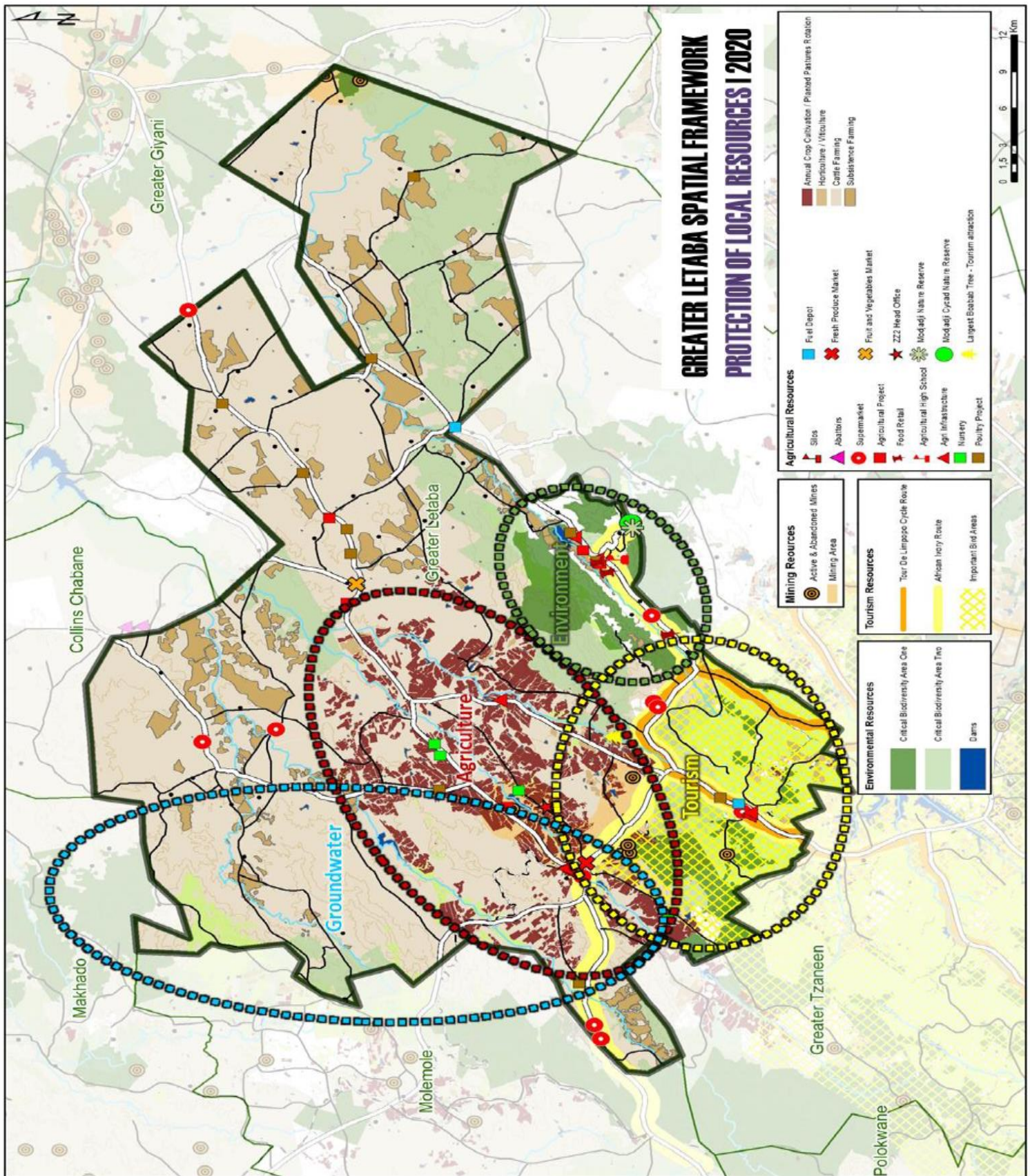
- The availability of the Rain Queen (Queen Modjadji) which may influence tourism related development along the Ga-Kgapane-Mokwawkwaila Development Corridor;
- The African Ivory route that passes through Modjadjiskloof could bring unprecedented growth in both Modjadjiskloof as a town and the entire municipality.

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

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

- Modjadji Nature reserve, with the Modjadji (Encephalartos Transversalis 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.

## 4.8. Greater Letaba Spatial Economy





#### **4.9 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;
- Mokuakwaila area on the farm Worcester 200-LT given potential by its centrality in Bolobedu the municipality as a whole.
- Portions of the farms Vaalwater and Roerfontein adjoining the existing Senwamokgope to the South and East
- Mooketsi (area around the junction) which has a potential for growth as a convenience centre 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.



#### 4.10 Spatial Development Consideration (Subject to Land Availability)

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

- Proposed establishment of extension 11,12 and 13 of Kgapane
- Township establishment (286 sites) on the farm Vrystaat, covering 67 hectares: Portion 14;
- Township Establishment (600 sites) on farm Nooigedatcht 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;
- Township Establishment (1000 Sites) Uitspan 172-LT
- 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

Swot analysis

<b>Strength</b>	<b>Weakness</b>
<ul style="list-style-type: none"> <li>• SPLUMA</li> <li>• SDF</li> </ul>	<ul style="list-style-type: none"> <li>• Sparse rural settlement</li> </ul>
<b>Opportunities</b>	<b>Threats</b>
<ul style="list-style-type: none"> <li>• Growth points</li> <li>• Identifiable land use areas</li> <li>• Tourism</li> </ul>	<ul style="list-style-type: none"> <li>• Illegal settlements and land occupation</li> <li>• Land disputes</li> </ul>

<ul style="list-style-type: none"> <li>• Township establishment</li> </ul>	<ul style="list-style-type: none"> <li>• Building of houses without building plans</li> <li>• Unavailability of land for development</li> </ul>
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**Table no 17:** Spatial Rationale SWOT Analysis

## 5.ENVIRONMENTAL ANALYSIS

### 5.1 Background

Greater Letaba municipality is faced with environmental risks and threats that lead to environmental degradation. National legislation and various international protocols gives guidance as to how the municipality should ensure safer and sustainable environment for the residence. 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 will provide an outline of various challenges faced within the environmental space of the municipality.

### 5.2 Environmental Legislation:

**5.2.1 The international protocols which guides environmental management are as follows:**

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

**5.2.2 Legislation which regulates matters relating to environmental management:**

- National Environmental Management Act No 107 of 1998;
- National Environmental Management Biodiversity Act No 10 of 2004;
- Air Quality Act NO 39 of 2002;
- National Environmental Waste Act No 59 of 2008.
- Mopani Climate Change Response Plan

*Sources: South African Legislations*

**Greater Letaba Municipality has the environmental challenges in the following areas:**

### **5.2.3 Veld and forest fires**

Veld and forest fire are the environmental challenges that is experienced in Greater Letaba Municipality.

#### **5.2.3.1 Causes of veld and forest fire:**

- Bee hunting; Firewood collection; Economic gains; Lack of knowledge about fire and Distraction.

#### **5.2.3.2 Extent of the challenges:**

- Destruction of grazing and affect livestock farming

#### **5.2.3.3 Areas affected by Veld/ forest fires:**

- Meidingen; Thakgalang and Goudplaas.

### **5.2.4 Alien plant invaders**

Alien plants are the foreign plants which are not originated 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.

#### **5.2.4.1 Causes of Alien plant**

Deliberate transportation of alien plant by human beings from one country to another, for commercial gains, agent of pollination e.g. Running water; birds and wind.

#### **3.2.4.2 Areas affected by alien plants**

- Thakgalang area (Ponelopele cattle farming farm); Modjadji Nature reserve; Sekgothi area; Ramaroka Sekgosese, Ga-Kgapane, Rapitsi, Mokwakwaila, Bodupe, Maphalle and almost Greater Letaba Areas.

There are different alien species i.e. Lantana, Morning glory, Potato bush, Yellow poppies, Bark weed, Casta oil, etc. The Municipality must should put budget aside for alien control and awareness.

#### **5.2.4.3 Extent to the challenges**

Destroying vegetation cover around them; Causes soil erosion; Consume lots of water;

Drying arable land and destroying indigenous plant; Aggravating wildfire; Poisonous to livestock. *Source: Working for Water and Department of Agriculture*

#### **5.2.5 Deforestation**

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

##### **5.2.5.1 Causes of deforestation**

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

##### **5.2.5.2 Areas affected by Deforestation**

- Rotterdam; Thakgalang; Mamaila Kolobetona; Mamaila Mphotwane; Kuranta and the surrounding villages; Motlhele and the surrounding villages; Shamfana and the surrounding villages; Mohokoni g village and some areas within GLM.

##### **5.2.5.3 Extent of deforestation**

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

#### **5.2.6 Soil erosion**

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

##### **5.2.6.1 Areas affected by soil erosion**

- Sekgosese area; Rotterdam; Kuranta; Bellevue; Matswi and other areas within the municipality.

##### **5.2.6.2 Causes of soil erosion**

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

### **5.2.6.3 Extent 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 Department to fight soil erosion.

*Source: Department of Agriculture*

## **5.2.6 Informal settlement**

Informal settlement has major negative effect to the environment in that most areas occupied by structures without consideration of environmental potential.

### **5.2.6.1 Areas affected by informal settlement:**

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

### **5.2.6.2 Causes of informal settlement:**

- Poverty; Unemployment; Population growth and urbanization.

### **5.2.6.3 Extent of informal settlement**

Creates environmental problems; Create unregulated building patterns; 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.

## **5.2.7 Water pollution**

Water pollution affects most people who stay in rural areas because some still rely on water from rivers for domestic purpose. The following are rivers that are affected by pollution within Greater Letaba Municipality namely Klein, Groot Letaba rivers and Molototsi.

### **5.2.7.1 Areas affected by water pollution**

- The areas where people still rely on ground water and water from rivers;

### **5.2.7.2 Causes of water pollution:**

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

*Sources: Department of Water and Sanitation*

### **5.2.8 Drought and natural disaster**

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

#### **5.2.8.1 Areas affected by drought and natural disaster**

- Kuranta; Rotterdam; Mothele; Mamanyoha and Shamfana.

#### **5.2.8.2 Extent of drought and natural disaster**

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

*Sources: Mopani District Risk Profile*

### **5.2.9 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.

#### **5.2.9.1 Gases like CO<sub>2</sub>, methane and nitrous oxide**

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

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

### 5.2.9.2 Causes of global warming:

- Human activities attached to the increase in CO<sub>2</sub> e.g. cars;
- industrial productions;
- energy-producing industries;
- Deforestation and agriculture (inorganic farming).

#### ➤ **Biomass burning**

- Mostly in the rural areas within GLM people are using it for cooking and heating.
- Eliminate garden waste.
- 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.
- 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.
- This impact on the air quality.

#### ➤ **Dust**

- Unpaved road, Construction and other human activities.

### 5.2.9.3 Extent of the problem of global warming

- Greater Letaba Municipality farmers are affected in the form of lower 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.

Using alternative forms of energy (e.g. solar panel, wind turbines heat, power plants) and put strict control against deforestation. 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 strategies on control measures for decreasing emission of the gases that exacerbate temperature increase in the atmosphere.

### **5.3 Waste Management**

GLM is collecting waste in Modjadjiskloof, Ga-Kgapane and Senwamokgope. The Municipality has extended the collection of waste to Mokgoba, Meidingen, 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 three compactor trucks, 1 skip truck and refuse tractor, which are used for the collection of waste in various areas. 30 skip bins have been purchased for extension of waste services to 30 Wards within the Municipality. There are two operational transfer stations located at Senwamokgope and Ga Kgapane for waste disposal as a temporary storage. Also one drop of Centre for Disposing Garden Waste at Modjadjiskloof. One major challenge is also that the municipality has no established land fill site and currently depends on Tzaneen Local Municipality for dumping purpose. The municipality has acquired a land at Maphalle Village to establish a landfill site when funds are available for the process to commence.

### **5.4 Environmental Management**

The Municipality has developed environmental planning tools in house such as IWMP assisted by stakeholders i.e. LEDET, DEA, DWS, and Dept. of Agriculture, still waiting for the approval by Council. Environmental Management Plan (EMP), Education and awareness strategy, Recycling and waste minimization strategy are still being developed. The Integrated Waste Management Plan(IWMP) has been approved by the council and endorsed by the MEC of LEDET.

## 5.5 Waste disposal

The Municipality has placed waste bins in town, villages and townships to address waste disposal challenges. An initiative for recycling projects is in progress at Jamela and Maphalle. The construction of a buy-back centre has been completed but not yet operational.

## 5.6 Refuse removal

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

Municipality	No of villages	Villages served	Service provider	Comments
GLM	80	40	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.

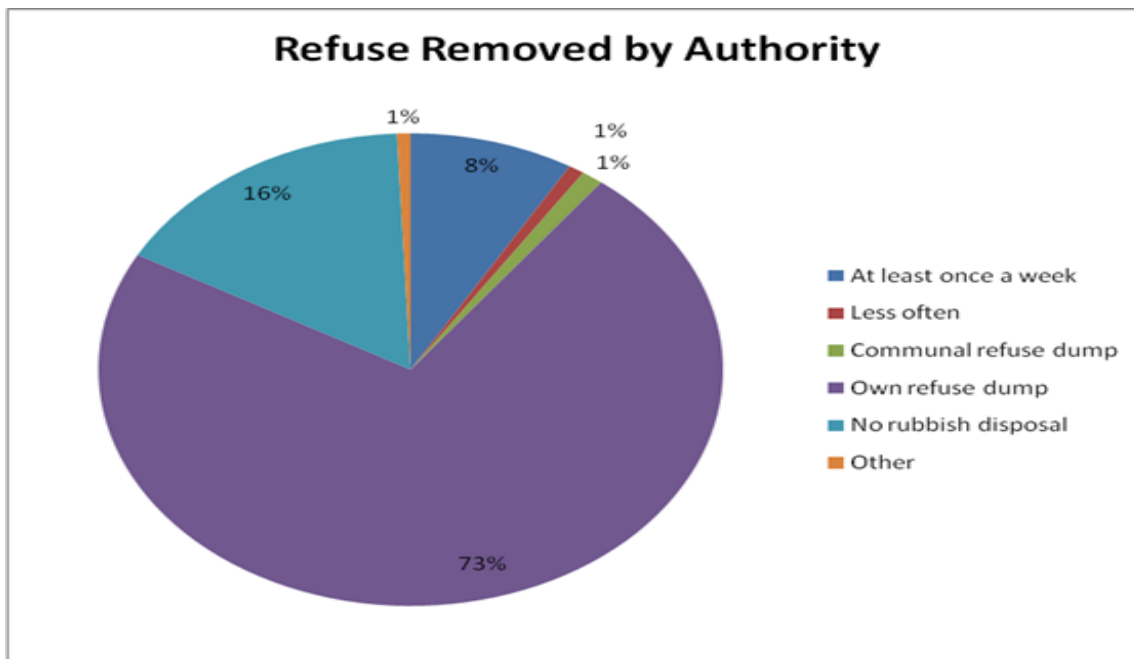
**Table no 18:** Refuse removal in rural areas

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

### 5.6.1 Access to refuse removal

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

**Table no 19:** Access to refuse removal weekly by the municipality:



**Graph no 3: Percentage distribution of household by type of refuse disposal**

Removed by Authority	Census 2011
At least once a week	4 954 (8.5%)
Less often	478 (0.8%)
Communal refuse dump	651 (1.1%)
Own refuse dump	42 316 (72.6%)
No rubbish disposal	9 454 (16.2%)
Other	410 (0.1%)
<b>TOTAL</b>	<b>58 262 (100%)</b>

### 5.7 Greater Letaba Municipality Waste Management Challenges

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

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

has been identified at around Maphalle area and the development has already started. The garden refuse from old Modjadjiskloof dumping site are collected to ZZ2 for composting purpose.

There is one informal settlement with 2792 dwellings that do not have access to basic services like waste removal services and proper sanitation facilities, these as well threatens the environment.

## **6. BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT**

### **6.1 Background**

The Constitution of the Republic of South Africa Section 152 (c) indicates that municipalities must “ensure the provision of service to communities in a sustainable manner”. 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 uncleaned water collected from natural sources like rivers and springs for domestic use, which is health hazard.

It is imperative that additional water supply resources be provided, 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.

### **6.2 Water and Sanitation Analysis**

#### **6.2.1 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 with Mopani has not been fully implemented and is undergoing review.

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.

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.

#### **6.2.2 Access to Water**

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 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 municipality already supplies at least 30%-40% of the villages with water tanker per week to address issues of water scarcity.

The table 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 table 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.

**Table no 20:** Piped Water

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

*Census, 2011*

*Community Survey, 2016*

### 6.2.3 Sources of Water

**Table no 21:** Sources of Water

Source	Benefiting Areas
<b>Politsi Water Supply Scheme</b>	Mokgoba, Modjadjiskloof, Ga-Kgapane and surrounding farms
<b>Modjadji Water Supply Scheme</b>	
Upper Modjadji Rural Water Supply Scheme	Mamphakhathi, Bodupe, Moshakga, Motsinoni, Ramphenyane and Mokwasele.
Worcester/Polaseng/Mothobeki Rural water supply	Matswi, Ditshosing, Shawela, Polaseng, Mokwakwaila, and other surrounding areas

Lower Molototsi Rural water Supply scheme	Jokong, Mpepule, Thlothlokwe, Motlhele, Kuranta, Ramodumo, Buqa, Abele Taulome and the surrounding villages.
<b>Middle Letaba Rural Water Supply</b>	
	Sekgosese Area, Maphalle, Mohlabaneng, Jamela, Sefofotse, Bellevue, Mamaila Mphotwane, Nakampe, Refilwe and Makgakgapatse.
<b>Sekgopo Rural Water Supply Scheme</b>	
No bulk water Supply, the entire area depend on ground water supply	Sekgopo comprises of 15 villages of which solely depend on ground water.

#### 6.2.4 Access to Sanitation

According to Census 2011; 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.

**Table no 22:** 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
Other	791	1.4
Total	57925	

Source: (Census 2011)

**Table no 23: Water and Sanitation Backlog**

Services	Total households	Level of Services	Coverage	Backlog	% Backlog
<b>Water</b>					
	<b>58 261</b>	Inside dwelling	5948	<b>9328</b>	<b>16 %</b>
		Inside yard	20320		
		Communal stand pipe >200m	17276		
		Communal stand pipe <200m	5390		
<b>Sanitation</b>					
	<b>58 261</b>	Flush toilet	6407	<b>7867</b>	<b>13.5%</b>
		Pit latrine (Ventilation)	11390		
		Pit latrine (without ventilation)	33056		

Source: (Census 2011)

### 6.2.5 Water and Sanitation Challenges

- Ageing of water and sanitation infrastructure (Modjadjiskloof and Ga-Kgapane);
- Ever reliance on boreholes (Sekgopo and Sekgosese area);
- Theft and vandalism;
- Continuous diesel Water pumps breakdowns;
- non-payments of services;
- Illegal connection by car washes;



- Lack of maintenance of existing infrastructure and
- Poor quality of drinking water.
- Shortage of water because of drought

### 6.2.6 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 1204 households which reside in the proclaimed towns and they do not pay for the first 6kl of water as reflected in their service accounts.

There is a total of 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 24:** Indigent Households receiving Free Basic Water and Sanitation

Service	No. Indigent Households	Access	Backlog
Water	1204	1204	0
Sanitation	1204	1204	0
Refuse removal	1204	1204	0

*Source: Municipal Indigent Register*

## 6.3 Energy and Electricity

### 6.3.1 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 where prepaid meters have been connected to address also issues of illegal connection.

The infrastructure maintenance is important to address issues of power outages especially during storms and winter season. High voltage and low voltage electrical network lines are still having challenges in terms of ageing although the municipality is still busy with refurbishment. 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 June 2019 was 2 979kVA.

This implies that GLM has applied to ESKOM for MND to increase to 5000KVA to cater for future development. The Greater Letaba Municipality has upgraded electrical network as per National Energy Regulator (NERSA) standards in substation sites and mini substations.

### **6.3.2 Sources of Energy**

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

### **6.3.3 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 95,6% (64 116) of the households in Greater Letaba Municipality have access to electricity (*Community survey: 2016*).

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 except new household's extensions.

### **6.3.4 Free Basic Electricity**

The maximum allowable consumption for Free Basic Electrification is 50kwh per qualifying household per month. The municipality has received 1204 beneficiaries (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.

## **6.4 Roads and Storm Water**

### **6.4.1 Road Networks**

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 2019 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.

**Table no 25:** Classification of Roads in GLM

<b>National Tarred Roads</b>	
R36	Mooketsi-Modjadjiskloof-Politsi
R81	Sekgopo-Mooketsi-Makgakgapatse

<b>Provincial Tarred Roads</b>	
D1034	R81-Jaghtpad-P43/2
D1308	Mooketsi-Morebeng
D447	P43/2-Kgapane-D848
D1380	Madumeleng –Modjadji
D3205	Maphalle-Blinkwater-Rotterdam
D3200	Lebaka Cross – Hlohlokwe
D11	R81- Mamaila Kolobetona
D3212	Mamatlepa-Ntata
D3180	Mpepule-Modjadji

<b>Provincial Gravel roads</b>	
D617	Mooketsi-Valkrans
D569	P43/2-D1308

D3221	Lekgwareng-Abel
D3231	Mamaila
D3734	Ga-Phooko
D3160	Itieleng-Senwamokgope
D3211	Nakampe-Skimming
D3242	Lebaka-Jamela
D678	Mooketsi-D1034
D2672	D1034-D1509
D2673	P43/2-D1034
D2674	Modjadjiskloof-D447
D1331	Mothobeki-Boshakge
D1330	Boshakge-Lenokwe
D3197	Senopelwa-Mothobeki
D3195	Maphalle-D3225
D3225	D3195-D3200
D3196	R81-Ditshosing
D3150	Wholesale-Soekmekaar
D3219	Taulome-mahekgwe
D3216	Taulome-D3200
D3212	Bellevue-Ntata
D3207	Bellevue-Sidibene
D3206	Sedibeng-Maupá
D3243	Jamela-D3242
D3242	D3205-R81

The following strategic roads are tarred:

**Table no 26:** Strategic Roads

<b>ID</b>	<b>Corridor</b>	<b>Description</b>
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.

**Table no 27:** Roads and Bridges Requiring Immediate Attention

<b>Roads</b>	<b>Bridges</b>
Road D1329 (near Rabothata) and bridge; Road D1331 (Polaseng-Mothobekgi); D3200 (Lebaka to Mokwakwaila) D3179 (Rapitsi to Malematja) Road D3150 (Wholesale – Thakgalang -Morebeng); Road D3164 & D3205 (Sekgosese to Maphalle); D3180 (Modjadji to Mpepule) Road D3734 (Raphahlelo To Phooko );	Sephokhubje-Mamaila bridge; Sekgopo (bridge to moshate; Shaamiriri bridge (mpepule to shamfana); Rotterdam - Sephokhubje bridge; Rotterdam bridge; Polaseng-Matipane bridge; Abel – Shamfana bridge;

Road D3210 (Senwamokgope); Sekgopo – Moshate Road; Road D3200 (Mokwakwaila - Hlohlokwe); Road D3196 (Ditshosing) to R81; Road D3216 (Mamanyoha - Taolome); Road D3212 (Bellevue - Ga-Ntata); Road D3222 (Lomondokop -Sephokhubje); Expansion of R81; Road D3206 (Maupa-Sedibeng); Road D3207 (Bellevue –Shimauxu); Road D3242/1 (Jamela road); R81 – Sekhimini road Sekgopo/Setaseng road -R81. D1034 (R81 to R36) Jaagpat road Modjadjiskoof (Doreen Street)	Mapaana – Medingen bridge; Ramodumo-Kuranta bridge and Motsinoni-Mamakata bridge. Setaseng – Moshate bridge Mokwasele – Rabothata bridge Mabulana to Mothobekhi bridge
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#### **6.4.2 Road and Storm Water Drainage Backlog**

The municipality has a backlog of storm water drainage in all gravel streets and roads. The backlog is estimated at 705.4 Km road including storm water drainage. And the upgrading of some internal streets from gravel to concrete paving blocks in various villages and township is continuous.

#### **6.4.3 Public Transport**

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

#### 6.4.4 Types of Transport

Municipality have three types of transport mode:

- Taxis;
- Rail operations (goods) and
- Bus transport.

##### 6.4.4.1 Bus Operations

Bus operation is one of the dominant modes used for public transport in the municipality.

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.

##### 6.4.4.2 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 10 taxi ranks. Some of the taxi ranks are informal and therefore do not have the necessary facilities.

**Table no 28:** List of Taxi Ranks

Name of Taxi Rank	Location	Formal/ Informal	Facilities	Utilized route
Modjadjiskloof Taxi Rank	Modjadjiskloof-on street	Formal	Shelter, hawker facilities, loading bays, offices and ablution blocks	Tzaneen and Ga-Kgapane

Ga-Kgapane Taxi Rank	Ga-Kgapane-off street	Formal	Shelter, loading bays and ablution blocks, hawkers facilities	Tzaneen, Modjadjiskloof and Mokwakwaila
Sekgopo Taxi Rank	Ga-Sekgopo on Polokwane-Modjadjiskloof road	Formal	Shelter, loading bays and ablution blocks	Modjadjiskloof and Polokwane
Sekgosese Taxi Rank	Wholesale complex-off	Formal	Shelter, ablution facilities, paving and fence	Modjadjiskloof, Polokwane; Makhado and Morebeng
Mokwakwaila Taxi Rank	Mokwakwaila Village-off-street	Formal	Shelter, loading bays and ablution facilities, hawkers.	Ga-Kgapane
Maphalle Taxi Rank	Giyani-Mooketsi road at Maphalle Village	Formal	Shelter, loading bays and ablution facilities	Modjadjiskloof and Giyani
Khosothopa Taxi Rank	Giyani-Mooketsi road-off-street	formal	Shelter, loading bays and ablution facilities	Giyani and Mokwakwaila
Phaphadi Taxi Tank	Mamaila village-on-street	Informal		Giyani
Mamphakhathi Taxi Rank	Mamphakhathi Village on-street	Informal		Mokwakwaila



Kheshokhole Rank	Taxi	Matswi village on-street	Formal	Shelter, ablution facilities, paving and fence	Kgapane, Mokwakwaila
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#### 6.4.4.3 Rail Operations

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

#### 6.4.5 Public Transport Challenges and Opportunities

- No integrated transport plan;
- Lack of transport by-laws;
- Infighting among taxis operators for routes
- Railway if utilised could relieve the burden of road usage.

#### 6.4.6 SWOT Analysis

**Table no 29:** SWOT analysis

<b>Strength</b>	<b>Weakness</b>
<ul style="list-style-type: none"> <li>• Refuse collected in townships and various villages</li> <li>• Most household have access to basic services such as electricity</li> <li>• Water awareness campaigns</li> </ul>	<ul style="list-style-type: none"> <li>• Maintenance of infrastructure</li> </ul>
<b>Opportunities</b>	<b>Threats</b>

<ul style="list-style-type: none"><li>• Alternative energy source (solar)</li></ul>	<ul style="list-style-type: none"><li>• In fighting among taxi operators for routes</li><li>• Ageing water and sanitation infrastructure</li></ul>
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## 7. SOCIAL ANALYSIS

### 7.1 Background

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

The following is the socio-analytic reflection of GLM:

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

**Table no 30:** Type of Dwelling

Type of Dwelling	2001	2011
Formal structure on a separate stand	50523	52491
Flat or apartment in a block of flats	59	297
Cluster houses in complex		20
Town house (semi-detached house in a complex)	55	9
Semi-detached houses		14
House/flat/room in backyard	459	589
Informal dwelling (shack; in back yard)	250	1013
Informal dwelling (shack; not in backyard e.g. in an informal/squatter settlement or on a farm	2439	942
Room/flat on a property or larger dwelling/servants quarter/granny flat	460	112
Caravan or tent		57
Other	60	322

*Source: Census (2001/2011)*

## 7.2 Housing Backlog

According to municipal information the current housing backlog exists in urban and rural area 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 and Jamela. There are also development proposals in Uitspan of 1000 stands.

## 7.3 Challenges

There are incomplete low cost houses in Ga-Kgapane and Senwamokgope as well as unblocking of various projects in villages.

## 7.4 Informal Settlement

Informal settlement has major negative effect to the environment in that area occupied by structure without consideration of environmental potential. The areas affected by informal settlements are Mokgoba in Modjadjiskloof and Meshasheng at Ga-Kgapane. The major causes of informal settlement include poverty; unemployment; population growth and urbanization. It also creates environmental problems; create unregulated building patterns and it destroys vegetation when buildings are built.

## 7.5 Health and Social Development

The challenge of the health sector in South Africa is to develop a unified national system capable of delivering quality health care to all citizens efficiently and in a caring environment.

## 7.6 Health and Social Development Services Standards

According to the Department of Health and Social Development there is 1 hospital, 1 health centre and 21 clinics within the Greater Letaba Municipal area.

**Table no 31:** Health Facilities

Village Name	Clinic Name	Hospital/Health Centre
Ga-Kgapane	Ga-Kgapane Clinic	Ga-Kgapane Hospital
Meidingen	Meidingen Clinic	
Sekgopo	Sekgopo Clinic	
Modjadjiskloof	Modjadjiskloof Clinic	Modjadjiskloof Health Centre

Shotong	Shotong Clinic	
Modjadji	Sekhutini Clinic	
Bolobedu	Bolobedu Clinic	
Matswi	Matswi Clinic	
Senopelwa	Senopelwa Clinic	
Seaphole	Seaphole 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	
Mpepule	Ratanang Clinic	
<b>Total</b>	<b>21</b>	<b>2</b>

*Source: Department of Health, 2019*

### **7.7 Access to Health Care**

Report from 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 additional of 165 mobile clinics. 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 (Giyani), Elim (Makhado) and the Polokwane 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 are limited mobile clinics in use which operates from the Ga-Kgapane clinic.

**Table no 32:** Ga-Kgapane Hospital Beds Statistics

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

Source: Department of Health, 2020

## 7.8 Health Facilities Challenges

- Insufficient mobile and visiting points;
- High vacancy rate e.g. doctors;
- A need for health centres 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
- A need for EMS at Sekgopo and Mokwakwaila.
- Inaccessible road networks for ambulances

## 7.9 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.

#### **7.10 COVID-19 Challenges within the municipality**

Greater Letaba municipality, like many other municipalities around the country, and in the world is also affected by the Covid-19 global pandemic. The spread of the Covid-19 virus has led to the Nationwide lockdown in terms of the National Disaster Management Act 57 of 2002 regulation . The Greater Letaba Municipality with the intervention of the district, provincial and national government assisted communities with adhering to the Covid -19 restriction but also ensure cases remain stable and also continue to provide basic health services, food and water security, institutional arrangements and economic activities support. District Command Council was established in order to work together with the locals and ensure that people continue to receive support and identified hotspot are given attention in order to contain the spread of the virus.

#### **7.11 Community Lifestyle**

In GLM community lifestyle as well contribute to health problems such as stress, hypertension, heart diseases, 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, there is a need for facilities such as outdoor gyms, sports complex, youth center and as well as the old age facilities. These facilities will go a long way to promote healthy lifestyle within communities in the municipality.

Other prevalent diseases in the community are Diarrhea; Pneumonia; Tuberculosis; Malaria; Sexual Transmitted Infection; Cholera and recently Covid 19 which has claimed the lives of the people.

### 7.12 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, although not fully functional, working in partnership with the police to curb crime in communities. There is a need for police station in Sekgopo and also active Community safety forums

**Table no 33:** Police Stations and Satellites

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

*Source: Dept. of Safety & Security*

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 34:** Crime Hotspots

<b>Crime categories</b>	<b>Highly vulnerable areas/Hot Spots</b>



Theft	Meidingeng, Ga-Kgapane, Makaba, Sedibeng Village, Lemondokop, Raphahlelo, Itieleng, Sephokhubje , Mamaila, VaalWater, Westfalia, Mokgoba, Seggopo, Mooketsi.
Burglary	Ga-Kgapane Township, Meidingeng Village, Mooketsi next to filling station and Seggopo
Assault	Mokgoba, Mooketsi, Seggopo
GBH	Ga-Kgapane Township, Burkina Faso

The following areas need satellites police station:

- Rotterdam
- Mothlele

### 7.13 Education

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

**Table no 35:** Number of Existing Schools

<b>Year</b>	<b>2017</b>
Secondary	95
Primary	141
Combined Schools	2
Intermediate	-
LSEN	1
<b>Total</b>	<b>239</b>

*Source: Department of Education, 2019*

## **7.14 Early Childhood Development Centres**

Greater Letaba Municipality has 40 ECD centres.

### **7.14.1 Challenges of ECD Centres**

- Mushrooming of ECD sites;
- Lack or poor infrastructure and
- Unqualified personnel in the ECD

## **7.15 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.

### **7.15.1 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.

## **7.16 Education Backlog**

The following areas are affected by the Backlog for new schools include: 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 water, and sanitation.

## **7.17 Literacy Level**

In terms of Census 2011, the statistics shows decline in the level of illiteracy by 17.3 %. 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 36:** Teacher/Learner Ratio

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

Source: Department of Education, 2019

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.

### 7.18 Sports, Arts and Culture

Greater Letaba Municipality has Sports, Arts and Culture Portfolio 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 status of sports facilities in the municipality is as following

- Mok wakwaila Stadium is complete and functional;
- Senwamokgope stadium is complete and functional;
- Ga-Kgapane stadium is currently being upgraded;
- Shaamiriri sports complex is complete;
- Sekgopo sports complex is complete and functional and
- Lebaka sports complex is also complete and functional.
- Madumeleng sports complex is currently under construction
- Rotterdam sports complex is currently under construction
- Thakgalang sports complex is currently under construction
- Mamanyoha sports complex is currently under construction

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; Mamaila Mphotwane (Chris Hani); Lebaka(Thabo Mbeki); Ga-Kgapane; Itieleng; Mahekgwe; Mohlabaneng; Senwamokgope, Mokwakwaila, Matswi; Bodupe ;Mamaila-Kolobetona,Ntata, Sekgopo, Mohlele Thakgalang, Rotterdam and Goudplass.

The municipality should come up with measures to address issues of maintenance and the utilisation of facilities. There is relatively progress in terms of the community halls in various wards but more can still be done.

### **7.18.1 Sports, Arts and Culture Backlog**

#### **7.18.1.1 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, and Maphalle Library are the only 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 library facilities have been completed in the following area:

- Mokwakwaila, Senwamokgope, Shotong, Maphalle and Sekgopo library but need to be resourced to become fully operational.

#### **7.18.1.2 Gravel Playgrounds Facilities**

In terms of the playgrounds, 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.

### **7.19 Heritage Sites**

GLM has 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;
- Khelobedu Dialects and
- Mamatlepa Kgashane Grave.
- Modjadjiskloof Waterfall

### **7.20 Thusong Centre Services**

The Municipality has one Thusong Centre which is currently operational at Mokwakwaila.

There is a backlog in terms of establishment of additional Thusong Centres in Sekgopo, Soetfontein 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;
- Early childhood development centre;
- Scrapyard;
- Youth centre;
- Greater Letaba Municipality and
- Electricity Utility.

## 7.21 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. Guest Wi-Fi services are available at all GLM offices for public to have access.

### 7.20.1 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.

### 7.21 Number of Post Offices

GLM have several 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.

### 7.22 Network Infrastructure Challenges

There are areas in the municipality which experienced network infrastructure challenges as indicated below by ICASA.

<b>WARD</b>	<b>VILLAGE</b>	<b>CHALLENGES OF NETWORK (Radio, TV reception, Cellphone &amp; Post office)</b>
12	Thakgalang	All Cellphone Network
	Itieleng	All Cellphone Network
	Goedplaas	All Cellphone Network
13	Senwamokgope	Vodacom
	Itieleng	Mtn
	Chabelane	Mtn

16	Tshamahansi Sephokhubye	Mtn  Vodacom  Tv Stations not working
14	Lemondekop	Mtn
23	Sefotse  Belview  Sedibeng	All Cellphone Network  All Cellphone Network  All Cellphone Network
9	Sekgopo Moshate  Mokganya Morekeleng Marotholong Mogano	All Cellphone Network  All Cellphone Network All Cellphone Network All Cellphone Network All Cellphone Network
19	Jamela  Mohlabaaneng	Vodacom  Mtn  Telkom
28	Rotterdam	Vodacom  Mtn
29	Mokgoba	Mtn
15	Phooko  Raphahlelo	Mtn
11	Matshwi	Mtn  Vodacom
1	Khetlhakoni and surrounding villages	Mtn,Vodacom,Cell C,Telkom

3	Maapana Tshabelamatswale	Mtn.Vodacom
7	Mohlakamosoma Khekhuting Madiokong	Mtn ,Vodacom,Vodacom
18	Roerfontein Sephokhubje Tykline Newstands	Mtn Vodacom
26	All villages	Mtn Vodacom

**Table no: 37:** Icasa communication challenges

## 7.23 Post Office and Telecommunications Backlogs

### 7.23.1 Post office

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

## 7.24 Fire and Rescue Services, Disaster and Risk Management

### 7.24.1 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.

## 8. LOCAL ECONOMIC DEVELOPMENT

### 8.1 Introduction

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

### 8.2 A Broad Economic Overview of South Africa

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

South Africa's 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 reflects, to some degree the response of capital to the extension of citizenship and economic rights to previously disenfranchised.

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

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

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

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

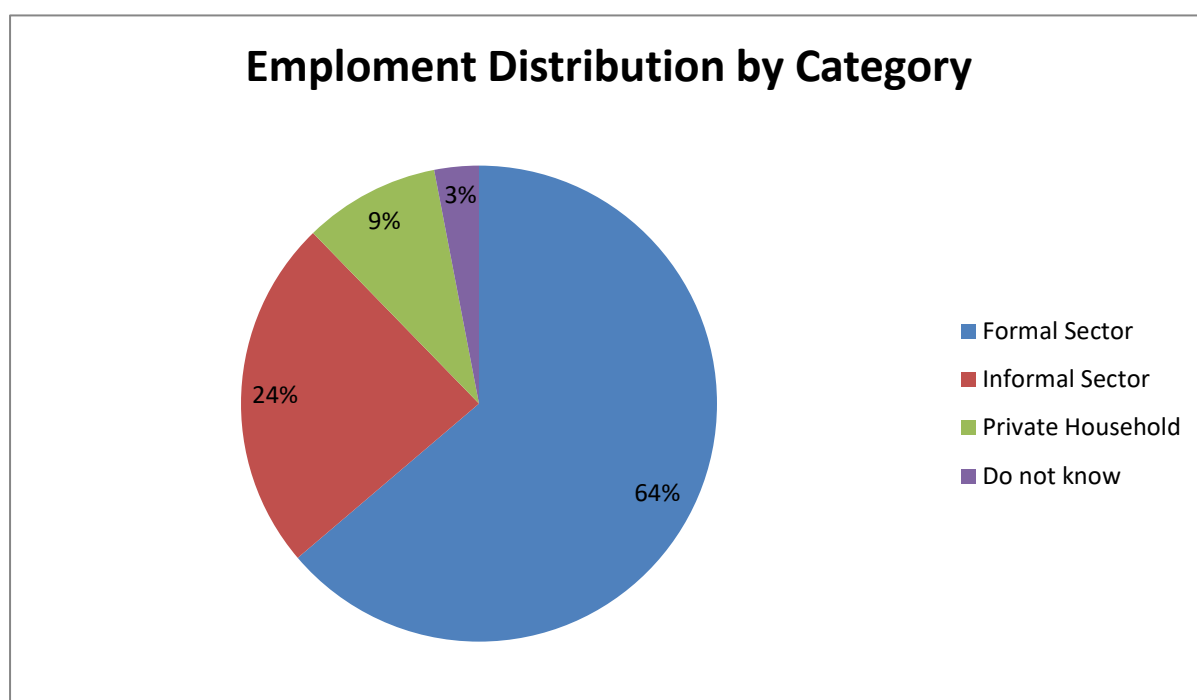
This includes the street traders and hawkers who sell basic commodities to the poor, memorabilia to the tourists and food to urban workers.

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

### 8.3 Local Economic Profile

#### 8.3.1 Employment Distribution by Category

**Graph no 4:** Employment Distribution by Category



Source: (Census 2011)

**Table no 39: Employment Distribution by sector**

Type of Sector	No of people 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

## **8.4 Comparative and Competitive Advantage of Greater Letaba Municipality**

### **8.4.1 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. The agriculture sector is also known as important employer at 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 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, ZZ2 is located in the Mooketsi valley within GLM.

#### **8.4.2 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.

#### **8.4.3 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.

#### 8.4.4 Retail Sector

##### 8.4.4.1 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 Modjadji Plaza. E.g. Shoprite, KFC, Nedbank, Capitec bank as well as the ATMs for all banks (Standard bank, ABSA, FNB).

**Table no 40:** Expanded Public Work Programme, Community Work Programme and LED jobs created

Type Of Job	Number Employed	Gender		Youth	Adults
EPWP	120	50	70	76	44
<b>LED Projects</b>					
CWP	1200	70	1130	1100	100
Farmer Support Programme	22	15	7	4	18

**Table no 41:** Jobs Created by Private Sector

<b>Name of company</b>	<b>Male</b>	<b>Female</b>	<b>Total No. Employed</b>
Shoprite	15	30	45
Boxer	8	14	22
KFC	7	11	18
Nedbank	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 Market	7	9	16
Kulani Timber	60	45	105
Sewatumong Cash loans	35	50	85
Rethabile Wholesalers	4	8	12
All Joy Tomato Processing	15	20	35

#### **8.4.4.2 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.

#### **8.5 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.

#### **8.6 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 and Rural Development on agricultural technical skills. On

tourism, most private operator has skills and most blacks appointed by these operators have no skills.

## **8.7 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
- Mokuwaila nodal point could do well in terms of development of shopping complex and residential area.

## **8.8 Challenges in the Municipal Economic Development**

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

### **8.8.1 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.

### **8.8.2 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.

### **8.8.3 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.

### **8.8.4 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 Senwamokgope.

### **8.8.5 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.

### 8.8.6 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.

### 8.8.7 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 is 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.

## 8.9 SWOT Analysis: Local Economic Development

STRENGTH	WEAKNESSES
<ul style="list-style-type: none"> <li>• Functioning Agriculture, Tourism Forum and</li> <li>• Proactive LED staff.</li> <li>• LED Forum</li> </ul>	<ul style="list-style-type: none"> <li>• Majority of people located far away from economic viable areas;</li> <li>• General shortage of skills in three priority sectors: agriculture, tourism and retail;</li> </ul>

	<ul style="list-style-type: none"> <li>• General infrastructure backlog which hampers new infrastructure development;</li> <li>• Economic dependence on government for employment and revenue and</li> <li>• Insufficient funds to maintain existing infrastructure.</li> </ul>
<b>Opportunities</b>	<b>Threats</b>
<ul style="list-style-type: none"> <li>• Growing retail opportunities;</li> <li>• Tourism sector opportunities;</li> <li>• Agricultural sector.</li> <li>• Limpopo business Registration centre</li> </ul>	<ul style="list-style-type: none"> <li>• High unemployment and high proportion of discouraged workers;</li> <li>• Excessive reliance on un-qualified ground water resources;</li> <li>• Poor coordination of activities and planning within various sectors;</li> <li>• HIV afflicting the economically irrational active people and governance structures;</li> <li>• Shortage of water and economically irrational allocation of water;</li> </ul>

**Table no 42:** Economic SWOT Analysis:

## **9. FINANCIAL VIABILITY**

### **9.1 Introduction**

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

### **9.2 Financial Management System**

The financial management system comprises of policies, procedures, personnel and equipment. The municipality has financial management policies and procedures.

The following financial management policies and procedures were approved by Council:

#### **9.2.1 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.

#### **9.2.2 Billing System**

The municipality has an effective billing system. This enables the municipality to generate its income.

#### **9.2.3 Revenue Enhancement Strategy**

The municipality has a credit control policy which outlines methods and procedure for debt collections in terms of non-compliance. The purpose of the strategy is to stabilize the financial and economic sustainability of the municipality in order to broaden the income base and increase revenue and reduce proportionally high costs to affordable levels. To Create an environment which enhances development, growth and service delivery.

#### **9.2.4 Investment Policy**

The municipality has developed an investment policy which guides all investment activities and the utilization of the proceeds from such investments.

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.

#### **9.2.5 Tariffs policy**

The municipality's tariff policy provides a broad framework within which the council can determine fair, transparent and affordable charges that also promote sustainable delivery. Tariffs policy guides the annual setting (or revision) of tariffs. This policy is also applicable to all sundry tariffs, as provided for in the Tariff listing of Greater Letaba Municipality.

#### **9.2.6 Indigent policy**

In terms of the municipality's indigent policy, households with a total monthly gross income as determined by Council 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. The free basic electricity households are also covered in the Indigent policy. The policy gives priority to the basic needs of the community, promote the social and economic development of the community and ensure that all residents and communities in the municipality have access to at least the minimum level of basic municipal services.

#### **9.2.7 Rates policy**

Council in adopting this rates has sought to give effect to the sentiments expressed in the preamble of the Property Rates Act. 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. The object of this by-law is to give effect to the implementation of the Rates policy as contemplated in Section 6 of the Municipal Property Rates Act.

#### **9.2.8 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.

The purpose of this policy is to ensure that the principles and procedures for writing off irrecoverable debt are formalised.

To set clear guidelines in respect of the following:

- Determining the amount of bad debt to be written off;
- Approval of balances to be written off.

### **9.2.9 Inventory and Asset Management**

The Municipality is conducting stock count on quarterly and annual basis in order to account for inventory and assets of the institution.

### **9.2.10 Cash flow Management**

The Municipality does not have challenges in terms of paying all creditors and all creditors are paid within specified period of the agreement with the municipality.

### **9.2.11 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.

### **9.2.12 Supply Chain Management**

The municipality has supply chain management policy which is implemented as per MFMA and other related public finance policy documents.

## **9.3 Financial Sources of the Municipality**

The Municipality has the following sources:

- Equitable share;
- Financial Management Grant;
- Municipal Infrastructure Grants (MIG);
- Integrated National Electrification Programme (INEP)
- Expanded Public Works Programme (EPWP)
- Agency fees from the Department of Transport;

- Revenue from service charges electricity and refuse;
- Licences and permits and
- Traffic fines.
- Agency fees from Mopani District Municipality

#### **9.4 Budget and Treasury Management**

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 and bank accounts investments. Monthly and quarterly reconciliations and reporting are done by the municipality to comply with the MFMA and other related regulations.

#### **9.5 Submission of Financial Statements to the Office of the Auditor General of South Africa (AGSA)**

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

#### **9.6 Corrective Measures on Auditor General Reports**

Firstly, a time frame was developed to deal with the emphasis from the Auditor General. The Audit Steering committee was also established to address issues raised in the AGSA's report.

The AGSA findings were distributed to respective directorates and directorates extended the findings to their sections. All directorates responded to the AGSA findings and a consolidated report of the whole municipality was submitted to the AGSA.

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

### **10.1 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;
- Quarterly meeting of Traditional leaders;
- Inter- governmental forum at local level;
- Community input through wards committee and
- Environmental-Forum.

### **10.2 Municipal Council and Committees**

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

### **10.3 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 quarterly basis with the Mayor.



#### **10.4 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.

#### **10.5 Community Input**

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

#### **10.6 Ward Committees**

The municipality has established 30 ward committees which assist council in term of liaising with the community. They play a role as a link between the community and the municipality and facilitate development of long-term vision. Ward committees ensure that the needs of the community are captured in the IDP by attending 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. The ward committees 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.

#### **10.7 Community Development Workers**

The municipality has 22 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.

#### **10.8 Oversight Committees**

##### **10.8.1 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.

##### **10.8.2 Municipal Council Committees**

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

## **10.9 Audit, Anti-Corruption and Risk Management**

### **10.9.1 Internal Audit**

Internal controls and compliance audits are conducted and reports are submitted to the management and acted upon. The municipality has its own audit committee which performs its responsibility in terms of Sections 165 and 166 of the MFMA.

### **10.9.2 Public Service Anti-Corruption Strategy**

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”.

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

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

## **10.10 Risk Management**

The risk management report provides extensive information on the strategic risks facing the municipality, and the manner in which they will be mitigated and the impact on the municipal objectives. The following risks were identified

- Inability to raise sufficient revenue
- Inability to collect debt
- Poor infrastructure maintenance
- Land Invasion
- Regulatory entry barriers and lack of confidence for new investors
- Fraud, theft and corruption
- Inadequate performance management
- Data fraud and theft and Business interruption

### **10.11 Supply Chain Committees**

The municipality has established supply chain committees in terms of supply chain regulation of local government. The Bid specification, evaluation and adjudication committees are established and functional.

### **10.12 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. The municipality has established the batho pele committee, the provincial service complains forum and the presidential hotline are also in place.

### **10.13 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 43:** Municipal Audit Outcomes from 2014/2015 to 2018/19

<b>2014/15</b>	<b>2015/2016</b>	<b>2016/2017</b>	<b>2017/2018</b>	<b>2018/2019</b>
Qualified	Qualified	Qualified	Unqualified	Unqualified

*Source: Auditor General Report*

### **10.14 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 conduct IDP/Budget public participation during the month of May. These meetings are well attended and are spread across the 8 municipal clusters. During the 2019/2020 financial year municipality was not able to hold public participation due to Covid 19 pandemic and lockdown regulations and as a results communities were given opportunities to interact with the municipality through local radio stations, online submissions and social media.

### **10.15 Communication System**

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

### **10.16 Special Programme for Council**

The special programmes of council are namely:

- Gender desk;
- Youth desk and
- Disability desk.
- HIV/ AIDS Council

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.

### **10.17 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 staff establishment is 321 with 265 posts filled. This indicates a vacancy of 56 posts which is 17%. 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.

### **10.18 Special Groups**

#### **10.18.1 Youth and Children**

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

**Table no 44:** Needs and Challenges of Youth and Children

<b>Needs</b>	<b>Challenges</b>
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

**10.18.2 Women and Elderly**

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

**Table no 45:** Needs and Challenges of Women and Elderly

<b>Needs</b>	<b>Challenges</b>
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 46:** Challenges Faced by Disability

<b>Needs</b>	<b>Challenges</b>
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	Unavailability of assistive devices

**10.19 HIV/AIDS Mainstreaming in the Housing Sector**

Poor housing and infrastructure affect 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
- Overcrowding
- Stretched household budgets.

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

### **11.1 Background**

The purpose of conducting an institutional analysis is to ensure that the municipal development strategies take existing institutional capacities into consideration and that institutional

shortcomings are addressed. The Greater Letaba Local Municipality was established in 2000 in terms of the Municipal Structures Act, 1998 (Act No. 117 of 1998).

## **11.2 Political Structure**

### **11.2.1 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 60 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.

### **11.2.3 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 47: Executive Committee Members**

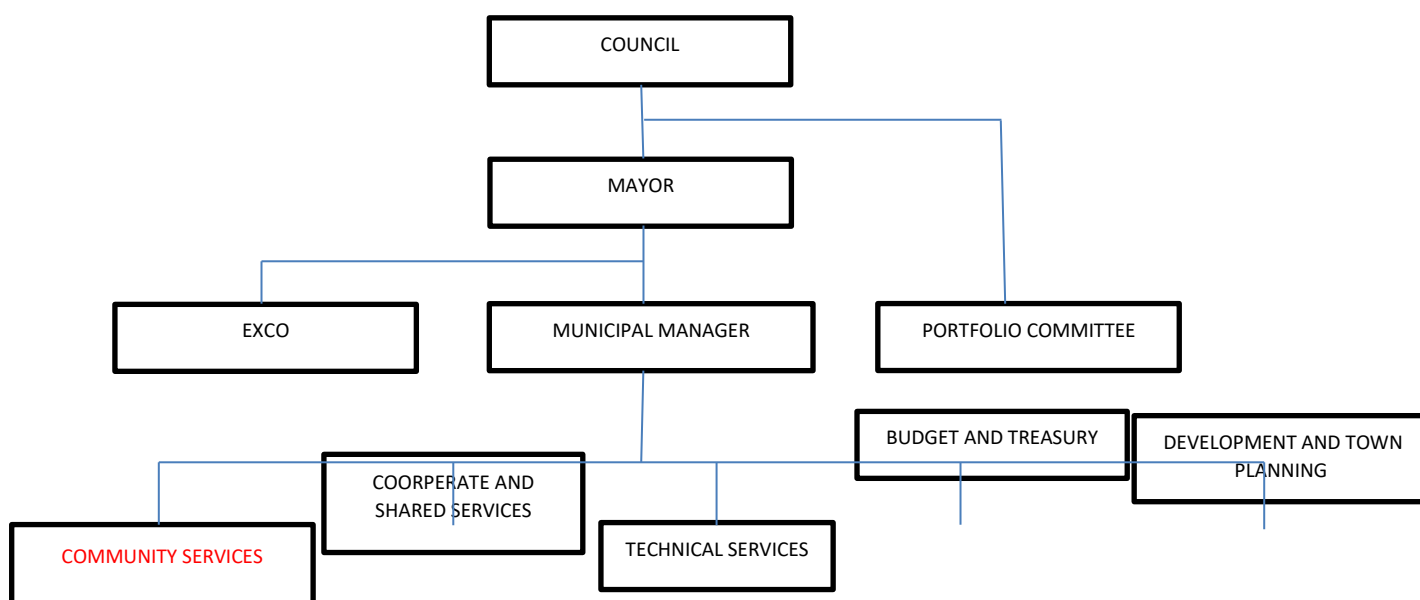
<b>Cllr. Matlou M.P.</b>	The Mayor
<b>Cllr. Maeko-Nkwana M.M.</b>	Corporate and Shared Services
<b>Cllr. Modiba N.D.</b>	Budget and Treasury
<b>Cllr. Masela M.P.</b>	Economic Development, Housing and Spatial Planning
<b>Cllr. Mathaba E</b>	Agriculture and Environment
<b>Cllr. Maenetje B</b>	Public Transport and Roads
<b>Cllr. Mosila M.R.</b>	Infrastructure
<b>Cllr. Rababalela T.J.</b>	Water and Sanitation Services
<b>Cllr. Selowa M.G.</b>	Community Services
<b>Cllr. Rasetsoke S.M.</b>	Sport, Recreation, Arts and Culture

**Table no 48: MPAC Committee Members**

<b>MPAC Chairperson</b>	Cllr. Manyama M.I.
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<b>Committee Members</b>	Cllr. Maake M.R. Cllr. Manyama M.I. 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.
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**Greater Letaba Municipality Organogram**



**Figure no:1** GLM Organogram

**11.3 Greater Letaba Municipality Employment Equity**



The Greater Letaba Municipality Employment Equity Plan 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.

**Table no 49: Employment demographics**

Occupational level	Male		Female		TOTAL
	African	White	African	White	
Top management (section 57)	01		0	0	01
Senior management(level 02)	03		02		05
Professionally qualified and experienced specialist and mid management (level 03)	22	01	16	01	40
Skilled technical and academically qualified workers ,junior management,supervisors, foreman, and superintendents	18	0	21	0	38
Semi-skilled and discretionary decision making	24	0	33	0	57
Unskilled and defined decision making	67	01	52	0	120
<b>Total</b>	<b>137</b>	<b>02</b>	<b>121</b>	<b>01</b>	<b>262</b>

#### 11.4 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 charges 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.

### **11.5 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 and Shared Services;
- Community Services and Social Development
- Development and Town 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 50:** Municipal Directorates and their Functions

<b>Directorate/Office</b>	<b>Purpose of the Directorate</b>
Corporate And Shared 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 assist 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. To ensure all allocated grants are fully spent (INEP and MIG).
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 and Social Development	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.

<b>Directorate/Office</b>	<b>Purpose of the Directorate</b>
Office of the Municipal Manager	<p>To lead, direct, manage, motivate and inspire workforce and account to the Greater Letaba Municipal Council as the Accounting Officer for long term Municipal sustainability. To achieve a good credit rating by the municipality. To ensure institutional performance and compliance with relevant legislation. To monitor the performance of the following units: Performance Management System, Risk management, Legal services, Internal audit, Communication and events, Gender and Disability, Special programmes, Youth/HIV and Aids, Public participation.</p>

## **11.6 Management Information System**

The Municipality has an effective and efficient Information Communication and Technology (ICT) systems, governed by the Policy manual.

The following policies are approved by the 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.

## **11.7 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.

### **11.8 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.

The following human resource policies are approved by the Council:

- 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.
- Leave management policy
- Ward committee policy
- EPWP policy
- Danger allowance policy
- Covid-19 policy

### **11.9 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.

People with disability are not represented at the management level. 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.

### **11.10 Vacancy Rate within the Municipality**

The vacancy rate of Greater Letaba Municipality is at 18% (78 vacant posts).

### **11.11 Skills Needs within the Municipality**

Greater Letaba Municipality has a need for skills such as Agricultural Science, Tourism, Engineering and Built Environment, Information Technology and Health Sciences.

### **11.12 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 as 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

The municipality has introduced a new automated system to ensure implementation and improve performance management reporting.

## **12. Prioritization**

Government does not have sufficient resources to address all issues identified by communities. Primarily, prioritization assists government especially the municipality in allocating scarce resources.

### **12.1. Priorities of Greater Letaba Municipality**

The following are the priorities of the municipality:

- Provision of water and sanitation services
- Provision of road and public transport

- Refuse removal, waste and environmental management
- Provision of social amenities (sports facilities)
- Provision of educational infrastructure and services
- Job creation and livelihoods
- Safety and security
- Provision of health services
- Land use management and land ownership

## 12.2. Community Priorities

In order to understand the extent of the challenges faced by communities, the ward priorities were analysed on most raised challenges. The table below summarise ward priorities in Greater Letaba Municipality:

**Table no. 51: Ward Priority Needs**

Focus Area	Sub-Focus Area	Priorities
<b>Spatial Development</b>	Shortage of land for development	Land for development and human settlement in Ga-Kgapane and Modjadjiskloof ,Sekgosese, Mokwakwaila,
	SDF	Review and implementation of SDF in all wards
<b>Infrastructure Development</b>	Water	<ul style="list-style-type: none"> <li>• Water reticulation in all villages</li> <li>• Maintenance of boreholes and pump water in all villages</li> <li>• Maintenance of municipal infrastructure e.g. pavements, community halls</li> </ul>
	Sanitation	<ul style="list-style-type: none"> <li>• Replacement of the ageing sewer system in Ga-Kgapane, Modjadjiskloof, Senwamokgope</li> <li>• VIP toilets in all villages</li> <li>• Connection of sewer system from Mokgoba to Modjadjiskloof</li> </ul>
	Road and Storm water	<ul style="list-style-type: none"> <li>• Paving of access roads in all wards</li> <li>• Maintenance of pavements in all wards</li> <li>• Low level bridge in all wards and speed humps</li> <li>• Grading and rehabilitation of streets</li> </ul>

	Electricity	<ul style="list-style-type: none"> <li>• Electrification of the remaining households</li> <li>• High mast lights in all wards</li> <li>• Maintenance of existing high mast lights in all wards</li> <li>• Street lights in junctions</li> </ul>
<b>Economic Development</b>	Local Economic Development	<ul style="list-style-type: none"> <li>• Exploiting existing economic opportunities e.g., Caravan park, Manokwe Cave</li> <li>• Job creation</li> <li>• Shopping malls</li> <li>• Resuscitation of defunct project e.g. Modjadjiskloof waterfall and Khumeloni Youth project</li> </ul>
<b>Environmental and Waste Management</b>	Refuse removal	<ul style="list-style-type: none"> <li>• Removal of waste in all wards</li> </ul>
<b>Social Services</b>	Housing	<ul style="list-style-type: none"> <li>• RDP houses and completion of the blocked RDP houses in all wards</li> </ul>
	Communities Facilities	<ul style="list-style-type: none"> <li>• Maintenance and building of community facilities in all wards</li> </ul>
	Health	<ul style="list-style-type: none"> <li>• Mobile clinics</li> <li>• Additional new clinics</li> </ul>
	Safety and Security	<ul style="list-style-type: none"> <li>• Satellites police stations</li> </ul>
	Education	<ul style="list-style-type: none"> <li>• Establishment of new school in Goudplaas and other needy areas</li> <li>• Institution of higher learning e.g. TVET</li> <li>• Re-establishment of Modjadji College</li> <li>• Extra classrooms and additional blocks in needy schools</li> <li>• Resourcing of Libraries</li> </ul>



## 13. STRATEGIES PHASE

### 13.1. 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.

### 13.2. 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: 52: Strategic SWOT Analyses**

STRENGTH	WEAKNESSES
Qualified and motivated staff Financial discipline Political stability Functional governance structures Good governance Sound labour relations Improved record management Improved adherence to internal controls	Inadequate monitoring and supervision of staff Insufficient office space Poor conditions of the road networks Limited landfill sites No gender balance within workforce Low revenue collection Improper budget costing Inadequate maintenance of infrastructure
OPPORTUNITIES	THREATS

Heritage and Tourism attraction areas	Ageing infrastructure
Availability of natural resources	Land invasion
Existence of agro-processing plant	Drug abuse and crime
Availability arable land	Land claims and counter land claims
Resuscitation of communal farming	Service delivery protests
Job creation	Illegal connections on water
	Poor intergovernmental relations
	High prevalence of HIV/AIDS
	Low investor confidence
	Gender Based Violence
	The effects of communicable diseases

### 13.3 Developmental Strategies

#### 13.3.1. 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 expectorations on their communities.

#### 13.3.2. 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”***

#### 13.3.3. 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*
- *To improve the delivery of quality services through the use of smart technology*

#### **13.3.4 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:

**Table no. 53: Values**

<b>VALUES</b>	<b>DESCRIPTION</b>
<b>Teamwork</b>	Mean that Greater Letaba Municipality 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
<b>Commitment</b>	The state or quality of being dedicated to a cause or activity. Willingness to give time and energy to the municipality activities

<b>Integrity</b>	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.
<b>Value for money</b>	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
<b>Consultation</b>	Living this value means Greater Letaba Municipality representatives will seek and give advice, information, and/or opinion, usually involving a consideration
<b>Transparency</b>	The obligation to act in an open and transparent manner.
<b>Accountability</b>	The obligation to account. To take responsibility for one's actions.
<b>Courtesy</b>	The obligation to show politeness in one's attitude and behaviour towards others
<b>Innovation</b>	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

### 13.4 Key Performance Areas – Greater Letaba Municipality

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 reviewed with an addition as highlighted :

- Municipal Transformation and organisational Development
- Basic service Delivery and Infrastructure development
- Local Economic Development and Spatial Rationale
- Municipal Financial viability and management
- Good governance and public participation

### **13.5. 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 service.

- **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**

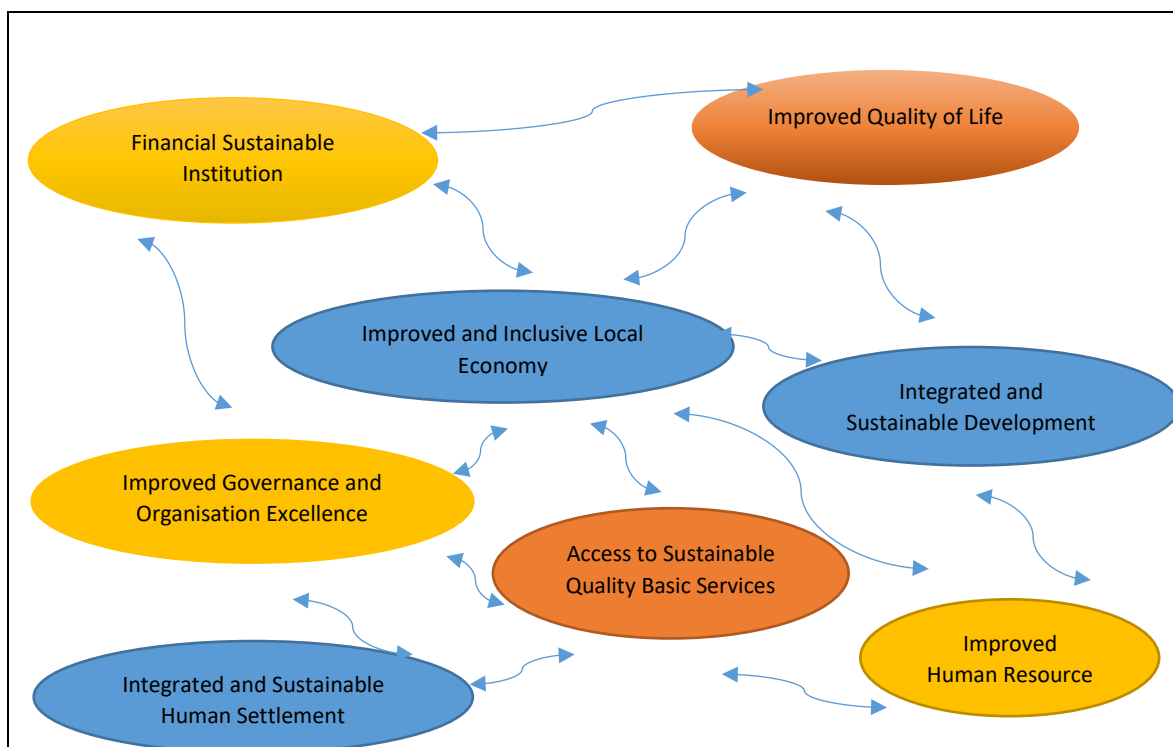
There is a need for the municipality to plan for future human settlement development so that we address the injustices of the past.

- **Improve human resource**

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

### 13.6 Strategic Map (Figure no 5)

Strategic Map outlines objectives that the Greater Letaba municipality aims to achieve.



### 13.7. Alignment with Provincial and National Priorities/Strategies

Greater Letaba Municipality takes cognisance of the various priorities and strategies of all spheres of government as outlined below:

#### 13.7.1. 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

### **13.7.2. 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.

### **13.7.3. 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.

#### 13.7.4. 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.

#### 13.7.5. 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.

<b>DPLG KPA</b>	<b>Outcome 9</b>	<b>Strategic Objectives</b>
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 & Spatial Rationale	Community work programme Land acquisition for low income and affordable housing	Improve and inclusive local development Integrated human settlement
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

**Table no. 54: Outcomes**

### **13.8. Operational Strategies**

In-terms of the municipal system act (32 of 2000), section 26, it indicates 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.

#### **13.8.1. 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 in line with the Medium-Term Expenditure Framework.

**KPA: SPATIAL RATIONALE**

**Strategic Objectives: Integrated Human Settlements**

**Table no. 55:** Operational Strategies

<b>Specific issue</b>	<b>priority</b>	<b>Problems/Issues</b>	<b>Strategic objectives</b>	<b>Strategies/Interventions</b>	<b>Performance indicator</b>	<b>Target 2021/2022</b>	<b>Directorate</b>
Formalisation of villages		Lack of Buy in from sector departments	To have liveable human settlement	Demarcation of sites in villages	Number of villages to be formalised	1	DTP
Land Invasion Strategy		Illegal Occupation of Land	To reduce land invasion	Develop a Land Invasion Strategy	Approved Land Invasion Strategy	1	DTP
Demarcation of Sites in Traditional Authority Areas		Disorganised human settlement	To have liveable human settlement	Get buy in/Permission from traditional Authority leaders to demarcate sites	Number of written permissions from traditional leaders for sites to be demarcated	10	DTP
Rural Development Strategy		Lack of transformation and Land reform	To accelerate transformation and Land Reform	Development of Rural Development Strategy	Approved Rural Development Strategy	1	DTP
Precinct Plan		Reluctance of landowners to release	To create municipal Growth Points	Development of Precinct Plan	Approved Precinct Plan	1	DTP



	land for economic development					
RDP housing beneficiary policy	Implementation of housing beneficiary policy	To ensure efficient allocation of housing units	Develop RDP housing beneficiary policy	# of housing beneficiary policy approved and implemented	1	DTP

**KPA: BASIC SERVICE DELIVERY**

**Strategic Objective: Improved Quality of Life**

<b>Specific priority issue</b>	<b>Problems/Issues</b>	<b>Strategic objectives</b>	<b>Strategies/Interventions</b>	<b>Performance indicator</b>	<b>Target 2021/2022</b>	<b>Directorate</b>
Electricity Infrastructure Assessment	Ageing Electricity Infrastructure	Reliable Electricity Network	Assessment of electricity Infrastructure	Developed Electricity Master Plan	1	Technical
Operation and maintenance Plan	Lack of Maintenance Plan	Maintain a reliable electric network and facilities	Development of Maintenance Plan	Developed Maintenance Plan	1	Technical
WSP Agreement	Non Compliance with WSP Agreement by MDM	To ensure MDM adhere to WSP agreement	To review the WSP Agreement with MDM	Reviewed WSP Agreement	1	Technical

Road Master Plan	Inaccessible roads	To improve road and storm water infrastructure	Development of road master plan	Developed road master plan	1	Technical
Project funding	High demand of service delivery projects	To deliver quality infrastructure and services in a sustainable manner	Prioritization of project	Number of projects funded	100%	Technical
3-year MIG Implementation Plan	Misalignment of MIG projects	To deliver Impact based projects needs	Prioritization of projects	Number of MIG projects implemented	100%	Technical
Funding for Land fill site	Lack of funding to complete the land fill site	To have a complete and operational land fill site	To raise funding through public private partnership	Signed service level agreement	1	Community services
Electricity	Households without access to electricity.	To ensure that households have electricity.	Develop strategies and liaise with Eskom on how electricity will be provided to all households	# of households having access to sustainable, cost-effective and affordable electricity.	1	Technical services
	Dilapidated and unused municipal buildings.	To ensure that there is sufficient office space for employees.	Office space need analysis	% decrease of office backlog.	100%	Technical services

**Strategic Objective: Access to Sustainable Basic Services**

<b>Specific priority issue</b>	<b>Problems/Issues</b>	<b>Strategic objectives</b>	<b>Strategies/Interventions</b>	<b>Performance indicator</b>	<b>Target 2021/2022</b>	<b>Directorate</b>
Waste management	Refuse removal in rural areas still a challenge	To ensure that both urban and rural households have access to refuse removal.	Increase the number of skip bins and the frequency of collection in rural areas	# of skip bins purchased and placed in the rural areas	30	Community services
Environmental management	Illegal dumping	To have clean and healthy environment	To develop and implement by-law for environmental management	Gazetted by-laws	1	Community services
Integrated Transport Plan	Lack of Integrated Transport Plan	To have ITP that will assist in road traffic management	To develop Integrated Transport Plan	Approved ITP by the MEC	1	Community Services

**KPA: LOCAL ECONOMIC DEVELOPMENT**

**Strategic objective: Improved and Inclusive Local Economy**

<b>Specific priority issue</b>	<b>Problems/issues</b>	<b>Strategic objectives</b>	<b>Strategies/Interventions</b>	<b>Performance indicator</b>	<b>Target 2021/2022</b>	<b>Directorate</b>
Local economic development	Marketing of the municipality	To promote the municipality in South Africa and international	Develop the marketing strategies to promote the municipality	% increase in investment in the area	1	DTP
	No jobs created through tourism	To eradicate poverty through tourism activities	Intensify the functionality of tourism forum. Develop tourism strategy	# of jobs created through tourism activities	5	DTP
	No jobs created through agriculture	To eradicate poverty and to improve local economy	Develop partnership with Agricultural business. Develop strategies to assist the emerging farmers	# of jobs created through agricultural activities	20	DTP
	Training of SMME's	To eradicate poverty through SMME's initiatives	Training of SMME's in business management	# of SMME's training conducted	1	DTP

	Non Compliance of businesses	To ensure compliance of businesses	To implement and develop business registration centre	# of businesses complying	100	DTP
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**KPA: FINANCIAL VIABILTIY**

**Strategic objective: Sustainable Financial Institution**

Specific issue	priority	Problems/issues	Strategic objectives	Strategies/Interventions	Performance indicator	Target 2021/2022	Directorate
Revenue management		Poor revenue collection	To improve on revenue collection	Revenue Enhancement strategy Ensure that rates and tax policies are implemented.	% increase in revenue collected.	50	Finance
Fleet management Plan		High maintenance cost	to minimise the maintenance cost of the fleets	Develop fleet management plan	Approved fleet management plan	1	Finance
Asset management Plan		High maintenance cost	to minimise the maintenance cost of the assets	Develop asset management plan	Approved asset management plan	1	Finance
Procurement plan		Non compliances with Tender validity period	Compliances with supply chain management regulations	Bids and quotations awarded within prescribed time	Number of Bids and quotations awarded within prescribed time	100%	Finance

Budget and Reporting	Withholding of funds from national treasury	MSCOA compliances	Procure and install electronic management system	Functional electronic management system	100%	Finance
Expenditure management	Spending more than budgeted.  Unrealistic projected number of projects.	To ensure that expenditure is per budget	Develop and review cash-flow projections	# of cash-flow projections approved and implemented	1	Finance
Supply chain management	Non-compliance to SCM.	To ensure compliance	Development of demand management strategy and plan	% of awards confirmed 21 days of tender closure	100	Finance

**KPA: GOOD GOVERNANCE AND PUBLIC PARTICIPATION**

**Strategic objective: Improved Governance and Organisational Excellence**

<b>Specific issue</b>	<b>priority</b>	<b>Problems/issues</b>	<b>Strategic objectives</b>	<b>Strategies/interventions</b>	<b>Performance indicator</b>	<b>Target 2021/2022</b>	<b>Directorate</b>
Aldermanship Policy		High demand for councillors who wants recognition	To recognise long serving councillors	Development of Aldermanship Policy	Approved Aldermanship Policy	1	Cooperate Services
Protocol Policy		Lack of protocol policy	To ensure that protocol policy is adhered to	Development of Protocol Policy	Approved Protocol Policy	1	Cooperate Services
Community Satisfaction Survey		Service Delivery Protests	To deliver quality service delivery	Conduct Community Satisfaction survey	Community satisfactory survey implemented	1	Cooperate Services
Electronic Record Management System		Loss of information/data	Proper records system	Procure and install the electronic record management system	Operational electronic record management system	1	Cooperate Services
Risk based internal Audit Plan		Unresolved Internal Audit Findings	To get the unqualified audit outcome with no matters of emphasis	To have resolved all internal audit findings	Implementation of the Internal Audit Action Plan	100%	MM Office
Addressing findings	AG	Recurring AG findings	To get the unqualified audit outcome with no matters of emphasis	To have resolved all AG findings	#Number of AG finding resolved	100%	MM Office

<b>Specific priority issue</b>	<b>Problems/issues</b>	<b>Strategic objectives</b>	<b>Strategies/interventions</b>	<b>Performance indicator</b>	<b>Target 2021/2022</b>	<b>Directorate</b>
Property Rates By-Laws	Litigations	To give effect to the implementation of property rates policy	To draft and gazette property rates by-law	Approved and gazetted property rates by-law	1	Budget and Treasury
Information technology	Lack of Strategic information system Plan	A well-established IT environment	Develop and implement Strategic Information System Plan	% functional information technology system.	100%	Cooperate services
Ward Based Planning Framework	Lack of ward-based framework	Well informed communities	Develop ward-based planning framework	Approved ward-based planning framework	1	MM's office
Stakeholders Management Framework	Lack of stakeholder management framework	To improve stakeholder relations	Develop stakeholder's management framework	Approved stakeholder management framework	1	MM's Office
Risk Management Framework	Inconsistent and inefficient manner of addressing risks	To ensure consistent and structured approach to identify and manage risk.	Develop Risk Management Framework	Approved Risk Management Framework	1	MM 'Office
Strategic Risk Assessment	Risk significantly impacting municipal ability to achieve strategic risks	Identification and management of risks likely to have material impact on the achievement of mission and strategic objectives	Develop Strategic Risk Assessment	Approved Strategic Risk Assessment	1	MM' Office



Risk management	Slow implementation of mitigation plans.	Ensure the effectiveness of risk management processes.	Review and update strategic risk register	# of risk register approved and implement	1	Cooperate services
Internal audit	Slow rate in the implementation of audit findings.	Ensure improved audit outcome.	Develop the turnaround strategy for the execution of belated projects	# of projects completed	2	Cooperate services
Public participation and ward committee	Lack of attendance of youth and educated people.	Ensure effective and structured community participation.	Conduct stakeholder awareness. Development of public participation programme.	# increase public attendance to public participation.	1	Cooperate services
		Ensure effective ward committees	Ward committee capacity building	# training session conducted	1	Cooperate services

**KPA: MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT**

**Strategic objective: Improved Human Resource**

<b>Specific issue</b>	<b>priority</b>	<b>Problems/issues</b>	<b>Strategic objectives</b>	<b>Strategies/interventions</b>	<b>Performance indicator</b>	<b>Target 2021/2022</b>	<b>Directorate</b>
Review of Organisational Structure		Misalignment of workplan	To have a well capacitated structure that respond to service delivery needs	Reviewing of organisational structure	Approved organisational structure	1	Cooperate Services
Training and Development Interventions		Changed environment	To have capacitated human capital	To provide training and development programmes to employees	Number of employees trained	100%	Cooperate services
Electronic Performance Management System		Lack of electronic PMS	To improve performance of employees	To purchase and install electronic PMS	Operational Electronic PMS System	100%	Cooperate Services
Coaching and Mentoring		Lack of departmental Coaching and Monitoring	Capacitated workforce	Inservice Development of staff	Coaching and mentoring programme established	100%	Cooperate services
Human Resource Management Strategy		Lack of HRM Strategy	To enhance human resource performance of the municipality	Develop THE HRM Strategy	Approved HRM Strategy	1	Cooperate services
Change management Strategy		Resistance to change by Staff	To have a smooth paradigm shift	To develop change management strategy	Developed Change management strategy	1	Cooperate services

Team Building Programme	Institution not working as a team	To build a capacitated teamwork among employees	Team Building sessions timeously	Number of team building session held	1	Cooperate services
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### SPECIAL PROGRAMMES

Specific issue	priority	Problems/issues	Strategic objectives	Strategies/interventions	Performance indicator	Target 2021/2022	Directorate
Disability development		Non-participation of people with disability in community and government activities	Ensure the participation of disability	Intensify the involvement of people with disability in initiatives and programmes	% increase in participation by people with disability	100%	Mayor's office
Gender Equity		Limited participation of women in government activities	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	100%	Mayor's office
Youth development		Effective participation of youth in government programmes	Ensure quality of lives 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	100%	Mayor's office

<b>Specific Priority</b>	<b>Problems / Issue</b>	<b>Strategic Objectives</b>	<b>Strategic /Interventions</b>	<b>Performance Indicator</b>	<b>Target 2020/2021</b>	<b>Directorate</b>
HIV/AIDS programmes	High rate of HIV/AIDS	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	100%	Mayor's office
Sports, Art and culture	No SLA with the Department of Sports, Art and Culture	To promote a healthy lifestyle	Development of SLA with the Department of Sport, Art and Culture	Number of meetings to be held	100%	Community services
Education	Dilapidated and shortage of educational infrastructure	To ensure the provision of infrastructure	Liaise with the Department of Education to provide educational infrastructure	% decreasing educational facilities backlog	100%	Community services
Safety and security	Shortage of police facilities and personnel	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	100%	Community services

Specific priority issue	Problems/issues	Strategic objectives	Strategies/interventions	Performance indicator	Target 2021/2022	Directorate
Health services	Shortage of health facilities	Ensure accessible and affordable health services	Liaise with the Department of Health to provide health services	# of health facilities in the municipality	100%	Community services
Social development services	Access of social development services	Ensure accessibility of social development services	Liaise with the Department of Social Development	# increase of beneficiaries in social development initiatives	100%	Community services

#### **DISASTER MANAGEMENT**

Specific priority issue	Problems/issues	Strategic objectives	Strategies/interventions	Performance indicator	Target 2020/2021	Directorate
Disaster risk	Disaster vulnerable municipality.	To prevent loss of lives and infrastructure damages due to disaster	Implementation of disaster risk management plan.	% reduction of disaster risks	100%	Community services

## 14. PROJECT PHASE

### 14.1 Introduction

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

Projects are identified through needs experienced by the community and the councilors 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.

## 14.2 Projects

### KPA: SPATIAL RATIONALE

#### Strategic Objective: Integrated Sustainable Human Settlement

Project Name	Project Location	Medium Term Expenditure Framework			Implementing Agent
		2021/2022	2022/2023	2023/2024	
Township Establishment on Farm Uitspan 172-LT	GLM	R1 750 000	R2 431 500		GLM
Township Establishment Meidingen 398 LT	GLM	R1 750 000	R3 204 000		
Implementation of Land Use Scheme	GLM	R526 000.00	R1 195 000		GLM
Development of precinct plans for Kgapane and Senwamokgope	GLM		R1 500 000		GLM
Review of Spatial Development Framework	GLM	R1 100 000.00			GLM

**Table no. 56:** Projects

**KPA: BASIC SERVICES****Strategic Objective: Improved Quality of Life****Priority: Road Transport**

Project Name	Project Location	Medium Term Expenditure Framework			Implementing Agent
		2021/2022	2022/2023	2023/2024	
Traffic patrol Vehicles x1	GLM		R450 000		GLM
Traffic Blue Light	GLM				GLM

**KPA: BASIC SERVICES****Strategic Objective: Improved Quality of Life****Priority: Road, Stormwater and Bridges**

Project Name	Project Location	Medium Term Expenditure Framework			Implementing Agent
		2021/2022	2022/2023	2023/2024	
Low Level Bridge	GLM	R1 500 000	R3 000 000	R1 000 000	GLM
Meloding Stormwater Canal	GLM	R1 500 000	R2 000 000		GLM
Ton quarter canopy truck	GLM		R731 000		GLM
Bakkie (4x2) Road and stormwater	GLM	R350 000.00			GLM
1 x Bakkie (4x2) (Plumbing Team Single cab	GLM				GLM
1 x Bakkie (4x2) (Plumbing Team-Kgapane Double cab	GLM			R600 000	GLM



Water Tankers (2) Belleview, Senwamokgope and Mokwakwaila clusters	GLM		R2 400 000		GLM
Mechanical Broom Machinery (street sweeping)	GLM		R500 000		GLM
TLB (1) Bellview clusters	GLM		R1 700 000		GLM
Grader (Mokwakwaila cluster	GLM		R3 000 000.00		GLM
Workshop Bakkie 4x4	Glm		R450 000		Glm
Rehabilitation of Modjadjiskloof streets Phase 2	GLM		R663 000.00		GLM
Bobcat	GLM	R650 000			GLM
Makhutukwe street paving	GLM	R5 000 000	R6 000 000	R2 000 000	GLM
Moshakga street paving (planning	GLM	R2 384 009.72			GLM
Paving-Mokwasele cemetery	GLM	R5 531 427			GLM
Itieleng-Sekgosese street paving - Construction	GLM	R9 719 452.18	R3 840 000.00	R2 000 000.00	GLM
Raphahlelo street paving	GLM		R6 000 000	R6 000 000	R2 000 000
Mapaana street Paving	GLM		R300 000	R2 500 000 00	GLM
Khethothoane street paving	GLM		R300 000	R2 500 000	GLM
Maupa Street paving	GLM		R300 000	R2 000 000	GLM
Mokgoba street paving	GLM		R150 000	R3 040 000.00	GLM

Ramoroka street paving	GLM	R300 000	R2 500 000	R2 500 000	GLM
Ward 15 phase 2 street paving	GLM		R300 000	R2 500 000	GLM
Ward 13 (Senwamokgope) street paving	GLM	R3 000 000	R7 000 000	R2 000 000	GLM
Sekgopo Ramoadi street paving	GLM		R300 000	R2 000 000	GLM
Sephukhubye street paving	GLM	R6 000 000	R4 000 000	R3 000 000	GLM
Motsinoni street paving	GLM	R300 000	R2 500 000	R2 500 000	GLM
Mokgoba street paving	GLM		R300 000	R2 000 000	
4 X 4 Cherrypicker Truck	GLM	R1 400 000.00			GLM
Refurbishment of LV network	GLM	R2 300 000	R3 000 000		GLM
Transformers	GLM	R3 000 000	R1 500 000	R1 500 000	
Electrical Bulk Service Extension 12	GLM	R3 000 000	R5 000 000		
Rotabasub station protention	GLM	R1 000 000			
HV Cable Network Refurbishment	GLM		R2 000 000		GLM
Electrical Bulk Services EXT 11	GLM	R3 000 000.00	R5 000 000		GLM
Electrical Bulk Services Ext 12	GLM	R3 000 000.00	R5 000 000		GLM
Rotaba Sub Station Protection	GLM	R1 000 000			GLM

**Priority Issue: Waste and Environmental Management**

Project Name	Project Location	Medium Term Expenditure Framework			Implementing Agent
		2021/2022	2022/2023	2023/2024	
Chain saws	GLM	R200 000.00			GLM
Grass cutting machine	GLM	R200 000			
Skip Bins (x10)	GLM	R500 000			GLM
Landfill site	GLM		R2 000 000		GLM
Grass cutting machine 10	GLM	R200 000			

**Priority Issue: Recreation and Other Facilities**

Project Name	Project Location	Medium Term Expenditure Framework			Implementing Agent
		2021/2022	2022/2023	2023/2024	
Madumeleng/Shotong sports complex	Madumeleng	R2 000 000.00			GLM
Aircons 12 BTU for Community halls	GLM	R200 000.00			GLM
Ward 5 Community Hall	Ward 5	R1 500 000.00	R5 450 000.00		GLM
Thakgalane Sports complex	Thakgalang				GLM
Kgapane new cemetery	GLM		R2 400 000		GLM
Highmast in various villages	GLM	R640 000			GLM
Ward 5 Community hall	GLM	R2 500 000			GLM

**KPA: LOCAL ECONOMIC DEVELOPMENT****Strategic Objective: Improved and Inclusive Local Economy**

Project Name	Project Location	Medium Term Expenditure Framework			Implementing Agent
		2021/2022	2022/2023	2023/2024	
Support of SMME	GLM	R200 000.00	R210 800.00	R222 183.00	GLM
Review LED Strategy	GLM	R690 000.00	R200 000		GLM
Letsepe Mpolaye Programme	GLM	R838 950.00	R884 253.30	R932 002.98	GLM
Commercialisation of Sickle-Bush (Moretse)	GLM	R750 000.00			GLM

**KPA: MUNICIPAL FINANCIAL VIABILITY****Strategic objective: Sustainable Financial Institution**

Project Name	Project Location	Medium Term Expenditure Framework			Implementing Agent
		2021/2022	2022/2023	2023/2024	
Installation of Security cameras	GLM	R150 000			GLM
Installation of steel shelves	GLM		R150 000		GLM

Vehicle	GLM		R400 000		GLM
Accounts folding machine	GLM		R100 000.		GLM

**KPA: MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT**

**Strategic Objective: Improved Human Resource**

Project Name	Project Location	Medium Term Expenditure Framework			Implementing Agent
		2021/2022	2022/2023	2023/2024	
Air conditioners at Kgapane and Modjadjiskloof offices	GLM		R100 000		GLM
Laptops 50	GLM	R1 000 000			
Vehicle	GLM		R400 000		

**KPA: GOOD GOVERNANCE AND PUBLIC PARTICIPATION**

**Strategic Objective: Effective and Efficient Community Development**

Project Name	Project Location	Medium Term Expenditure Framework			Implementing Agent
		2021/2022	2022/2023	2023/2024	
Imbizos	GLM	R700 000.00	R731 500	R765 149.00	GLM
Mayor's Excellence Awards	GLM	R300 000.00	313 500.00	R327 921	GLM
Public Participation	GLM	R1 500 000.00	R1 567 000.00	R1 639 605.00	GLM

Capacity Building	GLM	R820 743	R857 677.42	R897 130.58	GLM
Youth Desk Activities	GLM	R65 72000	R71 836.56	R75 141.04	GLM
Gender and Women Caucus	GLM	R180 000.00	R188 100.00	R196 752.00	GLM
Disability Desk Activities	GLM	R154 607	R161 564.81	168 996.79	GLM
HIV/AIDS Desk Activities	GLM	R104 278.00	R108 970.51	R113 983.15	GLM
MPAC Activities	GLM	R357 672.00	R223 767 45	R234 060.75	GLM
Vehicles (executive)	GLM		R400 000		GLM

### PROJECTS FROM MIG

Project Name	Project Location	Medium Term Expenditure Framework			Implementing Agent
		2021/2022	2022/2023	2023/2024	
Thakgalane Sports Complex	Thakgalane	R1 150 000.00			MIG
Madumeleng/Shotong Sports Complex	Madumeleng/Shotong	R2 000 000.00			MIG
Jokong street paving	Jokong	R10 964 908.05			MIG
Ramodumo street paving			R12 500 000.00	R12 720 000.00	MIG
Rampepe Access Bridge (Designs)	Rampepe	R5 000 000.00			MIG
Tshabela Matswale street paving		R10 762 000.00	R1 288 000.00		MIG
Abel street paving	Abel		R12 100 000.00	R11 390 000.00	MIG
Mohlabaaneng street paving		R9 378 658.75	R12 500 000.00		MIG
Malematja street paving			R11 933 650.00	R11 556 350.00	MIG

Mamokgadi street paving			R12 100 000.00	R9 300 000.00	MIG
Sekgopo moshate street paving Phase 2				R20 216 950.00	MIG
PMU Management Expenditure		R3 106 200.00	R3 285 350.00	R3 430 700.00	

#### SECTOR DEPARTMENTS PROJECTS

Project Name	Project Location	Medium Term Expenditure Framework			Implementing Agent
		2021/2022	2022/2023	2023/2024	
Electricity Household Connections	GLM	R10 000 000	R8 000 000.00	R9 000 000.00	INEP
Shamfana	GLM	R2 358 000		0	INEP
Mamokgadi	GLM	R1 710 000			INEP
Refilwe	GLM	R1 242 000			INEP
Las Vegas	GLM	R1 638 000			INEP
Khulugane	GLM	R3 042 000			INEP

Sekgopo Maboke	GLM	R1 224 000			INEP
Mohokone	GLM		R1 116 000		INEP
Iketeng No 1	GLM		R1 620 000		INEP
Rajeke	GLM		R918 000		INEP
Makhurupetja	GLM		R918 000		INEP
Mountain View Ext	GLM		R1 152 000		INEP
Sephukubje	GLM		R990 000		INEP
Sekgopo Ramoadi	GLM		R4 312 000		INEP
Femane	GLM		R2 340 000		INEP
Letaba Infills	GLM	R743 034.06		ESKOM	
Lebaka Land Restoration	GLM	R10 000 000.00			DEFF
NRM LM Letaba (Allien Plant Clearing)	GLM	R1 175 033.11			DEFF



NRM LM Modjadji 2(Allien Plant Clearing)	GLM	R1 612 143.05			DEFF
Rural Household Sanitation(Vip toilets	GLM	RR17 104 762	R20 207 020		MDM
Sekgosese Water Scheme	GLM	R61 142 857	R50 000 000	R50 000 000	MDM
Modjadji Water Scheme (Mokwasele)	GLM	R4 000 000			WSIG
Middle Letaba Water Bolobedu	GLM	R2 000 000			WSIG
Senwamokgope bulkline Reticulation	GLM	R2 000 000			WSIG
Ramoroka Village Bulk Water supply	GLM	R2 000 000			WSIG
Refurbishment of Kgapane Waste Water Treatment	GLM	R2 000 000			WSIG
Bolobedu Moshate Water Supply	GLM	R10 000 000			WSIG
Maselapata Refurbishment ,Replacement Of water Reticulation	GLM	R9 000 000			WSIG
Mediengeng Refurbishment, rehabilitation and ubgrading of internal reticulation	GLM	R5 334 900			WSIG

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## 15. INTEGRATION PHASE

Major Outputs of this phase is the integration of plans and Programmes

### 15.1 Status of the Plans

Sector Plans	Date of Approval	Last Date of Review	Current Status
SDF	2010	2011	Review Process
Employment Equity Plan	2017	30/09/2018	Reviewed and approved
LED	2013		Review Process
Workplace Skills Plan	2005	30/04/2019	Reviewed and approved
Disaster Management Plan		2019	Reviewed and approved
Housing Chapter		Annual	Annual
Audit Plan		Annual	Annual
Institutional Plan & HR Policies	2012	31/04/2019	Reviewed and approved
Integrated Transport Plan			
Anti-Corruption Plan		Annual	Annual
Risk Management Plan		Annual	Annual

**Table no 57:** Status of the Plans

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 spell out the management reforms and organizational arrangements the municipality intends implementing in order to achieve the development goals of the IDP;
- Disaster Management Plan, which will outline the preparedness of the municipality; and finally;
- Integrated Performance Management System, comprising key performance indicators, activity related milestones, and output targets.

## **15.2. Sectoral Plans and Programmes**

### **15.2.1. Integrated Waste Management Plan (IWMP)**

The Greater Letaba Municipality has developed an Integrated Waste Management Plan (IWMP) in house using the DEA portal.

The Integrated Waste Management Plan of the municipality has been taken into consideration and the following issues were highlighted in the 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.

### **15.2.2. Spatial Development Framework**

Municipal Systems Act, 32 of 2000) requires a municipality to compile a Spatial Development Framework (SDF) for its area of jurisdiction to serve as a core component of its IDP. 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 and is therefore being considered for review in line with the requirements of the Spatial Planning and Land Use Management Act, 2013. The SDF is also an essential component for the formulation of an appropriate land use management system.

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

- A land area of approximately 1891 km<sup>2</sup>;
- A fragmented formal urban component comprising Ga-Kgapane, Senwamokgope and Modjadjiskloof;
- The incidence of rural settlements evenly spaced along the northern boundary, and a lesser concentration of villages along the south-eastern boundary, of the Municipality;
- The southern part of the municipal area comprises mountainous terrain, which precludes urban development;
- Large tracts of arable land, which are being used for intensive and extensive agricultural activity. These include tomatoes (central), timber (south and south east), game and cattle (central and north-west).
- Significant areas of land owned by the state under custodianship of tribal/traditional authorities;
- Almost half the land area in the municipal area (48%) is subject to the 159 land claims which have been lodged in terms of the Land Restitution Act.

During the Strategies Phase, the following localized spatial principles were formulated to achieve the general principles listed in the Spatial Planning and Land Use Management Act, 2013 (Act 16 of 2013).

- 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.

### **15.2.3. Employment Equity Plan**

Greater Letaba Municipality has taken into cognizance the history of apartheid laws and practices which resulted in disparities and inequities in South Africa and as such, spirit of Employment Equity Act is geared towards achieving employment equity across all occupational levels and categories. Employment Equity Act is further committed to uphold the equity rights as clearly enshrined in the Constitution of the Republic of South Africa.

The purpose of the employment Equity plan in GLM is to enable the employer "to achieve reasonable progress towards employment Equity", to assist in eliminating unfair discrimination in the workplace, and to achieve equitable representation of employees from designated groups also by means of affirmative action measures.

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 country. The plan is also aimed at ensuring that South Africa fulfils her obligations as a member of the International Labor Organization.

#### **15.2.3.1. 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.

#### **15.2.4. Integrated Environmental Management Plan**

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

The following factors 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:

##### **15.2.4.1. 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.

#### **15.2.5. Legislative Framework:**

##### **15.2.5.1. 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).

##### **15.2.5.2. 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).

### **15.2.6. Local Economic Development Plan**

The Local Economic Development is aligned to the National Development Plan (NDP), New Growth Path, Limpopo Employment, Growth and Development Plan (LEGDP), Mopani LED strategy, GLM IDP and other national, provincial and local plans that guide development within the Republic of South Africa. 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 process of Reviewing the LED strategy is in the final stage and should be approved in the following financial year.

The local economy within Greater Letaba has the following characteristics:

- Stagnation of the formal economy and the saturation of the labor market in the agricultural sector;
- High unemployment rates;
- Low skills levels within the potential labor 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.

### **15.2.7. 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 urbanization 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 and
- High crime rate

The municipality has developed an HIV/AIDS programme in line with the national policies and guidelines.

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

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

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

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

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

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

- A policy in respect of life threatening diseases in the workplace should be adopted by Council;
- Establish a HIV/AIDS Council in order to amalgamate & co-ordinate all current activities by various stakeholders in the 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.

### **15.2.8. Municipal Institutional Plan**

The primary objective of this institutional plan is to implement the municipal transformation and organizational 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 that addresses the challenges highlighted and prioritized in the analysis phase such as addressing scarce skills, meeting employment equity targets etc.

### **15.2.9. Workplace Skills Plan**

The municipality have developed the Workplace Skills Plan which is approved by Council. The Workplace Skills Plan aims to capacitate the municipality's personnel in line with the Skills Development Act of 97 of 1998. GLM recognizes 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.

#### **15.2.10. 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 increase the grading or category of the municipality
- 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.

#### **15.2.11. 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

#### **15.2.11.1. 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.

#### **15.2.11.2. 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 center and help desk for the duration of the disaster.

### **15.3. 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.

### **15.4. 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.

### **15.5. 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.

### **15.6. 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 of all meetings and assist in the documentation preparation and control. Such documentation will be required in an evaluation after the event.

### **15.7. 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.



### **15.8. Recovery and Rehabilitation**

The normalization 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.

### **15.9. 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.

### **15.10. 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.

### **15.11. 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.

## **15.12. Organizational Performance Management Systems (OPMS)**

### **15.12.1. 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 Municipal Systems Act, Chapter 6 indicates that a municipality must establish a PM system, must promote a culture of Performance management and administer its affairs economically, effectively, efficiently and in an accountable manner.

Also that a municipality must establish mechanisms to monitor and review its Performance Management System, must set Key Performance Indicators as a yardstick for measuring performance targets, monitor performance, measure and review performance at least once per year and take steps to improve performance where performance targets are not met. A municipality must also prepare for each financial year a performance report which must form part of its annual report, it must make known, internally and to the general public, its KPI's and performance targets. The results of performance measurements must be audited by its internal auditing processes; and annually by the Auditor-General.

### 15.13. Other Important Documents:

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

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

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

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

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<sup>1</sup> Office of the Presidency: Republic of South Africa. 2009. *Together Doing More and Better: Medium Term Strategic Framework: A Framework to Guide Government Programmes in the Electoral Mandate Period (2009-2014)*. Pretoria: Government Printers.

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

The implementation, management, monitoring and evaluation of the IDP is done through the Service Delivery Budget Implementation Plan (SDBIP). 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.

#### **15.14. 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 organization, 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 into different levels of the municipality (top, functional and operational management).

The objectives of cascading the Balanced Scorecard are to achieve synergy across the municipality, maximize internal business process efficiencies (e.g. supply chain, information technology, human resources, etc.), and maximize efficient allocation of resources (financial and human) across the municipality.

The design approach of the Balanced Scorecard was customized 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 customized municipal balanced scorecard system. The strategic and institutional scorecards are depicted further on in the document.

### **15.15. Implementation of the Performance Management System**

The performance management system is implemented through monitoring, evaluation, reporting and review. This phase is guided by the following extract from the Performance Management Guidelines for Municipalities (2001: Ch. 5)<sup>3</sup>: “Having adopted the system, the municipality can mandate the project team to facilitate the implementation thereof. The team, which may be the same as the IDP team, should develop an implementation strategy. The strategy should be linked to the IDP implementation framework and should entail planning, implementation, monitoring and review.” Measurement and reporting should be included in this phase, according to the Performance Management Regulations.

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

### **15.16. Planning and Review**

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

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

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

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

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

### **15.17. 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 organization 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 organization in a focused manner. See the Guidelines (par. 5.1.2) “Consistent with the event-centered approach in the IDP guide, the IDP should deliver the following products:

- An assessment of development in the municipal area, identifying development challenges, marginalized 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 realization 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 1: Basic Service Delivery);
- Social and Economic Development (KPA 2: Local Economic Development and spatial rationale);
- Institutional Transformation (KPA 3: Municipal Transformation and Organizational Development);
- Democracy and Governance, and (KPA 4: Good Governance and Public Participation) and
- Financial management (KPA 5: Municipal Financial Viability and Management)

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.

### **15.18. Housing Chapter**

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.



The proposed new site development in Platland will also go a long way in assisting housing backlog for the people of Greater Letaba. On the other hand, it will also help in addressing the backlog in the Ga-Kgapane and Mokgoba areas.

**Table no. 58: Greater Letaba Housing Allocation for 2020/2021**

Ward	Village/Township	Number of Units	Urban/Rural	Remarks
1	Maolwe	2	Rural	Bulk Services/Pitlatrine
	Makhukhukwe	3		
	Headkraal	3		
	Majakaneng	3 (11)		
3	Mapaana	4	Rural	Bulk Services/Pitlatrine
	Lasvegas	4 (8)		
4	Ga Kgapane Ext 7	3	Urban	Bulk Services/Pitlatrine
	Mesopotamia	1	Urban	
	Lasvegas	3 (7)	Rural	
5	Medingen	4	Rural	Bulk Services/Pitlatrine
	Rabothata	1		
	Mamumeleng	2		
	Maraka	2		
	Malematja	1 (10)		
7	Rasodi	3	Rural	Bulk Services/Pitlatrine
	Mollong	3		
	Mohlaka-Mosoma	4 (10)		
8	Rapitsi	5	Rural	Bulk Services/Pitlatrine
	Mandelapark	4 (9)		

9	Marotholong Mshongo Marothong Tipene Marotholong center Malatji Moshate Mailula	2 2 2 1 1 1 (09)	Rural	Bulk Services/Pitlatrine
10	Maboing Motjeketla Morakong Lehlareng Lebjelola	2 2 2 1 2	Rural	Bulk Services/Pitlatrine
11	Hlobolapatji Hlabeleng	8 2 (10)	Rural	Bulk Services/Pitlatrine
12	Thakgalang no 3 Goudplaas Itieleng	3 3 3 (9)	Rural	Bulk Services/Pitlatrine
13	Itieleng Vaalwater 2 Monatshohle	2 3 5 (10)	Rural	Bulk Services/Pitlatrine
14	Lomondokop	9	Rural	Bulk Services/Pitlatrine
15	Phooko Raphahlelo	4 5 (9)	Rural	Bulk Services/Pitlatrine
16	Sephukubje Tshamahanse	7	Rural	Bulk Services/Pitlatrine
17	Mamaila Kolobetona	10	Rural	Bulk Services/Pitlatrine
21	Ramoroka Femane	3 4 (7)	Rural	
22	Mamaila Nakampe Refilwe	3 3 3 (9)	Rural	Bulk Services/Pitlatrine
24	Seaphole Mamatlepa	4 4 (8)	Rural	Bulk Services/Pitlatrine
25	Abel	3	Rural	Bulk Services/Pitlatrine

	Boqa Taolome Mohlele	3 2(10) 2	Rural	
27	Rampepe Mohokoni Ratjeke	3 3 4 (10)	Rural	Bulk Services/Pitlatrine
29	Ramoadi Maboke Matlou	3 3 3 (9)	Rural	Bulk Services/Pitlatrine
30	Mothobeki Ramoroka Polaseng Matshelapata Kgopong	2 2 2 2 2 (10)	Rural	Bulk Services/Pitlatrine
Total	200			

### 15.19. Conclusion on Housing Chapter

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

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.

### **15.20. 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.

### **15.21. 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.

#### **15.21.1. 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.

### **15.22. 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.

#### **15.22.1. Purpose:**

The purpose of the bursary is to guide the municipality in terms of identification and allocation of funds to indigent learners.

#### **15.22.2. Requirements:**

The following courses are required:

- Agriculture;
- Science and
- Engineering.

### **15.23. 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.

#### **15.23.1. Scope of Application**

The policy shall apply to all employees within the municipality, councilors and service providers contracted to perform council activities.

#### **15.23.2. 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 employee to work safely at all times.