



GREATER LETABA MUNICIPALITY

FINAL DRAFT IDP 2017/2018-2021

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

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ACRONYMS

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

IGR	Intergovernmental relations
ISRDP	Integrated Sustainable Rural Development Programme
ITP	Integrated Transportation Plan
JOC	Joint Operational Centre
KPA	Key Performance Areas
KPI	Key Performance Indicators
LED	Local Economic Development
LGDS	Limpopo Growth and Development Strategy
LM	Local Municipality(s)
LUMS	Land Use Management System
MDM	Mopani District Municipality
MFMA	Municipal Finance Management Act
MIG	Municipal Infrastructure Grant
MPCC	Multipurpose Community Centre
MSA	Municipal Systems Act, 2000 (Act 32 of 2000)
MTEF	Medium Term Expenditure Framework
NEMA	National Environmental Management Act
NGO	Non-Governmental Organization
NKPI	National Key Performance Indicators
NSDP	National Spatial Development Perspective
OPMS	Operational Performance Management System
OTP	Office of the Premier
PGDS	Provincial Growth and Development Strategy
PMS	Performance Management System
PPP	Public Private Partnership
PRP	Poverty Reduction Programme
RAL	Roads Agency Limpopo
RLCC	Regional Land Claims Commission
SASSA	South African Social Security Agency
SCM	Supply Chain Management
SDBIP	Service Delivery Budget Implementation Plan
SDF	Spatial Development Framework

SMME	Small Micro Medium Enterprise
SWOT	Strength Weakness Opportunities and Threats
VIP	Ventilation Improved Pit Latrine
WPLG	Water Paper Local Government
WSA	Water Service Authority
WSDP	Water Service Development Plan

Vision, Mission and Values

Vision

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

Mission

To ensure an effective, efficient and economically viable municipality through:
Provision of accountable, transparent and consultative and co-operative governance;
Promotion of local economic development and poverty alleviation;
Strengthening cooperative governance;
Provision of sustainable and affordable services and
Ensuring a safe and healthy environment.

Slogan

“Maatla go Setšhaba”

Values

The values of Greater Letaba Municipality are as follows:

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

MAYOR'S FOREWORD



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

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

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

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

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

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 2017/2018 and ensuing financial years. The council must account to the community on successes and failures on implementing the SDBIP through the appropriate structures and mechanisms that have been put in place to ensure fulfillment of the constitutional mandate.

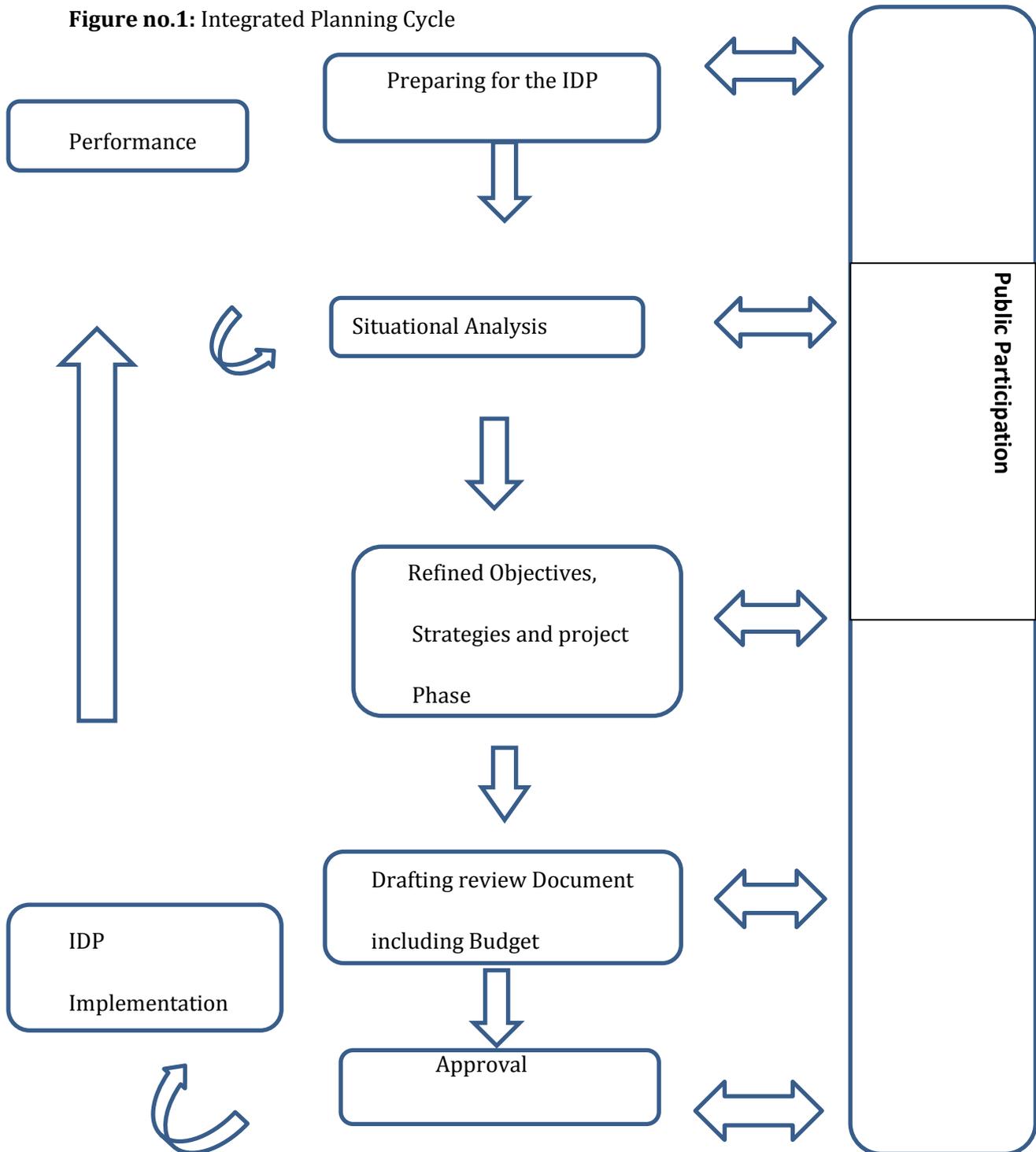
MASHABA T.G

MUNICIPAL MANAGER

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 the figure 1.

Figure no.1: Integrated Planning Cycle



Key Elements to be addressed during this Process

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

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

Strategic Objectives

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

Table no.1: Strategic Alignment

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

Municipal Future Plans

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

Monitoring of the Progress

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

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

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

Commensurate with its resource;

Best suited to its circumstances;

In line with the priorities, objectives and

Indicators and targets contained in the IDP.

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

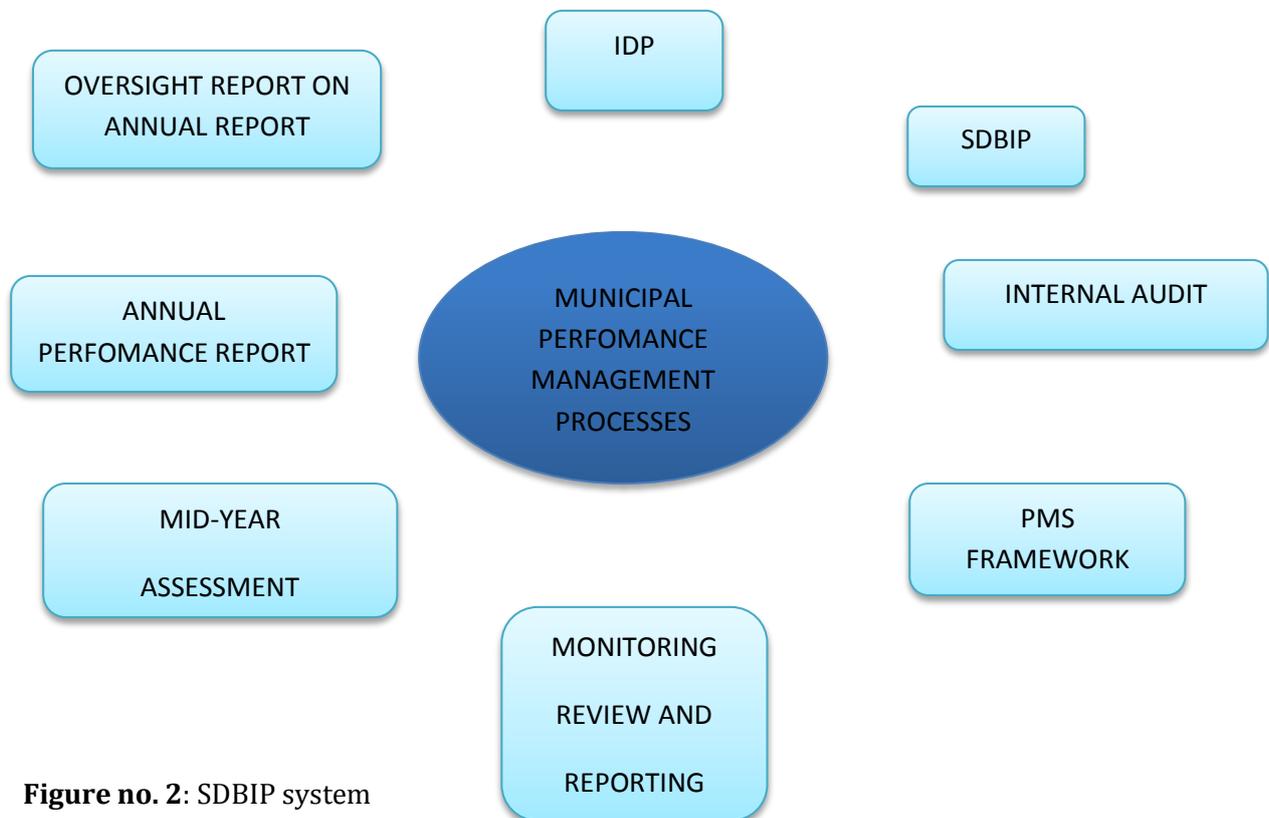


Figure no. 2: SDBIP system

Planning Framework

Introduction

In this section, we provide a brief overview of (1) legislative context within which the 2017/2018 IDP document is developed, (2) institutional arrangement that are in place to drive the IDP process, (3) process overview in terms of steps and events (4) and inter-governmental relations protocol that would assist in the alignment, coordination and integration of service delivery programme in the municipality.

Legislative Background

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

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

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

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

National Health Act, 2003;

The Local Government Transition Act Second Amendment Act 1996 (Act 97 of 1996), which requires each local authority to compile an Integrated Development Plan for their jurisdiction;

The Municipal Demarcation Act 1998 that provides the spatial framework for the on-going demarcation process;

The Municipal Structure Act, 1998 that defines the institutional setting for municipalities and describe their core function and responsibility;
Municipal System Act 32/2000 which defines the operation of the municipalities,
Municipal Finance Management Act 1998;
The National Environment Management Act, 1998;
Regulations passed in term of the National Environment Management Act, 1998;
The Water service Act, 1997;
National Water Act, 32 of 1998;
Mineral and Petroleum Resource Development Act (MPRD) No 28 of 2002;
Waste Act, 2008;
Fire brigade services Act No.99 Of 1987 and
Disaster management Act no.57/2002.

Framing the 2017/2018 IDP

The 2017/2018 IDP was prepared within the legal and policy requirements, opportunities provided and challenges posed by the local, provincial and national context.

The National Planning Context

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

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

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

In order to achieve these objectives the performance and developmental impact of the state will have to vastly be improved. While capacity building, better systems, a greater focus on implementation and improved performance management will play a key part in this endeavour,

integration, alignment and synergy between the actions of three spheres government are important.

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

The National Development Plan

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

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

NDP objectives are:

Increasing employment by 13m in 2010 to 24m in 2030;

Raise per capita income from 50 000 in 2010 to 120 000m by 2030;

Establish a competitive base of infrastructure, human resources and regulatory framework;

Broaden ownership of assets to historical disadvantaged groups;

Increase quality of education;

Provide access to quality health care;

Establish effective, safe and affordable transport;

Ensure households food and nutrition security;

Realise a food trade surplus, with one third produced by small scale farmers or households and

Play a leading role in continental development, economic integration and human rights.

New Growth Path Framework

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

A more inclusive and greener economy;

Government to prioritize its efforts and resources to support employment creation and equity;

Business to take a challenge to invest in new areas and

A vision to achieve a more developed democratic, cohesive and equitable society.

The Provincial Planning Context

The primary influencing factor in the provincial domain is the LEGDP. The LEGDP sees the competitive advantage of the province in mining, agriculture, tourism and manufacturing. Clustering is viewed as key to success in these sectors. In case of the district, the strategy emphasis investments in agriculture, forestry, tourism and to a lesser extent, trade. In order to give effect to the strategic objectives, as spelled out in the electorate mandate of the ruling party (the African National congress).

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

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

Ensuring more inclusive economic growth, decent work and sustainable livelihoods;

Economic and social infrastructure;

Rural development, food security and land reform;

Access to quality education;

Improved health care;

Fighting crime and corruption;

Cohesive and sustainable communities;

Creation of better world and better Africa and

Sustainable resource management and use.

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

The Local Planning Context

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

The 2017/2018 IDP is a continuation of the drive towards the alleviation of poverty over a short term and eliminating of endemic poverty over the longer period.

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

At the core of the 2017/2018 IDP is the challenge and commitment to deepen local democracy, enhance political and economic leadership, accelerate service delivery, build a developmental local government, ensure that the municipal planning and implementation are done in an integrated manner within all spheres of government.

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:

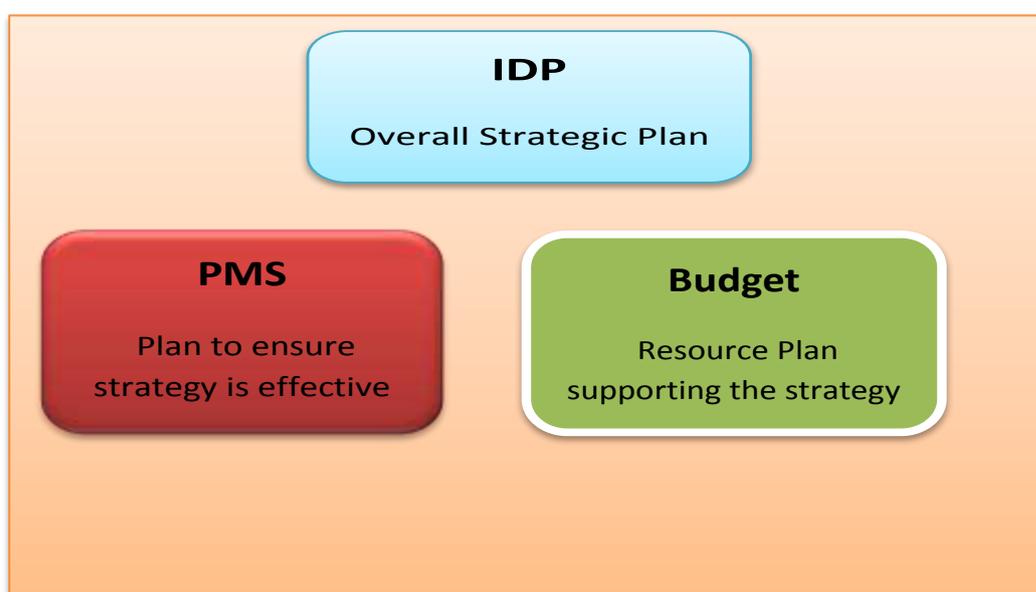


Figure no. 3: Linkage of the IDP, PMS and Budget

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.

IDP Process Plan

Introduction

Section 28 of the Municipal Systems Act, Act 32 of 2000 requires that each Municipal Council adopts a process plan that would guide the planning, drafting, adoption and review of the IDP and Budget. The Process Plan should have clear and established mechanisms, procedures and processes to ensure proper consultation with the local communities.

It should indicate clearly how the IDP process will work, who will be responsible for what, time frames and milestones will be set and a budget will be aligned to the programme.

Content of the IDP Process Plan

This plan outlines the following:

Mopani District Municipality framework;

Structures that manage/drive the IDP;

IDP/Budget Activities scheduled July 2016-June 2017/ time scheduled for planning process;

Roles and responsibilities and

Public/community participation/involvement.

Phases and Activities of the IDP Process

The table below shows the phases/stages of the IDP Process and Activities entailed for the review of the 2016/17 IDP:

STAGES/PHASES OF THE IDP PROCESS	
IDP Phases	Activities
PREPARATORY July 2016	-Identification and establishment of stakeholders and structures and sources of information. -Development of the IDP Framework and process plan.
ANALYSIS PHASE July-August 2016	-Compilation of levels of development and backlogs that suggest areas of interventions.
STRATEGIES PHASE Sept.-Oct. 2016	-Reviewing the vision, mission, strategies and objectives.
PROJECTS PHASE October 2016-January 2017	-Identification of possible projects and their funding sources.
INTEGRATION PHASE January-February 2017	-Sector plans summary inclusion and programmes of action.

<p>Approval phase March-May 2017</p>	<ul style="list-style-type: none"> -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.
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Table no.2: Stages/Phases of the IDP Process

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

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

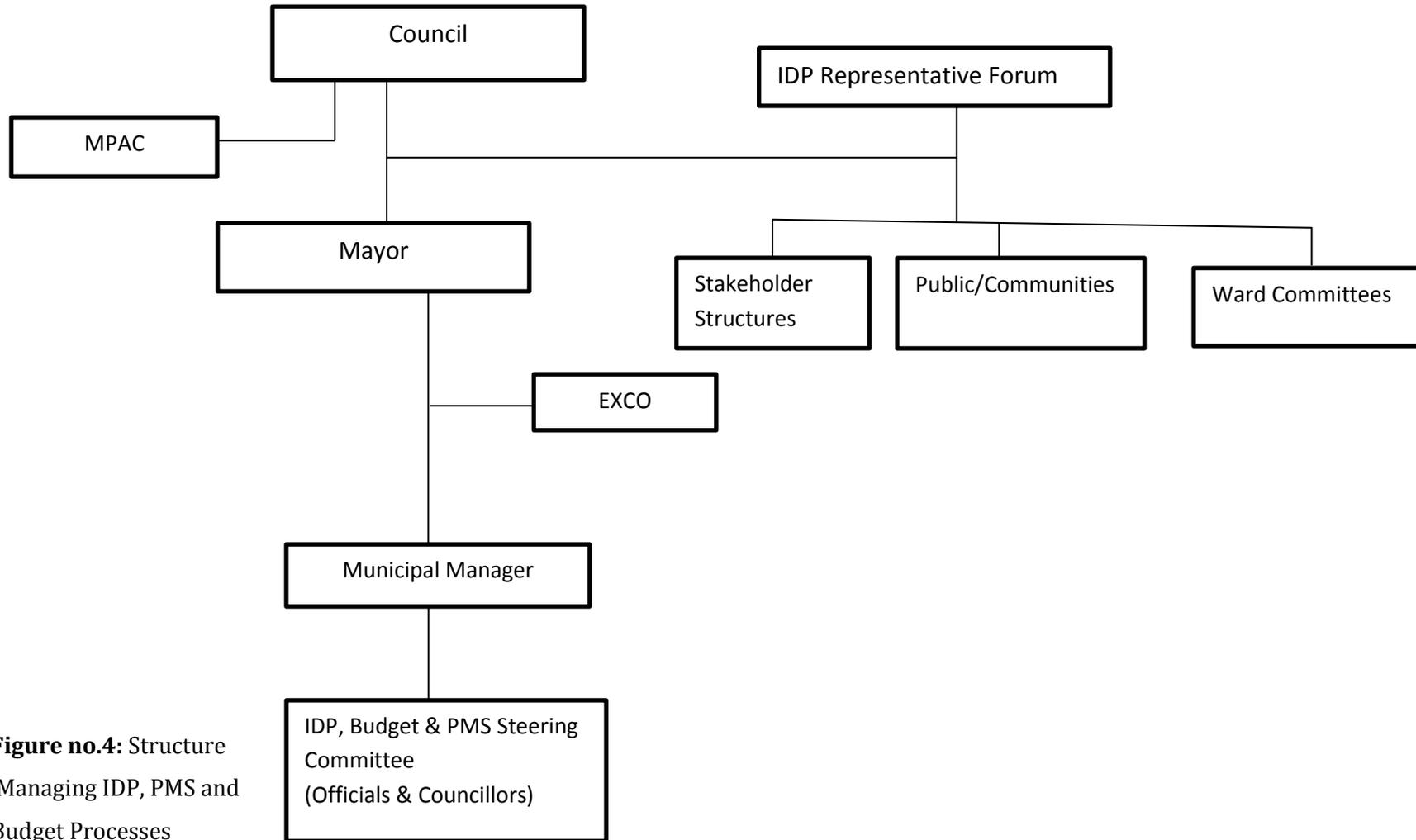


Figure no.4: Structure Managing IDP, PMS and Budget Processes

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

Structures that manage/drive the GLM IDP Process		
Structure	Composition	Role
Council	Members of Council (Chair: Speaker)	Deliberate and adopt IDP Framework and Process plan. Deliberate, adopt and approve the IDP.
Mayoral Committee/ EXCO	Mayor, Portfolio Heads, Municipal Manager, Directors, and IDP Manager (Chair: The Mayor)	Provide political oversight in the development of the IDP Assign responsibilities to Municipal Manager. Deliberate and adopt IDP Framework and Process Plan. Responsible for the overall management, co-ordination and monitoring of the planning process and drafting process, as delegated to the Municipal Manager and the IDP Technical Team. Submit draft IDP to Council.
MPAC	Council appointed councillors (10)	Perform any other functions assigned to it through a resolution of council within its area of responsibility. Promote good governance, transparency and accountability on the use of municipal resources;
Portfolio Committee	Chairperson and members of Portfolio Committee –	Manage the drafting of the IDP on behalf of the Executive Committee

Structures that manage/drive the GLM IDP Process		
Structure	Composition	Role
	INDEP (Chair: Head of Portfolio Committee)	Provide political oversight.
Ward Committees	Ward councillors; Ward committee members; Local Area Planning Facilitators (LAPs); and Community Development Workers (CDWs). Chair: Ward Councillor	<p>Collect, discuss and prioritise ward needs.</p> <p>Submit ward needs to IDP Unit Link the planning process to their respective constituencies, wards and Ward Committees.</p> <p>Responsible for organizing public consultation and participation.</p> <p>Ensure the annual business plans and municipal budget are linked to and based on the IDP.</p> <p>Ensure the IDP is aligned with provincial and national departments' budgets.</p>
Municipal Manager	The Municipal Manager	<p>Responsible for the overall management, coordination and monitoring of the planning process, as delegated to the Municipal Manager and the IDP/Budget Technical Team.</p> <p>Coordinates the implementation of the IDP/Budget planning process.</p> <p>Prepares the programme for the planning process.</p> <p>Undertakes the overall management and co-ordination of the planning process, ensuring that all relevant actors are appropriately</p>

Structures that manage/drive the GLM IDP Process		
Structure	Composition	Role
		<p>involved.</p> <p>Assign persons in charge of different roles.</p> <p>Ensures an efficient and effectively managed and organised planning process.</p> <p>Responsible for the day-to-day management of the drafting process.</p> <p>Ensures that planning process is participatory, strategic and implementation-orientated and is aligned to and satisfies sector-planning requirements.</p> <p>Responds to comments on the draft IDP/Budget from the public, horizontal alignment and other spheres of government to the satisfaction of the Municipal Council.</p> <p>Ensures that MEC for local government's proposals are responded to and IDP relevantly adjusted.</p>
IDP/Budget & PMS Steering Committee	Mayor, EXCO, Municipal Manager, All Sec 56 Managers, IDP Manager, PMS Manager & Budget Manager. (Chair: Mayor)	<p>Provide political oversight in the development of the IDP/Budget.</p> <p>Supervises the implementation of IDP/Budget planning process.</p> <p>IDP/Budget consultation with various sectors.</p> <p>Oversee that amendments made to the draft IDP/Budget are to the satisfaction of the Municipal Council.</p>

Structures that manage/drive the GLM IDP Process		
Structure	Composition	Role
		Be responsible for the submission of the IDP/Budget to EXCO (for recommendation to Council) and MEC for CoGHSTA (for alignment). Undertakes responsibilities, in response to proposals made by the MEC.
IDP /Budget & PMS Technical Committee	Municipal Manager, All Sec 56 Managers, Budget Manager, PMS Manager and IDP Manager (Chair: Municipal Manager)	Contribute technical expertise in the consideration and finalisation of strategies and identification of projects. Provide departmental, operational and capital, budgetary information. Be responsible for project proposals. Be responsible for the preparation and integration of projects and sector programmes. Be responsible for preparing amendments for the IDP/Budget review. Responsible for organising public consultation and participation.
IDP, Budget & PMS Representative Forum	Stakeholders forum comprising, amongst others, community structures, non-profit making organisations, Traditional Leaders, Ward Councillors, Associations, Interest Groups,	Participate and ratify the completion of each phase of the IDP development and review process. Represent the communities at strategic decision-making level.

Structures that manage/drive the GLM IDP Process		
Structure	Composition	Role
	Government departments, Church leaders, Ward Committee Members and Mopani Sector Departments and Parastatals (Chair: The Mayor)	
Performance Audit Committee	Audit Committee members, Sec 54 and 56 Managers, PMS Manager, Risk Officer, ICT Manager and Internal Auditor (Chair: Chairperson of the Audit Committee)	IDP/Budget/PMS monitoring
Dept., Cooperative Governance, Human Settlements & Traditional Affairs	MEC for CoGHSTA	Assess/Evaluate the IDP Comment and Monitor IDP implementation

Table no.3: Structure that manage/drive the GLM IDP, PMS and Budget Processes

IDP, Budget, PMS and MPAC Calendar for 2016-17

The IDP, Budget and PMS calendar presents the activities that will be undertaken by both the District Municipality and Greater-Letaba Municipality during the 2016/17 financial year.

Month	Activity	Time-frame	
		Greater-Letaba Municipality	Mopani District Municipality
IDP			
July 2016	Preparatory Phase Identification of and establishment of stakeholders and or structures and source of information	22 July 2016	
Budget			
	Establish Departmental Budget Committees (include councillors & officials).	25/07/2016 – 05/09/2016	
PMS			
	Compilation of 2016/17 4 th quarterly report	01/07/2016 - 29/07/2016	
	Conclude 2016/17 annual	01/07/2016 - 29/07/2016	

Month	Activity	Time-frame	
		Greater-Letaba Municipality	Mopani District Municipality
	performance agreements Submit final approved SDBIP	29/07/2016	
IDP			
July 2016	Analysis Phase		31 July-30 September 2016
	Management meets to discuss IDP Analysis Phase	12 July 2016	
	IDP Steering Committee: Analysis Phase	19 JULY 2016	
	IDP Representative forum: Analysis phase	26 July 2016	
Budget			
	Submission of AFS to stakeholders.	31/08/2016	
PMS			
	Mayoral Imbizo	01/08/2016 – 12/08/2016	
	Make public the 2016/17 SDBIP	15/08/2016	

Month	Activity	Time-frame	
		Greater-Letaba Municipality	Mopani District Municipality
	<p>Make public 2016/17 annual performance agreements and ensure that copies are submitted to Council and MEC: CoGHSTA</p> <p>Submission of 2016/17 Institutional Annual Performance Report</p> <p>Place 2016/17 annual performance agreements on the municipal website.</p> <p>Individual performance assessments 2016/17 (Annual)</p>	<p>15/08/2016</p> <p>31/08/2016</p> <p>15/08/2016</p> <p>01/08/2016-31/08/2016</p>	
IDP			
September 2016	Strategies Phase		
	<p>Management: Preparation for strategic planning session</p>	26 October 2016	31 October 2016
Budget			

Month	Activity	Time-frame	
		Greater-Letaba Municipality	Mopani District Municipality
	Review resources frames and financial strategies	29/09/2016 – 03/11/2016	
PMS			
	Individual performance assessment report 2016/17	05/09/2016	
	Annual Submission of Final 2016/17 departmental annual reports	26/09/2016	
IDP			
October 2016	Strategic Planning Session: strategies phase	05-07 October 2016	
	Management: consolidate strategic session discussion	17 October 2016	
	IDP Steering Committee: Strategic phase	21 October 2016	
	IDP Rep Forum: Strategic Phase	28 October 2016	
Budget			
	Commence preparation for the	12-15/12/2016	

Month	Activity	Time-frame	
		Greater-Letaba Municipality	Mopani District Municipality
	2016/17 departmental operational plans and service delivery and budget implementation plan aligned to strategic priorities in IDP and inputs from other stakeholders including government and bulk service providers (and NERSA) Departmental budgets inputs for 2016/17	15/12/2016	
PMS			
	Continuation of preparations for 2016/17 annual report utilizing financial and non-financial information first reviewed as part of budget and IDP analysis Compilation of 2016/17 first quarter institutional performance report.	03/10/2016 - 31/10/2016 03/10/2016 - 31/10/2016	

Month	Activity	Time-frame	
		Greater-Letaba Municipality	Mopani District Municipality
Budget			
November 2016	Community and stakeholder consultation process, review inputs, financial models, assess impacts on tariffs and charges and consider funding decisions including borrowing. Adjust estimates based on plans and resources. Commence consultation on the proposed tariffs. Check the tariff submission date and align. Draft five year Financial Plan	01/11/2016 – 30/11/2016	
		01/11/2016 – 30/11/2016	
PMS			
	Mayoral Imbizo	11/11/2016-18/11/2016	

Month	Activity	Time-frame	
		Greater-Letaba Municipality	Mopani District Municipality
IDP			
	Management Meeting: Project Phase	11 November 2016	
IDP			
December 2016	No Activities		
PMS			
	Oversight training for MPAC members for probing the 2016/17 annual report.	02/12/2016-13/12/2016	
	Finalize the draft annual report incorporating financial and non-financial information on performance, audit reports and annual financial statements	14/12/2016	
	Present draft annual report to Municipal Manager	20/12/2016	
IDP			

Month	Activity	Time-frame	
		Greater-Letaba Municipality	Mopani District Municipality
January 2017	<p>Projects Phase</p> <p>IDP Steering Committee :Projects phase</p> <p>IDP Rep Forum: Project Phase Management: Half-Year IDP performance report and annual report, recommendations on adjustments budget</p> <p>EXCO: Half year IDP performance report and annual report</p> <p>Council sitting: Approval of adjustments budget and performance assessment and annual reports.</p> <p>Publication of the annual report for public input</p>	<p>05 January 2017</p> <p>12 January 2017</p> <p>13 January 2017</p> <p>18 January 2017</p> <p>23 January 2017</p>	<p>31 January 2017</p>

Month	Activity	Time-frame	
		Greater-Letaba Municipality	Mopani District Municipality
		27 January 2017	
Budget			
	Finalise the 2016/17 inputs from bulk resource providers (and NERSA) and agree on proposed price increase. (Align after submission of proposed tariffs)	01/12/2016 - 09/12/2016	
	Mid-Year Performance Assessment and recommend and adjustment budget, if necessary.	26/01/2017	
	Incorporate priorities from the President's State of the Nation Address, National Treasury and SALGA for further budget consideration.	23/01/2017- 26/01/2017	
	Review all aspects of the 2017/18 budget including any unforeseen and unavoidable expenditure in	09/01/2017 - 26/01/2017	

Month	Activity	Time-frame	
		Greater-Letaba Municipality	Mopani District Municipality
	light of need for an adjustment budget.		
PMS			
	Compilation of 2016/17 Mid-year report	03/01/2017 - 20/01/2017	
	Mayor tables 2016/17 annual report to council	31/01/2017	
	Make public the 2016/17 annual report and invite comments from local community, submit report to Auditor-General, Provincial Treasury & CoGHSTA	30/01/2017	
	Consider monthly & mid-year reports for the period ended 31 December 2016.	30/01/2017	
	Review implementation of budget and service delivery plan (SDBIP),	31/03/2017	

Month	Activity	Time-frame	
		Greater-Letaba Municipality	Mopani District Municipality
	identify problems and amend or recommend appropriate amendments. Submit report to council and make public any amendments to the SDBIP by the end of January 2017		
IDP			
February 2016	Integration Phase IDP Integration	24 February 2017	
Budget			
	Incorporate directives from the National budget and Provincial and National allocations to municipalities into budget. Finalise the 2016/17 detailed operating & capital budgets in the	02/02/2017 – 28/02/2017 10/02/2017	

Month	Activity	Time-frame	
		Greater-Letaba Municipality	Mopani District Municipality
	<p>prescribed formats incorporating National and Provincial budget allocations, integrate and align to IDP documentation and draft SDBIP, finalise budget policies including tariff policy.</p> <p>Tabling and approval of an adjustments budget (if necessary)</p>	<p>13/02/2017</p> <p>28/02/2017</p>	
PMS			
	<p>Individual Performance Assessments 2016/17 Mid-year</p> <p>Place 2016/17 annual report on the municipal website</p> <p>Mayoral Imbizo</p>	<p>02/02/2017- 28/02/2017</p> <p>03/02/2017</p> <p>03/02/2017 – 16/02/2017</p>	
IDP			
March 2017	(Draft IDP)		Mid-March 2017

Month	Activity	Time-frame	
		Greater-Letaba Municipality	Mopani District Municipality
	Management meeting: Draft IDP IDP Steering Committee: Draft IDP Discussion EXCO: consideration of the oversight report, draft IDP and Budget Council: Approval of the oversight report, draft IDP and Budget	03 March 2017 10 March 2017 20 March 2017 24 March 2017	
Budget			
	Consolidation of Draft 2016/17 annual budget. Submit the 2016/17 approved adjustments budget to the Provincial & National Treasury & any other affected organ of state (10 days after approval.) Incorporate changes in prices for	03/03/2017 13/03/2017 13/03/2017	

Month	Activity	Time-frame	
		Greater-Letaba Municipality	Mopani District Municipality
	<p>bulk resources and finalise tariff proposals for all charges.</p> <p>Distribute all budget documentation prior to meeting at which budget is to be tabled.</p> <p>Table in Council the 2016/17 annual budget & all supporting documents (including finance policies).</p>	<p>17/03/2017 – 22/03/2017</p> <p>31/03/2017</p>	
PMS			
	<p>Compile Individual performance assessment report (2016/17 Mid - Year Quarter)</p> <p>Council adopts the 2016/17 annual report with the comments of the oversight committee.</p>	<p>13/03/2017</p> <p>31/03/2017</p>	

Month	Activity	Time-frame	
		Greater-Letaba Municipality	Mopani District Municipality
	Submit draft 2016/17 SDBIP to the Mayor	31/05/2017	
IDP			
April 2017	(Draft IDP cont.) Submission of draft IDP to COGSTA for analysis, Publication of the draft IDP documents for inputs Public participation on draft IDP/ budget/ PMS	07 April 2017 24/04/2017 to 04/05/2017	10 April 2017 01-20 May 2017
Budget			
	Make public the 2016/17 tabled annual budget & accompanying budget documentation, invite the community to submit representations and submit to	07/04/2016 - 25/04/2017	

Month	Activity	Time-frame	
		Greater-Letaba Municipality	Mopani District Municipality
	<p>Provincial & National Treasury and other affected organs of state.</p> <p>Consultation on tabled budget, publicise and conduct public hearings and meetings within wards.</p>	07/04/2017 -25/04/2017	
PMS			
	<p>Submit the 2016/17 Annual Report & Oversight Report to Provincial Treasury, CoGHSTA, AG and Legislature.</p> <p>Make public the 2016/17 oversight report</p> <p>Submission of third quarter departmental performance report</p>	<p>07/04/2017</p> <p>07/04/2017</p> <p>07/04/2017</p>	

Month	Activity	Time-frame	
		Greater-Letaba Municipality	Mopani District Municipality
IDP			
May 2017	Approval Phase (Final IDP)		31 May 2017
	IDP Steering committee: consideration of the inputs from the public participation process	11 May 2017	
	Management : Effect changes to draft IDP and budget as per public comments and COGSTA	15 May 2017	
	IDP Rep Forum : Consider final Draft IDP/Budget	18 May 2017	
	EXCO: Final draft IDP/Budget	22 May 2017	
	Council Sitting : Approval of the Final Draft IDP and Budget		

Month	Activity	Time-frame	
		Greater-Letaba Municipality	Mopani District Municipality
		29 May 2017	
Budget			
	Consider the views of the community and other stakeholders on the 2016/17 budget.	15/05/2017 – 18/05/2017	
	Respond to submissions received & if necessary revise the budget and table amendments for council consideration.	15/05/2017 – 18/05/2017	
PMS			
	Approve the Draft 2016/17 SDBIP-final date under legislation 26 June 2016	31/05/2017	
	Approve the Final 2016/17 SDBIP-final date under legislation 28 June	28/06/2017	

Month	Activity	Time-frame	
		Greater-Letaba Municipality	Mopani District Municipality
	2017		
IDP			
June 2017	Submission of IDP Local Government & Housing	08 June 2017	
Budget			
	Submit approved IDP/Budget to National & Provincial Treasury, CoGHSTA and District (10 working days after approval)	12/06/2017	
PMS			
	Approve the Final 2016/17 SDBIP-final date under legislation 28 June 2017	28/06/2017	
	Submit the SDBIP to CoGHSTA, Provincial and National Treasury.	28/06/2017 – 10/07/2017	

Table no.4: IDP, PMS, Budget and MPAC Calendar

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.

Community Inputs

Greater Letaba Municipality has 30 functional wards committees and 24 Community Development Workers (CDW's). Their roles include representing the views and aspirations of communities and assisting the ward councillors in executing their governance function.

Inter-Governmental Relations

Office of the Premier (OTP) plays a central role 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.

Basis for IDP Review Process

The preparation and review of the IDP is a continuous process providing a framework for all development planning in the municipality. As such the IDP is not only annually assessed in terms of delivery and the prevailing conditions in the municipality, but also improved upon each and every year. The following aspect informed the 2017/2018 IDP Review process:

Updating baseline information to ensure sound decision-making in addressing service delivery gabs;

Meeting the national targets in terms of service provisioning;

Responding to key issues raised in the 2016/2017 State of the Nation Address and the Provincial Address;

Aligning Sector Department strategic plans to the municipality service delivery programmes;
Alignment of IDP, Budget, PMS activities;
National Key Priority Areas and the National Outcomes;
Revising the vision, mission, objectives, strategies, programmes and projects;
Updating and developing pending sector plans and programmes of the IDP;
Responding to issues rose during the municipality assessment and
National Development Plan.

Municipal Profile

Description of Municipal Area

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

The Greater Letaba Municipality area is one of the smaller municipal areas in terms of land area, and characterized by contrasts such as varied topography, population densities (low in the south, relatively dense in the north-east), prolific vegetates in the south (timber) and sparse in the north (bushveld).

Although resources within the boundaries of the Municipality are scarce, the proximity of natural resources (dams, tourist's attractions, intensive economic activity, and nature reserves) to the borders of the municipality creates the opportunity for capitalization.

The "gates" to the municipal area are considered to be Sekgopo in the west and Modjadjiskloof in the south, Mamaila Kolobetona in the North and Makgakgapatse in the East.

The land area of Greater Letaba Municipality extends over approximately 1891 km². The Greater Letaba Municipality incorporates the proclaimed towns of Modjadjiskloof, and Gakgapane, situated in the extreme south of the municipal area, and Senwamokgope towards the north-west of the area of jurisdiction. There are also 131 rural villages within the municipal area.

Demographic Profile

Population Trends

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

Table no.5: GLM Population

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

Source: (Census 2011)

Source: (Community survey, 2016)

Table no.6: GLM Household

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

Source: (Census 2011)

Source: (Community survey, 2016)

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

Ward no	Total population	Male	Female
Ward 1	7564	3261	4303
Ward 2	5050	2252	2798
Ward 3	5633	2585	3048
Ward 4	8529	3919	4610
Ward 5	6969	3243	3726
Ward 6	7888	3524	4364
Ward 7	6475	2887	3588
Ward 8	7363	3421	3942
Ward 9	8287	3557	4730
Ward 10	8808	3831	4977
Ward 11	7813	3427	4386
Ward 12	6823	2984	3839
Ward 13	7920	3516	4404
Ward 14	764	3785	3862
Ward 15	7777	3419	4358

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

Source: census 2011

Table no.8: Below Depicts Household per Ward

Ward no	Household	Percentage
Ward 1	1960	3,4%
Ward 2	1240	2,1%
Ward 3	1497	2,6%
Ward 4	2457	4,2%
Ward 5	1896	3,3%
Ward 6	1976	3,4%
Ward 7	1688	2,9%
Ward 8	1846	3,2%
Ward 9	2327	4%
Ward 10	2387	4,1%
Ward 11	2047	3,5%
Ward 12	1659	2,8%
Ward 13	1936	3,3%
Ward 14	2224	3,8%
Ward 15	1949	3,3%

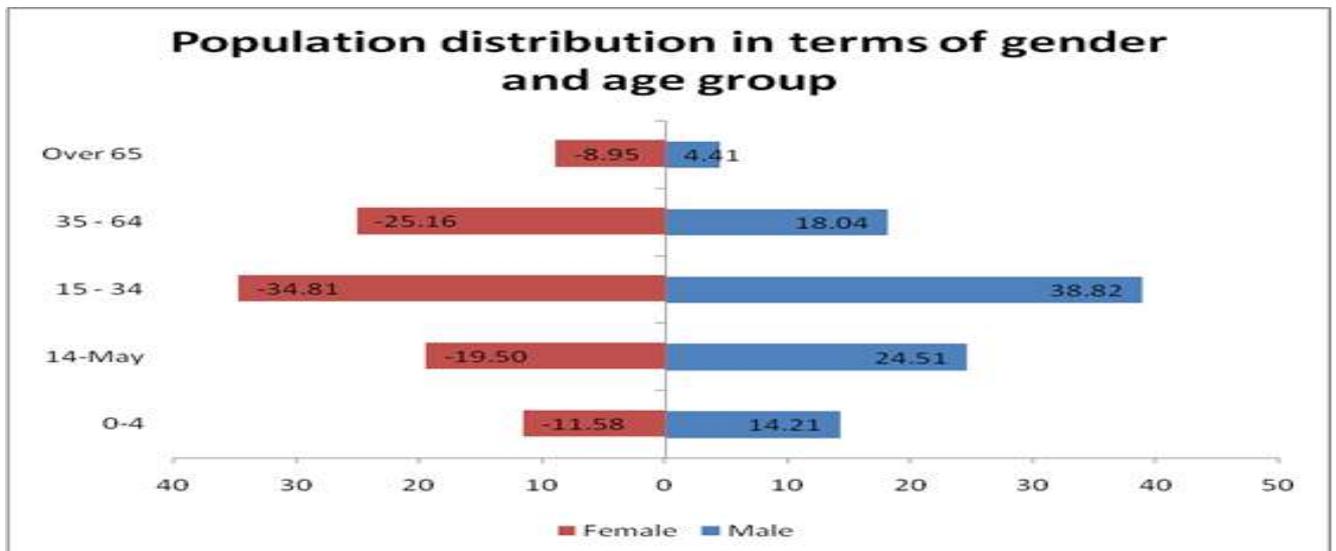
Ward 16	1972	3,4%
Ward 17	1902	3,3%
Ward 18	2051	3,5%
Ward 19	1980	3,4%
Ward 20	2086	3.6%
Ward 21	2194	4%
Ward 22	2328	4%
Ward 23	1959	3,4%
Ward 24	1254	2,2%
Ward 25	1895	3,3%
Ward 26	1884	3,2%
Ward 27	1584	2,7%
Ward 28	1276	2,2%
Ward 29	4807	8,3%
Ward 30		

Source: census 2011

Age and Gender Distribution

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

Graph no.1: Below Depicts Age and Gender Distribution



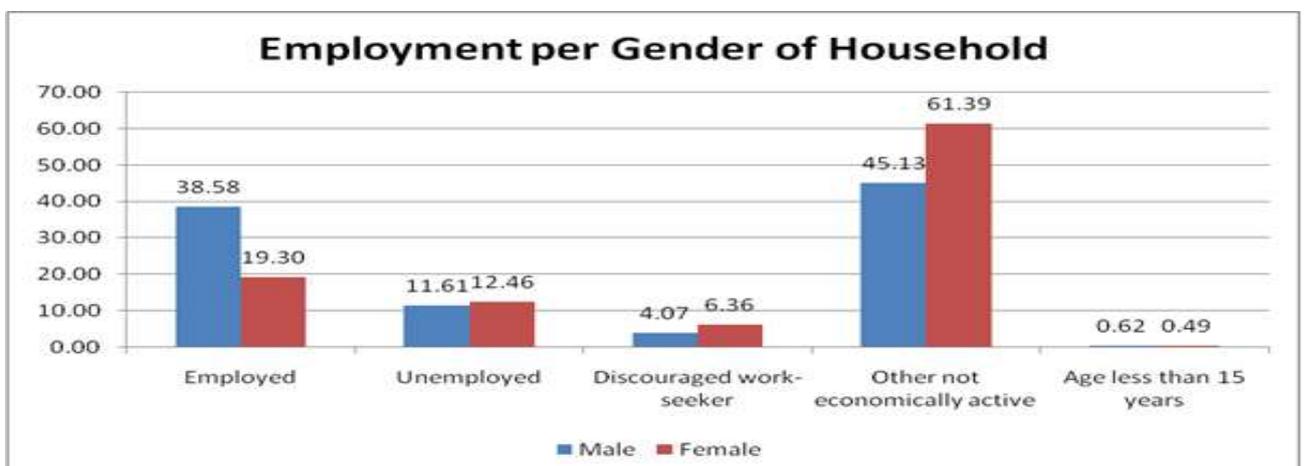
Source: Census 2011

Employment Profile

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

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

Graph no.2: Below Graph Depicts Employment by Gender



Source: Census 2011

Employment and Unemployment Rate

Employment rate 28, 94%

Unemployed rate 71, 06%

Household Income

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

Table no.9: Below Depicts Income per Household

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

Source:

Level of Education

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

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

Source: 2011 StatsSA.

People with Disabilities in the Municipality

Table no.11: Below Depicts Disability by Gender

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

(Census 2011)

SPATIAL ANALYSIS

KEY PERFORMANCE AREA 1: SPATIAL RATIONALE

Legislation Framework

Legislation	Scope of the Legislation
White paper on Spatial Planning and land use Management (SPLUMA)	To regulate the administration of land, the transfer of land, the ownership of land and the cadastral boundaries of land.

Purpose of Spatial Analysis

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

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

The Greater Letaba Municipal area has the following spatial characteristics:

A land area of approximately 1 891 km²;
A fragmented formal urban component comprising Ga-Kgapane, Senwamokgope and Modjadjiskloof;
The incidence of rural settlements are evenly spaced along the northern boundary and a lesser concentration of villages along the south-eastern boundary of the Municipality;
The southern part of the municipal area comprises mountainous terrain, which precludes urban development;
Large tracts of arable land which are being used for intensive and extensive agricultural activities, these include tomatoes (central), timber (south and south east), game and cattle (central and north-west);
Environmental degradation due to illegal dumping, inadequate sanitation facilities and overgrazing and
Significant areas of land owned by the state under custodianship of tribal / traditional authorities.
Almost half the land area in the municipal area (48%) is subject to the 159 land claims, which have been lodged to the Land Claims Commission. There are three proclaimed towns within the Greater Letaba Municipal area, namely Modjadjiskloof, Ga-Kgapane, Senwamokgope (Khumeloni is in process of being developed) and approximately 132 villages (GLM Ward Based Survey, 2007) evenly spread throughout the municipal area. These three towns are characterised by the following:

Modjadjiskloof:

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

Underutilisation of available buildings;

Strong potential for tourism;

GLM has recently purchased a 83ha farm for expansion of the town in terms of residential development. A layout plan has been developed for township establishment comprising of 192 erven, open spaces and a Community Hall;

There is an additional development proposed on the portion 14 of the farm Vrystaat into develop a new township comprising of residential, business, parks and sectional title land uses;

There is a need to develop either a shopping complex or mall to encourage and retain Investment and

There are erven at extension 11, which still require servicing.

Ga-Kgapane:

District growth node;

One shopping centre consisting 28 formal and 11 informal businesses;

Many small businesses due to absence of formal job opportunities;

Daily commuting to Modjadjiskloof and neighbouring municipalities for work;

Currently, a huge housing development is in process on the farm Mooiplaas and

Modjadji Plaza, a new shopping centre has been concluded and is now fully operational.

Senwamokgope:

Municipal growth node and population concentration point;

Service point to surrounding villages;

Presence of government offices;

6 formal businesses and 8 informal;

A process of extending the township by 300 sites has been embarked on, currently a

General Plan has been approved by the Surveyor General;

There is a serious need to establish a shopping complex in the township to cater for the surrounding areas, hence residents travel approximately 40km to the nearest shopping centre.

Khumeloni, Goudplaas/Nooitgedaght and Jamela:

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

Population Spatial Distribution

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

The present spatial pattern, together with the underlying factors responsible for the development of this pattern will continue to influence new development unless a comprehensive strategy is implemented to counter negative and encourage positives. The prevalent spatial pattern can be attributed to historic policies and development initiatives, the economic potential of land, land ownership and management, culture and the topography.

Settlement Hierarchy

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

Table no.12: Settlement Hierarchy

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

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

Land Use Composition and Management Tools-LUMS and GIS

LUMS 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 have to upgrades the systems regularly.

Spatial Development Growth Points Areas

Table no.13: Spatial Development Growth Points Areas

Provincial	District	Municipal
Modjadjiskloof	Ga-Kgapane Township	Mokwakwaila Senwamokgope

Land Claims and their Socio-Economic Implications

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

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

Table no.14: Status of Land Claims

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

Table no.15: Claims Settled

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

Table no.16: Illegal Land Occupation

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

Spatial Challenges

Large area in Modjadjiskloof town is privately owned and this create a challenge in terms of upgrading and expansion of the town;

There's illegal settlements and land occupation in areas such as Masenkeng, Mokgoba and Meshasheng;

Shortage of land for development;

Sparse rural settlement and

Building houses without building plans.

Spatial Opportunities

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

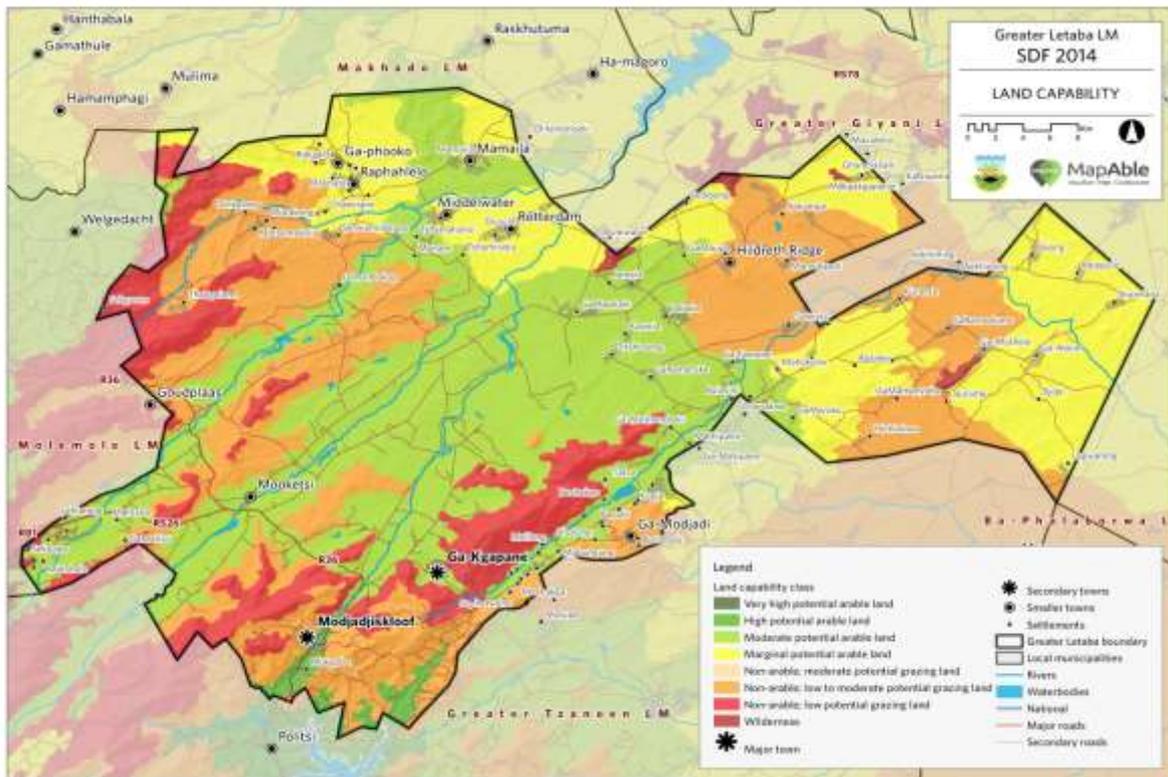
These may be summarized as follows:

The availability of the Rain Queen (Queen Modjadji) which may influence tourism related development along the Ga-Kgapane-Mokwawaila Development Corridor;

The biggest Baobab tree in Africa located on the farm Platland neighbouring Ga-Kgapane Township. This may contribute to enhancement of tourism facilities such as the sale of indigenous crafts, accommodation facilities, convenience centres etc. in its vicinity;

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

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



Map no.1: Land capability

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

Modjadji Nature reserve, with the Modjadji (Encephalartos 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 (feasibility study has been completed);

Makepisi tomato farming;

Modjadji Lodge and

Nehakwe Mountain Lodge.

Strategically Located Land within the Greater Letaba Municipality

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

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

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

The area between Ga-Kgapane and Modjadjiskloof constitute of the farm Spritsrand, Witkrans, Vrystaat, Hilldrop and Duiwelskloof;

The area between Modjadjiskloof and Mokgoba may serve as a proper link between Mokgoba and the town, thereby attracting further investment in terms of both residential and commercial development;

Goudplaas and Nootgedaght with a potential for a new township establishment, extensive agriculture and industrial development;

The vacant land parcel in Senwamokgope between the built area and the college would be ideal for Shopping/ Convenience Centre development;

Mokwakwaila area on the farm Worcester 200LT given potential by its centrality in Bolobedu;

Portions of the farms Vaalwater and Roerfontein adjoining the existing Senwamokgope to the South and East and

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

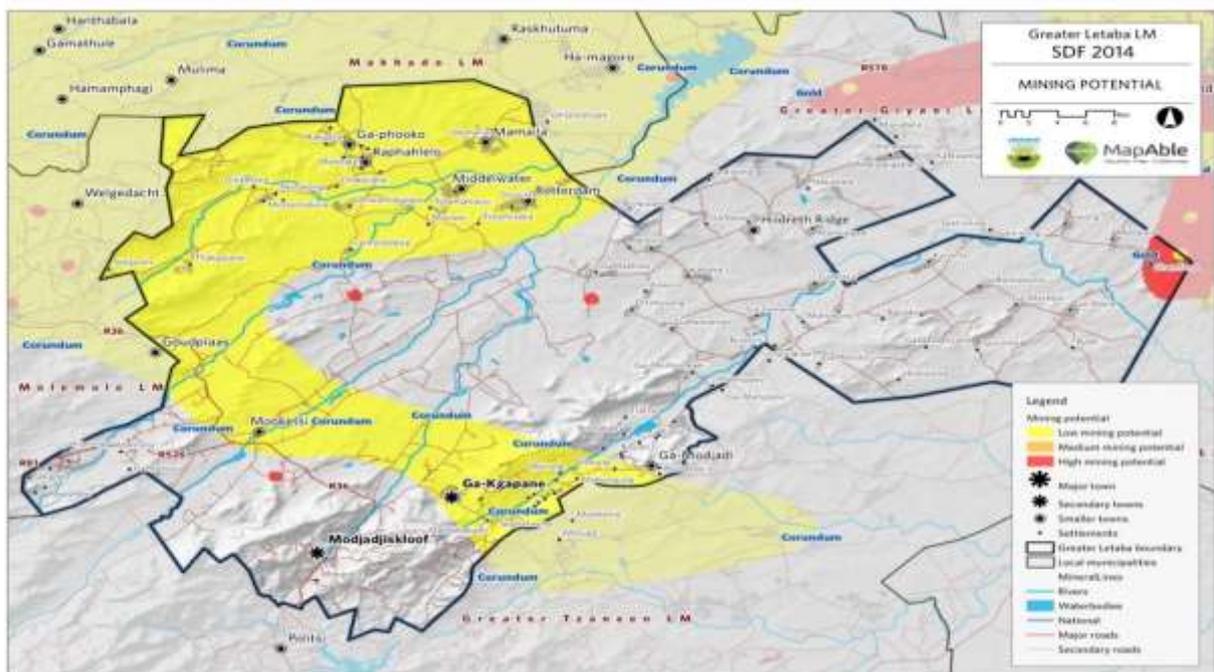
It is worth noting that the above areas are under the ownership of private individuals with the exception of the farms Worcester, Vaalwater and Roerfontein which are state owned.

Spatial Development Consideration (Land Availability)

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

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

Map no.2: Space Economy



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

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

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

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

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

Water Supply

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

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

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

Access to Water in Greater Letaba Municipality

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

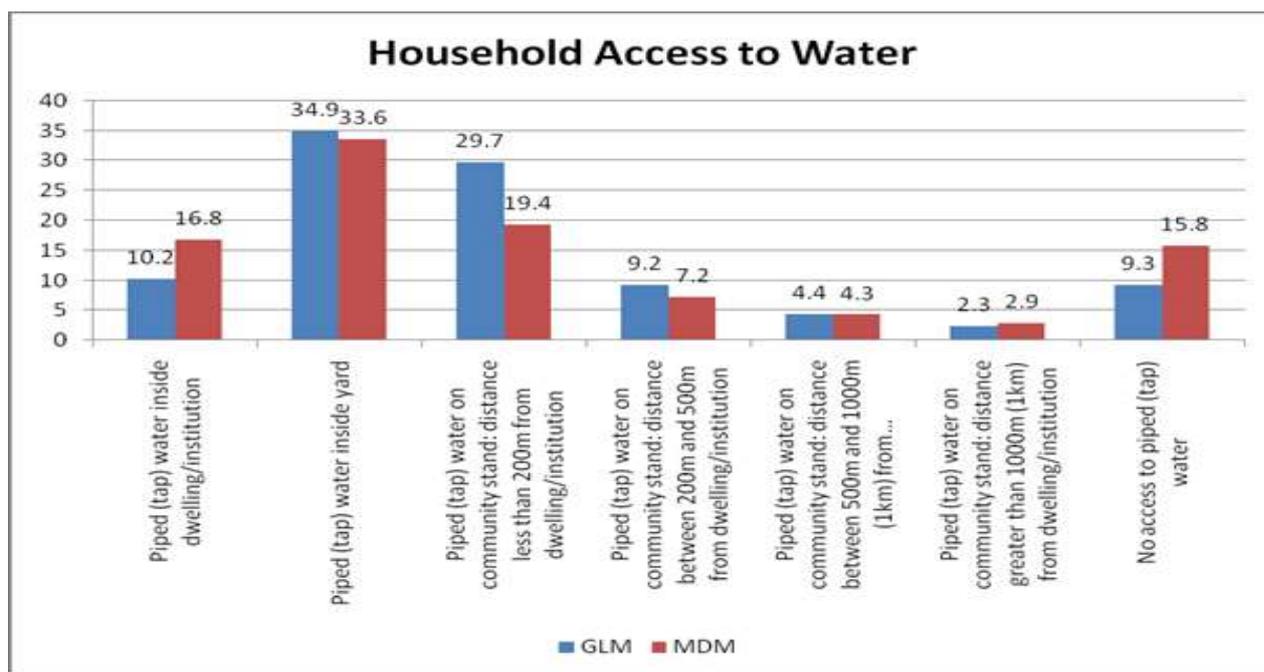
The graph below shows that 10.2% of households in the municipality have access to tap water inside the dwellings, while the average for the District Municipality is 16.8 %. The percentage of households with access to tap water inside the yard is 34.9 %, and is higher than that of the District at 33.6%.

The graph further shows that majority of the households have access to tap water on community stands, above the acceptable walking distance 200m as required by standards. This results with desperate community members walking for a long distance to access water.

It should also be noted that 9.3% of households in the Municipality have no access to tap water where the District Municipality percentage is 15.8%.

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

Graph no.3: Household access to water



Source: StatsSA 2011

Table no.17: Pipe Water

Item	2011	2016
Access to Pipe Water	25 828	48 160
No Access to Pipe Water	5 423	18 906

StatsSA, 2011

CommunitySurvey, 2016

Sources of Water

Table no.18: Sources of Water

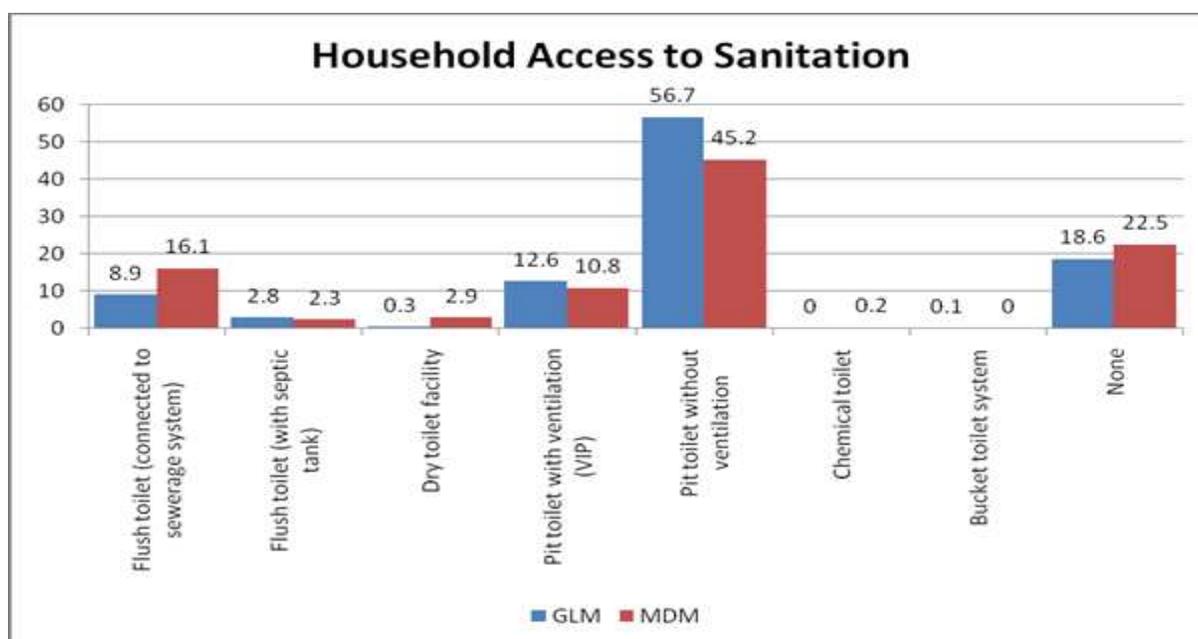
Source	Benefiting Areas
Politsi Water Supply Scheme	Mokgoba, Modjadjiskloof, Ga-Kgapane and surrounding farms
Modjadji Water Supply Scheme	
Upper Modjadji Rural Water Supply Scheme	Mamphakathi, Bodupe, Moshakga, Motsinoni, Ramphenyane and Mokwasele.
Worcester/Polaseng/Mothobeki Rural water supply	Matswi, Ditshosing, Shawela, Polaseng, Mokwakwaila, Ratjeke and other surrounding areas
Lower Molototsi Rural water Supply scheme	Jokong, Mpepule, Thlothlokwe, Mothele, Kuranta, Ramodumo, Buqa, Abele Taolome and the surrounding villages.

Middle Letaba Rural Water Supply	
	Sekgosese Area, Maphalle, Mohlabaneng, Jamela, Sefototse, Bellevue, Mamaila Mphotwane, Nakampe, Refilwe and Makgakgapatse.
Sekgopo Rural Water Supply Scheme	
No bulk water Supply, the entire area depend on ground water supply	Sekgopo comprises of 15 village of which they depend on ground water.

Access to Sanitation

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

Graph no.4: Households Access to Sanitation



Source: StatsSA, 2011

Water and Sanitation Challenges

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

Free Basic Water and Free basic Sanitation

The threshold for provision of Free Basic Water is a maximum of six (6) kilolitres per household per month. The municipality has 5804 households which reside in the proclaimed towns and they do not pay for the first 6kl of water as reflected in their service accounts. There are a total of 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.19: Indigent Households receiving Free Basic Water and Sanitation

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

Source: Municipal Indigent Register

ENERGY and ELECTRICITY

Status of Electricity Network in Modjadjiskloof

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

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

The initiative is to install split prepaid meter on each and every households in 2016/2017 to minimize loss of electricity in the village. The infrastructure is aged with equipment dating back to 1960s, this resulting with frequent power outages especially during storms and winter season. This also poses life threat to the residents and municipal workers responsible for electricity provision.

The infrastructure is composed of:

The high voltage 11.5 km of bare overhead medium voltage lines;

Four (4) 33kV/11kV power transformers connected to Eskom grid power with capacity of 9.75MVA;

The low voltage network consists of approximately 18 km of bare overhead conductors;

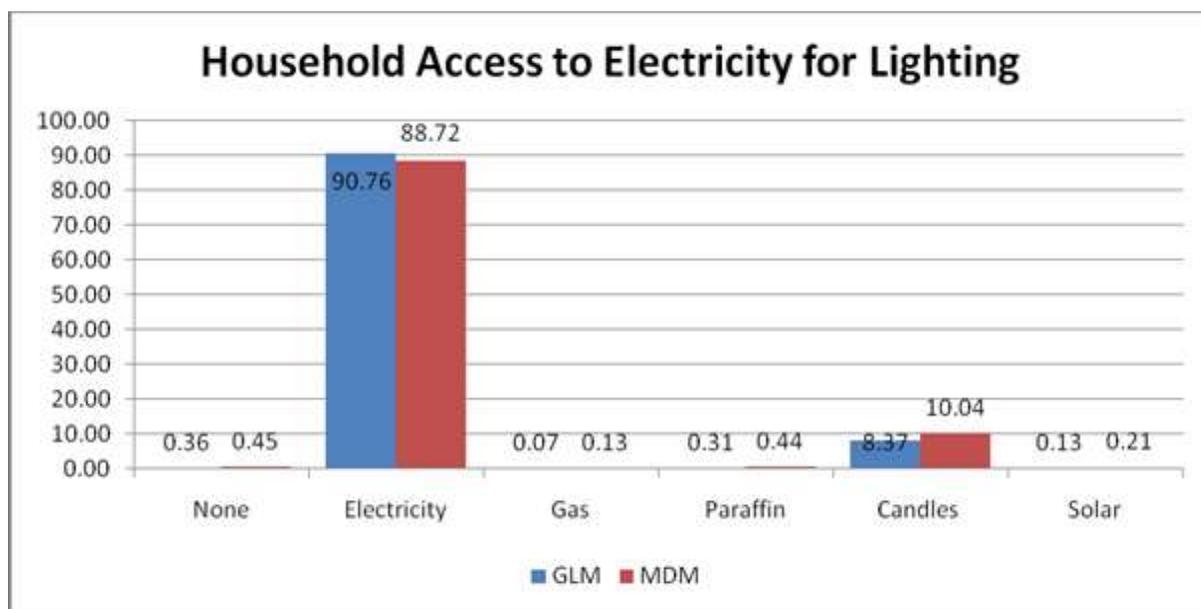
Six (6) km of underground cables;

Twenty four (24) transformers/miniature substations transforming MV to 400V. The total installed capacity of these transformers is 4.8MVA.

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

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

Graph no.5: Households Access to Electricity



Source: StatsSA 2011

Free Basic Electricity

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

Street Lighting

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

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

Electricity Backlogs

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

Sources of Energy

Electricity;

Solar;

Paraffin;

Wood and Gas.

TRANSPORT and STORM WATER DRAINAGE

Transport Infrastructure

Road Networks and Backlogs

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

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

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

The following strategic roads are tarred:

Table no.20: Strategic Roads

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

Storm Water, Drainage and Backlog

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

Table no.21: Roads and Bridges Requiring Immediate Attention

Roads	Bridges
Road D1329 (near Rabothata) and bridge;	Sephokhubje-Mamaila bridge;
Road D1331 (Polaseng-Mothobekgi);	Sekgopo bridge;
Road D3150 (Wholesale - Thakgalang - Maruleng);	Shaamiriri bridge;
Road D3164 & D3205 (Sekgosese to Maphalle);	Modjadjiskloof, Uitzecht street bridge;
Road D3734 (Raphahlelo);	Rotterdam - Sephokhubje bridge;
Road D3210 (Senwamokgope);	Rotterdam bridge;
Sekgopo - Moshate Road;	Polaseng-Matipane bridge;
Road D3200 (Rampepe - Hlohlokwe);	Mamokgadi - Ntata bridge;
Road D3196 (Ditshosing);	Abel - Shamfana bridge;
Road D1350 (Matswi to Motupa);	Mapaana - Meidingeng bridge;
	Ramodumo-Kuranta bridge and
	Motsinoni-Mamakata bridge.

Road D3216 (Mamanyoha, Taolome); Road D3212 (Mamokgadi, Ga-Ntata); Road D3222 (Sephokhubje); Road D3213 (Ntata – Peterson); Expansion of R81; Road D3206 (Maupa-Sedibeng); Road D3207 (Bellevue –Shimauxu); Road D3242/1 (Jamela road); Phaphadi – Sekhimini road and Sekgopo/Setaseng road.	
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Table no.22: Classification of Roads in GLM

National Tarred Roads	
R36	Mooketsi-Modjadjiskloof-Politsi

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

Provincial Gravel roads	
D617	Mooketsi-Valkrans
D569	P43/2-D1308
D3221	Lekgwareng-Abel
D3231	Mamaila-Cross No1
D3734	Ga-Phooko
D3205	Maphalle-Blinkwater-Rotterdam
D3160	Itieleng-Senwamokgope
D3211	Nakampe-Skimming
D3180	Mpepule-Modjadji

D3200	Lebaka-Jamela
D678	Mooketsi-D1034
D2672	D1034-D1509
D2673	P43/2-D1034
D2674	Modjadjiskloof-D447
D1331	Mothobeki-Boshakge
D1330	Boshakge-Lenokwe
D3197	Senopelwa-Mothobeki
D3195	Maphalle-D3225
D3225	D3195-D3200
Provincial Gravel roads	
D3196	D9-Ditshosing
D11	Wholesale-D9-Soekmeaar
D3219	Taulome-mahekgwe
D3216	Taulome-D3200
D3212	Bellevue-Mamokgadi
D3207	D3820-Sidibane
D3206	Sedibeng-Maupa
D3243	Jamela-D3242
D3242	D3205-D9

Backlogs on Roads and Storm Water Drainage

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

Public Transport

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

Types of Transport

Municipality have three types of transport mode:

Taxis;

Rail operations and

And bus transport.

Bus Operations

The dominating mode of public transport in Greater Letaba Municipality is the usage of taxi and bus operations. Bus services are operated by Mathole Bus Service. Other companies in existence only offer this service on a hiring basis. These private operators receive ticket subsidies through the national/provincial bus subsidization system.

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

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

Taxi Operations and Taxi Ranks

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

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

Modjadjiskloof Taxi Rank

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

Ga-Kgapane Taxi Rank

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

Mooketsi Taxi Rank

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

Sekgopo Taxi Rank

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

Sekgosese Taxi Rank

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

Mokwakwaila Taxi Rank

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

Maphalle Taxi Rank

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

Lebaka Taxi Rank

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

Rotterdam Taxi Rank

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

Phaphadi Taxi Tank

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

Mamphakhathi Taxi Rank

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

Kheshokhole Taxi Rank

Kheshokhole Taxi Rank is still under construction.

Rail Operations

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

Public Transport Challenges

In fighting among taxi operators for routes;

No integrated transport system and

Lack of transport by-laws.

KEY PERFORMANCE AREA 3: LOCAL ECONOMIC DEVELOPMENT

Legislative and Policy Framework

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

Introduction

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

A Broad Economic Overview of South Africa

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

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

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

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

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

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

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

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

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

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

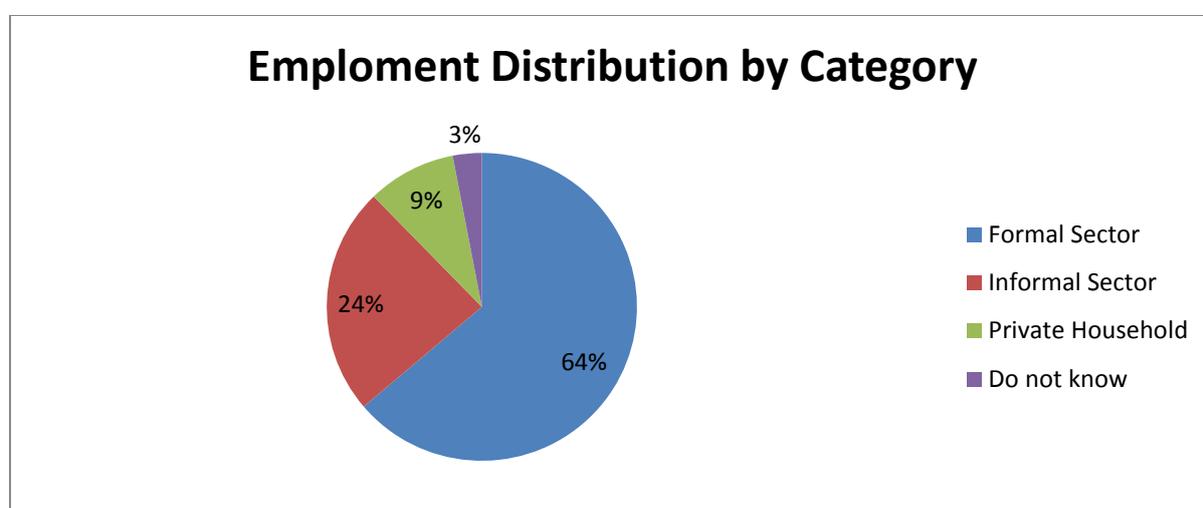
While some of those operating in the urban economy are able to secure relatively stable niches in markets created by formal sector economic activity, others find themselves excluded from such markets altogether and eke out a survival through dependence on welfare grants and the barter of goods services.

Local Economic Profile

Employment Distribution by Category

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

Graph no.6: Employment Distribution by Category



Source:

Table no.23: Employment Distribution by Type of Sector

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

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

Comparative and Competitive Advantage of Greater Letaba Municipality

Agricultural Sector

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

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

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

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

Commercial farming in GLM comprises mainly mangoes, citrus and avocados, with litchis and nuts also being farmed in the regions surrounding the municipality on a commercial scale. The largest tomato farm in Southern Africa, ZZ2 is located in the Mooketsi valley within GLM.

Forestry Sector

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

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

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

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

Tourism Sector

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

Rain Queen (Queen Modjadji);

The biggest Baobab tree in Africa with a bar inside;

The African Ivory route that passes through Modjadjiskloof;

Modjadji Nature reserve, with the Modjadji (Encephalartos Transverse Cycad Forestry only found here);

Modjadji Lodge (Lebjene);

Vast tomato plantations of ZZ2;

Modjadjiskloof waterfalls;

Modjadjiskloof Lodge and caravan Park;
 Walking trails;
 Makepisi tomato plantation;
 Grootbosch;
 Manokwe Caves;
 Modjadji Museum and
 Nehakwe Mountains Lodge.

Retail Sector

Formal Trading Activities

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

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.

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

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

Table no.25: Jobs Created by Private Sector

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

Opportunity for Economic Growth and Employment

Greater Letaba Municipality has the following major economic pillars:

Agriculture, including Agro-processing which is already the largest part of formal employment;

Tourism, which is the key sector with significant opportunities for expansion and growth;

Retails and service businesses.

Local Skill Base

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

Strategically Located Land for Economic Development

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

Ga-Kgapane nodal point which is largely doing well in terms of retail services;

Senwamokgope nodal point is strategically located for shopping complex and

Mokwakwaila nodal point could do well in terms of development of shopping complex and residential area.

Challenges in the Municipal Economic Development

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

Land Claims

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

Lack of Funding or Financial Support

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

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

Lack of Skills

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

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

Access to Markets

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

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

Lack of Adequate Water

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

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

Lack of Industrial Estate

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

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

Lack of Tourism Infrastructure

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

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

Cross Value Added

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

Table no.26: Gross Value Added

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

Source:

SWOT Analysis: Economic Development

Table no.27: Economic SWOT Analysis:

STRENGTH	WEAKNESSES
<p>Functioning Agriculture, Tourism Forum and Proactive LED staff.</p>	<p>Majority of people located far away from economic viable areas; General shortage of skills in three priority sectors: agriculture, tourism and retail; General infrastructure backlog which hampers new infrastructure development; Economic dependence on government for employment and revenue and Non-existence of LED forum.</p>
Opportunities	Threats
<p>Growing retail opportunities; Tourism sector opportunities; Agricultural sector.</p>	<p>High unemployment and high proportion of discouraged workers; Excessive reliance on un-qualified ground water resources; Poor coordination of activities and planning within various sectors; HIV afflicting the economically irrational active people and governance structures; Shortage of water and economically irrational allocation of water; Insufficient funds to maintain existing infrastructure and Route fight between taxi operators.</p>

ENVIRONMENTAL ANALYSIS

Legislation Framework

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

Introduction

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

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

Environmental Legislation:

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

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

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

Veld and Forest Fires

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

Causes of Veld and Forest Fire:

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

Extend of the Problem:

Destruction of grazing and
Affect livestock farming.

Areas Affected by Veld/ Forest Fires:

Meidingeng;
Thakgalang and
Goudplaas.

Alien Plant Invaders

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

Causes of Alien Plants

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

Areas Affected by Alien Plants

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

Greater Letaba Area

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

Extend to the Problem

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

Deforestation

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

Causes of Deforestation

Poverty;
Unemployment and
Cutting of trees for fire purpose.

Areas Affected by Deforestation

Rotterdam;
Thakgalang;
Mamaila Kolobetona;
Mamaila Mphotwane;
Kuranta and the surrounding villages;
Mothele and the surrounding villages;
Mookong village and
Shamfana and the surrounding villages.

Extend of Deforestation

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

Soil Erosion

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

Areas Affected by Soil Erosion

Sekgosese area;
Rotterdam;
Kuranta;
Bellevue and
Matswi.

Causes of Soil Erosion

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

Extend of Soil Erosion

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

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

Informal Settlement

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

Areas Affected by Informal Settlement:

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

Causes of Informal Settlement:

Poverty;
Unemployment;
Population growth and
Urbanization.

Extend Of Informal Settlement

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

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

Water Pollution

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

Areas Affected by Water Pollution

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

Causes of Water Pollution

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

Drought and Natural Disaster

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

Areas Affected by Drought and Natural Disaster

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

Extend Of Draught and Natural Disaster

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

Global Warming/ Climate Change

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

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

Climate change is caused by the sun's radiation (heat energy) that is absorbed by emitted gases into the atmosphere.

What really happens is that one-third of the sun's radiation is reflected by the earth's shiny surfaces like shimmering glaciers, water and other bright surfaces, back to the atmosphere. Two-third is fairly absorbed by the earth.

Gases like CO₂, Methane and Nitrous Oxide

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

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

Causes of Global Warming

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

Biomass Burning

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

Vehicle Emission

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

Industry

Timber treatment which uses chemicals that affect the environment and impacts negatively on the air i.e. Khulani Timber Industry in Modjadjiskloof;
Sew dust emission from timber plants is burned since there is no better disposal of it and this impact on the air quality.

Deforestation

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

Dust

Unpaved road, Construction and other human activities.

Extend of the Problem of Global Warming

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

Increasing chances for floods, strong storms (e.g. hurricane Katrina in 2005), altered rainfall patterns;

Reduction of access to portable water, threat to food security and health effects to poverty stricken communities;

Emission of gases causing global warming could be scaled down by utilizing every space for plants and

Using alternative forms of energy (e.g. solar panel, wind turbines heat, power plants) and put strict control against deforestation.

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

Waste Management

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

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

Environmental Management

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

Waste Disposal

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

Refuse Removal

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

Table no.28: Refuse Removal in Rural Areas

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

Source:

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

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

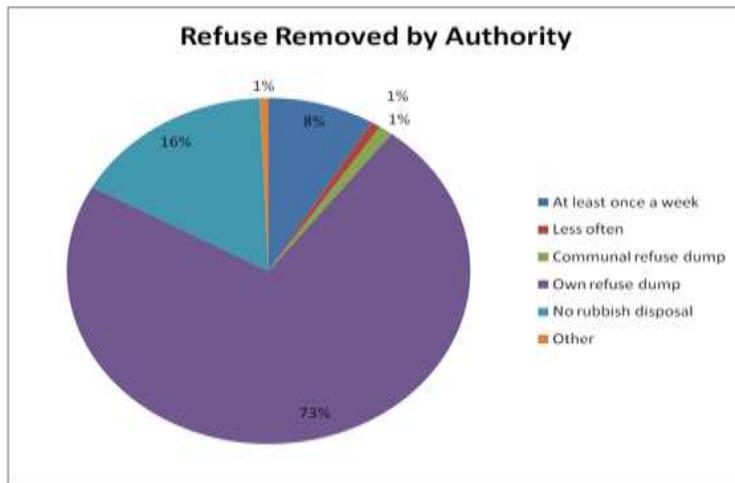


Table no.30: Percentage distribution of household by type of refuse disposal

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

Source: StatsSA, 2011

Greater Letaba Municipality Waste Management Challenges

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

There is no general waste landfill site, hence GLM transport their waste to Greater Tzaneen municipality and this is a costing service delivery option for the municipality. A new site has been identified at Maphalle area and the development has already started.

The garbage refuse from old Modjadjiskloof dumping site are collected to ZZ2 for composting purpose.

SOCIAL ANALYSIS

Legislation Framework

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

Background

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

The following is the socio-analytic reflection of GLM:

Integrated and Sustainable Human Settlement

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

Types of Dwelling

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

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

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

Table no.31: Type of Dwelling

Type of Dwelling	2001	%	2011	%
House or brick structure on a separate stand or yard	50523	84.8	52491	90.0
Traditional dwelling/hut/structure made of traditional materials	3857	6.5	3988	6.4
Flat in block of flats	59	0.1	297	0.5
Town/cluster/semi-detached house (simplex: duplex: triplex)	55	0.1	9	0.0
House/flat/room in back yard	459	0.8	589	1.0
Informal dwelling/shack in back yard	250	0.4	1013	1.7
Informal dwelling/shack NOT in back yard e.g. in an informal/squatter settlement	2439	4.1	942	1.6
Room/flatlet not in back yard but on a shared property	460	0.8	112	0.2
Caravan or tent	-	-	57	-
Private ship/boat	-	-	-	-
Workers' hostel (bed/room)	1378	2.3	-	-
Other	60	0.1	322	0.6
Total	59539	100	58262	100

Source: StatsSA (2001/2011)

Housing Backlog

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

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

Health and Social Development

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

Table no.32: Health Facilities

Village Name	Clinic Name	Hospital/Health Centre
Ga-Kgapane	Ga-Kgapane Clinic	Ga-Kgapane Hospital
Meidingeng	Meidingeng Clinic	
Sekgopo	Sekgopo Clinic	
Modjadjiskloof	Modjadjiskloof Clinic	Modjadjiskloof Health Centre
Shotong		Shotong Health Centre
Modjadji	Sekwiting Clinic	
Bolobedu	Bolobedu Clinic	
Matswi	Matswi Clinic	
Senopelwa	Senopelwa Clinic	
Seapole	Seapole Clinic	
Ramodumo	Ramodumo Clinic	
Mamanyoha	Mamanyoha Clinic	
Lebaka	Lebaka Clinic	
Maphalle	Maphalle Clinic	
Raphahlelo	Raphahlelo Clinic	
Mamaila	Mamaila Clinic	
Middlewater	Middlewater	
Pheeha	Pheeha Clinic	
Rotterdam	Rotterdam Clinic	
Bellevue	Bellevue Clinic	
Total	19	3

Source: Department of Health, 2016

Access to Health Care

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

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

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

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

Table no.33: Ga-Kgapane Hospital Beds Statistics

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

Source: Department of Health, 2016

Health Facilities challenges

Insufficient mobile and visiting points;

High vacancy rate e.g. doctors;

A need for a health centre in Sekgopo, Senwamokgope and Mokwakwaila;

Lack of infrastructure for the required standards of health service;

Acquiring a suitable site for the construction of a more capacitated clinic in Modjadjiskloof and

A need for EMS at Sekgopo, Sekgosese and Mokwakwaila.

Prevalence of Range of Diseases

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

Migration;

Alcohol and substance abuse;

High unemployment rate;
 Cross border gates and National route;
 Increase in commercialization of sexual activities and
 High Illiteracy rate.

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

Community Lifestyle

In GLM community lifestyle as well contribute to health problems such as stress, high blood, heart attack, sugar diabetes and other health problems related to the lifestyle. The rate at which the residents in GLM are attacked by the above mention diseases is high. Therefore is a need for facilities such as outdoor gyms, sports complex, youth centre and as well as the old age facilities. These facilities will go a long to promote healthy lifestyle within communities in the municipality.

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

Safety and Security

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

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

Table no.34: Police Stations and Satellites

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

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

Table no.35: Crime Hotspots

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

Education

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

Table no. 36: Number of Existing Schools

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

Source: Department of Education, 2016

Early Childhood Development Centres

Greater Letaba Municipality has 40 ECD centres.

Challenges of ECD Centres

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

National School Nutrition Programme

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

Challenge for National School Nutrition Programme

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

Education Backlog

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

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

Literacy Level

In terms of StatsSA which was released in 2011, the statistics shows decline in the level of illiteracy by 17.3 per cent (%). Although the progress is therefore satisfactory, but by and large the level of illiteracy is still worrying since it impacts on the employability of the population. Therefore interventions such as Adults Basic Education, libraries and excellence awards are necessary to arrest the situation.

Table no. 37: Teacher/Learner Ratio

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

Source: Department of Education, 2016

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

Sports, Arts and Culture

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

The development of sports in the municipality is still a challenge;

Non-utilization of the stadium such as Mokwakwaila Stadium is also a cause of concern;

Senwamokgope stadium is complete and functional;

Ga-Kgapane stadium is currently being upgraded;

Shaamiriri sports complex is incomplete;

Sekgopo sports complex is complete and functional and

Lebaka sports complex is also complete and functional.

The municipality has outdoor gyms in the following areas:

Modjadjiskloof;

Ga-Kgapane;

Senwamokgope;

Sekgopo;

Maphalle;

Ga-Kuranta and

Ga-Abel.

The municipality has functional Community Halls in the following area:

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

There are community halls under construction in the following areas:

Matshwi;
Ward 2 and
Mamaila-Kolobetona.

Sports, Arts and Culture Backlog

Libraries Facilities

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

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

There are library facilities under construction in the following area:

Mokwakwaila;
Rotterdam and
Sekgopo library is completed but need to be resourced to become operational.

Stadiums and Gravel Play Grounds Facilities

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

Heritage Sites

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

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

Thusong Centre Services

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

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

The following organizations provide services in the centres:

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

Post Office and Telecommunications

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

Rural Broadband

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

Number of Post Offices

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

Network Infrastructure Challenges

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

Post Office and Telecommunications Backlogs

Post office

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

Fire and Rescue Services, Disaster and Risk Management

Background Information

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

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

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

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

KEY PERFORMANCE AREA 4: FINANCIAL VIABILITY**Legislation Framework**

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

Introduction

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

Financial Management System

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

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

Review of Credit Control and Debt Collection Procedures/Policies

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

Billing System

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

Revenue Enhancement Strategy

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

Investment Policy

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

Tariffs policies

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

Indigent policies

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

Rates policy

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

Writing Off of Irrecoverable Debt

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

Inventory and Assessment Management

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

Cash flow Management

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

Expenditure Management

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

Supply Chain Management

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

Financial Sources of the Municipality

The Municipality has the following sources:

Equitable share;

FMG;

MSIG;

Municipal Infrastructure Grants;

Agency fees from the department of Roads and Transport;

Revenue from service charges electricity and refuse;

Licences and permits and

Traffic fines.

Table no.39: Operating Transfer and Grant Receipts (National and Provincial Allocation)

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

Budget and Treasury Management

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

Table no.40: Previous and Current Budget

	2011/12	2012/13	2013/2014	2014/15	2015/2016
Revenue	R218 120688	R198 865955	R316 361	R232 085703	R261 674 978
Expenditure	R217 709582	R138 900189	R150 578	R159 252395	R178 362 753

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

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

Corrective Measures on Auditor General Reports

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

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

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

KEY PERFORMANCE AREA 5: GOOD GOVERNANCE AND PUBLIC PARTICIPATION

Legislative Framework

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

Background

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

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

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

Municipal Council and Committees

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

Relationship with Traditional Leaders

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

Inter-governmental Relations

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

Community Input

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

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 views of the committee are captured in the IDP by attending to public participation meeting and submitting inputs to the municipality.

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

Community Development Workers

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

Oversight Committee

Municipal Public Account Committee (MPAC)

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

Municipal Council Committees

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

Table no.41: Municipal Council Committee Members

Names	Cluster
Cllr Maeko-Nkwana M.M.	Cooperate and Shared Services
Cllr Masela M.P.	Planning, Economic Development and Housing
Cllr Rapokwane D.	Road and Public Transport
Cllr Rababalela T.J.	Water and Sanitation Services
Cllr Modiba N.D.	Budget and Treasury
Cllr Mabeba M.M.	Agriculture and Environment
Cllr Selowa M.G.	Social Services
Cllr Mosila M.R.	Infrastructure
Cllr Rasetsoke S.M	Sports, Arts and Culture

Audit, Anti-Corruption and Risk Management

Internal Audit

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

Anti-Corruption

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

Public Service Anti-Corruption Strategy

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

To prevent and combat fraud and corruption and to related corruption activities;

To punish perpetrators of corruption and fraud and

To safeguard GLM properties, funds, business and interest.

Risk Management

The municipality has identified the following as major risks:

Lack of access to land and increased land prices;

Theft and vandalism of projects;

Untraced rate payers;

Shortage of skilled personnel;

Health hazard and

Failure to attend IDP meetings by business sector.

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

Supply Chain Committees

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

Complaints Management System

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

Audit Outcome for the Past Five (5) Financial Years

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

Table no.42: Municipal Audit Outcomes from 2011/12 to 2014/15

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

Source:

Public Participation Programme

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

Communication System

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

Special Programme for Council

The special programmes of council are namely:

Gender desk;

Youth desk and

Disability desk.

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

The needs of the special groups amongst others are:

Skills development;

Employment opportunities and

Assistance devices like wheelchairs, walking sticks, hearing aids etc.

Organizational Structure and Alignment to Powers and Functions

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

Special Groups

Youth and Children

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

Table no.43: Needs and Challenges of Youth and Children

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

Women and Elderly

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

Table no.44: Needs and Challenges of Women and Elderly

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

Table no.45: Challenges Faced by Disability

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

HIV/AIDS Mainstreaming in the Housing Sector

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

Some of the connections between housing and HIV/AIDS:

Evictions and homelessness-how do you provide home-based care when there is no home?

Overcrowding- increasing risk of opportunistic infection and exposes children to sexual activities very early;

Stretched household budgets-funds to pay rents, housing charges and micro-loans for land or housing are diverted to ARVs and medical care.

KEY PERFORMANCE AREA 6: MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT

Background

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

Political Structure

Political Component

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

The Executive Committee

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

Table no.46: Executive Committee Members

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

Cllr. Rasetsoke S.M.	Sport, Recreation, Arts and Culture
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MPAC Committee Members

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

Greater Letaba Municipality Organogram

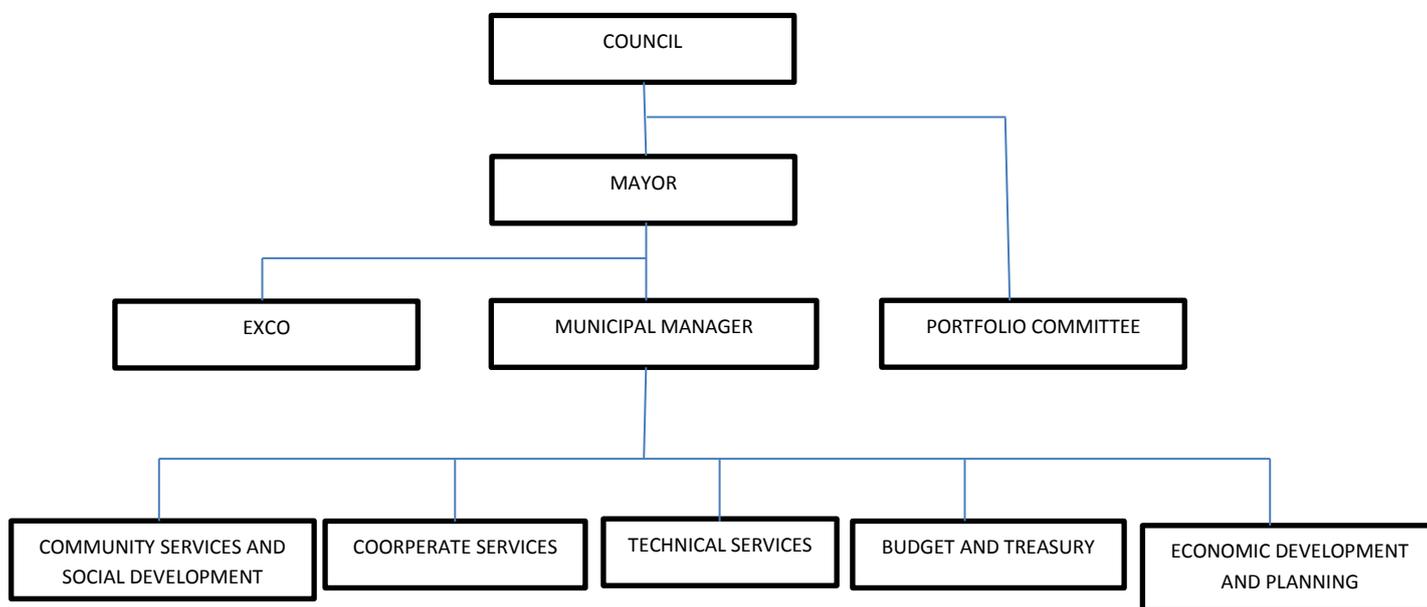


Figure no.5: GLM Organogram

Greater Letaba Municipality Employment Equity

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

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

Greater Letaba Municipality's Powers and Functions

The provision and maintenance of child care facilities;
 Development of local tourism;
 Municipal planning;
 Municipal roads and public transport;
 Administer public regulations;

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

Administrative Component

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

Five (5) directorates in the municipality, namely:

Budget and Treasury Office;

Technical Services;

Corporate Services;

Community and Social Services and

Economic Development 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.47: Municipal Directorates and their Functions

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

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

Management System Information

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

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

Community Participation

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

Mechanisms used by the municipality to involve communities are:

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

Human Resource Management System

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

Communication policy;
Cellular phone policy;
Contract of employment policy;
Bursary policy for members of the public;
Conditions of service policy;
Internship and experiential programme policy;
HIV/AIDS policy;
Employee assistance programme policy;
Labour relations policy;
Occupational health and safety policy;
Language policy;
Performance management system policy;
Skills development policy;
Recruitment and selection policy;
Protective clothing allowance policy;
Smoking policy;
Subsistence allowance policy;
Succession planning policy;
Travel allowance policy for councillors;
Telephone management policy;
Anti-fraud and corruption policy;
Whistle blowing policy;
Car allowance policy;
Career management and retention policy;
Transport control policy and
Sports policy.

Employment Equity Plan and Challenges

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

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

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

Vacancy Rate within the Municipality

The vacancy rate of Greater Letaba Municipality is at 33 %.

Skills Needs within the Municipality

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

Performance Management System

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

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

Develop a performance management system;

Set targets, monitor and review performance, based on indicators linked to the Integrated Development Plan (IDP);

Publish an annual report on performance of the councillors, staff, the public and other spheres of government;

Incorporate and report on a set of general indicators prescribed nationally by the minister responsible for local government;

Conduct an internal audit on performance before tabling the report;

Have the annual performance report audited by the Auditor-General;

Involve the community in setting indicators targets and reviewing municipal performance.

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

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

Constitution of the Republic of South Africa, Chapter 7 of Act 108 (1996);

White Paper on Local Government 1998;

Municipal Systems Act, 2000 (Act No. 32 of 2000);

Municipal Finance Management Act, (Act No. 56 2003);

Regulation 393 of 2009: Local Government Municipal Finance Management Act Municipal Budget and Reporting Regulation;

Municipal Performance Regulations for Municipal Managers and Managers directly accountable to the Municipal Manager (2006);

Municipal Planning and Performance Management Regulations (2001) and Batho Pele Principle.

Table no. 48: Ward Priorities Needs

Ward no.1

Priorities	Villages/ Section
Water and Sanitation	
Water	
X1 boreholes broken need to be fixed	Mabosana
X1 pump machine broken need to be fixed	Khehlomamotheke
X1 borehole need to be equipped	Pakong Village
Borehole not operational need to be fixed	Khehlomamothekega Dam (x1); Maolwe (x1) and Mahowa 2(x1)
Borehole using old system need to be upgraded to the modern technology	Mohlomathoka
All village need consistent water supply	All villages

in ward 01	
Sanitation	Khehlomamothekega (x50); Rasewana (x100); Thibeni- Maolwe (x90); Lenokwe (x110); Mahowa (x100); Madumeleng (x75); Makutukwe (x40); Pakone-Mabosana (x120) and Koope-Kebeke (x80) units
Electricity	
Electricity backlog: New Extension	Rasewana New Extension (x50) and Koope-Sebeke (x25) households
Electricity Backlog: Post connection	Mahowa Extension (15); Madumeleng (5); Thibeng (x24); Lenokwe (x8); Khehlomamothekega (x12); Makutukwe (x10) and Pakone-Mabosana (x5) households
High mast lights	
	Dikerepene (x1); Sebeke (x1); Maolwe (x1); Lenokwe (x1) and Mahowa (x1)
Road and transport	
Paving of Streets	<ul style="list-style-type: none"> ○ Street from Rasewana to Cemetery; ○ Street from Khehlomamothekega to

	<p>Cemetery;</p> <ul style="list-style-type: none"> ○ Makhutukwe street; ○ Maolwe (Phase 2) and ○ Phase 2, street from Madumeleng to Thibene ○ Road from Mahowa to Pakone. ○ Koope via Mashele to Koope Project
Low Level Bridges	<ul style="list-style-type: none"> ○ Between Rasewana and Koope; ○ Between Koope and Sebefef; ○ Between Pakone and Mahowa; ○ Between Madumeleng and Thibene; ○ Between Matswi and Lenokwe; ○ Between Manthlone and Lenokaneng; ○ Between Ga-Marisanef and Mogale; ○ Between Mahowa and Pakone and ○ Cemetery Madumeleng
Waste Management	
Skip bins	<ul style="list-style-type: none"> ○ Next to Thibeni old Mahowa Cafe; ○ Next to bus stop head kraal; ○ Rasewana next to Zamba;

	<ul style="list-style-type: none"> ○ Next to Mahowa Butchery and ○ Koope- Sebefef
Community Facilities	
Outdoor Gym	Madumeleng
Library	Sehlakong
Youth Information Centre	Madumeleng
Mobile Clinic	Ward 1
Housing	
Incomplete RDP Houses	Madumeleng (x2); Rasewana (x2); Sehlomamothekga (x1); Lenokwe (x7); Mahowa (x2) and Majakaneng (x1) units
New RDP houses needed	Sehlomamothekga (x100); Rasewana (x100); Pakone-Mavusana (x50); Thibeni-Maolwe (x120); Mahowa (x100); Lenokwe (x90); Makhutukwe (x60); Madumeleng (x45); Koope-Sebefef (x70) and Asenate Majakaneng (x120)units
Others	
Piggery project	Sehlakong
Development of Park	Lenokwe

Meseum Modjadji Head Kraal	Sehlakong
Bakery (Funding)	Madumeleng

Ward no.2

Priorities	Villages/ Section
Water and Sanitation	
Water	
Water supply needed	Whole ward
X2 boreholes need to be equipped	Makaba
Sanitation	
	Motsinoni (x200), Moshakga (x150), Bodupe (x100), Makaba (x100)
Electricity	
Backlog-Post Connection	<ul style="list-style-type: none"> Motsinoni (x22); Moshakga (x5); Bodupe (x15) and Makaba (x15)
High mast lights	<ul style="list-style-type: none"> Bodupe (x1), Moshakhe (x1); Motsinoni (x1) and X2 additional high mast lights.

Road and Transport	
Paving of streets	<ul style="list-style-type: none"> From Maemela to Makaba; From Motsinoni butchery to Cemetery; From Makaba to Khethoni; Phase 2-Mohlakong village to Makaba cemetery; Extension and completion of Mohlakone paving
Storm water drainage	Mohlakong paving
Low level bridges	<ul style="list-style-type: none"> Between Motsinoni and Moshakga primary school; Between Motsinoni and Motsinoni cemetery; Between Motsinoni cemetery and Ga-Shikinya; Between Mokhwakhwa and Mothini; Between Mohlakong and Rathakga [primary school]; Between Moshakga Christian

	<p>Assembly and Makgopa and</p> <ul style="list-style-type: none"> • Moshakga (Tipene next to cemetery) and Makaba.
Waste Management	
Skip bins	<ul style="list-style-type: none"> • Next to Motsinoni cemetery; • Bodupe next to Nyakelene café; • Makaba next to Makwela café; • Mohlakong next to Mohale bottle store and • Khethoni next to Nthuse day care.
Community Facilities	
Secondary school	Makaba
Youth information centre	Ward 2
Clinic	Ward 2
Outdoor gym	Ward 2
Housing	
Incomplete and Blocked RDP houses	<ul style="list-style-type: none"> • Motsinoni (x16); Moshakga (x8) and Bodupe (x21)
New RDP Houses	<ul style="list-style-type: none"> • Motsinoni (x50); Moshakga (x60) and Bodupe (x80)
Others	

Priggery project cooperative	Motsinoni next to cemetery
Fruit and Vegetables farming cooperative	Mohlakone
Car work shop	Bodupe

Ward no.03

Priorities	Villages/ Section
Water and Sanitation	
Water	
X2 boreholes needed and water reticulation	Tshabelammatswale
Water pipes needed for boreholes	Mapaana and Las Vegas
Boreholes connection	Meloding
Water supply needed	Meloding Extension and Seretseng
Borehole not working need to be fixed	Home 2000
No borehole water supply needed	Park town and Motsemohlophe

Sanitation	
	Meloding (x20), Meloding-Seretseng (x15), Meloding Extension (x50), Mapaana (x150), Tshabelammatswale (x65), Home 2000 (x10)
Electricity	
Backlog-Electrification of villages	
	Mediengen (x40); Seretseng and Tshabelammatswale (x150); Home 2000 Extension (x8) and Mapaana (x40)
Backlog-Post Connection	Seretseng and Tshabelammatswale (x7)
Highmast lights	Tshabelammatswale (x1); Mapaana (x3): <ul style="list-style-type: none"> • Next to Solly's spaza (x1) and • Las Vegas (x2) Meloding: <ul style="list-style-type: none"> • Gamasinamela (x1);

	Meloding Extension: <ul style="list-style-type: none"> • Next to Lejeku (x1) and • Next to Mimosa (x1)
Street lights	All villages
Spot lights	All villages
Road and Transport	
Paving of Streets	<ul style="list-style-type: none"> • Mapaana-From Las Vegas to Motoro; • Tshabelammatswale-Main road
Low level bridges	Las Vegas: <ul style="list-style-type: none"> • Between Maekwe and Nkwana; • Between Thomas Mahasha and MmaNtlale; Mmotoro-Mapaana: <ul style="list-style-type: none"> • Between Selby's spaza and Ramaake; • Between Maake and Motau; • Machete and Machete

	<p>Motsemohlophe:</p> <ul style="list-style-type: none"> • Billy's car wash leading to Motsekga; • Home 10 000 to Mimosa; • Between Meloding Extension and Home 2000 and • Meloding and Meloding Extension <p>Tshabelammtswale:</p> <ul style="list-style-type: none"> • Between Makgalamela and Mataga; • Between Michel and Michel; • Between Nach and Mamorobela; • Between Rakhabale and Malatji; • Between Makgalemela and Ramotwala <p>Park Town:</p>
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	<ul style="list-style-type: none"> • Between Modiba and Elias Home 2000 • Between GaboNthabi and Lattie
Storm water drainage	Between house no. 1982 and house no. 1983
Speed humps	All villages
Waste Management	
Skip bins	<p>Mapaana (x3):</p> <ul style="list-style-type: none"> • Mmotoro-next to Phuto café; • Maapana Primary School and • Next to Motau <p>Las Vegas (x2):</p> <ul style="list-style-type: none"> • Next to Nyakthemba Shop <p>Matsemohlope (x3):</p> <ul style="list-style-type: none"> • Next to Motsekga 1 and 2; • Next to old age facility <p>Tshabelammatswale (x3):</p> <ul style="list-style-type: none"> • Next to Highmast light;

	<ul style="list-style-type: none"> • Next to Ramoba Othilia and • Next to Makhesa spaza shop <p>Home 2000 (x3):</p> <ul style="list-style-type: none"> • Billy's car wash; • Behind High Point and • Next to Mpangesi church. <p>Meloding (x2):</p> <ul style="list-style-type: none"> • Between home 2000, Kheretsene and Meloding and • Ga-letseku <p>Park town (x3):</p> <ul style="list-style-type: none"> • Next to Modiba; • Next to Sarah and • Next to William Kgatla.
Community Facilities	
Old age facility	Motsemohlophe
Community hall	Maapana
Park	Meloding and Home 2000

Swimming pool	Park town
Housing	
New RDP houses	Motsemohlophe (x500); Las Vegas (x50); Mapana (x100); Tshabelammatswale (x120); Meloding (x10) and Meloding-Kheretsene (x20)
Others	
Land for development of RDP houses	Ward 3
Sanitation services project	Ward 3
Storm water drainage maintenance project	Ward 3
Waste collection project	Ward 3
Cleaning of pavements projects	Ward 3
Cleaning of schools	Ward 3

Ward no. 4

Priorities	Villages/ Section
Water and Sanitation	
Water	
Installation of pump machine which was stolen	Las Vegas
Repair and installation of water meters and taps	Extension 07
Need pressure pump or new borehole	All village (upper stream)
Sanitation	
New units	
	Tshamahantshi (x4), Mapolankeng (x25), Los My Cherry (x25), Las Vegas (x20), Extension 08 (x32), Extension 07 (35) units
Incomplete sanitation	
X10 units	Los My Cherry
Electricity	
Backlog (New extensions)	Las Vegas (30) and Extension 08

	(x400)
Backlog (Post Connection)	Extension 07 (x30), Mapolankeng Meshasheng (x5), Las Vegas (x1), Tshamahantsi (Masenkeng) (x30)
High mast lights	Mesophotamia (x1), Minningburg extension (x1), Extension 05 (x1), Extension 08 (x1)
Spot light	All sections in the ward
Road and Transport	
Paving of Streets	Extension 07: from bridge to polaseng
	From Miningburg to plaza with bridge
	Completion of street pavement in extension 05
	Completion of Jelas street
	Completion of Newtown street
	From Meshasheng to plaza with bridge
	From ZCC church(Leeba) to Mapaana Primary School

	From Mabitlang to Molailai creche
Low Level Bridges	Between Extension 07 to Los My Cherry
	Between Khotli and moshakga
	Between extension 07 and Extension 05 (Matomong)
	Between minningburg and Meshasheng
	Between Motlhileng and mafoko
	Between Nyaktomba and Setabane
	Between Mokumo and Reginah
	Between Shai and Mamabunda
	Between Motlhileni and Motlhileni
	Between ZCC church and Maake
	Between Maake and Motolla
	Between Lion and Mesopotamia
	Between Selinah and MaJan
	Between Rapetswa and Ragolane
	Between Rabothata and Home 2000

Storm Water Drainage	
Water channelling at house no 3122	Extension 07
Water channelling at Pilusa street and Ga-Ratsatsi	Los My Cherry
Water Channelling at Khubi and Ga-Khupai	Los My Cherry
Waste Management	
Skip Bins	Extension 07 (x4), Mapolankeng (x2), Extension 05 (x1), Tshamahansi (x2), Las Vegas (x2), Los My Cherry (x3), Extension 08 (x3), Minningburg (x1)
Household Dust Bins	The whole Ward
Community Facilities	
Library	Relocation from Sasko Hall
Parks	Next Kgapane High School; Kgapane Local Ground
College	Modjadji College to be revived
Drop-in Centre	Relocation and construction
Housing	

New RDP house	Extension 08 (x200), Tshamahansi Masenkeng (x68), Los My Cherry (x200), Extension 05 (x30), Mapolankeng (x150), Minninburg (x100), Extension 07(x100), Old Minningburg (x50)
Incomplete RDP houses	Extension 07 (x40), Minningburg (x2), Tshamahansi (x4)

Ward no. 05

Priorities	Villages/ Section
Water and Sanitation	
Water	
X2 borehole that were drilled by CSIR, water doesn't reach the tanks	Majonini
Reticulation of water network	Maboreketla
X2 new boreholes	Maraka
X2 old boreholes need to be modernised	Malaeneng

X2 old boreholes are not working, need pipes	Malematsa
X2 old boreholes need to be equipped and other x2 old boreholes need to be modernised	Modumelane
X1 old borehole need pump and installation of tanks	Rabothata
Sanitation	
	Majonini (x48), Maraka (x20), Malaeneng (x40), Malematsa (x15), Modumelane (x9), Rabothata (x20), Kgapane (x60), Sekgota (x20), Lebala (x10), Mosholomi (x10) units
Electricity	
Backlog (new extension)	Majonini (x14), Malaeneng (x3), Malematsa (x4), Lebala (x4), Mosholomi (x7)
Backlog (post connection)	Majonini (x6), Maraka (x1), Malaeneng (x7), Malematsa (x1), Modumelane (x4), Rabothata (x7),

	Kgapane (x11), Sekgota (x18), Mosholomi (x9)
High mast Light	Majonini (x2), Malaeneng (x1), Malematsa (x1), Modumelane (x1), Rabothata (x2), Kgapane (x2), Sekgota (x2), Mosholomi (x1)
Roads and Transport	
Paving of Streets	Maraka village to Lebala village
	Meidingen village via Majonini village to Mapaana village. (join ward 03 and 05)
	Rabothata graveyard street
	Modumelane graveyard street
	Mosholomi village street
	Maboreketla street
	Makhwibidung street
	Majonini street to Ramaano.
	Kgapane street
Construction-Phase 2	Meidingen street paving phase 2 Via Sekgota to Malaeneng

Low Level Bridges	Between Maboreketla and Manyeleti
	Between morwatshehla and Ka-Maraka
	Between kereke and malematsa
	Modumelane road to cemetery
Bridge	Majonini to Sekhukhumele
Culverts	From Mathekga to mafeta
Waste Management	
Skip Bins	All villages
Community Facilities	
Library	Meidingeng
Youth Information Centre	Rabothata
Outdoor Gym	Rabothata
Old Age Facility	Meidingeng
Drop-in Centre	Meidingeng
Health Facility	
Mobile clinic	Malematsa
Housing	
New RDP Houses	Majonini (x15), Maraka (x42), Malaeneng (x41), Malematja

	(x12), Modumelane (x20), Rabothata (x20), Kgapane (x65), Sekgota (x50), Lebala (x18), Mosholomi (x21)
Incomplete RDP Houses	Majonini (x11), Maraka (x1), Malematsa (x4), Modumelane (x1), Rabothata (x1), Sekgota (x3), Mosholomi (x1)
Others	
Education	
erection of X2 blocks of classrooms and rehabilitation of old block of classrooms	Malematsa Primary School
erection of X2 blocks of classrooms and rehabilitation of old block of classrooms	Manokwe High School
Erection of crèche (pre-school)	Maraca village; Malematsa and Sekgota

Ward no.06

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

	Mokwasele (x4); Rampenyane (x2); Khetotone (x1) and Madibene (x1), Modubune (x4)
Road and Transport	
Paving streets	
From Matome Modika via Madibene pavement to cemetery	Madibene
From head kraal to main road	Madiokoni
From main road via Moahlapene to Selematsela	Shotong
From main road to Shotong cemetery	Shotong
From Madlesa to Modubung cemetery	Modubung
From main road to Mokwasele Primary	Modubung
From Madlesa to Nakana cemetery	Modubung
From Mokwasele main road to Khetotone	Khetotone
From Mokwasele main road via	Mokwasele

cemetery to Mokwasele village	
From Mokwasele Mashonje Shop to Rabothata Pavement	Mokwasele
From Rampenyane to Jojo tanks	Rampenyane
From main road to tribal authority	Rampenyane
Low level Bridges	
	<ul style="list-style-type: none"> • Rampenyane to Mokwasele; • Mokwasele to Mokwasele Primary School; • Modubung to Shotong Primary School; • Culvert from Iketleng to Madibeng cemetery; • 2 low level bridges (Madibeng to Madiokoni); • Madiokong to Shotong; • Moahlapene to Modubung; • Modubung to Kwetane; • Modubung to Mokwasele

	and
	<ul style="list-style-type: none"> • Mokwasele to Khetotone
Bridges	<ul style="list-style-type: none"> • Rabothata; • Mokwasele to Ramakuma primary school and • Ramphenyane to Makurupetji
Waste Management	
Skip bins	<ul style="list-style-type: none"> • Mokwasele next to Maenetja; • Shotong next to Lebea; • Madibene bus stop
Waste collection	<ul style="list-style-type: none"> • All villages
Community Facilities	
Sports complex	Shotong
Upgrading of Shotong sports ground	Shotong
Upgrading of sports and netball ground	Madibene
Youth Information Centre and Library	Shotong next to Cemetery

Old age facility	Mokwasele
Outdoor gym	Molimisi
Housing	
There's total 30 incomplete RDP houses	The whole ward
New RDP houses	Mokwasele (x50); Madibene (x40); Shotong (x50); Rapenyane (x40); Madiokoni (x5); Modubune (x150) and Khetotone (x10)
Others	
Funding of projects in the whole ward-projects to be identified	All villages

Ward no.07

Priorities	Villages/ Section
Water and Sanitation	
Water	
New boreholes needed	Molelema; Sekhutini, Madiokong, MohlakaMosoma, Rasodi, Raselaka, Satlalani, Mollong, Maraka and

	Rabothata
Extension of pipes	Molelema, Sekhutini, Madiokong, MohlakaaMosoma, Rasodi, Raselaka, Satlalani, Mollong, Iketleni, Maraka, Rabothata, Makhurupetsi, and Mamakata
Sanitation	
Toilets	Molelema (x20), Khekhutini (x200), MohlakaaMosoma (x250), Madiokong (x10), Rasodi (x60), Raseleka (x50), Satlalani (x100), Mollong (x100), Iketleni (x150), Maraka (x50), Rabothata (x70), Makhurupetsi (x150) and Mamakata (x50) units
Electricity	
Backlog (new extensions)	Seatlalani, Raselaka, Mamakata, MohlakaaMosoma, Madiokong, Sekhutini, Mollong, Makhurupetsi and Rasodi
Post Connections	Seatlalani, Molelema, Raselaka, Mamakata, MohlakaaMosoma,

	Sekhutini, Mollong, Makhurupetsi, Rabothata, Maraka, Iketleni and Rasodi
High mast Lights	Mamakata (x1), Iketleng (x2), Makhurupetsi (x2), Rabothata (x2), Mollong (x2), Rasodi (x2), Raselaka (x2), Mohlakamosoma (x3), Maraka (x2), Molelema (x1), Khekhutini (x3) and Madiokong (x1).
Road and Transport	
Paving of streets	<ul style="list-style-type: none"> • Molelema: -from Mandela Paving to Molelema, • Khekhutini: -from Mandela Paving to Mohale cemetery; -from Mandela Paving to Mahasha Street; -from Mandela Paving to Cemetery. • Mohlaka a Mosoma -from Main Road to Mojekisa; -from Main road to Rakgabale; -From Main Road to Khekhutini

	<p>School;</p> <p>-from Main Road to Rasodi Pre-School;</p> <p>-from Main road to Kedibone;</p> <ul style="list-style-type: none"> • Rasodi <p>-from Main Road to Headman;</p> <p>-from Mandela Paving to Mmadineo</p> <ul style="list-style-type: none"> • From Mamakata to Raseleka Street Paving; • From Mamakata Paving to New Stands; • From Makhurupetsi Paving to Cemetery; • Rabothata: <p>-from Molototsi to Water tankers via Ramakhumo to Main Street</p> <ul style="list-style-type: none"> • Maraka: <p>-from Maraka Paving to Cemetery</p> <ul style="list-style-type: none"> • Iketleni <p>-from Molototsi to Headkraal;</p> <p>-from Main Street to Cemetery</p> <ul style="list-style-type: none"> • Mollong:
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	<p>-from Main Street to Lekukela</p> <ul style="list-style-type: none"> • Satlalen: <p>-from Paving to Cemetery</p> <ul style="list-style-type: none"> • Raselaka: <p>-from Main Street to Cemetery</p>
Low Level bridge	Mamakata New Station, Makhurupetsi to Rabothata, Maraka to Cemetery, Between Maraka to Iketleni, Iketleni to Masie, Iketleni to Moafokhatheni, Between Iketleni and Mollong, Between Mollong and Satlalen and Between Satlalen and Raselaka
Bridges	<ul style="list-style-type: none"> • Rabothata; • Mokwasele to Ramakuma primary school and • Ramphenyane to Makurupetji
Waste Management	
Skip bins	The whole ward
Community Facilities	
Community Hall	Iketleng
Outdoor Gym	Mohlaka a Mosoma

Old Age Facility	Mollong
Clinic	Makhurupetsi
Youth Information Centre	Mohlaka a Mosoma
Sports Complex	Rabothata
Library	Rasodi
Education-New Block	Ramakhuma Primary School
Housing	
New RDP houses	Mamakata (x50), Iketleni (x80), Makhurupetsi (x75), Rabothata (x60), Mollong (x30), Rasodi (x30), Raselaka (x35), Mohlakamosoma (x100), Maraka (x40), Molelema (x5), Satlalani (x45), Khekhutini (x90) and Madiokong (x10) units
Incompletion/Blocked RDP Houses	Raselaka, Iketleni and Rabothata
Others	
Grading of Sports Ground	The Whole Ward
Grading of Street	The Whole Ward

Ward no. 08

Priorities	Villages/ Section
Water and Sanitation	
Water	
X3 boreholes and tanks needed	Itieleng: <ul style="list-style-type: none"> • Mokgoba (Rapitsi); • Next to Hospital and • Ga-Masinamela
X4 boreholes broken need new water pumps and new tanks	Rapitsi
Borehole need to be equipped	Rapitsi next to Moshole lodge
Need Pipe lines from boreholes to supply the reservoir	Rapitsi
Need new borehole	Rapitsi-Soweto Section
X2 new boreholes needed	Burkina faso: <ul style="list-style-type: none"> • Next to Khubudi High School and • Next to Motsa
X7 boreholes broken and need new pumps	Mamphakhathi

X2 boreholes need to be equipped	Mamphakhathi
X1 borehole using old system and need to be upgraded to the modern boreholes standard.	Mamphakhathi
Need tanks in all boreholes	Mamphakhathi
X2 borehole pumps broken need to be fixed	Mandela Park
Need x3 new boreholes to supply water to the reservoir	Mandela Park
Need pipe to supply water to the reservoir-Meidingen	Mandela Park
X3 boreholes (Meidingen) to supply water to the reservoir	Mandela Park
Sanitation	
	Itieleng (x100), Rapitsi (x300), Burkina Faso (x150), Mamphakhathi (x250), Mandela Park (400) units
Electricity	
Backlog	Itieleng Extension Mokgoba

	(x150),Mandela Park New Stands (x150), Itieleng Soweto (x400), Rapitsi (x60), Burkina Faso (x20), Mamphakhathi (x5), Mandela Park (x20)
Registration of metre boxes	Mamphakhathi
High mast lights	
Itieleng (x3)	<ul style="list-style-type: none"> • X1 next to Kutumela and Sekgota • X1 next to Modjadji College (Ga-Ngobeni) • X1 between Mokgoba and Soweto
Burkina Faso (x3)	Priority 1: Next to Khubudi High School
Mamphakhathi (x1)	Priority 1:Next to Mohale Bar Lounge
Mandela Park (x3)	Priority 1: Next to Simon Chokoe
Road and Transport	
Paving of Streets	<ul style="list-style-type: none"> • Itieleng-Ga-Kgapane Hospital via Modjadji

	<p>College to Mokgalabone;</p> <ul style="list-style-type: none"> • Burkina Faso-Christina's market to Ga-Molimisi, • Mamphakhathi taxi rank to Polaseng; • Rapitsi-Cemetery New Stands to Rapaledi and • Mandela Park -Light House to Makola
Low Level Bridges	<p>Itieleng:</p> <ul style="list-style-type: none"> • Between Mokumo and Mokumo; • Between Sekowe and Khemphetsitse; • Between Kgatla and Pasopa; • Between Malola and Madikana; • Between Nkunaka and Zale and • Between Ga-Given and

	<p>Mojapane</p> <p>Rapitsi:</p> <ul style="list-style-type: none"> • Between Makgobatlou and Sefagong • Between Sefagong and Malatji Shop <p>Burkina Faso:</p> <ul style="list-style-type: none"> • Between Montsa and Matshaba; • Between Manyama and Mafona; • Between Manyama and Bushi; • Between Ramoshaba Nkomi and Nakampe Matlou <p>Mamphakhathi:</p> <ul style="list-style-type: none"> • Between Mamalesa and Chuene High School; • Between Chuene High School and Cemetery
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	<p>Mandela Park:</p> <ul style="list-style-type: none"> • Between Makola and Tar Road; • Between Moseamedi and Keratane; • Between Machaba and Nkganyamane and • Between Lesedi and Tar Road
Bridges	<ul style="list-style-type: none"> • Between Makgabane and Itieleng • Rapitsi (Ga-Poulo)
Waste Management	
Skip Bins	<p>Rapitsi (x3):</p> <ul style="list-style-type: none"> • Next to Pay point; • Bus stop and • Mashole next to Mokgalabone. <p>Mandela Park (x3)</p> <ul style="list-style-type: none"> • Next to Christina's Market; • Next to Bahlalerwa Fruit

	<p>and Veg;</p> <ul style="list-style-type: none"> • Next to Ragolane's Tavern. <p>Burkina Faso (x1):</p> <ul style="list-style-type: none"> • Next to Burkina Faso Restaurant. <p>Mamphakhathi (x2):</p> <ul style="list-style-type: none"> • Next to Chuene High School; • Next to Phayamorina. <p>Itieleng (x3):</p> <ul style="list-style-type: none"> • Ga-Ngobeni; • Next to Lesakhaneng Khonene and • Next to Pheli.
Community Facilities	
Community Hall	Rapitsi
Primary School	Mandela Park
Library	Mandela Park
Out Door Gym	Rapitsi
Youth Information Centre	Mandela Park
Old Age Facility	Mamphakhathi

Housing	
New RDP houses allocation required	Mamphakhathi (x75); Burkina Faso (x50); Mandela Park (x80); Itieleng (x75) and Rapitsi x80 units
Incomplete or blocked RDP houses or projects	Burkina Faso (x2) and Rapitsi (x3) units
Others	
Funding of poultry projects	Mamphakhathi and Burkina Faso
Funding Sewing project	Mandela Park
Funding of Piggery Project	Mandela Park

Ward no.09

Priorities	Villages/ Section
Water and Sanitation	
Water	
X1 borehole need to be upgraded	Sekgopo-Badimong
Bulk water supply needed	Ward no.09
X1 borehole needed and	Marotholong-Tipeng, Marotholong

reticulation	Moshongo
Equipping of borehole, reticulation and water pipes	Marotholong centre
X2 reservoirs needed with water pipes	Mogano-Malatji
Extension of water pipes to new stands	Mogano centre
Reticulation and water pipes needed	Mogano-Balobedu
New bore hole, reservoir and reticulation needed	Mokganya-Morekeleng
Reservoir needed	Makola
Water pipes needed	Mailula-Chigago
Addition of street water taps	Mosate-Morekeleng
Extension of pipes	From Ragophala to Moshongo
Conversion of machine from diesel to electricity	Setaseng
Bulk water supply needed	Ward 09

Sanitation	
	Moshate (x50), Setaseng (x30), Marotholong-Moshongo (x100), Mailula (x50), Mogano-Malatji (x53), Mogano-Balobedu (x38), Mogano-Central (x35)
Electricity	
Backlog-Electrification of villages	Moshate (x2); Mailula New Extension (x22); Mogano-Bolobedu (x2); Mogano-Centre (x10); Marotholong-Tipeng (x100) and Marotholong-Moshongo (x6)
Backlog-Post connection	Moshate (x8); Mailula (x1); Makola (x4); Mokganya (x1); Mogano-Bolobedu (x11); Mogano-Centre (x5); Mogano-Malatji (x15); Marotholong no.1 (x6); Marotholong-Tipeng (x8) and Marotholong-Moshongo (x8)
High mast lights	<ul style="list-style-type: none"> • Marotholong-Moshongo next to community hall (x1); • Marotholong-Tipeng next to drop in centre (x1); • Moshate-Mailula (x1);

	<ul style="list-style-type: none"> • Mokganya-Setaseng Morekeleng (x1); • Malatji-Dikatsibaneng (x1) • Marotholong-Tipeng next to Machipi; • Mogano next to Benchu Mogano; • Mailula ZCC; • Moshate Tribal office and • Moshate-Morekeleng.
Road and Transport	
Paving of streets/Tar road	Main road to Moshate
Paving of streets	<ul style="list-style-type: none"> • Street from Mokganya to main road; • Malatji road via Marotholong-Moshate; • Mogano to main road and • Moshate road to dropping centre.
Culverts	<ul style="list-style-type: none"> • Mafa next to Rakobo-Mashate Chigago; • Shimango-Marotholong

	<p>(mushing);</p> <ul style="list-style-type: none"> • Ramalatso to Justice-Marotholong; • Ga-Makola next Phetola Makola-Makola; • Rakabe to Mogano-Mogano; • Next to Matswidikanya Primary school; • Martha to Maake Sithole-Malatji Munnik; • Morekeleng next to Magano and • Ga-Shalati Rakabe-Mogano.
Bridges	<ul style="list-style-type: none"> • From Matsorwane Masela to Malatji Munnik; • From Makoti Emmanuel to Maake Johannes-Mogano; • From Matswidikinye to Maake Johannes-Mogano.
Waste management	<ul style="list-style-type: none"> • Mogano-next to Letsoalo Café; • Malatji-next to Apollo light; • Morotholong-next to clinic;

	<ul style="list-style-type: none"> • Mashate-next to Lapologa and • Mokganya-next General dealer.
Community Facilities	
Youth centre	Sekgopo community hall
Disability centre	Ward 09
Police station	Next to clinic
Housing	
Incomplete RDP houses	Marotholong (x1) and Malatji (x8)
New RDP houses	Moshate (x30); Makola (x08); Mokganya (x10); Moshongo (x15); Marotholong no.1 (x10); Mogano (x07); Malatji (x54); Mailula (x40); Bolubedu (17) and Tipeng (x7) units
Other	
Shopping complex	Ward 09

Ward no.10

Priorities	Villages/ Section
Water and Sanitation	
Water	
Water supply needed	<ul style="list-style-type: none"> • Moshongo New Stands; • Mameriri; • Motseketla; • Maboing; • Morakong and Lebjelola
Water pump machine (x1) broken need to be fixed	Lehlangeng
X1 new borehole needed	Lehlangeng
X1 borehole and reservoir needed	Mameriri
X2 boreholes and reservoir needed	Lebjelola
Water pump machine broken need to be fixed	Lebjelola
X2 boreholes and reservoir with water reticulation needed	Motjeketla

X1 borehole and reservoir needed	Maboing
Upgrading of x2 boreholes	Lerejeng
X1 borehole need to be equipped	Morakong, Makhabeng and Lebjelola
X6 water tank needed	Morakong
Sanitation	
	Mameriri (x200), Moshong New stands (x400), Lehlangeng (x100), Lebjelola (x100), Mojeketla 1 and 2 (x350), Maboing (x400), Morakong (x200) and Makhabeni (x100) units
Electricity	
Backlog-Electrification of villages	Moshong New Stands, Lehlangeng (x10); Morakong (x5) and Lebjelola (x10)
Backlog-Post connection	Moshong (x12); Mameriri (x20); Morakong (x7); Makhabeni (x10); Lebjelola (x30); Mojeketla no 1 (x10; Mojeketla no 2 (x6) and

	Mamboing (x8)
High mast lights	<ul style="list-style-type: none"> • Dikatsibaneng (x1); • Lebjelola - Next to Matome shop; • Makhabeng; • Morakong (centre); • Moshongo New Stands (x2); • Mameriri (x1); • Lebjelola-next to Kgola ka Leleme high school • Motseketla 1 and 2 (x2); • Maboing (x2) and • Lehlareng (x1)
Road and Transport	
Paving of streets	<ul style="list-style-type: none"> • Moshongo New Stands; • Lehlareng; • Mameriri; • Lebjelola-from main road to Seale store; • Motseketla-from Tar road

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

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

	<ul style="list-style-type: none"> • Between Rabothata and Mokgoba; • Between Morakong and Marikone General Dealer.
Culvert	<ul style="list-style-type: none"> • Between Mameriri and Malatji filling station
Community Facilities	
Pre school	Moshongo New Stands; Morakong and Lehlareng and Mojeketla.
Fencing and Toilets in the cemetery	Moshongo New Stands
Satellite police station	Moshongo New Stands
High School	Lehlareng
F.E.T. College	Lehlareng
Youth Information Centre	Mameriri
Fencing of cemetery	Makhabeng
Renovation and expansion of clinic	Ward 10
Housing	
Incomplete/Blocked RDP houses	Lebjelola no.1 (x1) and Lebjelola no.2 (x3).

New RDP houses	Mshongo (x20); Lebjelola no.1 (x31); Lebjelola no.2 (x40); Motjeketla no.1 (x30); Motjeketla no.2 (x40); Maboing (x20); Morakong (x70); Makhabeni (x10); Lehlareng (x200) and Mameriri (x90)
Others	
Shopping complex	Ward 10
Cleaning project	Makhabeni New Stands
EPWP	Moshongo New Stands
Funding of projects	Ward 10

Ward no. 11

Priorities	Villages/ Section
Water and Sanitation	
Water	All villages
Sanitation	
	Matswi (x100), Hlabelene (x110), Morwatshehla (x100)

Electricity	
Electrification of Villages	
	Hlabelene Extensions(x210), Matswi Extension (x62) and Morwatshehla Extensions (x7)
High mast Light	Matswi (3)
Roads and Transport	
Paving of Streets	All streets in the ward
	Priority-Roads to 3 Head Kraals (Matswi, Hlabeleng and Morwatshehla)
Construction-Phase 2	Street from Matswi to Hlabeleng
Low Level Bridges	Between Mabona and Hlabelene
	Between Matswi and Moseamakoma
	Between Matswi and Lenokwe
	Between Morwatshehla and Hlabelene
Waste Management	
Skip Bins	Matswi Bus stop
	Morwatshehla next to Sebopetsa

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

Ward no.12

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

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

Backlog-Post Connection	Thakgalane no.1 (x7), Itieleng (x9) and Goudplaas (x200)
Highmast lights	Thakgalane (x5), Itieleng (x2) and Goudplaas (x3)
Road and Transport	
Paving of streets	<p>Thakgalane:</p> <ul style="list-style-type: none"> • Road from Thakgalane to Itieleng; • Phase 2-Thakgalane no.2 to Thakgalane no.1; • From Masehlang primary school to Itieleng community halls; • From Tribal council to Manyorong (priority) and • From Dipateng to Madibete. <p>Goudplaas:</p>

	<ul style="list-style-type: none"> From main road to tribal council; From main road to kgosi street.
Bridge	<ul style="list-style-type: none"> Between Thakgalane and Itieleng; Between Manyorong and Dipateng; Main road to Masipa
Low level bridges	<p>Thakgalane no.4:</p> <ul style="list-style-type: none"> Between main road to cemetery; Between Manyorong to Dipateng (x2). <p>Itieleng:</p> <ul style="list-style-type: none"> X2 low level bridge
Culvert	<ul style="list-style-type: none"> Thakgalane no.2-x4 culverts; Goudplaas-x3 culverts Itieleng-x8 culverts
Waste Management	

Waste collection	Whole ward
X10 skip bins	Whole ward
Community Facilities	
Youth information centre	Ward 12
Community hall	Goudplaas and Thakgalane
Library	Seretseng
Sports complex	Ward 12
Primary and high school	Goudplaas
Crèche	Goudplaas and Manyorong
Clinic	Itieleng
Mobile clinic	Goudplaas
Housing	
New RDP houses	Thakgalane x400; Itieleng x30; Goudplaas x600.
Others	
Funding of community projects	Ward 12
Youth development programme	Ward 12
Parks	Ward 12
Outdoor gym-x3	Ward 12
Sports ground	Ward 12
Re-gravelling of streets	Ward 12

Ward no. 13

Priorities	Villages/ Section
Water and Sanitation	
Water	
X1 existing borehole need to be energised	Senwamokgpe
X1 existing borehole need to be equipped	Senwamokgpe
X1 existing borehole need pump machine	Senwamokgope
X1 existing borehole need pump machine	Senwamokgope
X2 existing boreholes need fishing	Senwamokope
X1 borehole with water tanks	Itieleng
Transformer stolen	Chabelane
X1 new borehole with water tanks	Chabelane
X2 new boreholes with water tanks	Vaalwater 2
X1 new borehole with water tanks	Mountain view
X1 new borehole with water tanks	Rakgara
X1 new borehole with water tanks	Kwatane
Sanitation	

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

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

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

Waste Management	
Skip Bins	Kwatane (x2), Monatsohle (x2), Senwamokgope (x2), Chabelane (x2) and Vaalwater (x2)
Community Facilities	
X2 Parks	Senwamokgope and Chabelane
Youth Information Centre	Senwamokgope
Mopani DIC	Monatsohle
Out-door Gym	Kwatane
Old Age Facility	Chabelane
Community hall X2	Kwatane and Chabelane
Mobile Clinic	Kwatane and Chabelane
X4 libraries	Monatsohle; Kwatane; Chabelane and Vaalwater 2
Housing	
New RDP Houses	1000 the whole ward
	Sphukhubye (1000) never benefited from 1994
Others	

Addition of blocks	Senwamokgope primary
Extension of 12 classrooms	Thabanatshwana primary
Fencing	Moruatona secondary
Addition of 10 classes	Nkei primary school
Addition of 4 blocks	Matsokotsa primary
Primary school is needed	Thabanatshwana Section
FET College	Sekgoses area
100 chairs	Thabanatshwana visitng point
X4 of four roomed houses	Senwamokgope Clinic
Graveyard	Senwamokgope
Graveyard fencing	Monatsohle
Graveyard fencing	Chabelane
Fencing of township (Boundary)	Senwamokgope
Indegeneous Games	
Fencing of Mangwako	
Arts and Culture project	Chabelane
Miyelane DIC	

Ward no.14

Priorities	Villages/ Section
Water and Sanitation	
Water	
<ul style="list-style-type: none"> • X1 borehole element broken need to be fixed 	Phelindaba
<ul style="list-style-type: none"> • X1 borehole element broken need to be fixed 	Iketleng no. 2
<ul style="list-style-type: none"> • No bulk water supply, borehole needed 	Nyakelane and Iketleng no.2 New section (Jacob Zuma)
<ul style="list-style-type: none"> • Water reticulation and water tanks needed 	Iketleng no.1
Sanitation	
X200 units	Phelindaba (x200), Nyakelane New Section (x50), Iketleng no.1 (x200), Iketleng no.2 (x500), Nyakelane (x200), Phelindaba New Section (x100) and New Section (x450) units
Electricity	

Backlog-Electrification of villages	Jacob Zuma (x70); Phelindaba New Section (x30); Nyakelane New Section (x50) and Iketleng no.1 New Section (x51)
High mast lights	Iketleng no.1 (x1); Iketleng no.2 (x1) and Jacob Zuma (x1)
Road and Transport	
Paving of streets	<ul style="list-style-type: none"> • Main road to Mmako Tribal Council and • Kaizen street
Low level bridge	Nyakelane: <ul style="list-style-type: none"> • Between Mohlale bar lounge and Mohlaba Jacob Zuma: <ul style="list-style-type: none"> • Between Malenobe and Maluleke Iketleng no.1 <ul style="list-style-type: none"> • Between Moloji and Selamolele

	<ul style="list-style-type: none"> • Between Mmola and Joas Makhubela • Between tar road and Maake
Bridge	Between Nyakelane and Iketleng no.1
Waste Management	
Skip bins	<p>Iketleng no.1:</p> <ul style="list-style-type: none"> • Next to Iketleng liquor restaurant <p>Nyakeleng:</p> <ul style="list-style-type: none"> • Next to Rampaka café <p>Iketleng no.2:</p> <ul style="list-style-type: none"> • Next to Lekulene crèche and Mamatsabo primary school
Community Facilities	
Youth Information Centre	Iketleng New Section
Clinic	Phelindaba
Library	Iketleng no.1

Community Hall	Iketleng no.1
Housing	
New RDP houses	Iketleng New Section (x50); Phelindaba New Section (x48); Iketleng no.1 (x60) and Iketleng no.2 (x100)
Others	
Piggery project	Ward 14

Ward no. 15

Priorities	Villages/ Section
Water and Sanitation	
Water	
Energising of the borehole	Raphahlelo mokgesi next to motsepelete
X1 borehole needed	Raphahlelo ga-mampjana
Pump machine needed	Phooko dikhwethe next to Ngobeni
Equipping of the borehole	Phooko Mmonatsohle; Sebelaole view
Pump machine needed	Motsena next to Mohloloohle

	General Dealer
Sanitation	
X300 units	Phooko
X300 units	Raphahlelo
Electricity	
Backlog (new extensions)	Phooko (Setaseng) (x121), Mampjana (x11), Itieleng (x11), Sodoma (x1), Mosokhonyane (x21), Sehlale (x2)
Backlog (post connection)	Sehlale (01)
High mast lights	Maisha stone next to Ramaite Primary School
	Old roman(Romen church)
	Black pool ground next to cemetery
	Phelo ya kgona secondary
	Mafikeng a Sekgobela
	Makhwibidung Senai church
	Mahembeni
	Mafumane Café

	Go chesa
Road and Transport	
Paving	
	<ul style="list-style-type: none"> From Serakwana Café via Phooko tribal to makuleng From Mampjana via raphahlelo to cemetery
Low Level Bridges	Between Norman and Mafomane Café
	Motsepelole high school
	Ga Vuma
	Mojela street
	Between Dikhwethe dry cleaners and Rikhotso
	Between khetha and Matsena café
Waste Management	
Skip bins	Raphahlelo cattle dip next to Makhesi café
	Phooko cemetery next to Jeff

	liquor store
Community facilities	
Clinic	SRDA
Outdoor gym	Ward 15
Housing	
New RDP house	(296) the whole ward
Others	
Rathebele arts and craft (fencing and structure)	Ward 15
Diaphadima Brick yard need fencing, structure and funding	Ward 15

Ward no. 16

Priorities	Villages/ Section
Water and Sanitation	
Water	
X4 existing boreholes are broken	Rotterdam
X4 new boreholes with water tanks	Rotterdam
X2 existing boreholes need to be equipped	Sephukhubye
X3 existing boreholes need to be	Sephukhubye

converted from hand pumping to electricity pumps, with X4 water tanks of 10 000 l capacity	
X6 new boreholes with water tanks	Sephukhubye
Sanitation	
	Rotterdam (x700) and Sephukhubye (x500) units
Electricity	
Backlog (new extension)	Rotterdam : (300 households in Tshamiseka A and B)
	Sephokhubye : (200 households Tshamahansi and New stance)
Backlog (post connection)	Sephokhubye (20 Households)
High mast Light	
	Sephukhubye (12 high mast lights)
	Rotterdam (12 high mast lights)
Roads and Transport	

Paving of Streets	From mohotshomba primary school to main road
	From Oliver street to Dipeni plus bridge
	From Tshamiseka to Community hall
	From Chake to Mapizane
	From Mangwani to Chaki
	From Hlungwani to one room
	From Tshamiseka B to Mayimbo street
	From Xibamu to Tshamiseka B
	From K to Magazine
	From One day to Chaki
	From community hall to Mahochomba Primary school
	From Tshamiseka A to B
	From Visiting point to Frans Cafe
	From Mabina to Tsangwani

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

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

Housing	
New RDP Houses	Rotterdam (1000)
	Sphukhubye (1000) never benefited from 1994
Others	
Education	
Youth development project	Ward 16
Mining and processing of sand project	Ward 16
Community bakery project	Ward 16
Funding of farming projects	Ward 16
Adopt a river project	Ward 16
Piggery project	Ward 16
Poultry project	Ward 16
Abattoir	Ward 16

Ward no.17

Priorities	Villages/ Section
Water and Sanitation	
Water	
<ul style="list-style-type: none"> X5 borehole needed and 	Mmonatsohle

<ul style="list-style-type: none"> • Mosomatsididi borehole pipes damaged and need to be fixed 	
<ul style="list-style-type: none"> • X1 borehole need to be equipped 	Citizen
<ul style="list-style-type: none"> • Need bulk water supply from middle Letaba 	Tshaba-re-bone
<ul style="list-style-type: none"> • Water pipes needed to supply water to tanks 	Mabokeng Section
Sanitation	
	Tshaba-re-bone (x50), Naledi (x15), Mmonatsohle (x15), Mabhemane (x20), Mosomatsididi (x15), Sethaseng (x10), Mabokeng (x10), Happy stars (x30) units
Electricity	
Backlog-electrification of villages	Tshaba-re-bone (x150) and Naledi Extension (x15)
High mast lights	Tshaba-re-bone (x1); Sethaseng (x1) and Citizen (x1)

Road and Transport	
Paving of streets	<ul style="list-style-type: none"> • From tar road to Mamaila Kolobetona cemetery; • Mathibadifate secondary school street and • Lekgoo primary street road
Low level bridge	<ul style="list-style-type: none"> • Between Masomatsiditsi and Happy stars; • Between Block B and Maboneng; • Between Block B and Mapemane; • Next to UPC church; • Between Block B and Tshaba-re-bone; • Between Mmonatsohle and Zion; • Between Masomatsiditsi and Citizen

	(Monokaneg); <ul style="list-style-type: none"> • Ga-Rametsi; • Mabhemane and • Next to Ratanamg General dealer
Waste Management	
Skip bins	<ul style="list-style-type: none"> • Mosomatsiditsi next to Global filling station; • Makweleng section and • Tshaba-re-bone`
Community Facilities	
Youth information centre	Next to Mamaila community hall
Outdoor gym	Next to Mamaila community hall
Library	Tshaba-re-bone
Health centre	Sekgosese
Old age facility	Makwaleng
Drop-in centre	Mosomatsiditsi
Post office	Mamaila community hall
Housing	
New RDP Houses	Whole ward (x200)
Others	

Piggery project cooperative	Ward 17
Shopping complex	Sekgosese

Ward no. 18

Priorities	Villages/ Section
Water and Sanitation	
Water	
1x new borehole with jojo tanks	<ul style="list-style-type: none"> • Sephukgubye (Monate)
1x existing borehole needed to be rehabilitated	Sephukgubye (Matshelapata)
1x new boreholes with jojo tanks	Roerfontein (Khugane section C)
1x new boreholes with jojo tanks	Roerfontein (Ramosibudi)
2x existing boreholes (H10/029B) need to be Rehabilitated	Roerfontein (Ramosobudi)
3x new boreholes with jojo tanks	Roerfontein (Meretjeni)
Erection of Reservoir with jojo tanks	Roerfontein (meretjeni)
2x existing rehabilitation	Roerfontein (Tloutswala and Mphephato)

Sanitation	
	Sephukhubye (monate) (x50), Sephukhubye (Tekeline) (x50), Roerfontein (Mphebatho) (x50), Sephukhubye (Matshelapata) (x30), Roerfontein (Ramosibudi) (x30), Roerfontein (Khugane) (x90), Sephukhubye (New Stands) (x30), Roerfontein (Meretjeni) (x40) units
Electricity	
Backlog (new extensions)	Sephukhubye (Matshelapata) (50)
Backlog (Post Connection)	Sephukgubye (all sections) (50)
	Roerfontein (all sections) (50)
High mast lights	Monate next to Middle water Clinic (01)

	Matshelapata between Makala Secondary and Mankete primary school (01) sephukgubye
	Khudugane next to Keketso Creche (01) and
	`next to borehole H10/0641B (01)
	Meretjeni next to Radikgasha DIC (01)
	Mphebatho next to Machipi Tuckshop (01)
	Tloutswala next to Tsogang Basadi DIC
Road and Transport	
Paving of Streets	From Ramosibudi main street to Wholesale
	From Tar road to Madiakhole Café
Street re-gravelling	From new stands to sephukgubye main road

	From Ditshosing Tekeline to Mankete primary school
	From Ramothwa to Phooko and Raphahlelo main road
	From Mphebatho to Phooko and Raphahlelo main road
	From Thabanatshwana ZCC to Raphahlelo main road
Tarred roads	Main road from Senwamokgpe to Mamaila
	From Sephukhubye to Mamaila
Speed humps	Between Khudugane and Wholesale (03)
	Between Vuhlari Disability Centre and Moratabatho church
Low Level Bridges	Between Sebelao primary and Rapudi
	Between Mababsa and Phosa
	Between Water Affairs and

	Roerfontein poultry
	Between Mabina and Manyama
	Between Mabidilala and Mochekecheke
	Between Sebatseba and Rammaano
	Between Phoke and Ramphaka
	Between mabidilala and Moila
	Between Ramashia and Rakabe
	Between Sithole and Rabapane
	Between Leyanyabedi and Masuthat Rudzani
	Between Ramothwa and Mamaribe
Street Grading	The whole ward
Waste Management	

Skip Bins	Tloutswala next to Sam scrapyard (01)
	Matshelapata next to pavement crossing (01)
	Next to Mphebatho Tavern (01)
	Next to water Reticulation (01)
	Next to Rovers Sports Ground (01)
Community Facilities	
Community Hall	Sephukhubye
Health centre/ mobile clinic	Roerfontein
Recreational Centre	Roerfontein
Library	Roerfontein
Recreational Centre and sports complex	Roerfontein
Sports ground upgrading	The whole ward
Housing	
New RDP house needed	Monate (20), Tekeline (30), Matshelapata (20), New

	Stands (20), Ramosibudi (30), Mphebatho (20), Tloutswala (20), Khudugane (30), Meretjeni (20)
Incomplete RDP houses	Monate (10) and Tekeline (10)
Others	
Upgrading of Makala Secondary school	Matshelapata
Upgrading of Khudugane Secondary School	Khudugane
Construction of primary school	Khudugane
Funding of projects especially NPO ensuring transformation developments and creating employment	The whole ward

Ward no 19

Priorities	Villages/ Section
Water and Sanitation	
Water	
Boreholes, bulk water supply and reservoir	<ul style="list-style-type: none"> • Mohlabaneng: -extension C and B (x2)
Additional 2 boreholes, bulk water supply and reservoir	<ul style="list-style-type: none"> • Jamela
Installation of reticulation and water storage tanks	<ul style="list-style-type: none"> • Mohlabaneng Section A and B • Jamela-Green Field(RDP) and Masemong
Sanitation	<ul style="list-style-type: none"> • Jamela (x120) and Mohlabaneng (x200)
Electricity	
Electricity backlog (New Extensions)	<ul style="list-style-type: none"> • Mohlabaneng Primary Extension (x55); • Jamela-Masemong Extension (x35); • Khosouthopa-Community Hall

High mast lights	<ul style="list-style-type: none"> • Section C next to Makhubela (x1); • Section B next to Letsoalo Church (x1); • Masemong and RDP section (x1); • Jamela-Two line section (x2); • Jamela-Ngwamawayi (x1); • Iketleng (x1)
Road and Transport	
Street paving	<ul style="list-style-type: none"> • Mohlabaneng-road to clinic, Lebaka school and sports complex; • Jamela Ngwamawayi street; • Mohlabaneng-road to Mohlabaneng primary; • Mohlabaneng-Machubeni shop • From Maake to Mailula; • Two line, • Maakabjeng;

	<ul style="list-style-type: none"> • Masemong; • Iketleng and • Masemomg Sub-section
Bridges	<ul style="list-style-type: none"> • Link at Rabothata Victor Section A and C; • Between clinic next to Sesua Café; • Between Iketleng and Two Line though to cemetery; • Between Iketleng and Two Line; • Between Ngwamawayi and Masemong; • Between Masemong and RDP
Waste Management	
Skip bins	<ul style="list-style-type: none"> • Mohlabaeng next to clinic (x1); • Jamela next to Mahlasedi crech Two line (x1); • Khosoutopa (x1); • Jamela between RDP and

	<ul style="list-style-type: none"> • Masemong (x1) and • Mohlabaeng next to Digger Eating House (x1)
Community Facilities	
Mobile clinic	Iketleng and Jamela
Library	Jamela-Green Field RDP
Park	Jamela
Youth Information Centre	Mohlabaeng Section A and C
Outdoor gym	Jamela and Mohlabaeng
Primary school-Construction of New Buildings	Jamela
Renovation of Mohlabaeng Primary School	Mohlabaeng
Construction of New Buildings	Molate High School
Community Park	Jamela-Green Field RDP
Housing	
New RDP houses	Mohlabaeng (x250) and, Jamela (x60)
Others	
Shopping complex	Jamela -Green Field RDP
Maintenance of all sports	Jamela and Mohlabaeng-Section C

grounds	
Upgrading of sports complex to FIFA standard	Mohlabaneng-Section C
Maintenance of three sports fields	Jamela

Ward no. 20

Priorities	Villages/ Section
Water and Sanitation	
Water	
X4 Recent boreholes are dry	Maphalle
X7 boreholes needed	Maphalle
X7 boreholes not equipped	Shawela
X1 borehole equipped but dry	Ditshosing
X1 diesel borehole to be converted to electricity	Maphalle
X1 borehole (New)	Bjabjamela
X1 borehole (new)	Realidisha High School
X1 borehole (new)	Next to Ditshosing cemetry
Reservoir	Ditshosing and Shawela

Sanitation	
	Maphalle (x500). Shawela (x350) and Ditshosing (x300) units
Electricity	
Backlog (new extensions)	Maphalle (Naledi B 30 households)
	Maphalle (Ntswelwotse B 74 households)
	Maphalle (Ntswelwotse A 60 households)
	Shawela (Extension B 180 households)
	Shawela (extension C 55 households)
Backlog (Post connection)	Maphalle (Ntswelwotse B 60 households)
	Setabaneng RDP 100 households
	Shawela 20 households
	Ditshosing 20 households

High mast lights	Maphalle (Ntswelemotse) (x1), Shawela (x3) and Ditshosing (x2)
Road and transport	
Paving of Streets	Mamatlepa street at Maphalle
	RDP Setabaneng street
	From church to Mashikishiki at Maphalle
	Bjabjamela Hlungwani street at Maphalle
	Naledi (Machete street)
	From Ntswelemotse to Makgothokwa
	From market stall to Tshwale street
	From Mosapa to Main road Shawela
	From Mothofi to Mathe street Shawela
	From Maringa to Sebe Street Shawela

	From Nkwana to Baloyi Thomas street Shawela
	From Nokane Primary to Rasehoko street Ditshosing
	From Rabothata Modibi to Seabela Ditshosing
	From Nkwana to mohale shop Ditshosing
	From Semosa to Rabothata street Ditshosing
	From Semosa Lassi to MaMotlatso street Ditshosing
Low Level Bridges	Between Robert Rabothata and Rasekgolo Max Ditshosing
	Between Sebola Gilbert and Mohale Linah Ditshosing
	Between Wilson Malematsa and Tshwale magareth Ditshosing
	Between Tshepo Rabothata

	and Hezekiel Ditshosing
Culverts	Road to Maphalle cemetery
	Naledi next to Madisha
	Bjabjamela next to Anna Mokoni
	From Ramoshaba to Matsitele
	From Modish to Selai day care centre
	Street to Ditshosing cemetery
Bridges	Molototsi Bridge
	Mothatshi Bridge
Tar roads	Road from Maphalle to Mohale-nyana
Waste Management	
Skip bins	Next to water pump in Ditshosing
	Next to Sekgota Frank in Ditshosing
	Next to Lassi Semosa in Ditshosing
	Bjabjamela in Ditshosing

	Next to bridge in Shawela
	Next to old pump machine in Shawela
	Next to assemblies church in Shawela
	Next to Bethuel Lebea in Shawela
	Mmasekguswane via Blank water road
	Cattle dip next o day care centre in Maphalle
	Naledi next to ZCC in Maphalle
Community Facilities	
Community Hall	Around the Motel
Old age facility	Around the Motel
Youth Information Centre	Around the Motel
Health Centre	Around the Motel
Sports Complex	Around the Motel
Housing	
Incomplete RDP Houses	Maphalle (02)

	Ditshosing (01)
New RDP houses needed	Maphalle (200)
	Shawela (250)
	Ditshosing (150)
Others	
Cultural village	Maphalle Motel area
Project funding	The whole ward

Ward no.21

Priorities	Villages/ Section
Water and Sanitation	
Water	
X1 borehole need to be repaired	Femane
X1 borehole transformer's stolen need to be replaced	Khepharahlene
<ul style="list-style-type: none"> X2 water pumps machine stolen need to be replaced and X1 borehole need to be upgraded 	Ramoroka

Water pump machine not working	Mohlabaneng
X1 borehole need to be upgraded	Ditshosine
<ul style="list-style-type: none"> Water supply needed 	<ul style="list-style-type: none"> Femane-Extension 1 and 2, Mohlabaneng-Monakhesi and Manonyaneng; Ditshosine
Sanitation	
	Ramaroka (x200), Mohlabaneng (x200), Femane (x300), Ditshosine (x150) units
Electricity	
Backlog-Post connection	Mohlabaneng (x30); Ramaroka (x40); Femane (x30) and Ditshosine (x10)
High mast lights	Ditshosine (x2); Mohlabaneng (x5); Femane (x3) and Ramaroka (x4)
Road and Transport	
Tar road	<ul style="list-style-type: none"> From Mokwakwaila to Khesothopa and

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

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

Ward no. 22

Priorities	Villages/ Section
Water and Sanitation	
Water	
A need for pipeline infrastructure	Mamaila

1x new borehole with jojo tanks	Mamaila (lebala cross)
1x new borehole with jojo tanks	Mamaila (Tshamahantshi)
1x new borehole with jojo tanks	Refilwe (R site)
1x new borehole with jojo tanks	Refilwe (Central)
Borehole need to be converted to hand pump to pressure pump	Refilwe (west site)
Borehole need to be converted to hand pump to pressure pump	Graveyard site
3x new boreholes with jojo tanks	Nakampe (Meretjeni section)
3x new boreholes with jojo tanks	Nakampe (Nyezamba section)
3x new boreholes with jojo tanks	Nakampe (Reiness section)
1x existing borehole need to fixed	Makgakgapatse (Central)
1x new borehole with jojo tanks	Makgakgapatse (Makgaka section)
1x new borehole with jojo tanks	Makgakgapatse (Gandlanani section)
Erection of new reservoir	Makgakgapatse
Sanitation	
New units	
	Mamaila (x350) , Refilwe (x350), Nakampe(x300), Makgakgapatse

	(x300) units
Electricity	
Backlog (new extensions)	Mamaila (x150), Nakampe (x150), Makgakgapatse (x150), Refilwe (x179)
Backlog (Post Connection)	Mamaila (x30), Nakampe (x39), Makgakgapatse (x63)
High mast lights	Refilwe (x6), Mamaila (x4), Nakampe (x2), Makgakgapatse (x2)
Road and Transport	
Paving of Streets	Mamaila: Giyana street need to be paved/tarred
	Mamaila: from Malaka to Graveyard
	Mamaila: from Tribal to Tshamahantshi
	Refilwe: from Justice to graveyard
	Refilwe: form graveyard to church

	Refilwe: from scrapyard to tar road
	Refilwe: from monareng to Nakampe primary
	Nakampe: from Kgatla to Rabapane
	Nakampe: from mokhiwa to Sebitleng
	Nakampe: from Mokutu to Moshe
	Nakampe: from Ramapuputla to Mabulane
	Nakampe: from Tipanyika to Letsou
	From Nakampe to Botshabelo (tar road)
	Makgakgapatse: from Makganya to Ramphaka
	Makgakgapatse: from Mafarela to graveyard
	Makgakgapatse: from Ultramel

	to Greenhouse
	Mmakgakgapatse: Makgaka main street
	Makgakgapatse: Gandlanani section main street
Low Level Bridges	X3 low level bridges in mamaila
	X3 low level bridges in Refilwe
	X3 low level bridges in Nakampe
	X3 low level bridges in Makgakgapatse
Bridges	From Ieshabana to water machine
	From Nakampe primary and R81
Waste Management	
Skip Bins	Mamaila (x1), Refilwe (x1), Nakampe (x1) and Makgakgapatse (x1)
Community Facilities	
Library	Ward 22
Clinic	Ward 22
Youth Information Centre	Ward 22

Out-door gym	Ward 22
Old Age facility	Ward 22
Housing	
New RDP house needed	Mamaila (x500), Refilwe (x500), Nakampe (x500), Makgakgapatse (x500)
Incomplete RDP houses	Mamaila (x1) and Nakampe (x4)
Others	
Community gardening project	Nakampe
Revival of poultry project (broilers)	Refilwe
Poultry farm (layers)	Mamaila
Community gardening project	Makgakgapatse

Ward no.23

Priorities	Villages/ Section
Water and Sanitation	
Water	
X1 borehole water pump machine broken need to fixed and new	Bellevue

tanks are needed	
X1 borehole need to be equipped	Bellevue clinic
X1 borehole water pump machine stolen	Bellevue clinic
X1 borehole water pump machine broken and need to be fixed	Sedibeng
X1 borehole need to be equipped	Maupa
Water supply needed	<ul style="list-style-type: none"> • Sefotse; • Maupa; • Bellevue clinic section; • Bellevue winners park and • Sedibeng new stands And all villages in ward 23 with no water supply
Sanitation	
	Maupa (x100), Bellevue (x140), Sedibeng (x120) and Sefotse (x100) units
Electricity	
Backlog-electrification of villages	Whole ward (x460)

High mast lights	<p>Sefofotse (x1):</p> <ul style="list-style-type: none"> • Between Dorris and Machethe <p>Sedibeng (x1):</p> <ul style="list-style-type: none"> • Between Matlonkinsi and Malebese
Road and Transport	
Paving of streets	<p>Bellevue:</p> <ul style="list-style-type: none"> • Main road R81 to Cemetery and • Main road R81 to Head Kraal
Low level bridges	<p>Bellevue:</p> <ul style="list-style-type: none"> • Between main road and cemetery • Between Winners park and prim rose <p>Sedibeng:</p> <ul style="list-style-type: none"> • Between Sedibeng and project centre <p>Maupa:</p>

	<ul style="list-style-type: none"> • Between Kheodi high school and Polar park <p>Sefofotse:</p> <ul style="list-style-type: none"> • Between Sefofotse village and Sefofotse cemetery
Waste management	
Skip bins	Whole ward
Community Facilities	
Community hall	Maupa-Next to Kheodi high school
Library	Maupa-Next to Kheodi high school
Outdoor gym	Bellevue-Winners Park local ground
Youth information centre	Maupa-Next to Kheodi high school
Housing	
New RDP houses	Whole ward (x510)
Others	
Waste collection cooperative	Ward 23

project	
Piggery project	Ward 23

Ward no. 24

Priorities	Villages/ Section
Water and Sanitation	
Water	
1x existing borehole need to be equipped	Ntata
Bulk pipeline water supply	Modjadji dam to Ntata
4x new boreholes with jojo tanks	Ramathithi
4x existing boreholes need to be equipped with pumps and jojo tanks	Seaphole
1x new borehole with jojo tanks	Seaphole
2x new boreholes with jojo tanks	Mamatlepa (new stands)
Erection of new reservoir to replace the current one	Mamatlepa
Water reticulation	Mamatlepa
Upgrading of the existing water	Mamatlepa

pipeline	
Bulk line water supply	From Modjadji dam to Mamatlepa
Sanitation	
	Mamatlepa (x50), Seaphole (x100), Ramathithi (x25), Ntata (x100) and Mamokgadi (x50) units
Electricity	
Backlog (new extension)	Ramathithi (25 households)
	Seaphole Balotwsi (25 households)
	Seaphole new stands (25 households)
	Mamatlepa (45 households)
Backlog (post connection)	Mamatlepa (03 households)
High mast Light	
	Ntata (03), Ramathithi (01), Seaphole (02), Mamatlepa (03) and Mamokgadi (01)
Roads and Transport	
Paving of Streets	Mamatlepa: from tar road to

	Tshwale
	Seaphole: from Tshepo Selowa to Khumelong
	Seaphole: from Ezweni frank to Clinic
	Seaphole: from Mashao to Mamatlepa David
	Ntata: from Mashao high school to Mamokgone Preschool
	Mamokgadi: from Lebea to Mamokgadi primary
	Mamokgadi: from Mamaila to Khetola
Low Level Bridges	Ntata: from Semphatong to Mashao high school
Culverts (x3)	The road to Balotswi in Seaphole
Waste Management	
Skip Bins	Ntata (01), Mamatlepa (01), Ramathithi (01), Seaphole (01) and Mamokgadi (01)
Community Facilities	

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

Ward no.25

Priorities	Villages/ Section
Water and Sanitation	
Water	
<ul style="list-style-type: none"> X2 additional boreholes and x10 Jojo tanks needed; 	Boqa

<ul style="list-style-type: none"> • X42 street taps and inward taps needed 	
<ul style="list-style-type: none"> • X2 boreholes need to be repaired; • X1 borehole need to be equipped; • X2 water pump machine broken and need to be fixed; • Water pipe lines needed and x10 Jojo tanks; • Reservoir needed; • X40 street taps needed and • Need water supply to new Taulome new extension 	Taulome
<ul style="list-style-type: none"> • X1 borehole need to be repaired; • Need water pipes connection from reservoir to street taps; • Need x12 Jojo tanks and • Need water supply for new 	Abel

Abel new extension	
<ul style="list-style-type: none"> • X2 borehole and a reservoir needed • Need water reticulation and x10 Jojo tanks 	Mothlele
Cattle dam needed	Abel, Taulome, Mohlele and Boqa
Sanitation	
	Boqa (x35), Taulome (x30), Abel (x25) and Mohlele (x200) units
Electricity	
Backlog-Electrification of villages	Taulome New Extension (x120)
Backlog-Post connection	Boqa (x52); Mohlele (x20); Abel (x30) and Taulome (x40)
High mast lights	Mohlele (x2); Abel (x2); Boqa (x2) and Taulome (2)
Street lights	<ul style="list-style-type: none"> • Boqa
Road and Transport	
Pavement of streets	Abel: <ul style="list-style-type: none"> • Abel main streets;

	<ul style="list-style-type: none"> • Road to cemetery and • Road to the head kraal <p>Taulome:</p> <ul style="list-style-type: none"> • Main road <p>Boqa:</p> <ul style="list-style-type: none"> • Main road to cemetery <p>Mohlele:</p> <ul style="list-style-type: none"> • From main road via cemetery to Head kraal and • From main road to main street
Low level bridges	<p>Abel (x2):</p> <ul style="list-style-type: none"> • Road to cemetery; <p>Taulome:</p> <ul style="list-style-type: none"> • Between Taulome and Mokgwathi <p>Boqa:</p> <ul style="list-style-type: none"> • Between old stands and new stands
Bridge	<ul style="list-style-type: none"> • Between Abel and

	<p>Shamfana;</p> <ul style="list-style-type: none"> • Mohlele cemetery
Tar road	<ul style="list-style-type: none"> • From Ga-Kuranta to Dzumeri; • From Maekgwe to Mokgwathi; • From Kuranta to Khesothopa
Re-gravelling of streets	Whole ward
New road	From Taulome to Abel
Waste Management	
Skip bins	<p>Boqa (x4):</p> <ul style="list-style-type: none"> • Section A and B; • Next to high mast light; • Next to Zitho café and • Kellis sports ground <p>Mohlele (x5):</p> <ul style="list-style-type: none"> • Head kraal; • Ga-Sunane; • Next to Lebepe café; • Ga-Rasekgopo and

	<ul style="list-style-type: none"> • Ga-Hutamo <p>Abel (x5):</p> <ul style="list-style-type: none"> • Next to Seshene scrap ward; • Next to Ndlonu scrap ward; • Next to LT bar lounge; • Morwatshehla head kraal and • Next to Boreletsane primary school
Community Facilities	
Clinic	Abel/Taolome/Boqa
Mobile clinic	Mohlele and Taulome
Community Hall	Boqa/Taulome/Mohlele
Library	Boqa
Youth Information Centre	Boqa
Parks	Boqa
Indoor Gym	Mohlele
Outdoor Gym	Boqa
Sports Complex	Boqa

Fencing of Cemetery	Taulome
Housing	
Incomplete and Blocked RDP Houses	<ul style="list-style-type: none"> • Boqa (x5) and • Abel (x6)
New RDP houses	Boqa (x30); Taulome (x50); Abel (35) and Mohlele (x30)
Others	
Projects that need funding:	
<ul style="list-style-type: none"> • Thabitha Mohlale home base care 	
<ul style="list-style-type: none"> • Tsogang dropping centre 	Mohlele
<ul style="list-style-type: none"> • Arethekganeng dropping centre 	Abel
Projects that need training and funding:	
<ul style="list-style-type: none"> • Mountain view 	Mohlele
<ul style="list-style-type: none"> • Abel football club 	Abel
School transport	Whole ward
Clinic project (Ngingirakani)	Boqa
Grading of sport ground	Taulome

Ward no. 26

Priorities	Villages/ Section
Water and Sanitation	
Water	
X1 borehole need to be upgraded to the modern boreholes	Shayameriri
X1 borehole need to be equipped	Shamfana
X2 boreholes need to be equipped	Mpepule
X1 borehole need beupgrade	Jokong near Thabisong Primary School
X1 borehole: water pump machine broken	Ramodumo
All villages in ward 26 need water supply	Ward 26
Sanitation	
	Jokong (x57), Kuranta (x80), Mpepule (x23), Ramodumo (x123) and Shamfana (x81) units
Electricity	

Electrification of villages	Jokong (x69); Mpepule (x11); Ramodumo (x5) and Shamfana (x64)
High mast lights	Jokong (x2)
Road and Transport	
Street paving	
Clinic Street	Ramodumo
Low Level Bridges	All villages in the ward
Waste Management	
Skip bins	<ul style="list-style-type: none"> • Jokong (x1)- next to Lerato tavern; • Kuranta (1x)-next to Makatika Bar Lounge; • Shamfana (x1)-next to community hall; • Mpepule (x1)-next to head kraal and • Ramodumo (x1)-pay point next to clinic
Community facilities	
Health Centre	Kuranta

Youth Information Centre	Shamfana next to Community Hall
Library	Kuranta
Community hall	Jokong
Primary School	Jokong
Housing	
New RDP house	Jokong (x86); Kuranta (x91); Mpepule (x28); Ramodumo (x41) and Shamfana (x64)
Others	
Road sign board to Shamfana	Shamfana
Funding of community mining project.	Molototsi river

Ward no. 27

Priorities	Villages/ Section
Water and Sanitation	
Water	
<ul style="list-style-type: none"> Upgrading of 4 boreholes and a reservoir 	Mamanyoha
<ul style="list-style-type: none"> Investigation of 	Hlohlokwe(Bethuel)

boreholes	
<ul style="list-style-type: none"> Drilling of x2 new boreholes with water tanks 	Hlohlokwe (Mokoropone and Creche)
<ul style="list-style-type: none"> Equipping of borehole with water tanks 	Hlohlokwe next to Eric Mabunda
<ul style="list-style-type: none"> Upgrading of old borehole and water tanks 	Rampepe
<ul style="list-style-type: none"> Equipping of x2 boreholes with water tanks and servicing of pipe lines 	Mookoni
<ul style="list-style-type: none"> Drilling of x2 new boreholes with water tanks 	Mookoni-New Stands
<ul style="list-style-type: none"> Fixing of x1 borehole 	Rajeke next to Maphama
<ul style="list-style-type: none"> Equipping of x2 boreholes 	Rajeke next to Madekwana and Mafish
<ul style="list-style-type: none"> Drilling of x1 new borehole 	Rajeke Primary School
<ul style="list-style-type: none"> Equipping of old 	Mahekwe next to primary school

borehole and connection of pipes	
<ul style="list-style-type: none"> • Drilling of x1 borehole with water tanks 	Mahekwe next to Rama Secondary School
Sanitation	
	Mamanyoha (x150), Hlohlokwe (x150), Rampepe (x100), Mookoni (x120), Rajeke (x100) and Mahekwe (x60) units
Electricity	
Backlog-Electrification of villages	Rampepe-Extension (x20) and Rajeke-Extension (x20)
Backlog-Post connection	Mamanyoha (x5); Hlohlokwe (X10); Rampepe (x10); Mohokoni (x10); Rajeke (x5) and Mahekwe (5)
High mast lights	
	Hlohlokwe (x2), Rampepe (x2) and Mahekwe (x2)
Road and Transport	
Pavement of streets	<ul style="list-style-type: none"> • Mamanyoha-from Kgatla

	<p>to Matome road;</p> <ul style="list-style-type: none"> • Completion of phase 2-Hlohlokwe pavement; • Rampepe-from bus stop to Sekgota; • Mookoni-from tar road to Rakwahla • Rajeke-construction of phase 2 and • Mahekwe-from Mokufi to the cemetery.
Tarring of road	<ul style="list-style-type: none"> • Road from Mokwakwaila to Mawa; • Road from Rampepe via Mamanyoha to Taulome and • Road from Mookoni to Buqa.
Low Level Bridge	<p>Rampepe</p> <ul style="list-style-type: none"> • Road to Ramabolela Secondary School (x2)

	<p>Mookoni</p> <ul style="list-style-type: none"> • Makgoshi street(x1) <p>Mamanyoha</p> <ul style="list-style-type: none"> • Road to Mamanyoha Primary school (x3); • Motsinyadi street (x1); • Crèche street (x2) and • Mohale street (x1) <p>Mahekwe</p> <ul style="list-style-type: none"> • Road from Shisani to Mathebula (x3) <p>Thlothlokwe</p> <ul style="list-style-type: none"> • Paleni street (x2); • Mangwako street (x1); • Next to Mpule street (x1); • Mmahlaba-road to cemetery (x1) and • Road to ZCC (x1). <p>Rajeke</p> <ul style="list-style-type: none"> • Madekwane street; • Teric Selowa street and
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	<ul style="list-style-type: none"> • Main street
Culverts	X3 culverts-from Mokwakwaila to Rampepe
Bridge	Between Mohokoni, Rajeke and Buqa
Waste Management	
Waste collection	Whole ward
Skip bins	Whole ward
Community Facilities	
Outdoor gym	All six villages
Clinic and or Mobile clinic	Between Rajeke and Mahekwe
Clinic	Rampepe
Mobile clinic	Thlothlokwe
Multi-purpose centre	Ward 27
Sports complex	Mamanyoha
Community hall	Thlothlokwe
Housing	
Incomplete/Blocked RDP houses	Mamanyoha (x4)
New RDP house	Mamanyoha (x200); Thlothlokwe (x200); Rampepe (x200); Mookoni (x200); Rajeke (x200)

	and Mahekwe (x150)
Others	
Shopping complex	Mokwakwaila
Mining, Brick making, Trading etc.	Mookoni
Funding of projects	Whole ward

Ward no. 28

Priorities	Villages/ Section
Water and Sanitation	
Water	
1x new borehole with jojo tanks	Mahuntsi
1x new borehole with jojo tanks	Masengani
1x new borehole with jojo	Mikolkomp
1x new borehole with jojo tanks	Barcelona
1x new borehole with jojo tanks	New stands
1x new borehole with jojo tanks	Shimonela
1x new borehole with jojo tanks	Duvula shikulu
2x new borehole with jojo tanks	manyunyu
1x new borehole with jojo tanks	Komisani sweswe

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

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

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

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

	(40), Barcelona (40), Komisani Sweswe (50), Deep 11 (40), Mahuntsi (30), Masengani (30), Mikilkompo (30), Shimonela (30) and New stands (40)
Incomplete RDP houses	10 households in ward 28 (subject to verification by the ward committees of the sections)
Others	
Shopping Complex	Ward 28
Piggery Project	Ward 28
Bead Work Project	Ward 28
Cattle dip	Ward 28
Rotterdam Community Radio Station	Ward 28

Ward 29

Priorities	Villages/ Section
Water and Sanitation	
Water	
Replacement of water pre-paid meters	Mokgoba, Modjadjiskloof
X2 reservoir needed	Sekgopo
Reticulation extension	Sekgopo-Maboke
Additional boreholes needed (x4)	Sekgopo
Bulk water supply needed	Sekgopo
Replacement of asbestos water pipes	Modjadjiskloof
Sanitation	
Connection of sewage line	Mokgoba to Modjadjiskloof
X500 units needed	Sekgopo
Sewage pipe and booster pumps needed	Modjadjiskloof next to Khulani timbers
Connection of remaining houses to the water borne sewerage system	Modjadjiskloof

Electricity	
Replacement of electricity pre-paid meters	Mokgoba, Modjadjiskloof
Electrification of new extension-Backlog	Sekgopo-Maboke (x350) households
High mast lights	
Apollo lights needed	Mokgoba (x4); Sekgopo (x6) and Modjadjiskloof (x10)
Refurbishment of all LT overhead lights	Modjadjiskloof
Street lights	Replace all street lights in Modjadjiskloof and Mokgoba to Energy efficiency street lights, Street lights needed from Information centre to 1 st Giyani turn off, Street lights needed at the intersection in Mooketsi (2 nd Giyani turn off), Street lights at Mooketsi-Morebeng turn off.

Road and Transport	
Pavement of Streets	Mokgoba Sekgopo
Low level bridges	Mokgoba (x2) Sekgopo (x50)
Re-gravelling of streets	Sekgopo
Culverts	Sekgopo (x30)
Speed humps needed	Modjadjiskloof
Rehabilitation of informal streets	Modjadjiskloof
Road marking needed	Modjadjiskloof
Waste management	
Skip bins	Mokgoba (x1) and Sekgopo (x4)
Waste collection	Mokgoba; Sekgopo
Community Facilities	
School Admin offices needed	Maupa Primary School (Mokgoba) Mantsha Pre-school Maboke Pre-school
Class Blocks needed	Mantsha Pre-school (x2) Maboke Pre-school (x3)
Community hall	Sekgopo
Health centre	Sekgopo

Youth Information centre	Sekgopo
Maintenance of cemetery fence	Modjadjiskloof
Housing	
New RDP houses needed	Mokgoba (x1000) and Sekgopo (x350) units
Incomplete RDP houses	Sekgopo (x4) units
Community hall	Modjadjiskloof
Clinic	Modjadjiskloof
Others	
Land for development needed	Ward 29
Shopping complex	Ward 29
Funding of community projects	Ward 29

Ward no.30

Priorities	Villages/ Section
Water and Sanitation	
Water	
<ul style="list-style-type: none"> X1 borehole next to show ground next to be energised and 	Matshelapata

<ul style="list-style-type: none"> • X1 borehole next to new ZCC not operating need to be fixed. 	
<ul style="list-style-type: none"> • X1 borehole at Maulene need to be upgraded; • X1 borehole at Sekotine need to be equipped and • X1 borehole at Maulene need to be energised. 	Mothobeki
<ul style="list-style-type: none"> • X1 borehole next to Makheala primary school need to be upgraded. 	Boshakge
<ul style="list-style-type: none"> • X1 borehole next to cemetery water pump machine stolen. 	Ramaroka
<ul style="list-style-type: none"> • X3 boreholes need to be equipped. 	Mabulane
<ul style="list-style-type: none"> • New borehole needed 	Tlatsa
<ul style="list-style-type: none"> • X1 borehole need to be energised and • X1 borehole next to 	Polaseng

Mononela household need to be fixed.	
Sanitation	
	Kgopong (x10), Polaseng (x150), Boshakge (x20), Mothobeki (x170), Ramaroka (x20), Mabulane (x14), Matshelapata (x80), Tlatsa (x15) and Sekgothi (x10) units
Electricity	
Backlog-Electrification of villages	<ul style="list-style-type: none"> • Kgapane (x20); • Polaseng and Polaseng Extension (x90); • Mothobeki and Mothobeki Extension (x120); • Boshakge and Boshakge Extension (x70); • Matshelapata (x40); • Mabulane (x20); • Sekgothi and Sekgothi Extension (x6) and

	<ul style="list-style-type: none"> • Tlatsa (x13)
High mast lights	<p>Sekgothi:</p> <ul style="list-style-type: none"> • Next to Sekgothi high school <p>Polaseng:</p> <ul style="list-style-type: none"> • Between secondary and primary school <p>Mothobeki:</p> <ul style="list-style-type: none"> • Next to Mothobeki primary school
Road and Transport	
Pavement of streets	From Sekgothi to Boshakge
Low level bridges	Whole ward

Waste management	
Skip bins	<p>Matshelapata (x1):</p> <ul style="list-style-type: none"> • Next to Thusong liquor restaurant <p>Polaseng (x1):</p> <ul style="list-style-type: none"> • Next to Madimane café
Community Facilities	
Clinic	Ramaroka-Mashasheng
Youth Information Centre	Mothobeki
Library	Mothobeki
Sports Complex	Mothobeki
Community Hall	Matipane and or Polaseng
Housing	Still to be submitted

STRATEGIC PHASE

Introductions

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

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

Strategic Intent of Greater Letaba Municipality

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

The Greater Letaba Municipality Vision

A vision is an inspiring picture of a preferred future. It is not time-bound and serves as a foundation for all policy development and planning, including strategic planning.

In delivering on its purpose discussed above, Greater Letaba Municipality sets for itself the following vision:

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

The Greater Letaba Municipality Mission (Aim)

The mission then seeks to succinctly identify what the institution does, why and for whom. In supporting its vision described above, Greater Letaba Municipality defines its mission (aim) as follows:

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

Provision of accountable, transparent and consultative and co-operative governance;

Promotion of local economic development and poverty alleviation;

Strengthening cooperative governance;

Provision of sustainable and affordable services and

Ensuring a safe and healthy environment.

The Culture and Values of Greater Letaba Municipality

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:

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

GLM Value Statement	What It Means In Practice
Accountability	The obligation to account. To take responsibility for one's actions.
Courtesy	The obligation to show politeness in one's attitude and behaviour towards others.
Innovation	Living this value means that Greater Letaba Municipality representatives should translate ideas or invention into a goods or services that creates value for the municipality and the community it serves.

Table no. 49: GLM Culture and Value

The values discussion specifically emphasised that the values require targeted management intervention to ensure they are visible and “lived”, and they should be assessed as part of the performance management approach of Greater Letaba Municipality, under direction of the Municipal Manager.

Alignment with Provincial and National Priorities/Strategies

National Priority Areas

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

National Outcomes

Improved quality of basic education;
 Along and healthy life for all South Africans;
 All people in South Africa feel free and are safe;
 Decent employment through inclusive economic growth;
 Skilled and capable work force to support inclusive growth path;
 An efficient, competitive and responsive economic infrastructure network,
 Vibrant, equitable and sustainable rural communities with food security for all;
 Sustainable human settlement and improved quality of household life;
 A responsive, accountable, effective and efficient local government system;

Environmental assets and natural resources that are well protected and continually enhanced;
Create a better South Africa and contribute to a better and safer Africa and the World and
An efficient, effective and development oriented public service and empowered, fair and
inclusive citizenship.

The National Development Plan Chapter

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

Provincial Objectives

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

SWOT ANALYSIS

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

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

Table no.50: SWOT ANALYSIS

Strengths	Weakness	Opportunity	Threats
Political Stability in Council	Poor compliance to Employment Equity target	Tourism e.g. Modjadji Nature Reserve	Water shortage and scarcity
Traditional Leader relationship and support	Poor communication in cascading council resolutions	Availability of land for agriculture and investment	Labour unrest and disputes
Minimal service delivery protest	Poor own revenue collection	Mining opportunities e.g. building sand	High level of dependency due triple challenges
Well qualified competent leadership and staff	Lack of effective monitoring and evaluation	Forestry and agro-processing	Land invasion
Effective ward committees	Departments operating in silos	Bursaries for members of the public	Land claim
Internal control in place	Poor planning within the institution	Grant allocation (EPWP, BNG, Neighbourhood development grants	Crime level
Strengths	Weakness	Opportunity	Threats
Effective external communication with the public	Lack of human resource strategy and succession plan		Climate change

Market related remuneration packages	Poor allocation of financial and human resource, delay implementation of projects		Ageing infrastructure
	Non-filling of vacant posts		Unavailability of tertiary institution
	High ill-discipline by employees		Rural-urban migration
	Poor infrastructure maintenance		Non-payments of services by consumers
	Ineffective implementation of code of ethics		Environmental factors e.g. veld fire, over-grazing, drought and deforestation

KPA: SPATIAL RATIONALE

Strategic Objectives: Integrated Human Settlements

Specific priority issue	Problems/Issues	Strategic objectives	Strategies/Interventions	Performance indicator	Target 2017/2018	Directorate
Land invasion and informal settlement	Lack of land invasion strategy	To ensure that municipality has land invasion strategy	Development of land invasion strategy	Development of land invasion strategy by 2017	Implementation of land invasion strategy	Economic development and planning
Acquisition of land for development	Shortage of land for development and residential for low and middle income in Ga-kgapane and Senwamokgope	Ensure that the municipality set aside an amount from its budget for the acquisition of land in Ga-Kgapane and Senwamokgope for development	Acquire land for development and residential	Amount budgeted for land acquisition No. of land parcels acquired for development		Economic development and planning
Township establishment/demarcation of sites		Ensure that sites are demarcated	Demarcation of sites and township establishment	No. of sites demarcated		Economic development and planning
SPLUMA	Non-implementation of SPLUMA	To ensure that SLUMA is implemented	Appointment of human resource			Economic development and planning

Table 51: Strategies

KPA: BASIC SERVICE DELIVERY

Strategic Objective: Improved Quality Of Life

Specific priority issue	Problems/Issues	Strategic objectives	Strategies/Interventions	Performance indicator	Target 2017/2018	Directorate
Water and sanitation	Shortage of water and sanitation rural areas as well as in urban areas.	To ensure that all households have access to water and sanitation.	Liase with the Mopani District Municipality to replace ageing infrastructure. Liase with the Mopani District Municipality to provide water in a cost effective as well as maintaining and upgrading.	Increase the number of households with access to water and sanitation.		Technical Services
Free basic services	Majority of people live below poverty line.	To ensure that all qualified households have access to free basic services.	Continuous update of indigent register.	No. increase of indigent households that have access to free basic services		Finance

Specific priority issue	Problems/Issues	Strategic objectives	Strategies/Interventions	Performance indicator	Target 2017/2018	Directorate
Road and storm water drainage	Maintenance	To ensure that all communities have access to road and storm water.	Develop roads and storm water management system to assist in managing the provision of road infrastructure.	Number of km gravel roads maintained.		Technical services
Public transport	Inaccessibility of public transport.	To ensure that people have access to reliable public transport.	Establishment of partnership with private taxi and bus owners through strengthening of local public transport forum.	No. of people having access to public transport.		Community services
Electricity	Households without access to electricity.	To ensure that households have electricity.	Liaise with Eskom to provide electricity that is cost-effective, sustainable and affordable.	No. of households having access to sustainable, cost-effective and affordable electricity.		Technical services
	Modjadjiskloof town: Ageing electricity assets.	To ensure that households in Modjadjiskloof have electricity.	Replacing the ageing electricity infrastructure.	Improve quality of electricity in Modjadjiskloof.		Technical services

Specific priority issue	Problems/Issues	Strategic objectives	Strategies/Interventions	Performance indicator	Target 2017/2018	Directorate
Maintenance and upgrading of municipal buildings	Dilapidated and unused municipal buildings.	To ensure that there is sufficient office space for employees.	Office space need analysis	% decrease of office backlog.		Technical services
Electricity network maintenance and upgrade	Electricity outage	To ensure sustainable and reliable energy supply.	R-Value spent on maintenance of electricity infrastructure.	Implementation of maintenance plan.		Technical services
Road, storm water maintenance and upgrade	Inaccessibility and maintenance	To maintain and upgrade road and storm water services.	Development of road and storm water management system.	R-Value spent on maintenance of road and storm water infrastructure.		Technical services
Waste management	Only Modjadjiskloof, Senwamokgope and Ga-Kgapane households have access to refuse removal, rural areas still a challenge.	To ensure that both urban and rural households have access to refuse removal.	Develop plans to ensure that all households have access to waste removal. Develop cost recovery and affordable plan. Develop plans on maintain and upgrading municipal waste management assets.	No. of household in rural and urban areas have access to waste management.		Community services

Specific priority issue	Problems/Issues	Strategic objectives	Strategies/Interventions	Performance indicator	Target 2017/2018	Directorate
Environmental management	Unavailability of by-laws on environmental management.	Ensure that environmental regulations are implemented. To ensure that eco-schools environmental programmes are implemented.				Community services

KPA: ECONOMIC DEVELOPMENT

Strategic objective: Improved Local Economy

Specific priority issue	Problems/issues	Strategic objectives	Strategies/Interventions	Performance indicator	Target 2017/2018	Directorate
Local economic development	Marketing of the municipality	To promote the municipality in South Africa and international	Develop the marketing strategies to promote the municipality	Number increase in investment in the municipality		Economic development and planning
	No jobs created through tourism	To eradicate poverty through tourism activities	Intensify the functionality of tourism forum. Review tourism strategies and establish partnership with operators	Number of jobs created through tourism activities		Economic development and planning
	No jobs created through agriculture	To eradicate poverty and to improve local economy	Intensify the functionality of agricultural forum. Develop strategies to assist the emerging farmers	Number of jobs created through agricultural activities		Economic development and planning
	Limited sustainable jobs created through SSME's initiatives	To eradicate poverty through enterprise initiatives	Development of SSME's and local service provider's support programme.	Number of jobs created through enterprise development initiatives		Economic development and planning

KPA: FINANCIAL VIABILTIY

Strategic objective: Sustainable Financial Institution

Specific issue	priority	Problems/issues	Strategic objectives	Strategies/Interventions	Performance indicator	Target 2017/2018	Directorate
Revenue management		Poor revenue collection	To increase revenue and become financially sustainable.	Implement pre-paid meter as a measure to reduce municipal debts. Ensure that rate and tax policies are implemented.	% of revenue collected.		Finance
Expenditure and Budget management		Spending more than budgeted. Unrealistic projected number of projects.	To ensure that expenditure is per budget	Budget within the benchmark of the national treasury with MFMA guidelines.			Finance
Supply chain management		Non-compliance to SCM.	To ensure compliance	Draft supply chain processes and ensure that is equitable and transparent and in line with legislation.	Draft supply chain processes and ensure that is equitable and transparent and in line with legislation.		Finance

Specific priority issue	Problems/issues	Strategic objectives	Strategies/Interventions	Performance indicator	Target 2017/2018	Directorate
Fleet management	Non-compliance with fleet management policies.	To ensure that municipal fleet is managed effectively.	Appointment of fleet management manager.			Finance
Billing, rates and taxes	Non-payment of services.	To ensure increase in revenue collection.	Implement by-laws to enforce payments.	% decrease in variances.		Finance
Investment and resource mobilisation	Low revenue base	Financial mobilisation.	Continua's investment after utilization of the investment for infrastructure.	Amount of money generated from investment.		Finance
Asset management	GRAP 17	To manage, maintain and upgrade assets in terms of GRAP 17.	Updating of assets register in terms of legislation. Conversion to be GRAP 17 compliance. Regular verification of office equipment and furniture against asset register.	% assets GRAP 17 complaints.		Finance

Specific priority issue	Problems/issues	Strategic objectives	Strategies/Interventions	Performance indicator	Target 2017/2018	Directorate
Cost recovery and debt collection	Non-payments of municipal services.	To ensure increase collection rate and reduction in outstanding debts.	% increase in collection rate.			Finance

KPA: GOOD GOVERNANCE AND PUBLIC PARTICIPATION

Strategic objective: Improve Governance and Organisational Excellence

Specific priority issue	Problems/issues	Strategic objectives	Strategies/interventions	Performance indicator	Target 2017/2018	Directorate
Information technology	IT infrastructure not upgraded. IT infrastructure not up to standard (Old).	Ensure IT is up to the required standard.	Develop and implement IT plans and programmes.	% functional of information technology system.		Cooperate services
Risk management	Slow implementation of mitigation plans.	Ensure the effectiveness of risk management processes.	Ensure that identified risk assessment are minimised.	% reduction in the audit queries.		Cooperate services
External audit	Slow pace in attending to AG findings.	Ensure improved audit outcome.	Implement council decision and policies.	% reduction in the audit queries.		Cooperate services
Internal audit	Slow rate in the implementation of audit findings.	Ensure improved audit outcome.	Implement council decision and policies.	% reduction in the audit queries.		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 number public attendance to public participation.		Cooperate services

Specific priority issue	Problems/issues	Strategic objectives	Strategies/interventions	Performance indicator	Target 2017/2018	Directorate
Inter-governmental relation	Non-participation of some sector departments to municipal strategic meetings.	To establish and develop sound-governmental relations.	Identify and engage prospective partners.	% increase in the sustainable cooperative governance.		Cooperate services

KPA: MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT

Strategic objective: Improved Human Resource

Specific priority issue	Problems/issues	Strategic objectives	Strategies/interventions	Performance indicator	Target 2017/2018	Directorate
Legal services	Delay in finalization of cases.	To ensure that the municipality have SLA with all service providers.	Out-sourcing.			Mayor's office
	Lack of problem solving and negotiation skills.		Training of employees on policy and code of conduct.	% of case addressed within 14 days of the agreement.		Mayor's office
Employment equity	Inability to attract suitably qualified people.	Ensure compliance to employment equity plan.	Head-hunting.	Number of people in three levels from Employment Equity Plan.		Mayor's office
Skill development	No bursary scheme for employee.	Ensure skilled and capacitated workshops.	Developed training programme. Budget for employee bursary Scheme.	% increase in skilled workshop.		Mayor's office

Specific priority issue	Problems/issues	Strategic objectives	Strategies/interventions	Performance indicator	Target 2017/2018	Directorate
Integrated development plan	IDP and budget not aligned Projects not implemented as per IDP.	Ensure alignment.	A continuous IDP monitoring through PMS.	% of project implemented as per IDP.		Mayor's office
Human resource	Delay in filling of posts.	Ensure that all positioned are filled.	Filling of the general workers posts.	Number of general worker position filled.		Mayor's office
PMS	Non-compliance to PSM regulation.	To promote accountability and compliance.	Conduct regular reporting, assessment, review and capacity building on PMS management.	% to compliance to PMS regulation.		Mayor's office
Labour relations	Unhealthy relationship with management.	Ensure sound labour relations.	Functional and effective local labour forum.	Reduced conflict with management.		Mayor's office
Occupational and healthy safety		To ensure safe working environment.	OHS programme implemented.	Reduction in the number of accidents.		Mayor's office

SPECIAL PROGRAMMES

Specific priority issue	Problems/issues	Strategic objectives	Strategies/interventions	Performance indicator	Target 2017/2018	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		Mayor's office
Gender development	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		Mayor's office
Youth development	Effective participation of youth in government programmes	Ensure quality of live for youth through government initiatives	Intensify the involvement of the youth in the initiatives and programmes	% increase in participation by youth in in municipal initiatives and mainstream programme		Mayor's office

Specific priority issue	Problems/issue	Strategic objectives	Strategies/interventions	Performance indicator	Target 2017/2018	Directorate
Elderly	Effective participation of elderly people in government	Ensure that elderly people are taken care of	Support and promote elderly programmes	% increase in participation by the elderly in municipal initiatives and mainstream programmes		Mayor's office
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		Mayor's office

SOCIAL SERVICES

Specific priority issue	Problems/issues	Strategic objectives	Strategies/interventions	Performance indicator	Target 2017/2018	Directorate
Housing	Shortage of housing	Ensure that all households have access to housing	Liaise with COGHSTA to eradicate housing backlog	Number increase of households have access to at least RDP standardise housing		Community services
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		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		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		Community services

Specific priority issue	Problems/issues	Strategic objectives	Strategies/interventions	Performance indicator	Target 2017/2018	Directorate
Health services	Shortage of health facilities	Ensure accessible and affordable health services	Liaise with the Department of Health to provide health services	Number of health facilities in the municipality		Community services
Social development services	Access of social development services	Ensure accessibility of social development services	Liaise with the Department of Social Development to provide health services	Number increase of beneficiaries in social development initiatives		Community services

DISASTER MANAGEMENT

Specific priority issue	Problems/issues	Strategic objectives	Strategies/interventions	Performance indicator	Target 2017/2018	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.		Community services

Strategic Map

A strategic is used to develop a picture of the strategy of the municipality. It depicts the objectives in support of the strategy in terms of different perspectives, namely the learning perspective, institutional perspective, the financial and the customer perspective. This step in strategy formulation acts as the integration of strategy and operational planning. The following are the most important benefits of developing a strategic map:

It focuses on the most important processes that need to be addressed;

It combines a growth strategy as well as a productivity strategy to be sustainable;

It creates a foundation to be innovative;

It focuses on both tangible as well as intangible;

The strategy map's methodology is aimed to steer away from a sectoral approach to ensure integrated development of the needs of the municipality.

The strategy map leads to the development of scorecards at different levels that will be used as the management tool whereby planning, implementation, monitoring, review measurements and assessment can be facilitated. This approach aims to ascertain whether the Greater Letaba Municipality has made any progress towards attainment of its strategies and objectives as identified. A good strategy map focuses on the strategic logic between cause and effect relationships and between current activities and long-term success. The reviewed strategy map is shown in the picture below:



Figure no.8: Strategic Map

Strategic Objectives

Improve quality of life

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

Improve 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.

Sustainable financial institution

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

Improve governance and organisational excellence

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

Access to sustainable 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 and sustainable 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.

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 the Department of Co-operative Governance and Traditional Affairs.

Table no.52: Outcomes

DPLG KPA	OUTCOME 9	STRATEGIC OBJECTIVES
Municipal transformation and Organisational development	Implementation of differentiated approach to planning, financial and administration. Administrative and financial capability.	Improve governance and organisational excellence
Basic Service Delivery	Improve access to basic services	Access to sustainable basic services
LED	Community Work Programme	Improve local economy
Municipal Financial Viability and Management	Administrative and Financial Capability	Sustainable financial institution
Good Governance and Public Participation	Deepen democracy through refined ward committee system	Effective and efficient community involvements.

Operational Strategies

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

PROJECT PHASE

Introduction

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

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

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

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

Table no.53: Projects

Summary of Operation Budget

	2017/2018 Medium Term Revenue & Expenditure Framework		
	Budget Year 2017/18	Budget Year 2018/19	Budget Year 2019/20
Revenue By Source			
Property rates	10 213 986.29	10 796 183.51	11 400 769.79
Service charges - electricity revenue	20 029 100.87	21 170 759.61	22 356 322.15
Service charges - refuse revenue	5 929 151.77	6 267 113.42	6 618 071.77
Rental of facilities and equipment	266 060.59	281 226.05	296 974.71
Interest earned - external investments	4 292 037.46	4 536 683.59	4 790 737.87
Interest earned - outstanding debtors	8 275 880.16	8 747 605.33	9 237 471.23
Fines, penalties and forfeits	400 168.97	422 978.61	446 665.41
Licences and permits	6 665 282.08	7 045 203.16	7 439 734.54
Agency services	2 066 490.34	2 184 280.29	2 306 599.99
Transfers and subsidies	227 037 000.00	244 740 000.00	257 075 000.00
Other revenue	13 383 744.24	6 219 117.66	6 567 388.25
Gains on disposal of PPE	112 996.80	119 437.62	126 126.12
Total Revenue (excluding capital transfers and contributions)	298 671 899.58	312 530 588.85	328 661 861.83

Expenditure By Type			
Employee related costs	73 884 713.03	78 096 109.24	82 469 392.35
Remuneration of councillors	20 050 894.24	21 193 795.21	22 380 647.74
Debt impairment	5 750 551.79	6 078 333.24	6 418 719.91
Depreciation & asset impairment	15 041 010.00	15 898 530.61	16 788 964.96
Repairs and maintenance	10 679 888.07	11 388 641.69	12 026 405.62
Bulk purchases	14 964 871.27	15 892 693.29	16 830 362.19
Contracted services	13 868 220.80	14 608 709.39	15 426 797.11
Other expenditure	63 961 242.38	67 470 325.35	71 226 246.93
Total Expenditure	218 201 391.58	230 627 138.02	243 567 536.82
Surplus/(Deficit)	80 470 508.00	81 903 450.84	85 094 325.01

Capital Projects

Mayor's Office

Project Name	Project Location	Medium Term Expenditure Framework			Implementing Agent
		2017/2018	2018/2019	2019/2020	
Council vehicles (Mayor)	GLM	R1 300 000			GLM
Council vehicles (Speaker)	GLM	R800 000			GLM
Banners	GLM	R50 000			GLM
Podiums (x2)	GLM	R20 000			GLM
Recording Machine (Imbizo and Coop)	GLM	R50 000			GLM
Interior decoration: Reception	GLM	R50 000			GLM

KPA: Spatial Rationale

Strategic Objective: Integrated and Sustainable Human Settlement

Project Name	Project Location	Medium Term Expenditure Framework			Implementing Agent
		2017/2018	2018/2019	2019/2020	
Panorama Stands Development	Modjadjiskloof	R1 000 000			GLM
Modjadjiskloof Houses	Modjadjiskloof	R800 000			GLM
Urban Renewal	GLM	R1 400 000			GLM

Project Name	Project Location	Medium Term Expenditure Framework			Implementing Agent
		2017/2018	2018/2019	2019/2020	
Enhancement and Beautifications of Town Entrance	GLM	R150 000			GLM
Planning (Quantity Surveyor)	GLM	R600 000			GLM
Review District SDF to cover all Communities in the District Area	GLM	R1 500 000	R1 800 000	R2 000 000	MDM
Land use and Land use Determination	GLM	R1 000 000	R1 200 000	R1 400 000	MDM

KPA: Basic Services

Strategic Objective: Improve Quality of Life

Priority: Road, Storm Water and Bridges

Project Name	Project Location	Medium Term Expenditure Framework			Implementing Agent
		2017/2018	2018/2019	2019/2020	
Ga-Kgapane Storm Water Channels	Ga-Kgapane	R1 000 000			GLM
Itieleng-Sekgosese Street Paving-Construction	Itieleng-Sekgosese (Ward 12)	R2 354 950	R3 000 000		GLM
Khosotupa Taxi Rank	Khosotupa	R590 100			GLM
Wholesale Taxi Rank	Sekgosese	R500 000			GLM
Modjadji Ivory Route Phase 1	Modjadji	R2 500 000	R4 000 000	R3 000 000	GLM
Graders (x2)	GLM	R2 500 000			GLM
Graders	GLM		R3 000 000		GLM

Project Name	Project Location	Medium Term Expenditure Framework			Implementing Agent
		2017/2018	2018/2019	2019/2020	
Suction Tanker	GLM	R1 100 000			GLM
Roller Compactor (x1)	GLM	R300 000			GLM
Thibeng Street Paving	Thibeng (ward 1)		R300 000	R4 000 000	GLM
Madumeleng-Tibeng Phase 2	Madumeleng-Tibeng (ward 1)	R300 000			GLM
Tshabelamatswale Street Paving	Tshabelamatswale (ward 3)		R300 000		GLM
Ward 5 Street Paving	Malematja (ward 5)	R300 000			GLM
Paving Mokwasele Cemetery-Planning	Mokwasele (ward 6)	R300 000	R3 000 000	R3 000 000	GLM
Khethothone Street Paving	Khethothone (ward 6)			R300 000	GLM
Ward 9-Sekgopo Street Paving	Malatji-Clinic (Ward 9)	R300 000			GLM
Mapaana Street Paving	Maapana	R300 000			GLM
Hlabeleng Street Paving-Phase 2	Hlabeleng (ward 11)	R300 000			GLM
Ward 13-Senwamokgope	Senwamokgope (ward 13)	R300 000			GLM
Lemondokop Street Paving-Construction	Lemondokop (Ward 14)	R2 354 950	R5 000 000		GLM
Ward 15 Street Paving Phase 2	Ward 15	R300 000			GLM
Tipper Trucks (x2)	GLM		R1 500 000		GLM

Project Name	Project Location	Medium Term Expenditure Framework			Implementing Agent
		2017/2018	2018/2019	2019/2020	
Sephukubje Street Paving-Ward 16	Sephukubje (ward 16)		R300 000	R3 000 000	GLM
Ward 17 Street Paving	Mamaila-Kolobetona (ward 17)	R300 000			GLM
Jamela Street Paving	Jamela (ward 19)	R300 000			GLM
Maphalle Street Paving	Maphalle (ward 20)	R300 000			GLM
Abel Street Paving	Abel (ward 25)	R300 000			GLM
Ramaroka Street Paving	Ramaroka	R300 000			GLM
Seatlalene Street Paving	Seatlalene	R3 500 000			GLM
Moshakga Street Paving	Moshakga	R300 000	R3 000 000	R4 000 000	GLM
Mohlabaneng Street Paving	Fruit Shop to Graveyard	R300 000			GLM
Sehlakong Street Paving	Sehlakong Cemetery	R300 000			GLM
Maupa Street Paving	Maupa (ward 23)	R300 000			GLM
Block 18 Street Paving	Block 18 (ward 24)		R300 000		GLM
Mmamokgadi Street Paving	Mmamokgadi (ward 24)		R350 000	R3 000 000	GLM
Ramodumo Street Paving	Ramodumo (ward 26)		R300 000		GLM
Jokong Street Paving	Jokong (ward 26)		R300 000		GLM
Modjadjiskloof Water Fall Paving	Modjadjiskloof (ward 29)	R300 000			GLM

Project Name	Project Location	Medium Term Expenditure Framework			Implementing Agent
		2017/2018	2018/2019	2019/2020	
Mokgoba Street Paving	Mokgoba (ward 29)	R300 000			GLM
Sekgopo Street Paving	Ramoadi Matlou (ward 29)	R300 000			GLM
Boshakge-Mabulane Street Paving	Boshakge-Mabulane (ward 30)	R300 000			GLM
Makhutukwe Street Paving	Makhutukwe		R300 000		GLM
T805:Repair of Flood Damaged Infrastructure: Major Rehabilitation of Surfaced Roads	GLM	R12.585			RAL
T807:Repair of Flood Damaged Infrastructure: Major Rehabilitation of Surfaced Roads	GLM	R10.354			RAL
T808:Repair of Flood Damaged Infrastructure: Major Rehabilitation of Surfaced Roads	GLM	R25.302			RAL
Low Level Bridges	GLM	R1 606 505	R3 000 000	R3 504 633	GLM
Las Vegas Street Paving	Las Vegas	R7 350 000	R3 500 000	R5 000 000	MIG
Sidewalks From Ga-Kgapane to Mokwakwaila	Ga-Kgapane to Mokwakwaila			R12 043 610	MIG
Reconstruction of 2 Flood Damaged Bridges (Road D3213 and D3212)	Ga-Ntata	R29.261.211			RAL

Priority Issue: Maintenance and Repair

Project Name	Project Location	Medium Term Expenditure Framework			Implementing Agent
		2017/2018	2018/2019	2019/2020	
Upgrading of Streets-Sekgopo Moshate	Sekgopo Moshate	R7 350 000	R6 000 000	R2 500 000	MIG
Upgrading of Streets-Ramphenyane	Ramphenyana	R5 708 320	R3 500 000	R5 000 000	MIG
Upgrading of Streets-Dichosing	Dichosing	R6 850 000	R3 500 000	R5 000 000	MIG

Project Name	Project Location	Medium Term Expenditure Framework			Implementing Agent
		2017/2018	2018/2019	2019/2020	
Upgrading of Streets-Ga-Ntata	Ga-Ntata	R6 850 000	R4 000 000	R4 500 000	MIG
Upgrading of Streets-Mamphakhathi	Mamphakhathi	R7 068 816	R3 500 000	R5 000 000	MIG
Upgrading of Streets-Mapaana	Mapaana			R300 000	GLM
Purchasing of Sliding Steel Gate	Kgapane Sub-office	R20 000			GLM
Fencing of Municipal Workshop	GLM	R133 000			GLM
Steel Fence	Senwamokgope	R150 000	R100 000		GLM
Household based Road Maintenance	GLM	R16.004.021	R14.900.000	R18.000.000	DPWRI
EPWP-Sekgopo Tribal Authority	Sekgopo	R194.600			DPWRI
Flood Damage Repairs: Babangu to Ndhengeza to	GLM	R218.288	R60.000	R80.000	RAL

Noblehoek to Maphalle					
Flood Damage Repairs: Construction of Bridge	Polaseng	R117.555.00	R2.500	R3.000	RAL
Flood Damage Repairs	Lebaka to Jamela	R6.000		R6.000	RAL
Flood Damage Repairs	Lemondokop to Olifantshoek	R17.000	R5.000		RAL

Project Name	Project Location	Medium Term Expenditure Framework			Implementing Agent
		2017/2018	2018/2019	2019/2020	
Refurbishment of Mokwakwaila Sub-Offices, Toilets and Kitchen	Mokwakwaila Sub-Office	R500 000			GLM
Refurbishment of Municipal Workshop and Stores	GLM	R570 000			GLM
Refurbishment Of Modjadjiskloof K53 Testing Ground	Modjadjiskloof	R200 000			GLM

Refurbishment of Cooperate Service Offices, Toilets, Kitchen and Registry	GLM	R200 000			GLM
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Priority Issue: Electricity

Project Name	Project Location	Medium Term Expenditure Framework			Implementing Agent
		2017/2018	2018/2019	2019/2020	
Upgrade of Electricity to NERSA Standard-NERSA Compliance	GLM	R4 000 000	R6 000 000		GLM
Highmast in Various Villages	Jamela, Jokong, Maphalle and Shawela	R2 400 000		R3 872 606	GLM
Split Metering in Modjadjiskloof and Vending System	Modjadjiskloof	R2 000 000			GLM
Refurbishment of Electricity Network-Phase 2	GLM	R80 000			GLM
Highmast Lights in 12 Villages	GLM		R4 151 000	R3 114 000	MIG

Priority Issue: Waste and Environmental Management

Project Name	Project Location	Medium Term Expenditure Framework			Implementing Agent
		2017/2018	2018/2019	2019/2020	
Landfill Site	Maphalle	R2 000 000	R4 000 000	R2 000 000	GLM
Drive on Lawn mover	GLM	R350 000			GLM
Waste Management Bakkie	GLM	R350 000			GLM
Purchasing of Skip Bins (x30)	GLM	R450 000			GLM

Drop off Centre (Waste Temporary Storage)	Mamaila Phaphadi	R500 000	R500 000		GLM
Rural Transfer Stations	GLM	R500 000	R1 000 000		GLM
Ga-Kgapane New Cemetery Earthworks	Ga-Kgapane	R400 000			GLM

Priority Issue: Recreation and Other Facilities

Project Name	Project Location	Medium Term Expenditure Framework			Implementing Agent
		2017/2018	2018/2019	2019/2020	
Madumeleng/Shotong Sports Complex	Madumeleng/Shotong	R3 024 250	R6 250 000	R7 500 000	GLM
Thakgalane Sports Complex	Thakgalane	R2 524 250	R6 250 000	R7 500 000	GLM
Mamanyoha Sports Complex	Mamanyoha	R3 414 503	R6 250 000	R11 017 086	GLM
Rotterdam Sports Complex	Rotterdam	R3 500 000	R6 500 000	R4 000 000	GLM
Lebaka Sports Complex-phase 2	Lebaka	R2 564 000			MIG

Project Name	Project Location	Medium Term Expenditure Framework			Implementing Agent
		2017/2018	2018/2019	2019/2020	
Mokwakwaila Youth Centre	Mokwakwaila		R400 000	R2 000 000	GLM
Science Centre (State of the Art)	GLM			R600 000	GLM
Ramodumo Youth Centre	Ramodumo		R350 000		GLM
Mandela Park Youth Centre	Mandela Park		R350 000		GLM
Mamokgadi Youth Centre	Mamokgadi			R350 000	GLM
Phooko/Raphahlelo Youth Centre	Phooko/Raphahlelo	R300 000	R2 000 000	R2 000 000	GLM
Bellevue Outdoor Gym	Bellevue			R650 000	GLM
Phooko Outdoor Gym	Phooko			R650 000	GLM
Nakampe/Refilwe Outdoor Gym	Nakampe/Refilwe			R650 000	GLM
Ward 5 Community Hall-Planning	Ward 5	R400 000	R1 693 451	R2 000 000	GLM
Lemondokop Community Hall-Planning	Lemondokop	R400 000	R1 500 000	R2 000 000	GLM
Tlotlokwe Community Hall-Planning	Tlotlokwe	R400 000	R2 500 000	R2 000 000	GLM
Bus Shelters	GLM		R1 000 000	R600 000	GLM
Ward 7 Community Hall-Planning	Ward 7		R300 000		GLM
Mapaana Community Hall-Planning	Mapaana		R300 000		GLM
Shotong Library	Shotong	R2 000 000	R2 500 000		GLM
Rotterdam Library	Rotterdam	R2 000 000	R2 500 000		GLM
Mamaila Mphotwane Library	Mamaila Mphotwane		R3 100 000	R1 500 000	MIG
Abel Library	Abel		R3 100 000	R1 500 000	MIG

Itieleng Ga-Pheeha Library	Itieleng Ga-Pheeha		R3 100 000	R1 500 000	MIG
Chairs (x2000) and Tables (x10)	Mokwakwaila and Senwamokgope Community Halls	R150 000			GLM
Mohlele Community Hall	Mohlele	R3 000 000			GLM
Shamfana Community Hall (Construction)	Shamfana	R1 500 000			GLM
Moshakga Youth Information Centre	Moshakga		R2 800 000	R2 200 000	MIG
Taolome Youth Information Centre	Taolome		R2 800 000	R2 200 000	MIG
Ga-Kgapane Stadium-Phase 3	Ga-Kgapane	R10 000 000	R7 500 000	R7 500 000	MIG
Goudplaas Community Hall	Goudplaas	R1 382 964	R2 000 000		MIG
Thakgalane Community Hall	Thakgalane	R1 118 386	R2 000 000		MIG
Ga-Kgapane Indoor Hall	Ga-Kgapane		R 3 599 930	R5 000 000	MIG
Ntata Community Hall	Ntata	R2 210 492	R2 000 000		MIG
Sekgopo Youth Centre	Sekgopo		R400 000	R2 000 000	GLM
Ga-Kgapane Youth Centre	Kgapane		R400 000	R2 000 000	GLM
Roerfontein Youth Centre	Roerfontein		R400 000	R2 000 000	GLM

KPA: Local Economic Development**Strategic Objective: Improve Local Economy**

Project Name	Project Location	Medium Term Expenditure Framework			Implementing Agent
		2017/2018	2018/2019	2019/2020	
Industrial Hub	GLM			R600 000	GLM
Madumeleng Youth Information Centre-Planning	Madumeleng		R400 000	R2 500 000	GLM
Maphalle Youth Information Centre-Planning	Maphalle		R400 000	R2 500 000	GLM
GLM Show Ground	GLM	R2 000 000	R1 000 000		GLM
Manokwe Caves	GLM	R600 000			GLM

KPA: Financial Viability**Strategic objective: Sustainable Financial Institution**

Project Name	Project Location	Medium Term Expenditure Framework			Implementing Agent
		2017/2018	2018/2019	2019/2020	
Purchase of Slip Printer (x4)	GLM	R16 000			GLM
UPS-Finance PC	GLM	R100 000			GLM

KPA: Good Governance and Public Participation

Strategic Objective: Improve Governance and Organisational Excellency

Project Name	Project Location	Medium Term Expenditure Framework			Implementing Agent
		2017/2018	2018/2019	2019/2020	
Steel Cabinets (x8)	Sub-Offices, MM, Corps	R25 000	R10 000		GLM

KPA: Municipal Transformation and Organisational Development

Strategic Objective: Improved Human Resource

Project Name	Project Location	Medium Term Expenditure Framework			Implementing Agent
		2017/2018	2018/2019	2019/2020	
Purchase of Scanner	GLM	R100 000			GLM
Purchase of Office Furniture	GLM	R50 000			GLM
Purchase of Mobile Overhead Projector(x2)	GLM	R40 000			GLM
Laptops (x55)	GLM	R500 000			GLM
Purchase of Desktops PC (x20)	GLM	R200 000			GLM
Uninterrupted Power Supply (UPS)	GLM	R150 000			GLM
Purchase of Tablets for Councillors (60 Contract)	GLM	R360 000			GLM
4x4 Bakkie-Roads	GLM	R350 000			GLM

Safe-Data Centre ICT Tool Box System	GLM	R100 000			GLM
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Project Name	Project Location	Medium Term Expenditure Framework			Implementing Agent
		2017/2018	2018/2019	2019/2020	
Suprema-Pre Pair System	GLM	R150 000			GLM
Scanner 1-High Volume Register System	GLM	R150 000			GLM
Purchase and Install Civil Designer Software (Allicad Software)	GLM	R150 000			GLM
Purchase of Portable Note taker	GLM	R120 000			GLM
Purchase and Install of ICT Call System Software	GLM	R400 000			GLM
Fire Proof Server Room Door	GLM	R100 000			GLM
Server Replacements	GLM	R250 000			GLM
Purchase of Overhead Projectors (x3)	Mayors, Mokwakwaila and Senwamokgope Sub-office	R100 000			GLM
Purchase and Install Air Conditioner (2 Server Room)	GLM	R25 000			GLM
Blade Server Units	GLM	R300 000			GLM
Bakkies (x3)	GLM Sub-offices	R500 000	R200 000		GLM

Project Name	Project Location	Medium Term Expenditure Framework			Implementing Agent
		2017/2018	2018/2019	2019/2020	
Counter and Security Burglar (Registry)	GLM	R15 000			GLM
Aqua Coolers (x5)	GLM	R50 000			GLM
Purchasing of Shredding Machine (x2)	Cooperate and Kgapane Sub-office	R50 000			GLM
Purchasing of Blinds for Windows	GLM	R50 000			GLM
Purchasing of Banners Bathopele (x4)	GLM	R15 000			GLM
Purchasing of Picture Camera	GLM	R15 000			GLM
Purchasing of Fire Extinguisher	GLM	R350 000			GLM
Purchasing of Stop Watches	GLM	R10 000			GLM
Purchasing of Firearm and Ammunition	GLM	R170 000			GLM
Two Way Radios	GLM	R100 000			GLM
PMU Management	GLM	R2 709 022	R1 769 070	R1 869 390	MIG
Purchase and Installation of Air Conditioner (x4)	Senwamokgope Sub-office	R50 000			GLM
Purchasing of Mobile Filling Units (x2)	GLM	R100 000			GLM

Sector Department

Project Name	Project Location	Medium Term Expenditure Framework			Implementing Agent
		2017/2018	2018/2019	2019/2020	
Establishment of Meriting Mall	Mmamphakhathi	R156,000,000			LEDET
Upgrading of Tourism Facilities	GLM	R1,200.000			LEDET
Empowerment Services	GLM	R600.000			LEDET
Environmental Awareness & Capacity Building	GLM	R500.000			LEDET
Upgrades and Additions of Mahekgwe Primary	Mahekgwe	R82.000	R64.000		DoE
Maintenance and Repair of Mahuntsi Primary	Rotterdam			R5.335.000	DoE
Upgrades and Additions of Makobo Primary	Ga-Wale-Block 13	R82.000	R64.000		DoE
Upgrades and Additions of Mamaila Primary	Mamaila	R1.433.000			DoE
Upgrades and Additions of Mandela Barloworld High School	Khekhithine	R102.000			DoE
Upgrades and Additions of Vallambrosa Primary School	Ga-Mokgwathi		R64.000		DoE
Upgrades and Additions of Manonyaneng Secondary School	Mohlabaneng		R2.640.000		DoE
Upgrades and Additions of Manwagae Secondary School	Jokong	R21.000			DoE

Project Name	Project Location	Medium Term Expenditure Framework			Implementing Agent
		2017/2018	2018/2019	2019/2020	
Upgrades and Additions of Mohokone Primary	Mohokone	R64.000			DoE
Refurbishment and Rehabilitation of Molai-Jubilee	Senopelwa	R3.422.000			DoE
Refurbishment and Rehabilitation of Mr.Mamaila Primary School	Refilwe	R4.372.000	R9.429.000		DoE
Maintanance and Repair of Nahakwe Secondary School	Lemondokop	R64.000			DoE
Upgrades and Additions of Pulane High	Mabjepilong	R64.000			DoE
Upgrades and Additions of Rama Secondary	Mahekgwe	R64.000			DoE
Upgrades and Additions of Ratseke Primary	Ga-Ratseke	R64.000			DoE
Upgrades and Additions of Manwagae Secondary School	Jokong	R82.000	R64.000		DoE
Upgrades and Additions of Matarapane Secondary School	Lekgwareng	R82.000			DoE
Upgrades and Additions of Sekgosese Secondary (Science and Technology)	Senwamokgope	R64.000			DoE
Upgrades and Additions of Shotong Primary	Shotong	R64.000			DoE
Upgrades and Additions of Kubune Primary School	Phaphadi		R195.000		DoE

Project Name	Project Location	Medium Term Expenditure Framework			Implementing Agent
		2017/2018	2018/2019	2019/2020	
Upgrades and Additions of Mauloko Primary School	Senopelwa-Block 5	R82.000	R64.000		DoE
Upgrades and Additions of Mawa Primary School	Mawa-Block 8	R8.840.000	R11.400.000	R1.851.000	DoE
Upgrades and Additions of Motseketla	Headman Mameriri-Ga-Sekgopo	R64.000			DoE
Upgrades and Additions of Motsipa Secondary	Ramaroka Village	R64.000			DoE
Upgrades and Additions of Phakeng Primary	Makgakgapatse	R8.840.000	R10.504.000	R1.943.000	DoE
Upgrades and Additions of Ramaolwane Secondary School	Femane	R64.000			DoE
Upgrades and Additions of Seripe Primary	Ramaroka Village		R1.313.000		DoE
Upgrades and Additions of Thabisong Primary School	Jokong		R64.000		DoE
Refurbishment and Rehabilitation of Magoletsa Secondary School	Medingen		R2.539.000	R10.984.000	DoE
Maintenance and Repair of Keleketso Secondary School	Kgwegwe	R4.368.000	R1.855.000		DoE
Maintenance and Repair of Mahochomba Primary School	Rotterdam	R1.599.000			DoE

Project Name	Project Location	Medium Term Expenditure Framework			Implementing Agent
		2017/2018	2018/2019	2019/2020	
Maintenance and Repair of Rammila Secondary School	Sedibeng	R3.769.000	R1.138.000		DoE
Maintenance and Repair of Motsheudi Secondary School	Marothlong, Ga-Sekgopo		R3.475.000		DoE
Upgrades and Additions of Khumelong Primary	Mohokong	R82.000	R64.000		DoE
Maintenance and Repair of Khumelong Primary School	Mohokong		R1.668.000		DoE
Upgrades and Additions of Kolobetona Secondary	Mamaila	R82.000	R64.000		DoE
Upgrades and Additions of Kolobetona Secondary School	Mamaila		R1.873.000	R8.103.000	DoE
Upgrades and Additions of Lebaka Primary-A	Mohlabaneng	R1.206.000			DoE
Upgrades and Additions of Lebaka Primary-B	Mohlabaneng	R1.206.000			DoE
Upgrades and Additions of Kgapane High	Kgapane	R82.000	R64.000		DoE
Community Grain Milling Facility	GLM	R160 000			DoA
Repair of Animal Handling Facilities	GLM	R1.500			DoA
Refurbishment and Upgrade of Iketleng Water Reticulation	GLM- Iketleng	R3.600.000	R2.600.000		WSIG

Project Name	Project Location	Medium Term Expenditure Framework			Implementing Agent
		2017/2018	2018/2019	2019/2020	
Refurbishment and Upgrade of Medingen Water Reticulation Network	GLM- Medingen	R3.200.000			WSIG
Refurbishment and Upgrade of Modjadjikloof Headkraal Water Reticulation Network	GLM- Modjadjikloof Headkraal	R2.900.000	R4.200.000		WSIG
Refurbishment and Upgrade of Mponeng Water Reticulation Network	GLM- Mponeng	R2.7000.000	R4.300.000		WSIG
Refurbishment and Upgrade of Mokwasele Water Reticulation Network	GLM- Mokwasele	R2.700.000	R4.300.000		WSIG
Upgrading of Kuranta Internal Water Reticulation Network	GLM-Kuranta	R3.700.000			WSIG
Upgrading of Internal Water Reticulation Network	GLM-Makgakgapatse	R5.000.000			WSIG
Connection of Electricity	Lemondekop(x61)	R1.730.784.48			ESKOM
Connection of Electricity	Tshabelamatswale (x20)	R458.280.00			ESKOM
Connection of Electricity	Phooko ext. 2 (x38)	R1.539.975.84			ESKOM
Connection of Electricity	Sefototse (x205)	R3.625.157.82			ESKOM

Project Name	Project Location	Medium Term Expenditure Framework			Implementing Agent
		2017/2018	2018/2019	2019/2020	
Connection of Electricity	Maphalle RDP (x86)	R3.816.325.56			ESKOM
Connection of Electricity	Sodine (x26)	R541.429.32			ESKOM
Connection of Electricity	Maratolong (x140)	R4.104.000.00			ESKOM
Connection of Electricity	Refilwe (x43)	R1.781.251.14			ESKOM
Connection of Electricity	Matswi (x46)	R2.137.010.94			ESKOM
Pre Engineering	Greater Letaba	R2.280.000.00			ESKOM
Connection of Electricity	Greater Letaba Infills (x695)	R3.961.500.00			ESKOM
Connection of Electricity	Sephukubje (x110)	R3.231.668.58			ESKOM
Connection of Electricity	Boqa (x36)	R1.696.481.88			ESKOM
Building of Library	GLM-Maphalle	R7 765 300.00			DSAC

INTERGRATION PHASE

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

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

Sectoral Plans and Programmes

Integrated Waste Management Plan (IWMP)

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

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

Spatial Development Framework

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

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

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

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

- That development initiatives such as housing projects, business or industrial development, extension of infrastructure networks, be used to normalize distorted spatial patterns;
- The adoption and implementation of policies / design criteria to achieve integration diversity of land uses and densification of development;
- The consideration of the environmental impact of development initiatives to minimize environmental degradation;
- The consideration of the land reform potential of each development initiative and the extension of strategies and projects to incorporate this dimension;

- Active intervention by Council with reference to land availability for settlement purposes;
- Facilitation of tenure through interaction with role-players.

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

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

Modjadjiskloof has been identified as a provincial node, Ga-Kgapane as a district node and Senwamokgope as a municipal growth node. Development initiatives and projects should be directed to those areas where development potential is present. Suitable land should be identified and reserved for development at each nodal point.

To this end a projected land use budget should be prepared during the Spatial Development Plan project to ensure that sufficient land is reserved for urban expansion commensurate with the development potential of each node.

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

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

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

Employment Equity Plan

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

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

Objectives

- To do away with all forms of unfair discrimination with regard to employment practices and policies;
- To develop and communicate a sexual harassment policy that is in line with the code of conduct on sexual harassment;
- To eradicate all barriers that may hamper the advancement of the designated groups;
- To create a corporate culture that affirms and exploits workplace diversity;
- To ensure that management is actively committed to implement equity;
- To create IDP related strategies that can be employed to make reasonable and serious progress on employment equity on all occupational levels and categories.

Integrated Environmental Management Plan

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

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

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

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

Key Focus Areas (Guidelines)

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

Legislative Framework:

Environmental Conservation Act (Act 73/1989)

- Waste Management & Littering;
- Sewage & Disposal;
- Disposal sites;
- EIA - Certain activities require EIA and
- PNE & Limited Development (Protected Natural Environment).

National Environmental Management Act (Act 107/1998)

- Cradle to grave;
- Polluter pays;
- Minimization;

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

Local Economic Development Plan

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

The local economy within Greater Letaba has the following characteristics:

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

Integrated HIV/AIDS Plan

The apparent complacency of the Greater Letaba community in respect of HIV/AIDS is a cause for concern, (only 2 wards listed HIV/AIDS as an issue). The current HIV/AIDS epidemic will place ever-increasing pressure on the economy as well as on the Municipality both directly and indirectly.

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

- Poverty, gender inequality and orphanage;
- Rapid urbanisation and cultural modernization;
- Gross border gates and national routes;
- Dynamics of growing economy;

- Increased in the commercialization of sexual activities;
- High employment rate;
- Low literacy rate;
- Alcohol and substance abuse;
- High crime rate and
- The municipality has developed an HIV/AIDS programme in line with the national policies and guidelines.

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

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

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

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

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

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

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

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

Municipal Institutional Plan

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

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

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

Workplace Skills Plan

The municipality have developed the Workplace Skills Plan which is approved by Council. GLM recognises that the competence of its human resources is a critical factor for its future progress and prosperity, especially in the face of global competition. It further recognizes that in order to meet the skill challenges in the Municipality, it is strategically necessary to invest in the education, training and skills development of its employees.

The Municipality shall assist employees who wish to develop themselves as individuals and as employees academically and through attending short courses, seminars, conferences etc.

Amongst others the following challenges were identified as critical:

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

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

Succession and Retention Plan

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

The following are the objectives for the HR Strategy:

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

Disaster Management Plan

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

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

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

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

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

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

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

The following are also components of the Disaster Management Plan

Risk Analysis:

- The timely identification of potential emergencies/disasters;
- Their impact thereof must be completed by each department;
- Should the department be unable to cope with the emergency, the Joint Operational Centre (JOC) will assume responsibility and
- The evaluation and risk analysis should be completed in conjunction with the relevant departments and Disaster Management.

Reporting Procedures

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

Communication

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

Public Relations (Media Coordinator)

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

Control and Cordoning at the Scene

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

Documentation

This is essential to the effective management of any situation. JOC will ensure that all aspects are documented during and after the event.

The office of Corporate Services is responsible for taking minutes all meetings and assist in the documentation preparation and control. Such documentation will be required in an evaluation after the event.

Emergency Medical Post

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

Recovery and Rehabilitation

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

Resource Management

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

Introduction and Usage of Joint Operational Centre

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

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

Communications Manager - JOC Communication Room

The communications Manager will be responsible for:

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

- Maintenance of a situation or status board and
- Maintenance of a map(s) containing vital information relative to the emergency.

Organizational Performance Management Systems (OPMS)

Introduction

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

- Democratic and Accountable Governance;
- Sustainable services;
- Social and Economic Development;
- Safe and Healthy environment and
- Encourage Community Involvement.

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

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

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

Other Important Documents:

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

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

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

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

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

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

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

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

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

Methodology

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

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

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

- Customer (citizens, communities) Perspective – Managers must know if the Municipality is meeting the community's needs. This relates to services and products (outcomes and outputs) the Municipality should achieve. They must determine the answer to the question: Is the Municipality delivering the services the community wants?
- Financial Perspective – Managers must focus on how to meet service delivery needs in an economic, efficient and effective manner. They must answer the question: Is the service delivered at a good price?

- Internal Processes Perspective – Managers need to focus on those critical operations that enable them to satisfy the electorate, citizens and community. Managers must answer the question: Can the Municipality improve upon a service by changing the way a service is delivered?
- Learning and Growth (Employee Development) Perspective – An organisation’s ability to improve and meet community demands ties directly to the employees’ ability to meet those demands. Managers must answer the question: Is the municipality maintaining technology and employee training for continuous improvement?

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

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

Implementation of the Performance Management System

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

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

³ Performance Management Guidelines for Municipalities (2001)

Planning and Review

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

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

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

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

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

Strategy and Priority Setting

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

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

The strategic approach entails setting the vision and strategic direction of the Council. This is reflected in setting up of the municipal scorecard in the performance management system to encapsulate the

strategic intent of the organisation in a focused manner. See the Guidelines (par. 5.1.2) “Consistent with the event-centred approach in the IDP guide, the IDP should deliver the following products:

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

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

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

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

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

Housing Charter

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

Table: Greater Letaba Housing Delivery Strategy

		1	2	3	4	5	6		
PROJECTS	PROJECTS	Ga-	Khumelo	Senwamo	kgope Ext	Rural Villages		TOTAL	DEFICIT ()
SETTLEMENT NAME		300	319	300				919	
Ga-Kgapane	700	300						300	-400
Mokgoba	120							0	-120
Senwamokgope	40			40				40	0

Rural villages	39 000				39 000			39 000	0
TOTAL ALLOCATED	39 860	30 0	-	40	39 000			39 340	-520
SURPLUS (+)		0	319	260				38 421	

Proposed Priority Projects

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

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

Conclusion on Housing Charter

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

From the information at hand, it is apparent that the Greater Letaba Municipality has not yet grasped how to deal with the issue of housing provision within its jurisdiction.

The high backlog in rural housing units proves to be a challenge to the municipality, for the following reasons:

- There is not sufficient allocation to address the backlog in the short term;
- The fact that these units will be constructed in the rural villages, will continue to perpetuate the apartheid planning in that it will not encourage any densification in the urban areas, as well as the eradication of buffer zones;

- The areas where this backlog exists are the ones that are already experiencing huge backlog in bulk infrastructure delivery – therefore adding to the current service delivery challenges; and
- Given the topography, in the rural villages, especially those in the north-eastern areas, it is also doubtful if the entire backlog can be addressed in these areas.

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

Land Use Management Scheme

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

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

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

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

Energy Master Plan

Greater Letaba Municipality has developed its own master plan and is currently providing electricity in Modjadjiskloof and Ga-Kgapane, Senwamokgope and rural areas are provided by Eskom.

Purpose:

- To distribute electricity efficiently and cost effectively and
- To meet the anticipated developments in Modjadjiskloof and as well as the surrounding areas and farms.

Integrated Transport Plan

Greater Letaba Municipality has developed its own the integrated transport plan. All stakeholders affected have been consulted to give inputs in the draft document. The document is awaiting the approval of the municipal council.

Objectives of the Plan

- To improve transport infrastructure, facilities and services within Greater Letaba Municipality;
- To control and divert transport of hazardous chemicals within Greater Letaba Municipality residential area and
- To give stakeholders in the transport industry an opportunity to consult and participate in transport forums.

Bursary Policy

Greater Letaba Municipality is providing bursaries to students who are intending to enrol at the tertiary institution. The policy is reviewed annually and administered by the office of the mayor. These bursaries cater for people from needy and disadvantaged families.

Purpose

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

Requirements

The following courses are required:

- Agriculture;
- Science and
- Engineering.

Integrated HIV/AIDS Policy

Municipalities have a constitutional mandate to promote safe and healthy environment. But during the past decades, there has been an exponential growth in the number of HIV/AIDS infections in South Africa. This growth has been accompanied by greater visibility of the epidemic, especially owing to increased number of AIDS deaths.

Mopani District Municipality has the highest HIV/AIDS prevalence which has resulted in the increase of child-headed families without any source of income.

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

- Poverty, gender inequality and orphanage;
- Rapid urbanisation and cultural modernization;
- Low literacy rate;
- High crime rate;
- High unemployment rate and
- Alcohol and substances rate.

Objectives

- To ensure that there will be a collaborative efforts by all in ensuring that a programme is put in place and implemented to support those living with HIV/AIDS;
- To prevent the spread of the disease;
- To provide clear guidelines in line with legal mandate on dealing with this scourge and
- The management of HIV/AIDS will include that of STDs as there is a linkage between them.