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1. Abbreviations and Acronyms

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

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

2. Greater Letaba Municipality

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

Ensuring a safe and healthy environment

Slogan

Maatla go Setshaba

Values

The values of Greater Letaba Municipality are as follows:

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

3. Mayor's foreword



The advent of democratic order in 1994 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.

MODJADJI G.H.
MAYOR

4. 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.

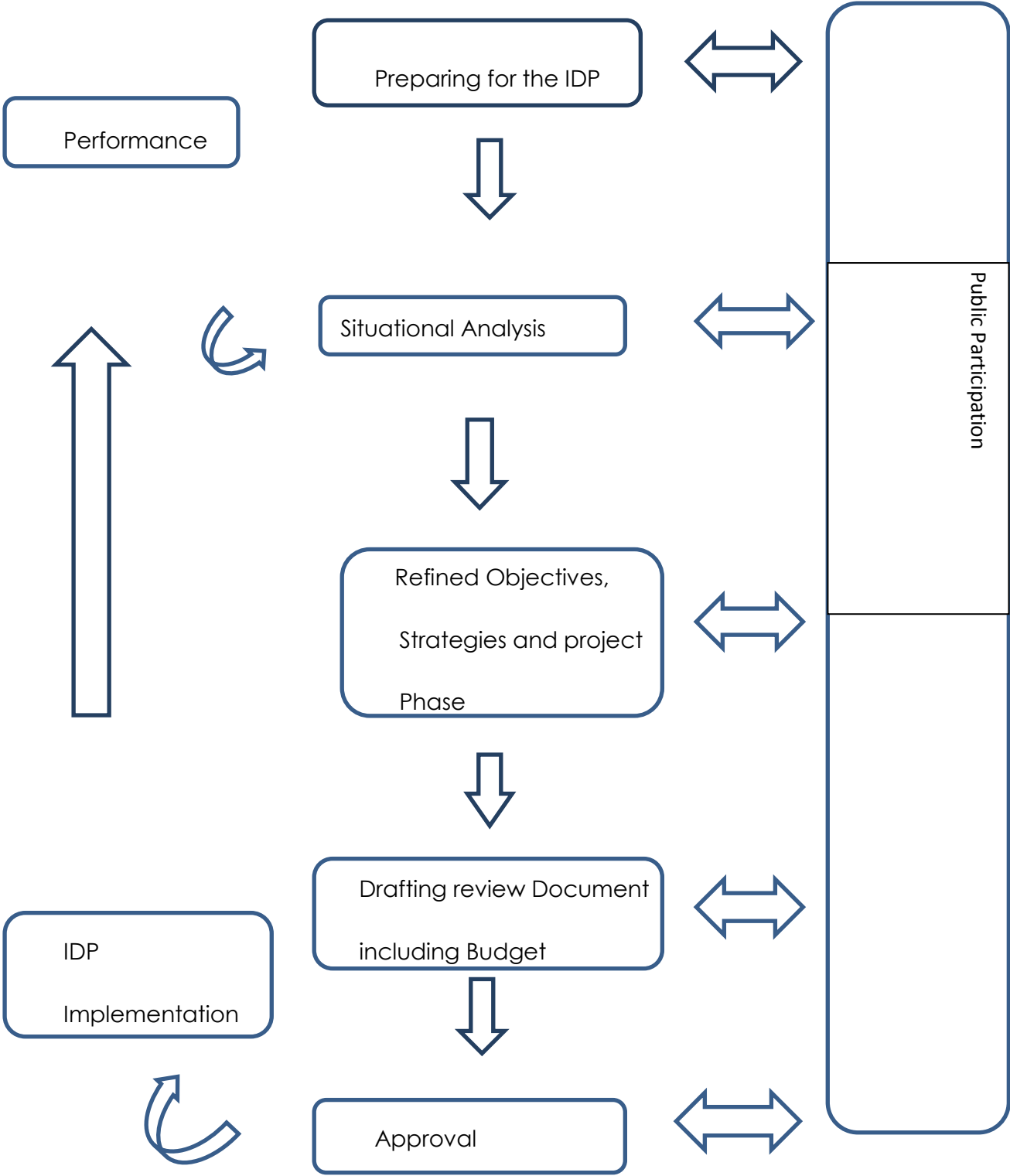
The structures that have been put in place prioritize projects that are espoused in the IDP as informed by people's priorities.

It is the prerogative of the municipality to implement projects budgeted for in the 2013/2014 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

5. 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.



5.1. Key Elements to be addressed during this process

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

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

5.2. Strategic objectives

The Department of Local Government and Housing 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:

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	Improve municipal financial and administrative	Sustainable financial institution

management	capability	
Good Governance and Public Participation	Refine ward committee model to deepen democracy Single coordination	Improved governance and organisation excellence

5.3. Municipal Future plans

- Ensure that all communities have access to clean portable water by 2014.
- Provide universal waste removal to all communities.
- Integrated Human Settlement in Ga-Kgapane and Mokgoba.
- Effectively deal with communable and non-communable disease.
- Strengthen community participation and IGR.
- Integrated planning and service provision in rural areas.
- Increase revenue base.
- Facilitation of economic activities in both urban and rural areas.
- Provide access to housing.
- Ensure that unemployment is halved by 2014
- Provide infrastructure that is conducive for economic development and growth.
- Create job opportunities and reduction of poverty.
- Ensure that all communities have access to electricity by 2014.
- Acquire more resources to provide and maintain the existing and proposed infrastructure.

5.4. Monitoring of the progress

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

The SDBIP is divided into four quarters and monitoring evaluation is done on quarterly basis.

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

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

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

The municipality has established the performance management system, which monitors, measures, and review performance on regular basis.

6. Planning process

Introduction

In this section, we provide a brief overview of (1) legislative context within which the 2013/2014 IDP review process took place (2) the basis for IDP review process, (3) institutional arrangement that are in place to drive the IDP process, (4) process overview in terms of steps and events (5) and inter-governmental relations protocol that would assist in the alignment, coordination and integration of service delivery programme in the municipality.

6.1. Legislative background

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

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

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

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

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

- National Health Act, 2003
- The Local Government Transition Act Second Amendment Act 1996 (Act 97 OF 1996), which requires each local authority to compile and integrate Development Plan for their jurisdiction
- The Municipal Demarcation Act 1998 that provide the spatial framework for the on-going demarcation process.
- The Municipal Structure Act, 1998 that defines the institutional setting for municipalities and describe their core function and responsibility
- Municipal System Act 32/2000 which defines the operation of the municipalities
- Municipal Finance Management Act 1998
- The National Environment Management Act, 1998
- Regulations passed in term of the National Environment Management Act, 1998
- The Water service Act, 1997
- National Water Act, 32 of 1998
- Mineral and Petroleum Resource Development Act (MPRD) No 28 of 2002
- Waste Act, 2008
- Fire brigade services Act No.99 Of 1987
- Disaster management Act no.57/2002

6.2. Framing the 2013/2014 IDP

The 2013/2014 IDP was prepared within the legal and policy requirements, opportunities provided and challenges posed by the local, provincial and national context.

6.2.1 .The National planning context

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

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

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

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

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

6.2.2. 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.

The key strategic priorities of the LEGDP are:

- Ensuring more inclusive economic growth, decent work and sustainable livelihoods
- Economic and social infrastructure
- Rural development, food security and land reform
- Access to quality education
- Improved health care
- Fighting crime and corruption
- Cohesive and sustainable communities

- Creation of better world and better Africa
- Sustainable resource management and use

A developmental state, including improvement of public services

The LEGDP also argues that IDP's should, in addition to the municipal focused on consider wider provincial and national issues. It also mentions that IDP s should strike a balance 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.

6.2.3. The local planning context

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

The 2013/2014 IDP is a continuation of the drive towards the alleviation of poverty over a short term and eliminating of endemic poverty over the longer period

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

At the core of the 2013-2014 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.

7. 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 2013-2014 IDP Review process:

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

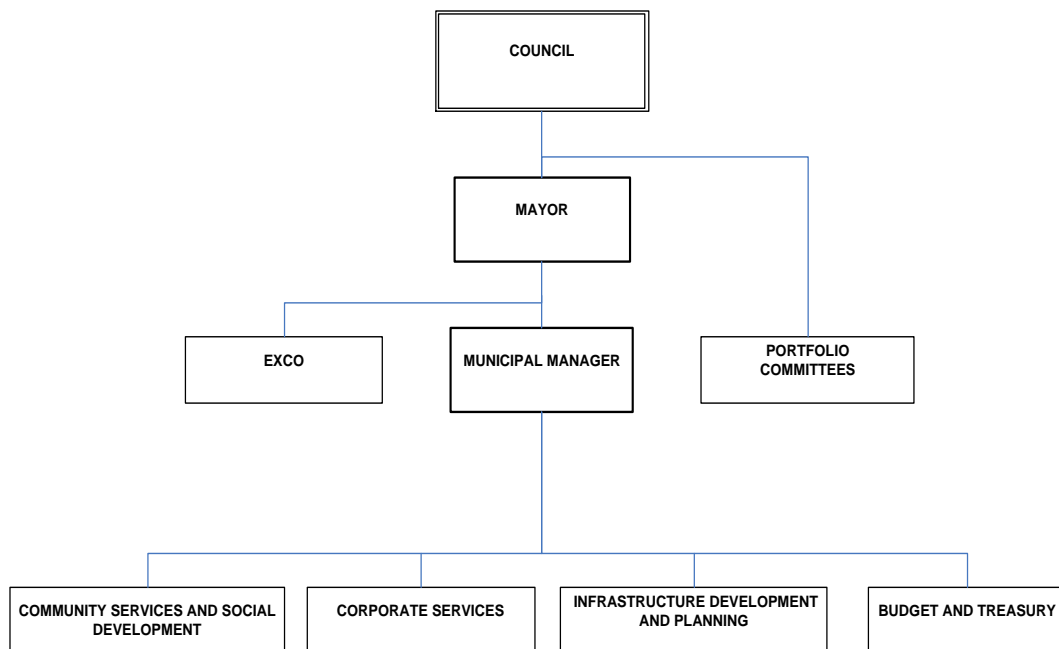
- Meeting the national targets in terms of service provisioning
- Responding to key issues rose in the 2012/2013 State of the Nation Address and the Provincial Address
- Aligning Sector Department strategic plans to the municipality service delivery programmes
- Alignment of IDP, Budget, PMS activities.
- National Key Priority Areas and the National Outcomes.

7.1. Greater Letaba Municipality's Powers and Functions

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

- Receipt and allocation of grants made to the municipalities
- Imposition and collection of other taxes, levies and duties as related to the municipalities functions
- Refuse removal, refuse dumps disposal

GREATER LETABA MUNICIPALITY ORGANOGRAM
COUNCIL OFFICE



8.IDP/Budget- Process Plan, 2012/13

8.1. Introduction

Section 28 of the Municipal System Act 32/2000 requires that each municipal Council should adopt a process that would guide the planning, drafting, adoption and review of the IDP and Budget. Clear and established mechanisms, procedures and processes for consulting with communities are imperative and should have been followed before such plan is adopted by Council.

8.2. Content of the Greater Letaba Municipality IDP process plan

This plan outlines the following:

- Phases and activities of the IDP process
- Structures that will manage the planning process and their respective roles
- Public/community participation/ involvement
- Time schedule for the planning process

- Roles and responsibilities for participants
- Monitoring of the process

8.3. Stages/Phases of the IDP process

The table 1: below shows the phases/ stages of the IDP process and activities entailed for the Review of 2012/13 IDP.

IDP Phases	Activities
PREPARATORY June-July 2012	Identification and establishment of stakeholders and or structures and sources of information. Development of the IDP Framework and Process plan.
ANALYSIS PHASE July-August 2012	Compilation of levels of development and backlogs that suggest areas of interventions.
STRATEGIES PHASE September 2012	Reviewing the vision, mission, strategies and objectives.
PROJECT PHASE October-December	Identification of possible projects and their funding sources.
INTEGRATION PHASE January-February 2013	Sector plans Summary inclusion and programmes of action.
APPROVAL PHASE March-May 2013	-Submission of Draft IDP to Council, -Road-show on Public participation and Publication, -Amendment s of draft IDP/Budget according to comments/ inputs, Submission to Council for approval and adoption.

8.4. Structures that manages/ Drive the IDP

The following structures will be responsible to develop, implement and monitor the IDP/Budget of GLM. Municipal Manager with the assistance of the IDP Manager shall facilitate all IDP processes.

IDP Structure, Role and Responsibility

STRUCTURES	COMPOSITION	ROLES AND RESPONSIBILITIES
Steering Committee	Mayor, Speaker, Chief Whip, Exco members, All Directors, Municipal Manager, All Assistant Directors	Mayor chairs IDP Forum Meetings Exco makes recommendations To council
Council	All Council	Approves the process plan and IDP
Municipal manager	Municipal Manager	Oversees the whole process And takes the responsibilities thereof
IDP Manager	IDP Manager	Manage the IDP process on Daily basis
Ward Councillors and Ward Committee	All Ward Councillors	Link the planning to their wards. Assist in the organizing of public participation
IDP Representative Forum	Mayor Executive Committee Members Councillors IDP Steering Committee Traditional Leaders Ward Committees Representative of Organised Groups Mopani Sector Department And Parastatals	Represent the interest of their Constituents in the IDP Process Provide organisational mechanism for discussions, negotiations and decision making amongst stakeholders Monitor the performance of the planning and implementation process

IDP process overview of events / steps

DATES	IDP	BUDGET	RESPONSIBILITY
20 July 2012	IDP steering Committee discusses Process Plan EXCO considers the Process Plan	Commence process to review all budget related policies	Mayor, MM, IDP and CFO
16 August 2012	Council sitting Approves the Process Plan		MM, Mayor and Speaker
20 August 2012	Management meets to discuss IDP Analysis Phase		MM
23 August 2012	IDP Steering Committee: Analysis Phase		Mayor, MM and IDP
31 August 2012	IDP Representative forum: Analysis phase	Submit financial statement to Provincial and National Treasuries, Auditor General and Department of Cooperative Governance, Human Settlement and Traditional Affairs	MM and CFO Mayor, MM and IDP
4 September 2012	Management: Preparation for		MM, Directors and Assistant Directors

	strategic planning session		
12-14 September 2012	Strategic Planning Session: Strategies phase		All councilors, MM, Directors and Assistant Directors
17 September 2012	Management: Discuss strategic phase		MM, Directors and IDP
20 September 2012	IDP Steering Committee: Strategic phase		Mayor, MM and IDP Coordinator
27 September 2012	IDP Rep Forum: Strategic Phase		Mayor, MM AND IDP

04 October 2012	Management Meeting: Project Phase		MM and All Directors
24 October 2012	IDP Steering Committee: Projects phase		CFO, MM, IDP and Manager
08 November 2012	IDP Rep Forum: Project Phase		Mayor, MM and IDP Coordinator.
16 January 2013	Management: Half-Year IDP performance report and annual report, recommendations on adjustments budget	Half year budget performance report	MM, All Directors and PMS
17 January 2013	EXCO: Half year IDP performance report and annual report	EXCO: Noting half year budget performance report	MM

24 January 2013	Council sitting: Approval of adjustments budget and performance assessment and annual reports.		Mayor, MM & CFO
31 January 2013	Publication of the annual report for public input	Commencement of Draft Budget Processes	CFO CFO
14 February 2013		Extended Finance Committee (Budget and Finance committees): Discussion of Draft budget.	Mayor, MM and All Directors.

20 February 2013	EXCO: Consideration of the draft budget 2013/2014		
28 February 2013		Submit tabled adjustments budget to the provincial treasury, National Treasury and other organs of state. Note National budget for provincial and National allocations to municipalities for incorporation into budget.	
08 March 2013	IDP Steering	Extended Finance Committee (Budget	

	Committee: Draft IDP Discussion, SDBIP	and Finance Committee): First draft MTREF budget
21 March 2013	EXCO: consideration of the oversight report, draft IDP and Budget, SDBIP	
29 March 2013	Council: Approval of the oversight report, draft IDP and Budget, SDBIP	

22 – 30 April 2013 and 1-3 May 2013	Public participation on draft IDP/ budget		MM, Office of the speaker, Mayor
07 May 2013	IDP Steering committee: consideration of the inputs from the public participation process	Extended Finance Committee: consideration of the inputs from the public participation process	CFO and IDP coordinator
09 May 2013	Management: Effect changes to draft IDP and budget as per public comments and COGSTA	Amendment of the draft budget as per public participation process and national and provincial treasuries	MM, CFO and IDP Manager
14 May 2013	IDP Representative forum: Consider final Draft IDP/Budget		MM and IDP coordinator
23 May 2013	EXCO:		Mayor and MM

	Final draft IDP/Budget		
29 May 2013	Council Sitting: Adoption of the Final Draft IDP and Budget	Adoption of the budget	Speaker and MM
06 June 2013	Submission of IDP Local Government & Housing	Submission of the approved budget to Provincial & National Government	MM & CFO

11 June 2013	Submission of the draft SDBIP		Mayor and MM
20 June 2013	Signing of the SDBIP	Adoption of the SDBIP	Mayor

8.5. Monitoring and evaluation of the process plan

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.

8.6. Inter-Governmental Relations

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

The district municipality is the convenor of the District Manager's forum, which is basically a key forum for strategic alignment, coordination and integration that serves as an IGR structure where the Sector Departmental Managers in the district meet with their municipal counterparts.

8.7. IDP representative Forum Meetings

The municipality had 3 IDP representative Forums. These meetings were well attended by most stakeholders. The attendance by Sector Department and Private sector remain a challenge

8.8. Conclusion

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

9. Situational Analysis

9.1. Description of the area

Geographical location and features

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, Molomole 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 Ga-Kgapane, situated in the extreme south of the municipal area, and Senwamokgope towards the north-west of the area of jurisdiction. There are also 130 rural villages within the municipal area.

Table 2: Below reflect population per ward per gender

Ward	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	7647	3785	3862
Ward 15	7777	3419	4358
Ward 16	7449	3147	4302
Ward 17	7505	3186	4319
Ward 18	7604	3236	4368
Ward 19	7643	3436	4207
Ward 20	7737	3350	4387
Ward 21	7802	3376	4426
Ward 22	8731	3843	4888
Ward 23	7448	3270	4178
Ward 24	4498	1992	2506
Ward 25	7035	3048	4005
Ward 26	7020	3017	4003
Ward 27	5438	2353	3085
Ward 28	4687	2010	2677
Ward 29	11632	6431	5201

Source: census 2011

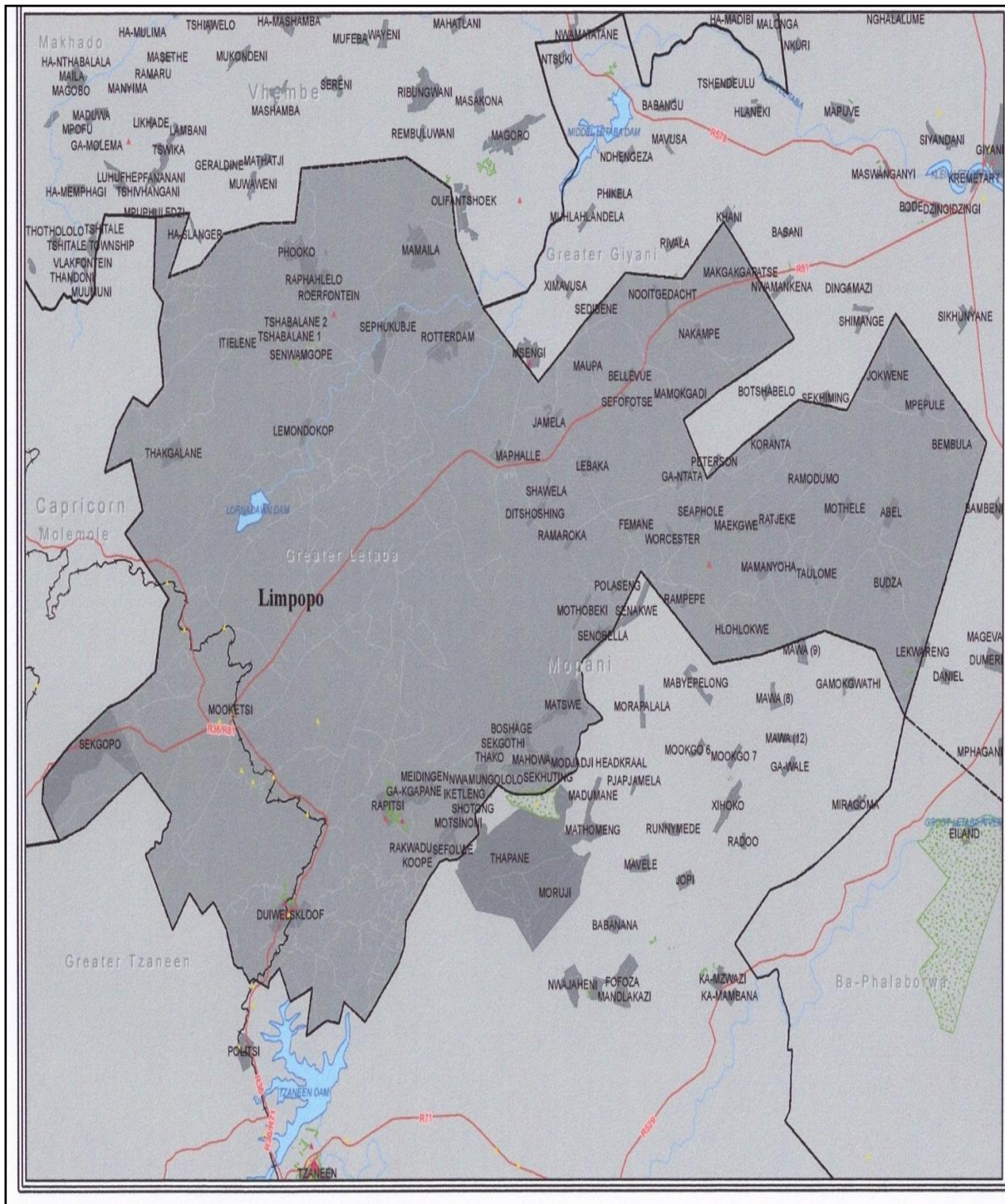
Table 3: Below reflect household per ward

Ward	Household	Percentage
Ward 1	1960	3,4%
Ward 2	1240	2,1%
Ward 3	1497	2,6%
Ward 4	2457	4,2%
Ward 5	1896	3,3%
Ward 6	1976	3,4%
Ward 7	1688	3%

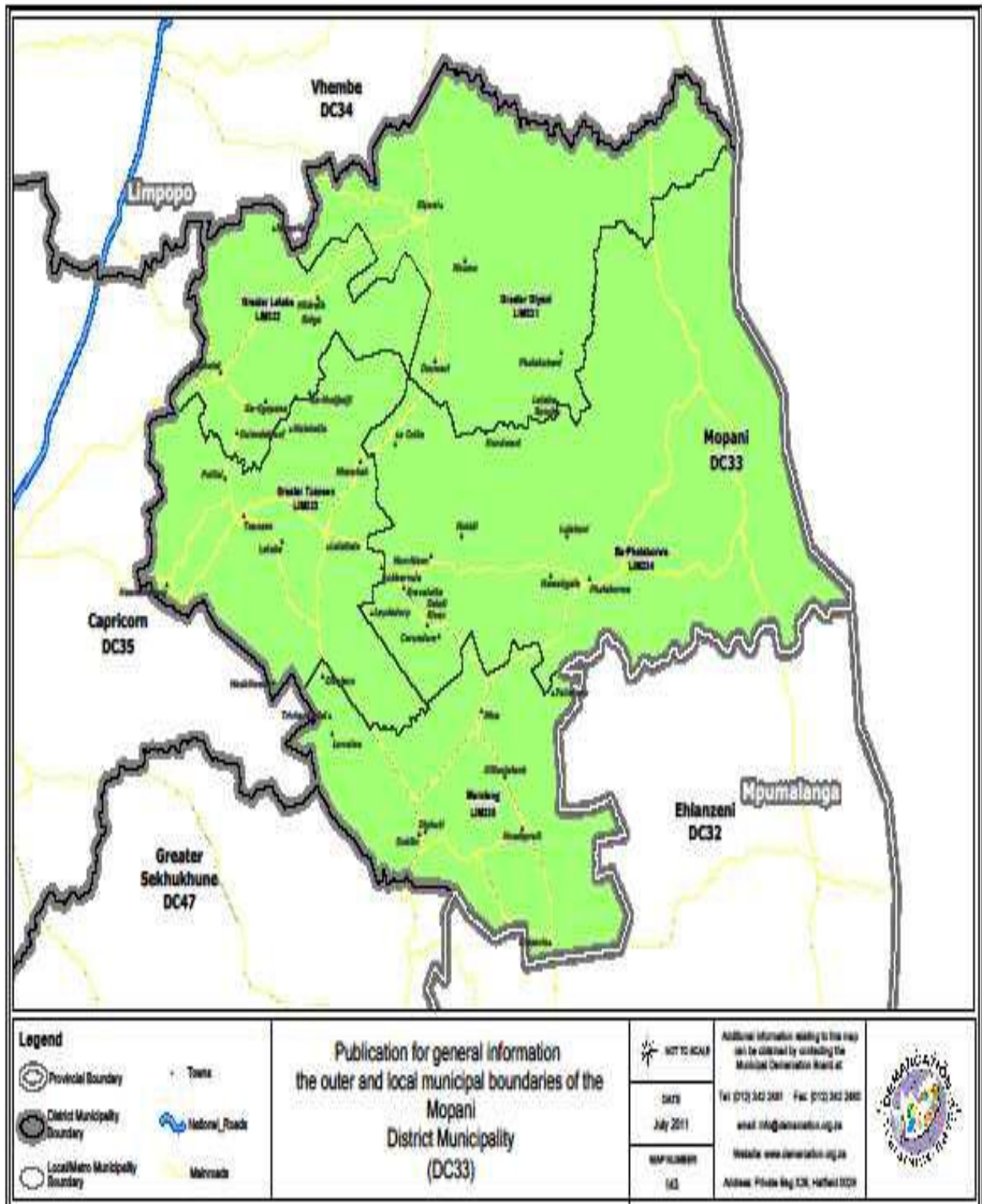
Ward 8	1846	11%
Ward 9	2327	4%
Ward 10	2387	4,1%
Ward 11	2047	3,5%
Ward 12	1659	2,8%
Ward 13	1936	3,3%
Ward 14	2224	3,8%
Ward 15	1949	3,3%
Ward 16	1972	3,4%
Ward 17	1902	3,3%
Ward 18	2051	3,5%
Ward 19	1980	3,4%
Ward 20	2086	3,6%
Ward 21	2194	4%
Ward 22	2328	4%
Ward 23	1959	3,4%
Ward 24	1254	2,2%
Ward 25	1895	3,3%
Ward 26	1884	3,2%
Ward 27	1584	2,7%
Ward 28	1276	2,2%
Ward 29	4807	8,3%

9.2. National, Provincial, District and Municipal map.

Map: Greater Letaba Municipality



Map: Mopani District



Legend	
	Provincial Boundary
	Towns
	District Municipality Boundary
	National Roads
	Local/Metro Municipality Boundary
	Mainroads

Publication for general information
the outer and local municipal boundaries of the
Mopani
District Municipality
(DC33)

	SOTC ACAP	Additional information relating to this map can be obtained by contacting the Municipal Demarcation Board at
DATE	July 2011	Tel: (012) 342 2481 Fax: (012) 342 2482
SEPTEMBER	143	email: info@demarcation.org.za
		Website: www.demarcation.org.za
		Address: Private Bag 128, Hatfield 2029



Map: Limpopo Province



Map: Republic of South Africa



9.3 Demographic Analysis

Population Trends

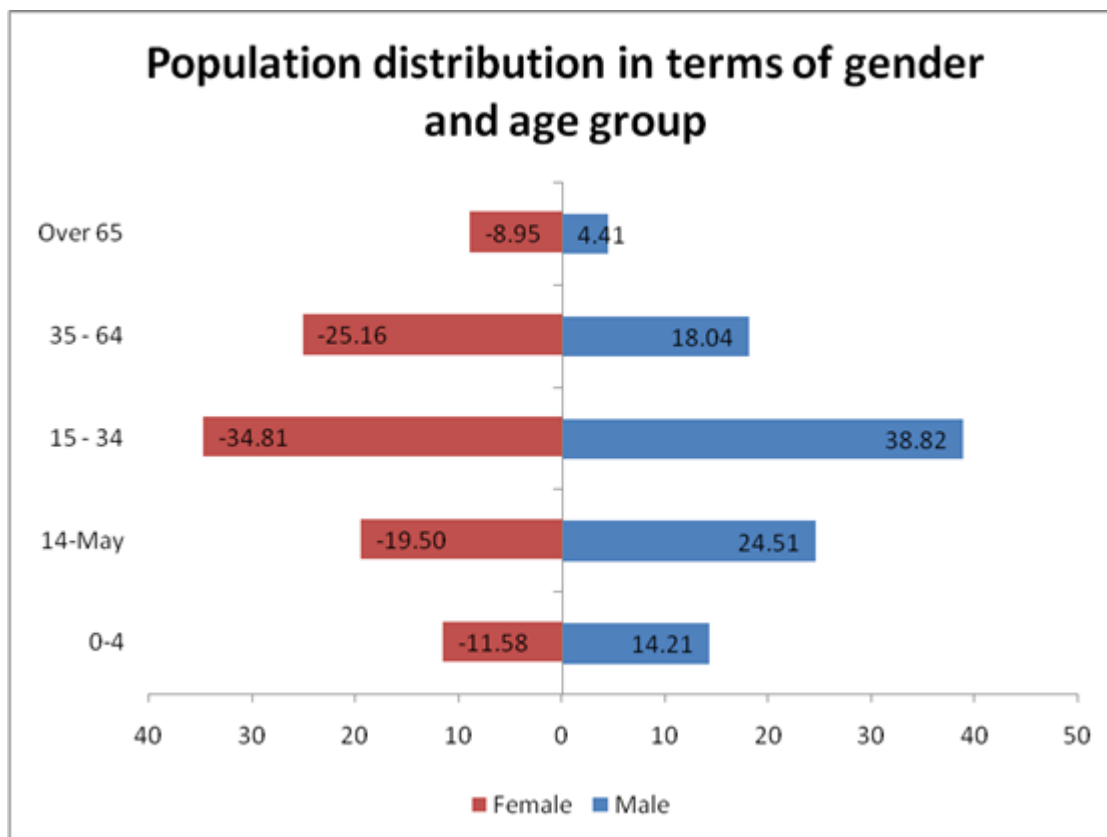
Greater Letaba municipality total population is reflected in the table below:

Table 4: below reflect Population and Household

Population		Households	
Census 2001	Census 2011	Census 2001	Census 2011
247 739	21 2701	59 539	5 8261

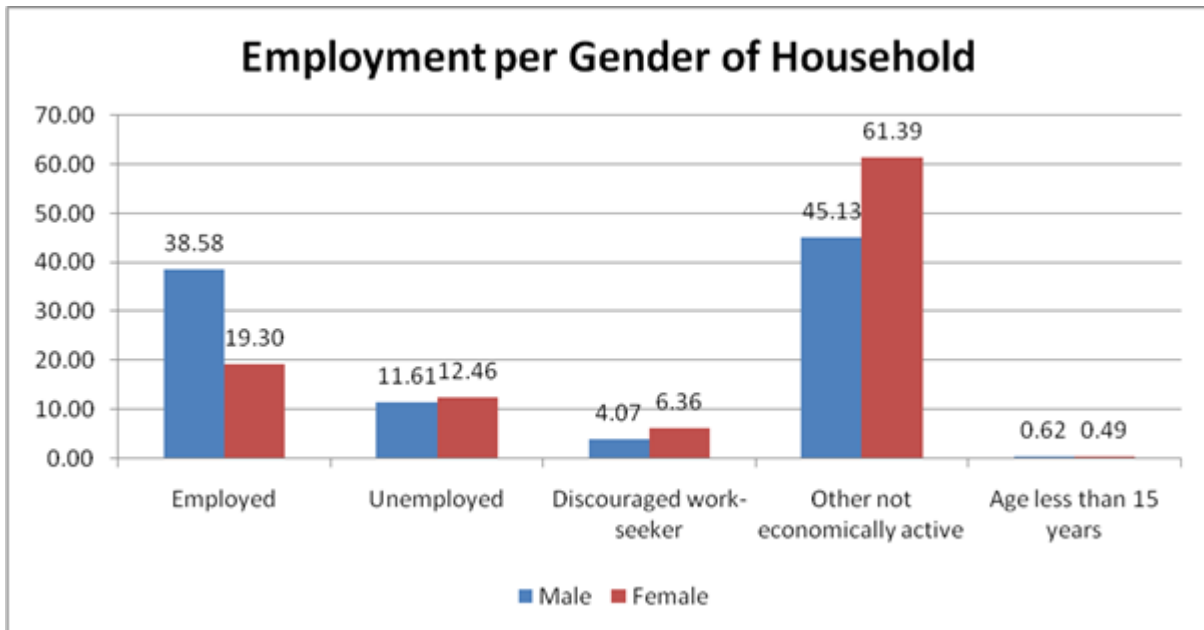
9.3.1. Age and Gender Profile

The population is very young with 36.8% of the people younger than 35 years. From the Pyramid below, it is evident that, in the age group 15-34 the percentage of males are high as compare to females. While in the age group 35-64 there is high percentage of females than males.



9.3.2. 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.



Source: Census 2011

Employment and Unemployment Rate

Employment rate 58, 8%

Unemployed rate 24, 07%

Discouraged job seekers 10, 43%

9.3.3. 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 present household income in Greater Letaba Municipality

Table 5: Below reflect Income per Household

	GLM	%	MDM	%
Income	Households			
No Income	8407	14.4	41986	14.2
R1 – R4800	4928	8.5	22715	7.8
R4801 – R9600	9260	15.9	41073	13.9
R19601 – R19 600	15128	26	70027	23.6
R19 601 – 38 200	12212	21	60769	2.1
R38 201 – R76 400	3814	6.5	24467	8.3
R76 401 – R153 800	2170	3.7	15631	5.2
R153 801 – R307 600	1419	2.4	11625	4
R307601 – R614 400	630	1.1	5834	2
R614 401 – R1 228 800	132	0.2	1300	0.4
R1 228 801 – R2 457 600	76	0.1	446	0.2
R2 457 601 or more	84	0.1	445	0.2
Unspecified	2	0.1	3	0.1
Total	58 262	100	296 321	100

9.3.4. Educational Profile

Education level

About 28, 5 % of the population in Greater Letaba Municipality have no education.

9.3.5. People with Disability and types of disability

Greater Letaba Municipality has 21 2701 people with disability

Table 6: Below reflect 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

Table 7: Below reflect disability by type

Types of disability	Total
Sight	185 393
Hearing	191 377
Communication	190 227
Physical	167 834
Intellectual	186 936
Emotional	10 821
Multiple	N/A

Source: Statistics South Africa

9.4.Situational SWOT Analysis

Strength	Weakness
Land Use Management Scheme Spatial Development Framework	Illegal land occupation Scattered Settlement
Opportunity	Threats
Maputo Corridor Proximity to Tzaneen town Growth points Identified strategically located land use area	Unavailability of human settlement land in Ga-Kgapane

10. Key Performance Area 1: Spatial Rationale

Spatial Analysis

10.1. Purpose of spatial analysis

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

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

10.2. Settlement pattern

Spatial Challenges

Greater Letaba municipality spatial challenges

Illegal settlement/informal settlement

Greater Letaba municipality experienced illegal settlement in areas where municipality has targeted for development. Areas such as, old testing ground at Ga-Kgapane, Mapolankeng in Ga-Kgapane and Mokgoba in Modjadjiskloof

10.2.1 Topography constraint

There are areas in the municipality which is mountainous and it is not suitable for development. The area from Kgapane Township, along the road D3180 to Matswi area

Skew concentration of economic bases/hubs that are not accessible to the rural majority

10.2.1. Land claim

Approximately 48% of the land within the boundaries of the municipality is currently under land claim

10.2.2. Land accessibility

Although land is available but however it is difficult to access it for development because Traditional leaders are not prepared to release the land.

10.3. Spatial Opportunities

Given the strong Agricultural sector in the region and the fact that many of the agricultural inputs are sourced from outside of the municipal boundaries, opportunities arise for the trade of these inputs. This includes input such as fertilisers, pesticides, machinery and seeds or seedling. Many of these inputs are obtained from Tzaneen, but could also be sold within the municipal area, which gives the advantage of being easier accessible and closer to the farming areas. The municipality may also draw spatial opportunities from tourism:

This is mainly because the vast potential in terms of suitable resources in the municipality

These may be summarised as follows:

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

- The biggest Baobab tree in Africa with a bar inside located on the farm Platland neighbouring Ga-Kgapane Township. This may contribute to enhancement of tourism facilities such as the sale of indigenous crafts, accommodation facilities, convenience centres etc in its vicinity
- The African Ivory route that passes through Modjadjiskloof could bring unprecedented growth in both Modjadjiskloof as a town and the entire municipality
- Various development nodes exist in the municipality, each with a unique development opportunity. These nodal points may be enhanced utilizing Nodal Configuration Plans and linked to each other through networks and thoroughly planned Spatial Development Framework of the municipality.

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

- Modjadji Nature reserve, with the Modjadji (Encephalartos Transversosus Cycad Forestry only found here)
- Vast tomato plantation of ZZ2
- Modjadjiskloof waterfalls
- Witkrans
- Montina tomato plantation
- Walking trails both in the Caravan Park and in the nature reserve

- Grootbosch
- Manokwe caves
- Nahakwe Mountains Lodge

10.4. Spatial objective

- Restricting spatially inefficient settlement
- Promote the sustainable use of land resources in the municipal area
- Channel Resources to areas of greatest need and development potential, thereby redressing the inequitable historical treatment of marginalised areas,
- Take into account the fiscal, institutional and administrative capacities of role players, the needs of communities and environment.
- Stimulate economic development opportunities in rural and urban areas, and
- Support an equitable protection of rights to and in land
- To improve the quality and image of the physical environment
- To promote sustainable development

10.5. Strategically located land within the Greater Letaba municipality

Small business and new retail development have been the focal points of new development in Modjadjiskloof, Ga-Kgapane and Senwamokgope town in recent years. Large space of land is utilised for agricultural purposes i.e. growing tomatoes, timber, cattle farming, etc However the mountainous areas 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 led to the deterioration of these areas and underutilisation 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 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 constituting 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 Nooitgedaght with a potential of 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.
- Portion of the farm Vaalwater and Roerfontein adjoining the existing Senwamokgope to the South and East.
- Mooketsi (area around the junction) which has a potential growth as a convenience centre and tourism.

It is worth noting that the above areas are under the ownership of private individuals with the exception of the farms Worcester, Vaalwater and Roerfontein which are state owned and under the guardianship of Tribal Authorities. There is a need for land for Greater Letaba Municipality to implement and to promote agricultural and tourism activities and this land will serve as the theatre to actualise the Vision Statement of the municipality.

10.5.1. Illegal Occupation of land in Greater Letaba municipality

Greater Letaba Municipality has experienced illegal occupation of land in the following areas in Ga-Kgapane:

- Masenkeng
- Meshasheng
- Old Testing ground

10.6. Land-use and land claim

A large area of the land in greater Letaba municipality is taken up by agricultural activity, while a small portion of the land area is covered by residential development, mainly rural settlement. Almost half the land area is registered in the name of the state, under the custodianship of traditional authorities, while the other half is in private ownership. The Local Authority own very little of the land, which bears serious consequence for further development.

Greater Letaba has by far the majority of land claims (159) covering a land area of approximately 9181ha representing 48, 55 of the total area of the municipality which is subject to land claims. The extent of land claims in the municipality and in 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 the land that has been claimed until the claim is settled (unless such a claim has not been gazetted or if a consent has been obtained from the affected community (s), hampering development in all areas of the economy. According to information received from the Land Claim Commissioner, only the land claim of Pheeha Community has been settled by providing alternative land in Goudplaas. The status of other land claims in the area has been investigated and notable progress has been observed. Greater Letaba municipality has a challenge of land for development especially human settlement at Ga-Kgapane. There is also a need to have a land as a municipality to promote Local Economic Development with the aim of job creation.

Table 8: Below reflects the status of Land Claim in GLM

Status of land claim

Size of the municipality	No of land claim	%	Area Claimed	% of area claimed	No of land Claims Settled
1809096.07ha	159	45, 56	91812, 01ha	48, 55	02

Department of Land Affairs, 2010

10.6.1. Despite availability of land claims in the municipality, a number of investors have submitted proposal for the following key development:

- Township establishment (170sites) on the farm Vrystaat.
- Township establishment (286 sites) on the farm Vrystaat covering 67 hectares
- Shopping centre/Mall on the farm Schoongelegen
- Shopping centre/Mall in Khumeloni
- Shopping centre/mall in Senwamokgope
- Township establishment in Mooiplaats
- Extension of Ga-Kgapane shopping Centre (Pick n pay)
- Mixed land use development on Erf 657, Ga-Kgapane (Ga-Kgapane Local Ground)

10.6.2. Countless effort was taken to ensure accelerated development in nodes and other key strategic areas, viz:

- Negotiation with Department of public works for transfer of old Sekgosese magistrate office and Old Testing station IN Ga-Kgapane to assist the municipality to achieve some of its development objectives.
- Negotiation on transfer of public works properties in Modjadjiskloof to GLM.
- Meeting with National Portfolio Committee of Public Works in attempt to revitalize Modjadjiskloof.
- Acquisition of Land at Ga-Kgapane for establishment for expansion of the township.

10.7. Growth points, Development Corridors and Hierarchy of Settlement

The three categories of growth points are briefly described in terms of their relative importance /priority in the proposed hierachy.The Limpopo province spatial Rationale, 2002 identified a settlement for Limpopo and the hierarchy for the Greater Letaba Municipality area is also described in term of this hierarchy. A settlement is based on the classification of individual settlement (e, g towns and village).

The settlement hierachy as contained in the Limpopo Province Spatial Rationale is as follows:

SETTLEMENT CLUSTERS	1ST Order Settlements (Growth Points) [GP]	Provincial Growth Point [PGP]
		District Growth Point [DGP]
		Municipal Growth Point [MGP]
SETTLEMENTS/ VILLAGES	2ND Order Settlements (Population Concentration Points) [PCP]	
	3rd Order Settlements (Local Service Points) [LSP]	
	4th Order Settlements (Village Service Areas) [VSA]	
	5th Order Settlements (Remaining Small Settlements) [SS]	

Settlement clusters indicate priority development areas/nodes in which primarily first order (three types of growth points) and second order settlements (population concentration points) are identified. Growth Points are the highest order in the settlement hierarchy, with Population Concentration Points being the second order in the proposed settlement hierarchy. Social facilities should be concentrated within the all areas identified as the growth points and in terms of the hierarchy or the order of settlement.

10.7.1. First Order Settlement (The Growth Points) are individual settlements (e.g. towns/villages) or a group of settlements located relatively close to each other where meaningful economic, social and institutional activities, and in most instances a substantial number of people are grouped together. These growth points seem to have a natural growth potential but some do not develop to their optimum potential due to the fact that capital investments are made on an ad hoc basis without any long-term strategy for the growth point and/or the area as a whole. All three categories classified as growth points should be stimulated according to their status in the hierarchy by amongst others providing higher levels of service infrastructure, also to ensure that appropriate services are available for potential business and service/light industrial concerns. Higher levels of services, which reflects these growth point's status in terms of the settlement hierarchy, and therefore relative to other settlements in the area, will also attract residential development to these growth points with the implication that certain threshold values in population be reached to provide for higher levels of social, physical, institutional and economic services.

10.7.1.1. Provincial growth point (PGP):- a provincial growth point is the highest order in the hierarchy and therefore also plays the most important type of growth point. PGP's have a sizable/reasonable large economic sector providing jobs to many local residents, fulfils regional and at certain times, even a provincial service delivery function. Modjadjiskloof Town has been identified as the provincial growth point within the Greater Letaba Municipality and this is said to be the highest order in the hierarchy and therefore also the most important type of growth point.

10.7.1.2. District growth point (DGP):- These growth points already have a meaningful economic sector with some job creation, various higher order social facilities such as hospitals and/or health centre, and some accommodative tertiary educational institutions. Most of these district growth points also accommodate some government offices and in many instances these district growth points also have a large number of people grouped together in the growth point. Ga-Kgapane Township has been identified as the district growth point.

10.7.1.3. Municipal growth Point (MGP):- Senwamokgope has been proclaimed as a township in terms of Proclamation R293 of 1962. This area has been identified as the municipal growth point. The municipal growth points have a relatively small economic sector compared to the district growth point. Municipal growth points serve mainly rural areas and often have a sizable business sector providing a

meaningful number of job opportunities. These growth points usually also have a few higher order social and institutional activities. In most instances these growth points also have reasonable number of people. In traditional rural areas with villages the economic sector is relatively small with only a few local businesses, but a substantial number of people. They usually exhibit a natural growth potential if positively stimulated. Mokwakwaila area, same as Mooketsi (including Goudplaas), can also, if coordinated well be one of the municipal growth point.

10.7.2. Second order settlements (Population Concentration Points): - This is a group of settlements located close to each other which have a small or virtually no economic base, meaningful social and often some institutional activities, but a substantial number of people located at these settlements. In most instances the population concentration points form part of a settlement cluster which also has one or more growth point within the culture.

These nodes should also be given priority in terms of infrastructure provision with a high level of services, although not at the same level as for growth points. This approach should be followed to attract people from smaller villages in the area with a lower level or no service infrastructure. Villages like Mokwakwaila and the surrounding villages as well as Sekgopo and Mohlabaneng fall within this category. The upgrading of the gravel road from Jamela settlement to Mokwakwaila and the one from Khehlakoni to the south will stimulate growth in this area.

10.7.3. Third order settlements (Local Service Points):- These third order settlements exhibits some development potential based on population growth and/or servicing function potential, although most of them only have a very limited or no economic base. Most of these settlements (specifically in the traditional rural areas) have 5000 people or more, and do not form part of any settlement cluster. Most of these settlements are relatively isolated in terms of surrounding settlements. Only in a few instances have two or more settlements, which are in very close proximity to each other been grouped together and classified as a local service point. The potential for self-sustained development growth is limited by the lack of development opportunities in these settlements. Most of these settlements can also distinguish from lower order (fourth or fifth order settlement) mainly because of their size and servicing functions. Some of these third order settlements have established government and/or social services. Areas like Maphalle and Rotterdam fall in this category.

10.7.4. Fourth order settlements (Village Service Areas):- This category of settlements in the settlement hierarchy has been identified to allow for circumstances in mainly traditional rural areas where three or more settlements are located in such a way that they are interdependent or linked together by means of specific social infrastructure (e.g. clinic, secondary school). The groups of settlements are usually mutually dependent on these facilities. These settlements are small and have usually less than 1000 people per village. Although the settlement hierarchy identified and described this category of settlements, they were not identified in terms of the macro spatial planning that was done on provincial level in the Spatial Rationale. It is expected that local and district municipalities should embark on a process in conjunction with the relevant communities to identify settlement groupings, which may fall into this fourth tier of the settlement hierarchy as proposed.

10.7.5. Fifth order settlements (Small Settlements):- This category includes all those settlements, mainly rural villages, which are not identified in the previous 4 categories of the settlement hierarchy. For the purposes of the macro spatial plan the fourth order settlements have also been included into this category. These settlement area categorized together because by far the majority are very small (less than 1000 people) and are rural settlements which are only functioning as residential areas with no economic base. The potential for future self-sustainable development of these settlements is also extremely limited.

10.8. Spatial SWOT Analysis

Strength	Weakness
<ul style="list-style-type: none"> ▪ Land use management scheme ▪ Spatial development framework 	<ul style="list-style-type: none"> ▪ Scattered settlement in rural area ▪ Illegal dumping
Opportunity	Threats
<ul style="list-style-type: none"> ▪ Identifiable land use areas ▪ State-owned land ▪ Growth points 	<ul style="list-style-type: none"> ▪ Land claim ▪ Illegal occupation of land ▪ Slow pace in the settlement of land claims

11. Environmental analysis

11.1. Introduction

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

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

11.2. Environmental Legislation:

11.2.1. 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

11.2.2. Legislation which regulates matters relating to environmental management:

- National environmental management Act No 107 of 1998
- National Environmental Management Biodiversity Act No 10 of 2004
- National Environmental Management Air Quality Act NO 39 of 2002
- National Environmental management Act No 59 of 2008

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

Veld and forest fires

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

Causes of veld and forest fire

- Bee hunting

- Firewood collection
- Economic gains
- Lack of knowledge about fire
- Distraction

Extend of the problem

- Destruction of grazing
- Affect livestock farming

Areas affected by Veld/ forest fires

- Meidingeng
- Thakgalang
- Goudplaas

Alien plant invaders

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

Causes of Alien plant

Deliberate transportation of alien plant by human being from one country to another for commercial gains

Agent of pollination e.g. running water, birds and wind

Areas affected by alien plants

- Thakgalang area (ponelopele cattle farming farm)
- Modjadji Nature reserve
- Sekoti area
- Ramaroka

Extend to the problem

- Destroying vegetation cover around them
- Causes soil erosion

- Consume lots of water
- Drying arable land and destroying indigenous plant
- Aggravating wildfire
- Poisonous to livestock

Deforestation

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

Causes of deforestation

- Poverty
- Unemployment

Areas affected by Deforestation

- Rotterdam
- Thakgalang
- Mamaila kolobetona
- Mamaila Mphotwane
- Kuranta and the surrounding villages
- Mothele and the surrounding villages
- Shamfana and the surrounding villages

Extend of deforestation

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

Soil erosion

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

Areas affected by soil erosion

- Sekgosesese area
- Rotterdam
- Kuranta
- Bellevue
- Matswi

Causes of soil erosion

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

Extend of soil erosion

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

There is a need to strengthen stormwater control system, land care programme initiated by the Department to fight soil erosion.

Informal settlement

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

Areas affected by informal settlement

- Mokgoba in Modjadjiskloof
- Meshasheng at Ga-Kgapane
- Masenkeng at Ga-Kgapane

Causes of informal settlement

- Poverty
- Unemployment
- Population growth
- Urbanization

Extend of informal settlement

- Creates environmental problems
- Create unregulated building patterns
- It destroy vegetation when buildings are built
- To be successful there is a need to establish integrated human settlement with proper basic services and thriving local economies that are able to create jobs

Water pollution

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

Areas affected by water pollution

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

Causes of water pollution

- Pit latrines.
- Unauthorized cemetery.
- Fertilizer.

Drought and natural disaster

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

Areas affected by drought and natural disaster

- Kuranta
- Rotterdam
- Mothele
- Ga-Sekhula
- Shamfana

Extend of draught and natural disaster

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

Global warming/ climate change

Global warming is defined as the increase in the average temperature on earth. As the earth gets hotter, disasters like hurricanes, floods, droughts and raging forest fires do get more frequent. The three hottest years ever occurred have all occurred in the last eight years. Global warming is caused by climate change that results in rise in temperatures. It is recorded that climate change accounts for 160 000 deaths in the world per year.

Climate change is caused by the sun's radiation (heat energy) that is absorbed by emitted gases into the atmosphere. What really happens is that one-third of the sun's radiation is reflected by the earth's shiny surfaces like shimmering glaciers, water and other bright surfaces, back to the atmosphere? Two-third is fairly absorbed by the earth. **Gases like CO₂, methane and nitrous oxide** in the atmosphere absorb heat energy that is bounced from the earth's surface. This is naturally balanced to keep us warm here on earth. Otherwise the earth would be too cold at around -18°C. With more human activities taking place on earth, there is more emission of water vapour, carbon dioxide, ozone, methane, nitrous oxide and chlorofluorocarbons into the atmosphere, resulting in more heat energy trapped or absorbed thus increasing atmospheric temperatures. How much warmer it gets down here on earth depends on how much energy is absorbed or trapped up there and that in turn depends on the atmospheres composition.

Causes of global warming

- human activities attached to the increase in CO₂ e.g. cars,
- industrial productions,
- energy-producing industries,
- Deforestation and agriculture (inorganic farming).

Extend of the problem of global warming

- melting mountains of glaciers into the seas, dams, etc,
- Increasing chances for floods, strong storms (e.g. hurricane Katrina in 2005), altered rainfall patterns,
- Reduction of access to portable water, threat to food security and health effects to poverty stricken communities.

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

Using alternative forms of energy (e.g. solar panel, wind turbines heat, power plants) and put strict control against deforestation. Global warming is defined as the increase in the average temperature on earth

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

11.4. Municipal priority environmental issues

GLM is facing a challenge of funds for development of landfill site, but the site has been secured and waste management license is in place.

Purchasing of skip truck as the municipality has already extended service to rural areas.

Due to extension of refuse removal to rural areas, there is a need for the municipality to purchase more waste skip bins (6m³)

There is a need of development of drop off centre at the rural areas for disposing waste i.e. nappies, papers, cans, plastics.

11.5. Protection of natural resources and heritage

The municipality has initiated a program for managing the natural resources. The program is called adopt a river whereby the entire natural sources i.e. rivers, dams, wetlands are always kept cleaned from littering. GLM is working in partnership with LEDET management of heritage such as Modjadji nature reserve.

11.6. Environmental structure and mechanism to capacitate the local communities

Greater Letaba Municipality has established the environmental forum with terms and reference for the operation. The mechanism to empower the local communities are; acceleration of public awareness through Imbizos, public participation, access to environmental information and celebration of environmental days, eco schools, other environmental awareness campaign.

11.7. Environmental by laws enforcement

The municipal environmental bylaws are in place, but they are still under promulgation process. The other challenge is lack of personnel for enforcement.

11.8. Ecosystem and ecological corridors

Within the municipality there is an area called Malematja village, whereby the wetland ecosystem has been damaged by the local community through cultivation.

11.9. Environmental planning tools

The municipality (Environmental section) is intending to develop the EMF and EMP in house, and they will be taken to council for approval.

11.9.1. IDP V/S Integrated waste management plan (IWMP)

Greater Letaba Municipality has Integrated Waste Management Plan.

The IWMP issues are reflected in the integrated development plan such as recycling, waste collection and transportation etc.

Environmental Capacity building

GLM is empowered by the sector departments such as LEDET through Greenest municipality Competition, Department of agriculture through land care, alien plant control and Department of water affairs through adopt a river program.

11.10 Sustainable development principle

Waste management

GLM is collecting waste in Modjadjiskloof, Ga-Kgapane and Senwamokgope. The Municipality has extended the collection of waste to Mokgoba, Mooketsi market, Maphalle markets and Mokwakwaila business centre. There are two compactor trucks and a tractor, which are used for the collection of waste. There is a need to buy a skip truck for lifting the waste skip thereby assisting to extend waste collection to remaining villages. The municipality has acquired a land at Maphalle Village to establish a landfill site. The process of establishment of a land fill site is shortage of funds.

Waste disposal

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

Refuse removal

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

Table below shows the current status:

Table 9: below reflect refuse removal in rural areas

Municipality	No of villages	Villages served	Service provider	Comments
GLM	80	04	GLM	Shawela, Maphalle, Jame la, Rotterdam villages recyclers collect the waste in one spot and the municipality collect it there

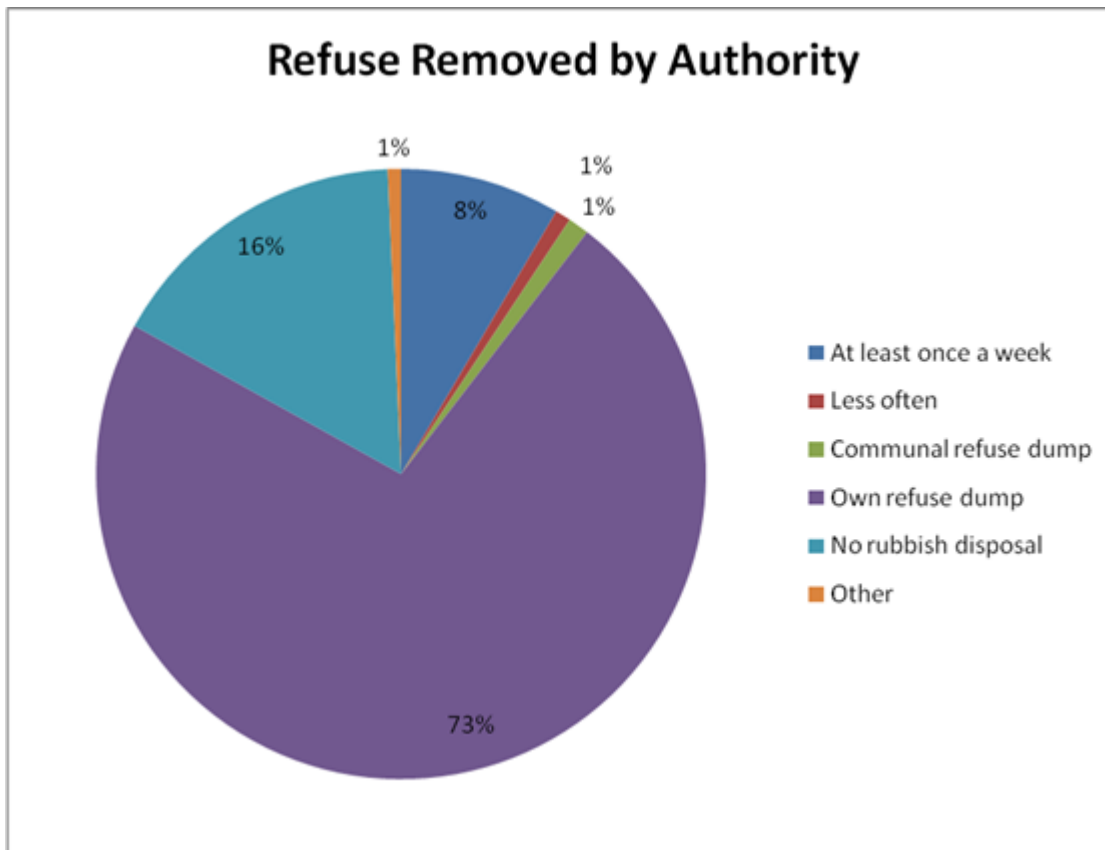
Refuse removal service by the municipality has been focusing in urban areas (towns and townships)

Table 10 below reflects access to refuse removal weekly by the municipality:

Access to refuse removal

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

Source: quantic 2008 (LA denotes local Authority)



Percentage distribution of household by type of refuse disposal

Removed by Authority	Census 2007	Census 2011
At least once a week		4 954
Less often		478
Communal refuse dump		651
Own refuse dump		42 316
No rubbish disposal		9 454
Other		410
TOTAL		58 863

Greater Letaba municipality waste management challenges

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

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

Although a new site has been identified at around Maphalle area but by and large, funding for the establishment of the landfill site is still a challenge

The garden refuse site which is located at a stream bank causes serious water pollution; There is no proper control over the site, hence both general waste and waste from motor garages is found dumped in the site, causing more problems;

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

There is one identified wetland at Jamela, which is partially destructed by human activities, which disturbs biodiversity. Greater Letaba Municipality is authorized for Waste Disposal site at Maphalle village need to develop the facility.

11.11. Environmental SWOT Analysis

Strength	Weakness
<ul style="list-style-type: none"> ▪ Availability of IWMP ▪ Availability of Recycling projects ▪ Waste minimization and recycling strategy has been developed 	<ul style="list-style-type: none"> ▪ No funds to develop landfill site ▪ Collection of waste in rural areas still a challenge
Opportunity	threats
<ul style="list-style-type: none"> ▪ Cleanest town competition ▪ Availability of land to establish landfill site 	<ul style="list-style-type: none"> ▪ Global warming ▪ climate change ▪ Alien plants species

12. Key performance Area 2: Basic Service Delivery

12.1. Introduction

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 Lemondekop as a result of contaminated water being used by desperate community members. It is imperative that additional water supply resources be provided and also that the existing once be extended and refurbished through the assistance of the Mopani District Municipality (MDM) which is the Water Services Authority (WSA) in the area. GLM is the Water Services Provider (WSP) according to the signed agreement with the MDM in the 2011/2012 financial year.

12.2. Sources of water in Municipality.

12.2.1. Politsi Water Supply Scheme

The main source of water for the scheme in question is the Politsi Water Purification plant which is located approximately 5km South-East of Modjadjiskloof within the jurisdiction of Greater Tzaneen Municipality. The plant has the capacity of 5, 4 ML / day to supply Mokgoba, Modjadjiskloof, Ga-Kgapane and surrounding farms. The plant capacity is not sufficient to meet the water demand in the benefiting areas and the existing operating license ought to be upgraded to at least 12, 5 ML / day to makeup the demand. The size of reservoirs at Ga-Kgapane and Modjadjiskloof is 6 ML and 4, 7 ML respectively which represent 10, 7 ML of combined storage capability and that is above the capacity of the purification plant. The 4, 5 ML Florida reservoir (near Mokgoba village) is the main water storage before distribution to Mokgoba, Modjadjiskloof and Kgapane including some private farms. The extensions, new developments at Ga-Kgapane and the establishment of Mokgoba village also contribute to the inability of the plant to meet the current water demand.

Approximately 75% of Modjadjiskloof town is supplied with water through the reservoir situated near Panorama. The premises in the town's CBD, Extension 4, Mokgoba, Tiger Brands and the surrounding are supplied through a gravity feed from Florida.

There is an old purification plant in Modjadjiskloof which is not operational because the dam which is supposed to provide raw water had been silted during the 1999/2000 floods that resulted with sludge eroded from the old Vergelegen mine being deposited in the dam. There has been considerable vandalism at the dam which affected steel pipes and fittings for outlet works and steel handrails. The sludge in the dam needs to be removed in order to revitalise the dam and consequently resuscitate the existing purification plant. The dam be resuscitated to supply Modjadjiskloof and this will enable Politsi Plant to supply enough water to Ga-Kgapane township which is currently undersupplied.

The existing reticulation network in Modjadjiskloof is aged and pipelines are mostly of asbestos material which is scares in the market and therefore prolongs turnaround time during repair operation due to scarcity of asbestos pipes and fittings

The greatest challenge at Ga-Kgapane is on the basis that the existing 6ML reservoir situated at Meloding cannot be filled with water because of insufficient supply from Politsi purification plant. The sections like Extension 5, Lossmycherry, Meloding and Home 2000 are badly affected mainly because they are on mountainous topography which would require the reservoir to be filled with water in order to boost gravitational pressure. The reservoir is currently is good working condition since it was refurbished and sealed through an intervention by MDM.

12.2.2. Modjadji Water Supply Scheme

The Modjadji Water Scheme has three (3) rural water supply schemes (WSS) basically referred to as sub schemes and are situated within the Greater Letaba Municipal area, as mentioned below. The Modjadji Water Works was upgraded from the capacity of 9, 0 ML to 12, 0 ML per day in the 2009/10 financial year.

Upper Modjadji rural water supply

This Water Supply Scheme (WSS) incorporates villages in the former Bolobedu area for an approximate distance of 20km in northeast of Modjadjiskloof along the tarred road D3180 between Ga-Kgapane and Matswi. Most of the villages served by the scheme have little or no water supply systems. The area is supplied through bulk water supply from Modjadji Plant, boreholes equipped with hand pumps to boreholes, diesel motors and electrical pumps that pump to small reservoirs and

storage tanks with stand pipes of which some are not operational. Some of the residents depend on contaminated natural springs which are a health hazard.

The scheme is badly affected by the existing illegal connections on the rising main from the purification plant which result with water not reaching villages like Mamphakhathi, Bodupe, Moshakga, Motsinoni, Ramphenyane, Mokwasele, etc. It is of utmost important that a project or programme and awareness campaign be launched to address illegal connections

Areas such as Moshakga, Maraka, Rapitsi, Mandela Park, Modumelana and Meidingeng have concrete reservoirs which were never or are less utilised due to lack and insufficient bulk water supply. MDM has completed water supply projects at Maraka, Rabothata, Tshabelamatswale, Matswi Extension and Burkina Faso under the Upgrading of Water Reticulation in Greater Letaba programme since 2009/2012 and the infrastructure is fairly new.

Worcester / Polaseng / Mothobeki rural water supply

This WSS is situated in the former Central Bolobedu area, approximately 45 km northeast of Modjadjiskloof. Villages which benefit or should benefit in the scheme incorporate villages from Matswi towards Ditshosing / Shawela, Mokwakwaila, Ratjeke and other villages around these. Water extraction from existing streams is often of bad quality and not fit for human consumption. As a result, people have to walk excessive distances to collect water from reliable sources. The most reliable source in the scheme is the bulk supply through the Modjadji plant which at the present most does not cover areas like Ditshosing and Shawela. Boreholes are also available to supplement water supply in the concerned area.

The scheme was recently boosted by the extension of the bulk supply line Ramaroka and Ditshosing villages for approximately four (4) kilometres and the project's long term objective is to link the Middle Letaba and the Modjadji Water Purification plants so as to supplement one another at the time of need. The bulk water supply line from Middle Letaba dam currently ends at Sefofotse village.

12.2.3. Lower Molototsi rural water supply scheme

The plant is situated in the former Eastern Bolobedu area, approximately 80 km northeast of Modjadjiskloof and it incorporates villages like Jokong, Mpepule,

Hlohlokwe, Motlhele, Kuranta, Ramodumo, Abel, Taolome and their surrounding villages. The villages served, or to be served, by this scheme, have little water supply systems where few villages benefit from the Modjadji bulk water supply and while most rely on boreholes equipped with hand pumps, diesel motors and electric pumps, that pump to small reservoirs and storage tanks with a few stand pipes.

Villages which have only one reliable borehole like Jokong, Shamfana and Motlhele experience a huge crisis during breakdowns of those boreholes. The envisaged Nwamitwa dam which will be established in Greater Tzaneen Municipality is a possible long term solution to the current challenges.

12.2.4. The Middle Letaba Regional Water Scheme

Middle Letaba rural water supply scheme

The scheme incorporates some twenty-six (26) villages of which most are in the Sekgosese area and those outside Sekgosese include the likes of Maphalle, Mohlabaneng, Jamela, Sefofotse, Bellevue, Mamaila Mphotwane, Nakampe, Refilwe and Makgakgapatse.

There is currently shortage of water in the Middle Letaba dam which renders the scheme non-Functional. A new bulk pipeline with booster pumps was constructed from the water purification works to various areas in Sekgosese but it is not functional. This also affects areas like Rapahlelo / Phooko and Rotterdam which have an existing infrastructure including concrete reservoirs but are without supply. There is an urgent need to draw water from capacitated dams like Nandoni dam in Vhembe to supplement the scheme. The situation unfortunately affects Senwamokgope Township where the municipality has to collect revenue for provision of water and perform operation and maintenance function. MDM has introduced an annual programme for Sekgosese Groundwater Development and the Greater Letaba Water Reticulation since 2009/2010 financial year with an intension to provide boreholes as a relief measure in the interim.

12.2.5. Sekgopo rural water supply scheme

The Sekgopo area has no bulk water system and relies entirely on groundwater which is not reliable because of many factors which boreholes are exposed to. The concrete reservoirs also need to be increased to maximise the storage capacity for effective water supply. Sections like Mogano and Moshate have fairly new infrastructure which is not functional because the project was incomplete and should be finalised to benefit the community.

Morotswe River and Sepotlong dam need to be explored for establishment of a source to supplement the boreholes. The feasibility study should also incorporate dam in other schemes which among others include Lawna Donna, Mamphakhathi, Pekwa, Motlatswi and Modjadjiskloof.

12.3 The areas which were recently attended by the MDM through equipping of boreholes, provision of pipeline and storage tanks involve the following:

- Senwamokgope
- Thakgalang 1 and
- Lemondekop
- Vaalwater 2
- Chabelang
- Mamaila Kolobetona
- Rotterdam (phase 1)
- Rapahlelo / Phooko

12.4. The areas within the Middle Letaba Scheme which are incorporated in current programmes by MDM include

- Sefhokhubje
- Rotterdam
- Thakgalang 2 and 4
- Mamaila Mphotwane

12.5. The villages which have water supply through the bulk water supply system and boreholes beyond the FBW threshold among others are tabled below. Supply through boreholes is only applicable when they are in operational state.

Borehole Supply (some supplemented by municipal water tanker)	Supply through bulk water system (some supplemented by boreholes and/or water tanker)
Meidingen	Sehlakong
Boshakge	Matshwi
Makhurupetsi	Koope
Mamphakhathi	Madumeleng
Rakwadu	Iketleng
Rapitsi	Modubung
Mandela Park	Madibeng
Burkina Faso	Modumelana
Rabothata	Mollong
Maraka	Shotong
Satlaleng	Ramphenyane
Mamakata	Mohlaka'a Mosoma
Hlabeleng	Mokwasele
Malematja	Mothobeki
Femane	Mohokoni
Tlatsa	Senopelwa
Mabulana	Seapole
Ntata	Ratjeke / Mahekgwe
Ditshosing / Shawela	Ramodumo
Ramaroka	Kuranta
Polaseng	Buqa
Mamanyoha	Abel
Tlhotlhokwe	Rampepe
Jokong	Motsinoni
Mpepule	Moshakga

Motlhele	
Shamfana	
Taolome	
Maphalle	
Sefofotse	
Bellvue	
Sedibeng	
Mamokgadi	
Jamela	
Mohlabaaneng	
Mamaila / Refilwe	
Nakampe	
Makgakgapatse	
Maupa	
Goudplaas	
Sekgopo	
Mamaila kolobetona	
Rapahlelo	
Phooko	
Pheeha	

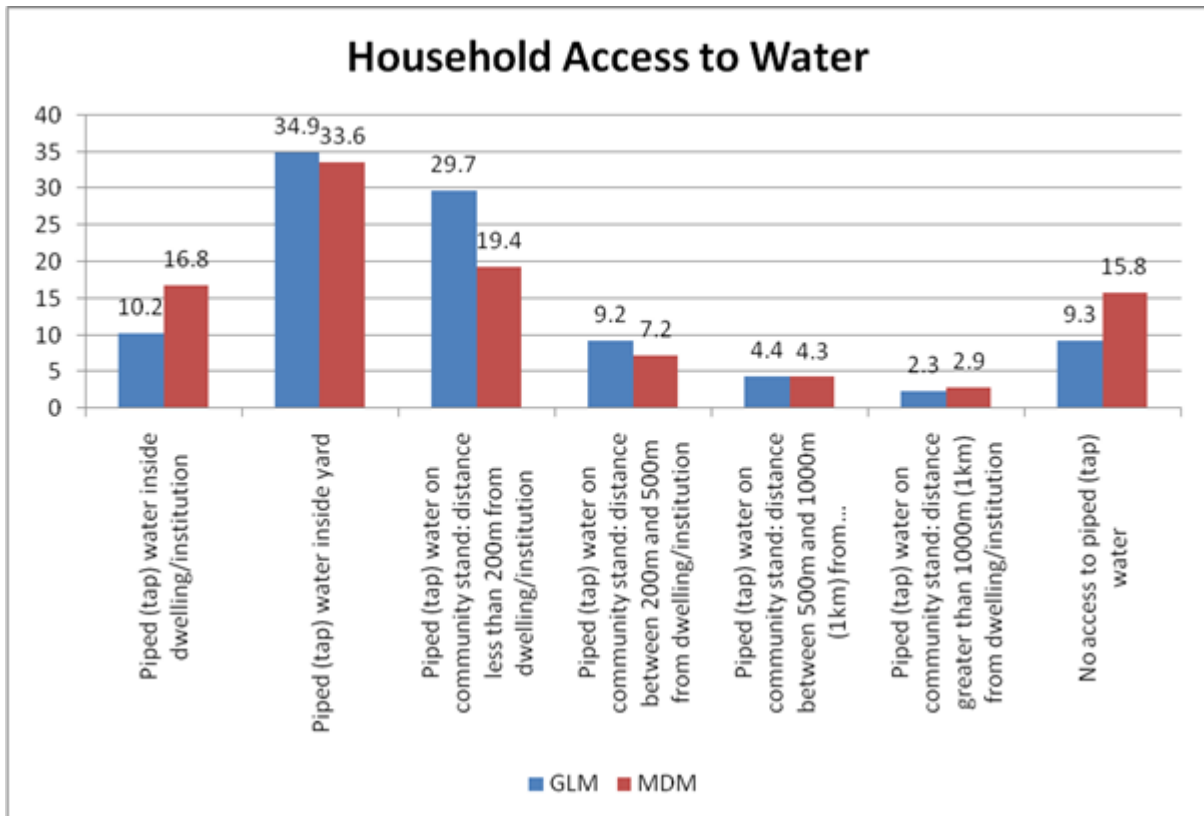
12.6. Access and backlog to water in Greater Letaba municipality

Greater Letaba municipality provide water to its resident 24 hours, which is according to the norms and standard requirements. Approximately 75 % of the residents draw water from less than 200 m radius, which also comply with the norms and standard of water supply.

The graph below shows that 10.2 % of households in the Municipality have access to tap water inside the dwellings, and to District Municipality of 16.8 %.

The percentage of households with access to tap water inside the yard is at 34.9 %, and is higher than that of the District of 33.6 %. The graph also further shows that majority of the households have access to tap water on community stand , but the challenge about these tap water on the community stands is the long distant which

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



Source: StatsSA 2011

12.7 Free Basic Water

The municipality's requirement for provision of Free Basic Water is six kilolitres per household per month. The municipality supplies 5804 households with FBW in proclaimed towns. A total of 130 villages receive Free Water supply in the municipality, this is obviously beyond Free Basic Water threshold. In areas where there are deficiencies in water availability, water supply is supplemented by water tankers without cost.

12.8. Sanitation

Mopani District Municipality has developed and completed a water-borne sewer system in Modjadjiskloof which would discharge its effluent in Ga-Kgapane sewer treatment works. The project entailed the construction of reticulation network, sewer outfall, pump station, rising main between Modjadjiskloof and Ga-Kgapane and the upgrading of Ga-Kgapane sewer treatment plant to 2, 4 Ml/day.

The project is not fully functional because there was no provision for house connections to individual premises and the residents are reluctant to connect for themselves. Connection points were however provided in some of the households whereas it is worth noting that some of the residents have rejected such to be provided in their yards as they were comfortable with septic tanks and French drains while some had no confidence in the work done by the service providers. Financial intervention is required from the WSA to finalise the connections.

The septic tanks and honey suckers are used to rid sewer discharge in Modjadjiskloof in the meantime. The existing oxidation ponds to accommodate the sucked sewage are not sufficient and do not comply with the requirements of the Department of the Environmental Affairs. The ponds need to be either rehabilitated or properly closed for compliance with the National Environmental Management Act.

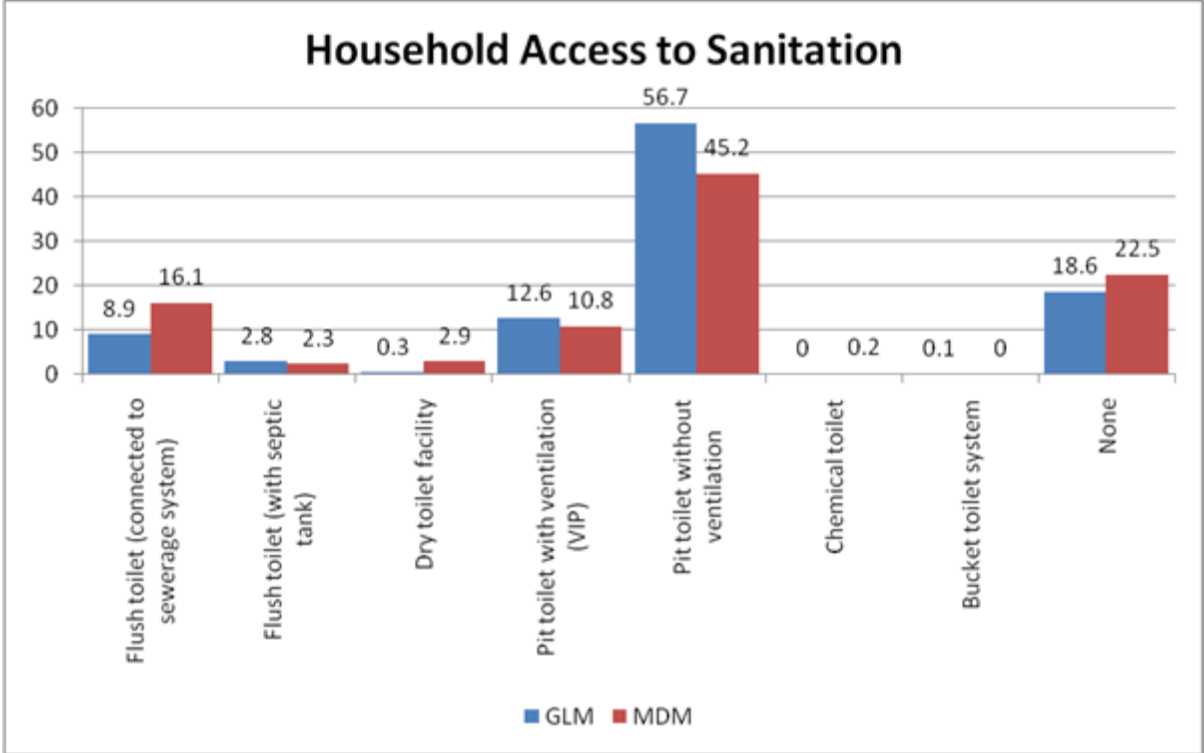
The sewer reticulation network at Ga-Kgapane Extension 7 and Meloding sections is in poor condition, frequently blocking, not functional in some instances and requires to be replaced as a matter of urgency to minimize health hazard and contamination which are prevalent.

The MDM is in the process to construct the sewer reticulation network and upgrading of the existing oxidation ponds at Senwamokgope Township and the project is nearly complete.

12.8.1 Access and backlog to sanitation services

Access to sanitation in the municipal area is 48 412 (81,3%) whereas the backlog is 11 127 . Taking into consideration demographic processes which may impact on the backlog, it can be concluded that the progress in this instance was acceptable. The MDM has allocated 7744 VIP units with an intension to clear the backlog reported in 2010/2011. The prevailing new dwellings create a discrepancy with regard to the

actual backlog statistics within the municipality .The graph below indicate households access to sanitation:

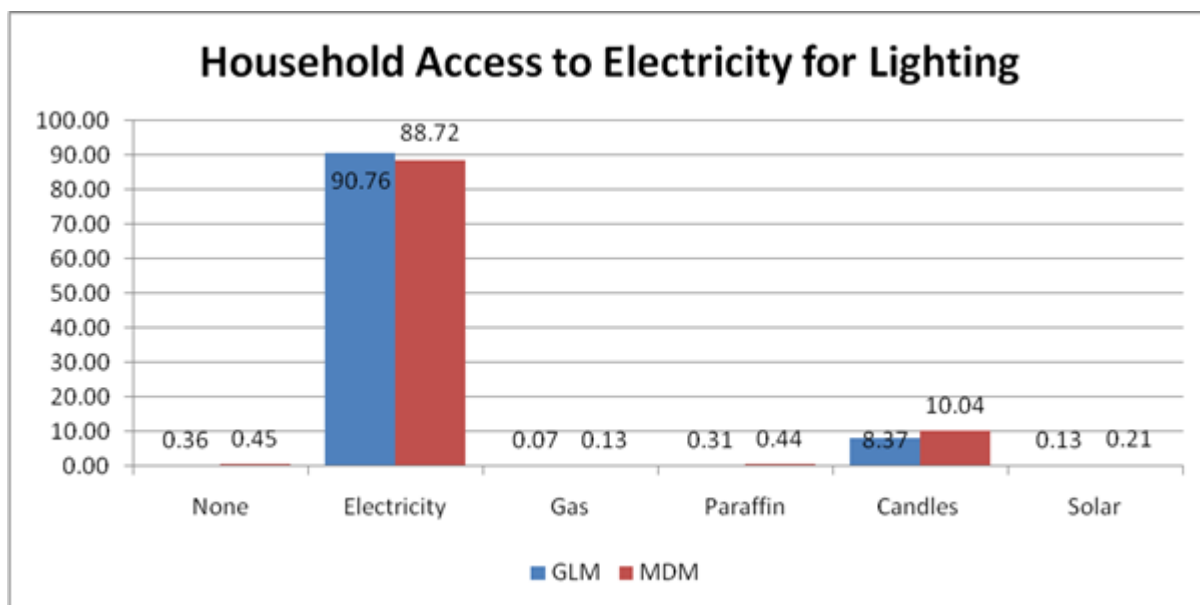


Source: StasSA 2011

12.9 Electricity Supply

12.9.1 Access to electricity

The number of households with access to electricity has increased to 95.76%. The situation is therefore acceptable as far as energy supply is concerned.



Source: StatsSA 2011

12.9.2. Municipal electricity supply license

Currently the Greater Letaba Municipality has a license dated 01 July 2006 to distribute and supply electricity to all consumers of electricity within the area of Modjadjiskloof in accordance with the Electricity Act, 1987 (Act No. 41 of 1987). ESKOM distributes to the rest of the municipal area.

12.9.3. Electricity master plan

Since Greater Letaba Municipality distribute and supply electricity within the area of Modjadjiskloof in accordance with the Electricity Act (Act No.41 of 1987), the Municipality is in the process to appoint the Service Provider to develop Electricity Master Plan.

The electrical network in Modjadjiskloof consists of the following:

11.5 km of bare overhead medium voltage lines connected to five 33kV/11kV substation transformers. These transformers are connected to Eskom grid power and have an installed capacity of 3.8MVA.

The low voltage network consists of approximately 18 km of bare overhead conductors and 6 km of underground cables. Connected to the low voltage lines

and cables are 24 transformers/miniature substations transforming MkV to 400V. The maximum installed capacity of these transformers is 4.8MVA.

The customer base consists of 451 domestic, 4 agricultural, 4 manufacturing and 80 commercial users.

The current winter maximum demand is in the order of 2.5MVA and approximately 12.3 Mwh of energy is purchased from Eskom annually.

Having realised the state of the current infrastructure, the municipality has budgeted for development of the Electricity Master Plan which will provide guidance in terms of future upgrading of the current network for compliance with the National Electricity Regulator (NER) standards. The initiative will also be complemented by the maximum demand metering at Mokgoba Township and the actual upgrading of the electricity network in the 2012/2013 financial year.

12.9.3.4. Backlog to electricity

The electricity backlog is 1872 households in new settlements and extensions still outstanding. Some of the remaining households require post connections from existing networks through ESKOM.

ESKOM has recently completed electrification of Bellevue/Maupa, Nakampe/Refilwe, Matswi Extension and Senwamokgope Extension. The only village which does not have electricity supply entirely is Goudplaas because it is relatively a new settlement with 443 households. Currently the municipality is sitting with the backlog of 5% of electrification. Therefore one could jump to a conclusion that all households will have access to electricity by 2014.

12.9.5 Free Basic Electricity

The maximum allowable consumption for Free Basic Electrification is 60kw per household per month. The municipality has received 221 applications (for the municipality's licensed area) for FBE of which all beneficiaries are currently collecting. ESKOM administers applications and collection of FBE in areas under their distribution licence. The number of applications received by ESKOM in 2011/2012 was 6191 of which 5613 beneficiaries were collecting.

12.9.6. Street Lighting

The municipality has a strategic intention of locating street lights or Apollo lights in areas which are at entry to the municipal area or / and affected adversely by crime. A total of ten (10) highmasslights have been erected since 2010/2011. The municipality is in process to erect additional lights at the following villages: Ntata, Mamaila (Kolobetona), Kuranta, Taolome, Buqa, Makgakgapatse, Rotterdam, Matipane, Maupa, Sephokhubje, Femane, Vaalwater and Maphalle.

Areas which are provincial, district and local growth points, areas which have economic activities especially even after sunset are also targeted for lighting. Processes to erect additional thirty-three (33) lights will resume in the 2012/2013 financial year.

12.10. Transport Infrastructure

Road Networks and Backlogs

Transportation infrastructure makes a major contribution to the facilitation of economic activities. A major progress has been made in improving the condition of the roads in the municipality. The municipality has a total of 1213 km road network.

- Tarred road – 426km
- Gravel road – 787km
- Paved road- 51,6km
- Backlog – 735km

12.10.1.Strategic Roads

The following strategic roads are tarred:

ID	Corridor	Description
1	Modjadjiskloof to Tzaneen	Along road R36 south of Modjadjiskloof
2	Giyani to Mooketsi	Along road R81 south of Giyani to Mooketsi
3	Modjadjiskloof to Kgapane	Along road R36 north of Modjadjiskloof to Kgapane

4	Modjadjiskloof to Giyani	Road R36 north of Modjadjiskloof into road R81 towards Giyani
5	Ga-Kgapane to Mokwakwaila	From 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 Lemondekop through villages to Bungeni.

12.1.2 Stormwater Drainage and backlog

The municipality has a backlog of stormwater 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 11: Below reflect the roads and bridges requiring immediate attention

Roads	Bridges
Road D1329 (near Rabothata) and bridge	Sephokhubje-Mamaila bridge
Road D1331 (Polaseng-Mothobekgi)	Sekgopo bridge
Road R36 (Botha Street)	Shaamiriri bridge
Road D3150 (Wholesale – Thakgalang -Maruleng)	Modjadjiskloof, Uitzecht street bridge
Road D3164 & D3205 (Sekgosese to Maphalle)	Rotterdam - Sephokhubje bridge
Road D3734 (Raphahlelo)	Rotterdam bridge
	Polaseng-Matipane bridge
	Mamokgadi - Ntata bridge

Roads	Bridges
Road D3195 (Maphalle to Senakwe)	Abel – Shamfana bridge
Road D3210 (Senwamokgope)	Ntata – Peterson (Block 18) bridge
Sekgopo – Moshate Road	Mapaana – Meidingeng bridge
Road D3200 (Rampepe - Hlohlokwe)	Ramodumo Kuranta bridge
Road D3196 (Ditshoshing)	Shawela bridge to cemetery
Road D1350 (Matswi to Motupa)	Motsinoni-Mamakata bridge
Road D3216 (Mamanyoha, Taolome)	
Road D3212 (Mamokgadi, Ga-Ntata)	
Road D3222 (Sephokhubje)	
Road D3213 (Ntata – Peterson)	
Road D841 (Modjadjiskloof – Tzaneen)	
Expansion of R81	
Road D3206 (Maupa-Sedibeng)	
Road D3207 (Bellevue –Shimauxu)	
Road D3242/1 (Jamela road)	
Phaphadi – Sekhimini road	
Sekgopo/Setaseng road	

12.10.3. Classification of roads in GLM

Provincial Tarred Roads	
R36	Mooketsi-Modjadjiskloof-Politsi
District Tarred Roads	
D9	Nwamangena-Mooketsi

D1034	D9-P43/2
D1308	Mooketsi-Morebeng
D447	P43/2-Kgapane-D848
D1380	Madumeleng –Modjadji
District Gravel roads	
D617	Mooketsi-Valkrans
D569	P43/2-D1308
D3221	Lekgwareng-Abel
D3231	Mamaila-Cross No1 (D3232-D3232)
D3734	Ga-Phooko
D3205	Maphalle-Blinkwater
D3160	Itieleng-Senwamokgope
D3211	Nakampe-Skimming
D3180	Mpepule-Modjadji
D3200	Lebaka-Jamela
D678	Mooketsi-D1034
D2672	D1034-D1509
D2673	P43/2-D1034
D2674	Modjadjiskloof-D447
D1331	Mothobeki-Boshakge
D1330	Boshakge-Lenokwe
D3197	Senopelwa-Mothobeki
D3195	Maphalle-D3225
D3225	D3195-D3200
D3196	D9-Ditshosing
D11	Wholesale-D9
D3219	Taulome-mahekgwe
D3216	Taulome-D3200
D3212	Bellvue-Mamokgadi
D3207	D3820-Sidibane
D3206	Sedibeng-Maupá
D3243	Jamela-D3242
D3242	D3205-D9

D1923	D9-D11
D3222	D1923-Middlewater
D3223	D3150-middlewater
D3210	D3150-Senwamokgope
D3233	D3232-D3150
D15	D3150-D3734
D3241	Jamela-Jamela
D1350	Thakgalang 2-olifanthoek
D1329	Shotong

12.11.Public transport

Greater Letaba municipality public transport access is accessible to communities, some villages takes less than 10 minutes' walk to access public transport. Whereas some takes morethan 10 minutes to access public transport which is above service norm and standards

12.12. Types of transport

Municipality have two types of transport mode: taxis 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 alone, there are 11 taxi ranks of which 4 are formal i.e. Modjadjiskloof, Mokwakwaila, Ga-Kgapane and Sekgosese. As such, the remainder of the taxi ranks are informal and therefore do not have the necessary facilities. Below is a synopsis of the various taxi ranks in the municipality:

Modjadjiskloof Taxi Rank

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

Ga-Kgapane Taxi Rank

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

Mooketsi Taxi Rank

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

Sekgopo Taxi Rank

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

Sekgosese Taxi Rank

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

Mokwakwaila Taxi Rank

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

Maphalle Taxi Rank

Maphalle is a newly constructed formal off-street taxi rank on the Giyani-Mooketsi road at Maphalle Village. The rank has all the required facilities and is busy during the morning peak periods with Modjadjiskloof being the most utilized routes.

Lebaka Taxi Rank

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

Blinkwater Taxi Rank

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

Phaphadi Taxi Tank

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

Mamphakhathi Taxi Rank

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

Rail Operations

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

Public Transport Challenges

- In fighting among taxi association for routes
- No integrated transport system

12.13. Basic Service delivery SWOT Analysis

Strength	Weakness
<ul style="list-style-type: none">▪ Infrastructure▪ Availability of maintenance plan▪ MIG allocation▪ Strategic roads tarred▪ Most Household have access to electricity and sanitation	<ul style="list-style-type: none">▪ Poor implementation of maintenance plan▪ No refuse removal in rural areas▪ Indigent register not properly updated
Opportunity	Threats
<ul style="list-style-type: none">▪ Availability Water source▪ Rail transport	<ul style="list-style-type: none">▪ Aging of the infrastructure▪ Drought/Floods▪ Crime

13. Social analysis

13.1. Health facilities

Information gathered from the Department of Health & Social Development is that there is 1 hospital, 1 health centre and 20 clinics within the Greater Letaba Municipal area. Table below presents the capabilities of the hospital and health centre while capabilities of the clinics are presented in Table below. The availability of a suitable site for a clinic still poses a challenge in Modjadjiskloof and Senwamokgope.

Hospital (Ga-Kgapane) and Health Centre (Modjadjiskloof) facilities in Greater Letaba municipality

		Ga-Kgapane	Modjadjiskloof
Beds		281	17
Wards		7	9
Theatre		1	2
Doctors	Sessional	5	5
	Full time	6	
Nurses	Qualified	370	19
	Student	51	

Source: Department of Health & Welfare

Clinic facilities in Greater Letaba municipality

Clinic facilities					
Facility	Location	Beds		Nurses	Doctors
		Delivery	Post Natal		
Kgapane	Kgapane	2	2	8	Visiting weekly
Meidingeng	Meidingeng	2	3	9	Visiting weekly
Sekgopo	Sekgopo	2	3	9	Visiting weekly
Duiwelskloof	Modjadjiskloof	0	0	8	Visiting weekly
Shotong	Shotong	2	3	14	Visiting weekly
Modjadj	Sekhwiting	2	2	Borrowed staff	Visiting weekly
Bolobedu	Bolobedu	2	3	8	Visiting weekly
Matswi	Matswi	2	3	8	Visiting weekly
Senobela	Senobela	2	3	9	Visiting weekly
Seapole	Seapole	2	2	6	Visiting weekly
Charlie	Charlie	2	2	7	Visiting

Clinic facilities					
Facility	Location	Beds		Nurses	Doctors
		Delivery	Post Natal		
Rengaan	Rengaan				weekly
Mamanyoha	Mamanyoha	2	2	7	Visiting weekly
Lebaka	Lebaka	2	2	8	Visiting weekly
Maphalle	Maphalle	2	3	12	Visiting weekly
Raphahlelo	Raphahlelo	2	3	9	Visiting weekly
Mamaila	Mamaila	2	3	8	Visiting weekly
Middlewater	Middlewater	2	2	8	Visiting weekly
Pheeha	Pheeha	2	2	8	Visiting weekly
Rotterdam	Rotterdam	2	3	8	Visiting weekly
Bellevue	Bellevue	2	3	8	
Total	20	38	49	161	

Source: Dept. Health, 2008

13. 1.1. Access to Health Care

Statssa indicates that, within the Greater Letaba Municipal area, 42% of communities reside within 20 km of a hospital, 4% of communities reside within 10 km of a Health Centre and 91% of communities live within 5 km of a clinic. With the exception of the very low Health Centre statistic, Greater Letaba compares favourably with the other local municipalities in the Mopani District. The distance norm to rate accessibility does not take into consideration other restrictive factors, such as bad state of roads, and therefore health facilities are in all probability less accessible to communities than reflected by the Department of Health criteria

Many of the residents of the municipal area make use of health facilities in adjacent areas, such as the Tzaneen Private Hospital, the Van Velden Hospital at Tzaneen, Nkhensani and the Pietersburg Private Hospital, for a variety of reasons. The area is well served by clinics although primary health care is relatively not sufficiently accessible to people in the villages, as there is only one mobile clinic in use which operates from the Ga-Kgapane Hospital.

13.1.2. General challenges encountered by the health services are the following:

- Staff shortages
- Equipment shortages
- Out of order vehicles

Other challenges and needs in respect of health facilities however may be outlined as follows:

- Insufficient mobile and visiting points
- A need for a health centre in Sekgopo, Senwamokgope and Mokwakwaila
- Acquiring a suitable site for the construction of a more capacitated clinic in Modjadjiskloof
- A need for EMS at Sekgopo, Sekgosese and Mokwakwaila.

13.2. Early Childhood Development (ECD)

There are 115 ECD sites that are recognized and teachers are subsidized by the Department of Education within Greater Letaba Municipality. Table below reflect number of sites and the conditions of the ECD'S in Greater Letaba Municipality

Number of ECD sites and their current conditions

Municipality	GLM
Learning sites in place	115
Shacks	12
Dilapidated	18
Overcrowded	13

13.2.1. Challenges of Early Childhood Development

- Under resourced water supply and sanitation
- Lack of security
- Mushrooming of illegal ECD Centres
- Lack of toys for kids
- Institutional structure not yet determined
- Lack of qualified staff in most pre-school
- Many privately pre-school not registered
-

13.3. HIV/AIDS prevalence

The growth No f HIV/AIDs in the past 10 years has been exponential growth rather than lineal growth. This has been caused by the following sectors:

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

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

- Diarrhea
- Pneumonia
- Tuberculosis
- Malaria
- Sexual Transmitted Infection
- And recently , Cholera which has claimed about 5 lives

13.4 Safety and Security

The South African police services (SAPS) is responsible for public safety and security in the municipality

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

Table 12: below reflect police stations and satellites

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

According to Regional SAPS office, there are not enough Police Officers in the Region, including GLM. It is one area that the district needs to prioritize.

The highest crime types in this municipality which are still posing challenges to communities are theft, burglary and assault.

Various priority crime hotspots

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

Source: Department of Safety & Security

12.4.1. Existence and functionality of crime prevention structures

The Department of safety and security has established community structures to help in crime prevention. Community Policing Forum has been established in some of the wards and the challenge is that in some areas these structures are not functional or do not exist

In terms of the school patrol the Department of Safety and security has identified hot spot schools in the municipality. To prevent crimes in those schools they have introduced a programme called cop adopt school programme.

13.4.2. Backlogs of safety and security facilities

- Insufficient patrol vehicle
- Inaccessible roads
- Shortage of high mast lights in rural areas

13.5. Education

Table 13: below reflects education levels in the municipality as compared to the Mopani district municipality.

Education level

	Greater Letaba	%	Mopani	%
Grade 1/sub A (completed or in process)	7627	5.6	31711	5.4
Grade 7/standard 5	15877	11.7	64097	10.9
Grade 11/standard 9/form 4/NTC II	15919	11.8	68420	11.7
Attained grade 12; out of class but not completed grade 12	6419	4.7	30580	5.2
Grade 12/Std 10/NTC III (without university exemption)	10159	7.5	52920	9.0
Grade 12/Std 10 (with university exemption)	754	0.6	10195	1.7
Certificate with less than grade 12	1430	1.1	10497	1.8

Diploma with less than grade 12	1562	1.2	7780	1.3
Certificate with grade 12	952	0.7	6448	1.1
Diploma with grade 12	2777	2.1	13095	2.2
Bachelor's degree	1479	1.1	6879	1.1
BTech	78	0.1	999	0.2
Post graduate diploma	317	0.2	2431	0.4
Honour's degree	459	0.3	2043	0.3
Higher degree (masters/PhD)	72	0.1	1127	0.2
No schooling	38459	28.5	146863	25.1
Out of scope (children under 5 years of age)	28068	20.8	113316	19.4
Unspecified	2334	1.7	8115	1.4
Institutions	494	0.4	8476	1.5
Total	135165	100	585991	100

Source: 2011 StatsSA.

The percentage of illiteracy is estimated at 28,5%, which shows a decline in the level of illiteracy by 17,3 percent. The progress thereof is satisfactory; the level of illiteracy is still worrying since it impacts on the employability of the population

13.5.1 Existing school in Greater Letaba Municipality

The number of existing schools and their conditions leaves much to be desired. There is a backlog of schools and classrooms in some of the villages in Greater Letaba municipality.

Areas affected are:

- Mohokoni,
- Hlohlokwe
- Mothombekgi
- Taolome
- Modumane
- Nkwele-motse,
- Mandela Park,
- Makaba
- Chabelang B

Table 14: below reflects the number of existing schools

Number of existing schools

Year	2010	2011	2012
Secondary	83	83	84
Primary	133	133	116
Combine	-	-	2
Intermediate	-	-	---
LSEN	-	-	-
Total	216	216	202

13.5.2 Backlogs of classroom in Greater Letaba municipality

Table 15: below reflects backlogs of classrooms in Greater Letaba Municipality.

Backlogs on classroom in Greater Letaba Municipality

Year	2010	2011	2012
Secondary	19	37	178
Primary	55	134	177
Combined	-	-	-
LSEN	-	-	-
TOTAL	75	171	355

12.5.3 Table 16: below reflect the Learner /Teacher Ratio

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

With regard to the teacher people ratio for primary Schools, Greater Letaba municipality comply 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.

12.5.4 Backlogs of the state of the school amenities

Almost all the primary schools and secondary schools have electricity, but by in large there is a backlog in terms of continuer's supply of water and delapitated sanitation structures.

12.5.5 .State of provision of scholar transport

Department of Education is proving transport to learners who stays in the surrounding farms and are attending schools far away from where they are staying e.g. Goudplaas,ZZ2, Westfalia and Montina tomato plantation farm.

The Dept. of education is implementing the school nutrition programme which falls under quintile 1, 2 and 3

12.5.6.State of library in schools

Most of the schools have converted classrooms to be utilised as school library, the challenge with these school library is that they are under resourced in terms of personnel and material.

13.6. Sports, Arts and Culture

13.6.1. Sports and recreation

Greater Letaba Municipality has established sports council, sports and recreational activities are coordinated by the sports, Arts and Culture in liaison with the Local Municipality.

Greater Letaba has three stadiums

- Kgapane stadium
- Mokwakwaila stadium
- Senwamokgope
- The establishment of sports complex is underway at Sekgopo and Lebaka. There is a backlog in most areas of the municipality as far as sports complex is concern e.g. Rotterdam and Goudplaas

13.6.2. Arts and Culture

Greater Letaba Municipality does not have arts and Culture committee to coordinate Arts and Culture activities. There is a need to coordinate these activities within GLM

13.6.3 Library facilities

Greater Letaba Municipality has three libraries within its area jurisdiction. Library contributes significantly to the education of the Greater Letaba population. The Modjadjiskloof library, Soetfontein library and Ga-Kgapane library are currently operational. There is a need for library in the following area:

- Mokwakwaila
- Sekgopo area
- Rotterdam area

13.6.4Heritage Sites

Greater Letaba Municipality has a number of heritage sites:

- Modjadji Cycad forest
- Rain Queen White House

- Lebjene Ruins

There is a need in Greater Letaba municipality to promote Selobedu language and popularize heritage site such as Manokwe cave and other caves which are found within the Greater Letaba Municipality

13.6.5.Thusong Centres

Municipality has two Thusong Centres which are currently operational. The Centres are at Mokwakwaila and Soetfontein in Sekgosesa 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, parastats, business and etc.

13.7 Disaster Risk Management

Disaster management is a continuous and integrated multi-sectoral disciplinary process of planning and implementation of measures aimed at disaster prevention, mitigation, preparedness, response, recovery (Disaster Management Act 57 of 2000). The municipality has a Disaster Risk management plan which is in line with Act 57 of 2000. The plan is been adopted by Council

Table 17: below reflects major disaster risk prevalent in the municipality

	Type	Risk
1	Global warming	Drought, Flood, hailstorm, wind storm and tornado
2	biological hazard	Foot and mouth disease, Malaria
3	Environmental degradation	Air pollution, Deforestation , soil pollution, Water pollution,

13.8 Telecommunication

Telecommunication is an information infrastructure that plays a crucial role in the development of socio economic sector. Access to effective telecommunication infrastructure is essential to enable the delivery of basic services, empowerment and development of the deprived areas.

Most of the household have access to different telecommunication facilities e.g. Radio, television, cellphone and mailbox

13.9 Social SWOT Analysis

Strength	Weakness
<ul style="list-style-type: none"> ▪ Three libraries Senwamokgope, Modjadjiskloof and Ga-Kgapane ▪ Availability of services to households 	<ul style="list-style-type: none"> ▪ Lack of facilities
Opportunity	Threat
<ul style="list-style-type: none"> ▪ Two Thusong Centres ▪ Available different social grants 	<ul style="list-style-type: none"> ▪ Disaster risk ▪ Crime ▪ vandalism

14. Key Performance Area 3: Local Economic Development

14.1. Introduction

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

14.2. Local Economic Profile

According to local economic profile extracted from Mopani District municipality economic data baseline study, Greater Letaba Municipality shows the following:

GDP per Economic Sector is:

Table 18: below reflect the percentage sectoral share of GDP in Greater Letaba Municipality

Sector	Greater Letaba
Agriculture, forestry and fishing	8.46
Mining	2.13
Manufacturing	6.63
Electricity and water	4.34
Construction	2.53
Wholesale and retail trade; catering and accommodation	18.55
Transport and communication	16.73
Finance and business services	12.41
Community, social and other personal services	5.94
General government services	22.28
Total	100.00

Source: quantic database 2011

Percentage contribution of each area to total GDP of Greater Letaba Municipality

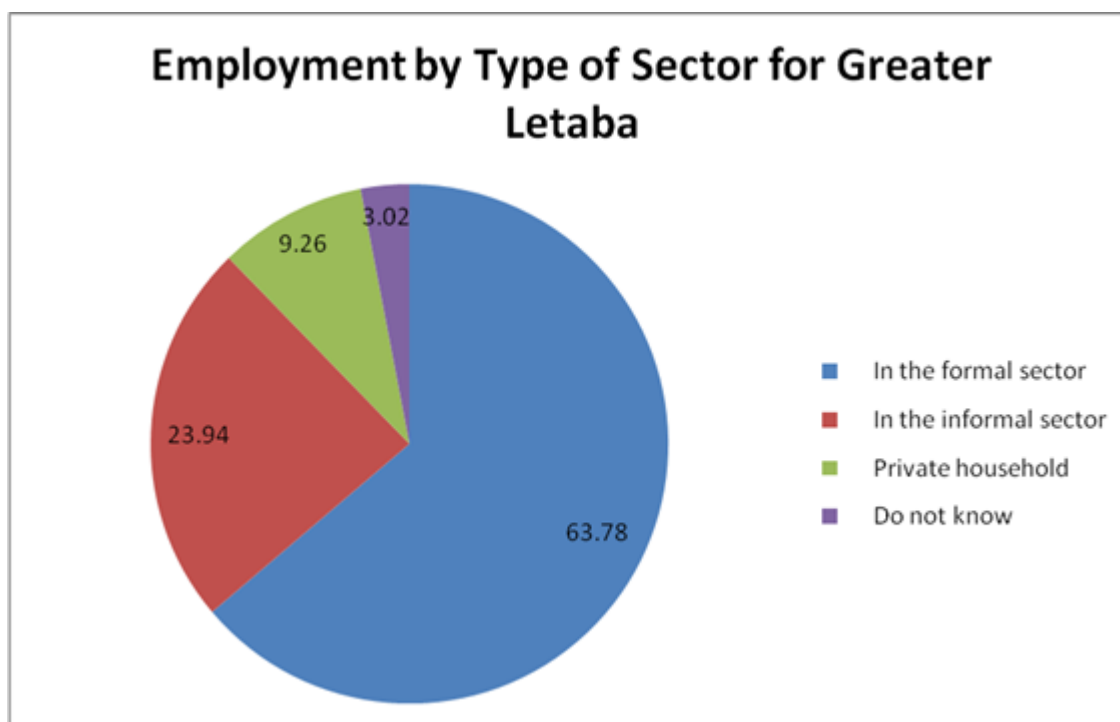
Sector	Greater Letaba
Agriculture, forestry and fishing	0.53
Mining	0.13
Manufacturing	0.42

Electricity and water	0.27
Construction	0.16
Wholesale and retail trade; catering and accommodation	1.16
Transport and communication	1.05
Finance and business services	0.78
Community, social and other personal services	0.37
General government services	1.40
Total contribution to Greater Letaba Municipality	6.27

Source: Quantec database 2011

14.3. Employment distribution by type of sector

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



14.4 Comparative and competitive advantage of Greater Letaba Municipality

Agriculture in GLM contributes 16% of the agricultural sector of the District. More importantly the agricultural sector is one of the major employers in the municipality, and it is continuing to grow as an employment generation. The agriculture sector is also known as important employer on a district level, employing more than 23% of

the District workforce. Emerging black farmers with potential for economic growth are considered by lack of funding and therefore need financial assistance.

The most important factor limiting agricultural production and development in GLM is the availability of water. This is also true for the majority of Limpopo Province, which is located in the dry Savannah sub-region. In general the province experience hot summer and mild winters, with the average annual rainfall ranging between 300-400 and 600 mm. The province also encompasses a wide range in respect of its topography, with its elevation varying between 600m-900m above sea level. Large portion of the municipality have land capabilities of moderate potential arable land, concentrated mainly in the central parts of the municipality. Much of this land is currently in private ownership and is already utilised for cultivation.

The Northern and North Western parts of the municipality mainly have land capability of marginal potential arable land and non-arable, low to moderate potential grazing land. These parts are almost extensively under Tribal Authority custodianship and may possibly be available for further development. However, given the largely limited potential for cultivation ,further development potential in these parts of the municipality are fairly limited ,allowing mainly for grazing purpose. Despite this, there are number of plant option that could be considered for production in the municipality and need to be explored further. Since most environmental factors that determine the habitat of specific crops can only be controlled or changed on a very small scale (or not at all)by the farmer, crops should be chosen that are adaptable to the environment. Commercial farming in GLM 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.

14.4.1. Forestry sector

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

The location of these timber plantations within the municipal boundaries also allows further value-adding opportunities through the manufacturing of timber construction materials. These products could include timber beams and trusses, window and door frames, wooden flooring etc. The production of these construction materials could be of particular value in serving the local communities.

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

14.4.2 Tourism sector

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

- Rain Queen (Queen Modjadji)
- The biggest Baobab tree in Africa with a bar inside
- The African Ivory route that passes through Modjadjiskloof
- Modjadji Nature reserve, with the Modjadji (Encephalartos Transverse Cycad Forestry only found here)
- Modjadji Lodge (Lebjene)
- Vast tomato plantations of ZZ2
- Modjadjiskloof waterfalls
- Mooketsi Area
- Caravan Park
- Ga-Kgapane Park
- Walking trails
- Montina tomato plantation
- Grootbosch
- Manokwe Caves
- Scented Garden (Garden for the blind)
- Modjadji Museum
- Nahakwe Mountains Lodge

14.5. Economic potential/opportunity

Given the strong Agricultural sector in the region and the fact that many of the agricultural inputs are sourced from outside of the municipal boundaries, opportunities arise for the trade of these inputs. This includes inputs such as fertilisers, pesticides, machinery and seeds or seedlings. Many of these inputs are obtained from Tzaneen, but could also be sold within the municipal area, which gives the advantage of being easier accessible and closer to the farming areas.

Traders in the Municipality currently buy their stock from wholesalers in the larger activity centres such as Tzaneen and Polokwane, as there is a shortage of wholesalers in the area. A limiting factor to the development of further wholesale activities in the southern parts of the municipal area is the proximity and easy access to the well-established trade sector in Tzaneen, which would generate a high level of competition. However, the remainder of the municipal area is quite remote and far removed from larger activity centres, making it more difficult and expensive to obtain goods from wholesalers in Tzaneen. The establishment of wholesalers in these areas would therefore be more viable and could result in the establishment of further retail facilities.

The presence of plantations in the area creates opportunities for the manufacturing of arts and crafts. There are also a few sewing activities taking place in the rural areas. Together, these commodities create opportunities for the establishment of an art and crafts market, particularly in view of the growth of the tourism market in the region.

14.6. Challenges and constraint

Constraints identified by different role players in terms of the barriers to the expansion and development of key economic sectors within Greater Letaba Municipality include the following:

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

Lack of funding or financial support: Another constraining factor in respect of development in Greater Letaba Municipality is related to the large areas of land

(approximately 50%) registered in the name of the state and under the custodianship of traditional authorities. As such, small farmers are farming on communal land, to which they cannot get title deed, but only have permission to occupy. Therefore, farming on communal land precludes small farmers from obtaining financial support through commercial institutions such as banks, which prevents these farmers from expanding their farming enterprises or obtaining the necessary insets such as specialised machinery. Furthermore, access to funding, even for minor, necessary improvements to public and private sector products in the tourism industry, is extremely difficult to secure.

Proximity to Tzaneen: While the proximity of the larger activity centre of Tzaneen is advantageous in some respects, it does somewhat constrain the development of the business and services sectors in Greater Letaba Municipality, particularly in the southern parts of the municipal area. Due to the good transport linkages, easy access and close proximity of Tzaneen, large and well-established suppliers and support services are within easy reach of farmers and other industries creating the perception that there is no further need for the development of these facilities locally.

Lack of skills: The majority of the labour force in Greater Letaba Municipal area has no, or very limited basic skills, necessitating on-the-job training. Training is particularly necessary in the further processing of fruit and vegetables and in the timber industry, which requires somewhat higher skills levels. The lack of these skills largely constrains the further development of manufacturing and agro-processing industries in the municipal area. Municipality has agricultural and tourism opportunities to tap in. In this respect, there are particular challenge in terms of the transfer of skills and mentorship from successful business people to entrepreneurs and small business owners. Many of the small-scale farmers are also illiterate to some extent, or lack the knowledge in respect of writing business plans for their businesses. This is also the case for tourism development, where no sufficient practical support is given to emerging tourism entrepreneurs or SMMEs in terms of pre-feasibility, feasibility and business planning.

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

constrained by accessibility issues and the poor condition of roads in the remote rural areas. The municipality envisages developing the shopping complexes at Kgapanne and Senwamokgope.

Agricultural potential and lack of adequate water: A further constraining factor is the lack of water, particularly in the northern parts of the Municipality. Many of the small-scale farmers are located alongside perennial rivers, but a large proportion of farmers are located away from these rivers. The water supply is not sufficient in terms of irrigation and many small-scale farmers therefore rely on dry-land farming. Furthermore, the main agricultural products only naturally occur in the southern parts of the municipal area and agricultural production and expansion would therefore not be viable development options for the northern areas of the Municipality, which have a drier climate.

Lack of industrial estate: In terms of manufacturing, a major constraining factor is the lack of a defined industrial area in the Municipality, with some manufacturing plants being located among the business premises in Modjadjiskloof. Furthermore, industrial plants in Greater Letaba Municipality do not receive preferential rates in respect of electricity and water, but are paying urban rates. The establishment of an industrial estate with incentives for development could attract factories and other manufacturing industries to the Municipality. Politsi Industries and surrounding areas were shifted to Tzaneen after the Municipal Boundaries Demarcation in 2000.

Lack of tourism infrastructure: GLM does not currently have a large range of accommodation, conference or tourism facilities, which hampers the development of the tourism sector in the Municipality. The town of Modjadjiskloof also has very little to offer as a place to stop for refreshments or supplies. In addition, if a critical mass of attractive and innovative products are not created at Modjadji, and adequately marketed, the few products that have been created will fail to perform in the highly competitive situation that prevails in South African tourism as a whole. Furthermore, the lack of coordination in terms of an integrated tourism development plan for Modjadji is a serious threat, which could result in one of Limpopo's most important tourism icons never reaching its full potential.

Lack of financial institutions: Financial institutions in Greater Letaba Municipality are lacking, with banking facilities being limited to an FNB branch in Modjadjiskloof, with only a few ATM's being located elsewhere in the Municipality. As such, local people and business owners will travel to Tzaneen for banking services. This not only

constrains the effective operation of local businesses, but also results in spending of money outside of the Municipality, as residents conduct multi-purpose trips, combining trips to banking facilities with major shopping in the areas surrounding these financial institutions.

Lack of tourism awareness: There are very low levels of awareness regarding the tourism industry amongst local communities, which results in communities not fully understanding the value of the tourism industry, not generally having a positive and friendly attitude towards visitors, and not being aware of what opportunities the industry presents in terms of SMME involvement. Valuable heritage resources such as historical sites, as well as the local legends, oral history and indigenous knowledge systems are in many instances also not conserved and may be lost in the short term to the tourism industry, and, in the longer term, to the nation as a whole.

14.7.Economic trends

The inputs into the trade industry relate mainly to the products that are sold by traders. Formal traders, particularly those located in Modjadjiskloof, are to a large extent part of chain shops, with products obtained mainly from Gauteng. Other smaller formal traders obtain the products they sell from wholesalers in activity centres such as Tzaneen and Polokwane.

As discussed above, informal trading is to a large extent focused on agricultural produce, which is obtained from the local farmers and farmers in the surrounding municipalities. Other products sold by informal traders, Tzaneen and Polokwane.

Larger businesses, which are mainly located in Modjadjiskloof, also do not have a very large off-set market. However, as Modjadjiskloof is one of the larger urban areas in the Municipality, products are not only sold to the immediate surrounding population, but also attract people throughout the Municipality. Very few retail products are sold outside of the municipal boundaries. This indicates that the municipality's catchment area is very narrow.

14.8.Local Skill Base

Greater Letaba Municipality should concentrate on two priority sector, namely agriculture .There is general shortage of skills in this sectors. The municipality relies on the Department of Agriculture on agricultural technical skills. On tourism, most private operator shave 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.

14.9 Jobs created by LED 2011/2012

Although greater Letaba municipality played a role in term of job creation but by and large most areas are still affected by poverty and unemployment. Therefore it is important for municipality to facilitate and coordinate LED initiatives which will assist in job creation and poverty alleviation.

Table 18: below reflect jobs created by LED initiatives 2011/2012

Name of company	Location	No of jobs created	Gender
Tourism information centre	Modjadjiskloof	30	04 Female 26 Male
Sekgopo sports complex phase 2	Sekgopo	19	08 female 11 male
Senwamokgope stadium	Senwamokgope	32	10 Female 22 male
Municipal office building phase 2	Modjadjiskloof	12	06 Female 06 male
Rehabilitation for Modjadjiskloof streets phase 2	Modjadjiskloof	07	0 female 07 male
Taulume, Kuranta and Buqa high mast lights	Taulume, Kuranta and Buqa	09	03 female 06 male
Femane, Ntata and Matipane high mast lights	Femane, Ntata and Matipane	10	0 female 10 male
Mamaila kolobetona, Vaalwater, Rotterdam and Sephokhubje	Mamaila kolobetona, Vaalwater, and Sephokhubje	15	1 female 14 male
Sekgopo taxi rank	Sekgopo	10	03 Female 7 male
GLM EPWP Maintenance project		113	83 Female 30 male
Khumeloni youth cooperatives	Mokwakwaila	08	03 female 05 male

Kgapane street paving	Ga-Kgapane	45	22 female 23 male
Mokwakwaila stadium	Ga-Mokwakwaila	15	5 female 10 male
Senwamokgope street paving phase 3	Senwamokgope	06	02 female 04 males
Malematja street paving phase 2	Ga-Malematja	09	06 female 03 male
Modjadji valley street paving phase 2	Modjadji valley	36	20 female 16 male
Senwamokgope community hall		10	04 male 06 female
Lebaka sports complex	Lebaka	01	00 female 01 male
Modjadjiskloof sidewalks	Modjadjiskloof	05	05 female 00 male
Kgapane sidewalks	Ga-Kgapane	07	01 female 06 male

14.10. Jobs created by Private Sector

Name of company	Location	No of jobs created	Gender
ZZ2	Mooketsi	1145	700 Female 445 Male
Steven Mohale	Mamokgadi	162	100 Female 62 Male

14.11. Local Economic Development SWOT Analysis

Strength	Weakness
<ul style="list-style-type: none">▪ Functional portfolio committee▪ LED strategy▪ Tourism strategy▪ Investment strategy	<ul style="list-style-type: none">▪ Lack of tourism awareness▪ None implementation of strategies▪ Shortage of funding
Opportunity	Threats
<ul style="list-style-type: none">▪ Tourism▪ Agriculture▪ Forestry	<ul style="list-style-type: none">▪ land claim▪ crime▪ vandalism

15. Key performance Area 3:Financial viability

15.1. Introduction

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

15.2.Financial Management System

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

- Supply Chain Management Policy
- Credit Control Policy
- Budget Policy
- Indigent Policy
- Asset Management Policy
- Rates Policy
- Principles and policy on writing off of bad debts
- Virement policy

15.3. Financial sources of the Municipality

The municipality has the following sources:

- Equitable share
- FMG
- MSIG
- MIG
- EPWP
- Agency fees from the Department of Roads and Transport.
- Revenue from service charges electricity and refuse.
- Licences and permits
- Traffic fines

15.4. Budget and treasury management

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

Previous and Current budget

	2008/09	2009/10	2010/11	2011/12	2012/13
Revenue	R118 491 905	R169 088 966	R168 844 563	R218 120 688	R198 865 955
Exp	R116 493 900	R158 800 013	R167 678 604	R217 709 582	R138 900 189

15.5. Submission of financial statements to the office of AG

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

15.6. Auditor General's findings

- Audit committee meeting not held in quarter four.
- Quarterly performance report not submitted to council
- AOPO: performance targets not time bound
- AOPO: performance indicators/ measures not well defined
- AOPO: reported indicators not consistent when compared with planned
- Reported performance differ with the source
- AOPO: target not achieved
- Investment property-incorrect classification of investment property
- Property, plant and equipment- Depreciation charge not posted on the general ledger
- Bad debts- understatement of expenditure
- Expenditure- statement of performance amount and note differ

- Expenditure- VAT claimed on purchase from non-vendors
- Employee cost-leave pays more than 48 days
- Employee cost-leave managed incorrectly
- Employee cost- incorrect overtime
- Predetermined objectives: penalties not imposed on the contractor
- AOPO: performance of the municipality and of each external service provider
- Employee cost- housing allowance paid incorrect amount
- Employee report- leave policy ambiguous
- Employee cost- payment of arbitration award to an employee incorrect
- Property, plant and equipment- incorrect classification of assets written off
- Property, plant and equipment- difference between Appendix B and assets register
- Property, plant and equipment: assets in the assets register without location description
- Accounts payable: supporting documents not obtained for Mopani balances
- Difference point system for the acquisition of goods and/or service

15.7. Addressing Comments from the Auditor General's Report

The municipality has developed an action plan which responds to the AG comments. The plan has clear targets with timeframes.

This plan will also assist the municipality to improve the management affairs for the subsequent years.

15.8. Revenue Management

The municipality has the following revenue management systems or tools:

15.8.1 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.

15.8.2. 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.

15.8.3. 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.

15.8.3.1. Audit outcome for the past five (5) financial years

The table below reflects the audit outcomes of Greater Letaba Municipality for the past five financial years

Audit outcome 2007/2008 to 2011/2012

2007/8	2008/9	2009/10	2010/11	2011/12
Qualified	Unqualified	Unqualified	Adverse	Qualified

15.8.4. Expenditure Management

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

16.8.5. Project and Initiatives from Other Spheres of Government

The municipality is getting support from other departments such as National and Provincial Treasury and COGHSTA. COGHSTA is assisting the municipality with collection of debts from the owing departments. National Treasury is assisting with training of fiancé interns. The Provincial Treasury is assisting with much needed training of staff in finance related issues such as supply chain management.

15.8.6 Audit Committee/Internal Audit Committee

The municipality has an internal audit unit that falls under the office of the Municipal Manager. The Audit Committee is in place although it is a shared services function funded by the district municipality.

16. Key Performance Area 4: Good Governance and Public participation

Section 152 of the constitution reflects that one of the objectives of the Local government is to encourage the involvement of communities and community.

16.1 Local government

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 number of ways and systems to involve communities and improve governance

- 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

16.2 Relationship with Traditional leaders

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

16.2.1 Community input

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

16.2.2 Ward committees

The municipality has established 29 ward committees which assist council in term of liaising with the community. They play a role as a link between the community and the municipality and facilitate development of long term vision. Ward committees

ensure that the views of the committee are captured in the IDP by attending to public participation meeting and submitting inputs to the municipality. The municipality has developed a ward committee policy to ensure the effectiveness and efficiency of system. They assist in term of monitoring municipal institutional performance. The ward committee's reports get evaluated every month for the purpose of monitoring their functionality and effectiveness.

16.2.3. Community development workers

The municipality has 23 CDW's against 29 wards, meaning some of these CDW's are allocated in more than one ward. This impact on the effectiveness of their operation

16.3 Internal Audit

Internal Audit Analysis

The main purpose /responsibility is to give assurance to management in relation to the effectiveness of internal control as well as compliance to legislation requirements and assurance

The municipality has recently appointed interns to assist internal Audit.

16.3.1. Audit Challenges

Internal Audit Structure/organogram

Internal audit structure does not conform to standard no, 2030 of the international standards for the professional practice of Internal Auditing, in term of resource management:

- The Internal audit document should have the preparer ,review and quality assurance
- The internal audit should be structured as follows:
 - Chief Internal Auditor (quality assurer)
 - Senior Internal Auditor (Reviewer)
 - Auditor (preparer

16.3.2. Anti –Corruption

Corruption is explained as any conduct or behaviour in relations to person entrusted with the responsibility with the responsibility in the public office, which violates their duty as public officials and which is aimed at obtaining undue gratification of any kind for themselves or for others.

Anti-corruption challenges

Even if the anti-corruption strategy has been developed and approved but however, the motivation and desire to deal with corruption leaves much to be desired

16.4 Risk management

Greater Letaba municipality has created the post for Risk Officer and a person has been appointed to occupy the post

16.4.1 Risk management challenges

- Climate challenges
- Health risks
- Environmental risks
- Shortage of water

16.5 Audit committee

Greater Letaba municipality uses the shared Audit committee from Mopani District municipality.

16.6 Special groups

16.6.1 Youth and children

Youth constitute the highest population in Greater Letaba municipality and they represent the most vulnerable group in the society.

Table 19: below reflects the 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

16.6.2 Women and elderly

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

Oversight Committee

Greater Letaba Municipality has established the Oversight committee to oversee the municipal activities. The establishment of the committee is in line with the Legislation.

Table 20: below reflect the 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

17. Key Performance Area 5: Municipal Transformation and Organisational Development

17.1. 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.

17.2. Political Structure

Political Component

GLM is a category B type municipality and is graded at Level 3. It has an executive committee system. The political component of the municipality comprises of 57 councillors, 29 of them are ward councillors with each representing their constituencies. The Mayor is the political head of the municipality. The Speaker presides over the council. By comparison, there is a political stability in the municipality.

17.2.1 The executive committee

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

Executive committee member

Cllr Modjadji G.H. The Mayor

Cllr Maake F.N. Corporate and Shared Services

Cllr Nkwana .M.M. Finance

Cllr Makhananisa M.D Economic Development, Housing and Spatial Planning

Cllr Moroatshehla F.M	Agriculture and Environment
Cllr Masela M.P	Public Transport and Roads
Cllr Makhananisa R.J	Infrastructure
Cllr Kgafela T.C	Water and Sanitation Services
Cllr Baloi N.N	Health and Social Development
Cllr Seale M.C	Sport, Recreation, Arts and Culture

17.3. Administrative component

The Municipal Manager is the head of the administrative arm of the municipality. There are four directorates in the municipality, namely:

- Budget and Treasury Office;
- Infrastructure, Development and Planning;
- Corporate Services; and
- Community and Social Services.
- Each directorate is headed by a Director who is accountable to the Municipal Manager.

The office of the Municipal Manager is organized purposefully to give administrative support to council sittings, executive committee meetings, Office of the Mayor, the Speaker, the Chief Whip and three other full-time councillors. The rest of the other councillors utilize the Office of the Mayor and their respective directorates for administrative and service delivery purposes.

17.4. Municipal directorates and their function

Directorate/Office	Purpose of the directorate
Corporate Services	To ensure efficient and effective operation of council services, human resources management, legal services and the provision of high quality customer orientated administrative systems. Ensuring 100% compliance to the Skills

	Development Plan
Budget and Treasury	To secure sound and sustainable management of the financial affairs of GLM by managing the budget and treasury office and advisory services to all council providing structures and if necessary assisting the accounting officer and other directors in their duties and delegation contained in the MFMA. Ensuring that GLM is 100% financially viable when it comes to Cost Coverage and to manage the Grant Revenue of the municipality so that no grant funding is foregone
Infrastructure and Development	To ensure that the service delivery requirements for roads are met and maintenance of water, sewerage and electricity are conducted for access to basic services as well as no less than an average of 100% MIG expenditure. To direct the GLM's resources for advanced economic development and investment growth through appropriate town and infrastructure planning in order that an environment is created whereby all residents will have a sustainable income.
Community Services	To co-ordinate Environmental Health Services, Sports Arts and culture, Education, Libraries, Safety and security, Environmental and Waste management, Health and Social development programmes as well as Disaster management to decrease community affected by disasters
Office of the Municipal Manager	To lead, direct and manage a motivated and inspired workforce and account to the Greater Letaba Municipal Council as Accounting Officer for long term Municipal sustainability. To achieve a good credit rating within the requirements of the relevant legislation coordinating whereas the following sections within the department, i.e. HIV/Aids, Youth, Disabled and Gender Desk, Communication and Internal Auditing is managed for integration, economic

	growth, marginalised poverty alleviation, efficient, economic and effective communication and service delivery.
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17.5. Management System

17.5.1. Information management

The Municipality has an effective and efficient IT system. IT Policies are in place to help manage the information:

- Promotion of Access to Information Policy
- Record Management Policy
- Notebook/ Laptop Policy
- Back up Policy
- Internet Acceptable use Policy
- IT password Policy
- Email Acceptable Use Policy
- Hardware and Software Policy
- IT Security Policy
- Cell Phones Allowance Policy

17.5.2 Communication and community participation

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

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

- Campaigns

17.6 Human Resource Management System

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

HIV/AIDS Policy

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

18.7 Employment Equity Plan and challenges

The Municipality has an employment equity plan to ensure equitable representation of all groups, particularly the previously disadvantaged groups. The Employment Equity Plan (EEP) has been approved by council to address previous shortcomings. The municipality has members of designated groups in different categories of the workforce areas. At a management level people with disability are not represented. However there are challenges in terms of achieving employment targets which include amongst others the following: Reluctance by members of the designated groups to apply for positions at management level, despite the management efforts encouraging them to apply during advertisement. When they have applied the issue of capacity becomes a challenge

Occupational level	Male		Female		TOTAL
	African	White	African	White	
Top management (section 57)	04		01		05
Senior management(level 02)	08	01	01	0	10
Professionally qualified and experienced specialist and mid management (level 03)	05	0	08	0	13
Skilled technical and academically qualified workers ,junior management ,supervisors, foreman, and superintendents	15	01	14	0	30
Semi-skilled and discretionary decision making	37	0	22	0	59
Unskilled and defined decision making	55	0	40		95
Total					210

17.8. 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; and
- Involve the community in setting indicators and targets and reviewing municipal performance.
- GLM's performance management system aims at ensuring that all the departments within the municipality are working coherently to achieve optimum desired results. This is done by planning, reviewing, implementing, monitoring, measuring and reporting on its activities.

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

- Constitution of the Republic of South Africa, Chapter 7 of Act 108 (1996)
- White Paper on Local Government 1998
- Municipal Systems Act, 2000 (Act No. 32 of 2000)
- Municipal Finance Management Act, (Act No. 56 2003)
- Regulation 393 of 2009: Local Government Municipal Finance Management Act Municipal Budget and Reporting Regulation

- Municipal Performance Regulations for Municipal Managers and Managers directly accountable to the Municipal Manager (2006)
- Municipal Planning and Performance Management Regulations (2001)
- Batho Pele Principles
- Municipal Structures Act 1998 (ACT no 117 of 1998)

Organisational structure and Alignment to powers and Functions.

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

Skills needs within the Municipality

Greater Letaba Municipality has diverse needs of skills such as agriculture, Tourism, Agro-processing and engineering.

17.9. Wards priorities

Table 20: below reflect the ward priorities list

Ward	Priority	Villages/ section
01	Water and sanitation	Whole ward
	Electricity	
	Electrification	Sehlomamotheke, Madumeleng, Rasewana
	street lighting	Lenokwe, Rasewana, Koope, Sebefe, Thibeni, M aolwe and Makhutukwe
	Roads and Transport	
	Street paving	Makhutukwe bus stop to Molokwane, Bolobedu clinic, Makhutukwe bus stop to Makgobatlou, sehlakong graveyard, Sehlomamotheke, Thibeni, Madumeleng, sebefe ,Koope, Lenokwe bus stop to graveyard, Rasewana

	Waste Management	Skip bins to all villages
	Community facilities	Clinic at Koope
02	water	
	Roads paving	
	RDP houses	
	Sanitation	
	Clinic	
03	Electricity	
	Electricitification	Mapaana,Tshabelamatswale,Home-2000 extension, Meloding extension
	High mast lights	Between home-2000 and Tshabelamatswale
04	Electricity	
	Electrification of new extension	Las Vegas, Meshasheng, Mesopotamia Los Mecherry&Khapamadi
	Street lights	Tshamahansi
	Sites	Demarcation of sites
05	Sanitation	Meidingen,Rabothata,Maraka,Malematja,Lebala
	Roads Transport	
	paving	Malematja street paving,eidingen,Malematja two schools
	Housing and Land	Meidingen,Lebala,Rabothata,Rabothata Lower primary
	Community facilities	Sports complex, , Rabothata Lower primary school
	Community Hall	Rabothata village
	Job creation	Market Centre,Meidingen,Droping Centre
	Water	Rabothata to Lebala
06	Water	Ramphenyane,Sethokong,Mokwasele,Shotong

	Electrification	Mokwasele 32 houses, electrification of all villages
	Apollo lights	Modubung, Madibeng, Shotong, Ramphenyana, Mokwasele
	Housing	On hold houses for the year 2011, incomplete ward in the ward, RDP houses in the ward
	Roads and Transport	
	paving	Ramphenyana road to the traditional, Mokwasele road to cemetery, Modubung road to cemetery, shotong road, Madibeng road to cemetery via Matome Modika High
	Small bridge	Ramphenyana to Mokwasele, Mokwasele to Mokwasele Primary, Modubung to Shotong primary. Modubung to Mowahlapeng, Modubung to sethothong village
07	Roads and storm water	
	Roads	Mamakata to Raseleka
	Pedestrian bridge	Rabothata village, iketleng, Maraka, Makhurupetsi, Mollong
	Water and sanitation	Mamakata village, Mollong village, six mobile jojo tank 3x Mamakata, x2 Mohlakamosoma, x1 Maraka
	Sanitation	
	Toilet	34 Mamakata, 60 Makhurupetsi, 60 Rabothata, 58 Maraka, 70 Iketleng, 38 Mollong, 20 Seatlaleng, 5 Raseleka, 40 Molelema, 59 Sekhuting, 200 Mohlakamosoma, 123 Raseodi, 12 all cemeteries
	Electricity	
	Apollo lights	X 10 for all villages
08	Electricity	All Extensions
	Street lights	Rapitsi-itieleng, Mandela park

	Community Hall	Rapitsi
	Sports Ground	Rapitsi
	RDP Houses, Toilets	Mandela Park Itieleng,Tshabelamatswale,Rapitsi, Mmaphakhate
09	Water	
	Borehole and reticulation	Marotholong,Malatji,Mogano,Staseng,Moshate
	Roads (Tarring)	Moshate road, Setaseng Road
	Street paving	Malatji,Marotholong,Mogano,Balobedu,Setaseng,Makola,Mailula,Moshate,Moshate extension
	Bridges	Setaseng to Moshate, Mogano to Setaseng, Mogano to Mogano, Mogano to Malatjie,Maroyholong to Makhabeni,marotholong to Mameriri,Marotholong to Sports complex
	Storm water control	Malatjie,Mogano,Setaseng,Moshate
	fencing	Badimong Community Cemetery
10	Roads	Compilation of paving
	Library	
	Water	
	Park	
	Upgrade of sports facilities	
11	Electrification	Kgopong village
	Water	
	Water reticulation	Boshakge,Sekgothi,Tlatsa,Kgopong,Mabulana
	Booster pump	Tlhabelani Mponeng section,Motwasethla and Tlhabelang Itieleng
	Roads and Transport	
	Road(Paving)	Mabulana,Boshakge,Tshabelang,Sekgothi,Tlatsa,Kgopong
		Matswi road from bus stop to Morwatshehla

		and small part of Itieleng section
	Electricity	
	High mast lights	Matswi bus stop,Kheshokholwe bus stop, Morwasetlha next to tavern, Mabulana next to tavern
12	Roads and Transport	
	Paving	Itieleng next to Masehlone Primary, Thakgalang next to next to Mamathoro to Manyorong,
	Culverts	Giyani and Mmadibete section,Mmonatshohle and Mmangwako secondary,Mmonatshohle and extensions
	Tar road	Nkei to Thakgalang (old magistrate)
	Electricity	
	Electricitification	Itieleng extension
	High mast lights	Thakgalang No 1,No 2 No 3,No 4,Itieleng Nkei, Old stand,Merakeng
	facilities	
	Clinic	Itieleng
	Community Hall	Thakgalang
	Sports Complex	Thakgalang and Itieleng
	Water	
	Equipment of borehole	Itieleng
	Water reticulation	Itieleng
	reservoir	Thakgalang No 4,No 2,No 3,Itieleng
	Sanitation	all sections at Itieleng, Thakgalang all sections
	Housing	
	RDP houses	Itieleng section (70),Thakgalang (50)
13	Water	
	Borehole	X2 Chabelang, x2 Senwamokgope
	Reticulation	Senwamokgope and Chabelang

	Steel tank	Senwamokgope Moshongoville and Tlhabelang Thabanatshwana
	Electricity	
	Apollo lights	3 Chabelang,3 Senwamokgope
	Street lights	Chabelang and Senwamokgope
	Electrification	Chabelang 100 household, Senwamokgope 45 household
	Sanitation	
	Toilets	Chabelang 100 and Senwamokgope 100
	Roads and Transport	
	Paving	Senwamokgope,Chabelang,Home Affairs and public works
	Tar road	Chabelang and Itieleng, Senwamokgope D3210
	Low level bridge	Chabelang
	Bridges	Chabelang and Senwamokgope Lebelebore
	Street Naming	Senwamokgope
	Community Waste Management needs	
	Rubbish bin x recycling project(Bottle,Tin,paper,plastic)	Senwamokgope
	Big GLM dust bin	Chabelang
14	Sanitation	
	Toilets	250 toilets
	Water	
	Water needs	Jacob Zuma Primary
	Borehole	3 more jojo tanks,3 more boreholes, borehole H10-0816 to be electrified and equipped
	Water reticulation	Nahakwe venue section,Ngakelane,Jacob Zuma and Vaalwater 2 extension
	Electricity	

	Electrification	Jacob Zuma Section
	Apollo lights	In all ward
	Roads and Transport	
	Bridge	3 small bridges
	Culverts	4 culverts and upgrading of streets
	House	
	RDP Houses	150 houses in the ward, lemondokop(100), Vaalwater 2 village(50
	Facilities	
	Community hall	Lemondokop
	Mobile clinic	Lemondokop
	Shopping complex	Lemondokop
	Recreation centre	Lemondokop
	More classroom and furniture	Nahakwe secondary
	Electricity	
15	Electrification	Tikyline Phooko Sosong section Dirapeng Phooko (new stand section) Mahwibidung&Mampsana Section, Mosehla Stop, Baberwa,sebelalo view
	Apollo lights	Raphahlelo Tribal, Phooko Tribal,SRDA,Sejekeng,Kwatane,Rakgara Romans,Matsena,Sodoma,Pelo ya Kgomo,Monnatshohle,Iketleng,Maoma, Selema,Payane
	Post connection	55 household
	Streets light	All section
	Water	
	New borehole	Phooko next reservoir, new stand of Phooko, new stand of Raphahlelo.

Equipped borehole	Malebepa,Mamanyoha next to Mahloma,Polaseng next to bridge,Modau,Matsena shop Kwatane,Matsena giant killers,Mahlakanya,Mashia farm.Ramalepe farm Phooko tipping.Marindi
Upgrading of water reticulation	All 12 section
Connection of Middle Letaba	Soetfontein(Phooko and Raphahlelo)
Water reticulation	Extension household of Mahwibidune next to pig project, Mahempeni Phooko and Mosehla section.
Renovation of reservoir	Raphahlelo Tribal office Phooko market next to Ramaite
Sanitation	
Household VIP toilet	600 units in all sections,30 units in Sodine
School enviro toilet	Mahudu,Pelo ya kgomo,Babaerwa,Ramaite,Motsokotsa,Tseker e,machepelele
Clinic enviroloo toilet	Raphahlelo clinic
Pre-school and Drop in centre toilet	All six pre-schools, all eight drop in Centre
Community job creation and live hood	
Re-establishment of SRDA project Brick making, dress making, farming environmental project	SRDA
Fencing of grave yard	Phooko and Raphahlelo
Funding assistance for Agriculture	Masia,pig project,Mokgolohli farming
Roads and transport	
Tarring of main road	Wholesale to Dooring boom, Wholesale to Serene,Wholesale to Morebeng
Paving	Serakwana via Phooko Tribal office To Makolene,Mphebatho via Raphahlelo Royal house, Raphahlelo graveyard to Mampjana, Mahwibidung,Phooko graveyard to

		killers, Tippeng to Iketleng borehole, Mamolai pre-school via Makoro café
	Road sign	Raphahlelo and Phooko at Wholesale, Tribal Authority and Royal house Road signs Kwatane/Rakgara, Mmonatsohle, Iketleni, Setasene, Mahempeni, Mosokonyane, Tikiline, Sehlale /Sodoma, Sebelaolo view
	Street grading	All sections
	Upgrading of low level	Mashekane (Norman), Mahwibiduni, Dikwete flood, Dikwete Borehole Mackklagy), Machepelele, Rakgara/Kwatane/Macheru spaza, Tippeni Mmonatsohle, Phooko graveyard, Polala mmonatsohle, Kwatane Moyone, Magrace to one line Rakgara, mphaphudi and mayasha
	Community waste management	SRDA, Clinic, Phooko and Raphahlelo Tribal Office, All schools 7, Day cares Centres 6, drop in Centres 8
16	Electricity	
	Electrification	Tshamiseka B & Rotterdam in Khwayaririmi
	Post connection	Sephokhubje
	Sanitation	
	Toilets	Tshamiseka A-35, B-30, Pongolo-30, Chaki Magezeni 80, Khomosanisweso -40, Deep eleven-33, Ahi vonisaneni 25, Tshamahase-89
	Roads and Transport	
	Culverts	Rotterdam all areas
	paving	Rotterdam and Sephokhubje
	Tar road	Rotterdam and Sephokhubje
	Waste management	
	Waste collection	Rotterdam and Sephokhubje
17	Electricity	
	Electrification	Mmonatshohle, Mabitleng, Makwaleng, Naledi, Tshaba re bone section.

	Apollo lights	Naledi, Citizen section
	Houses	All village in the ward(150) units
	Sanitation(toilet)	All village in the ward (11) units
	Community facilities	
	Sports complex	
	Community Hall	
	Library	
	Water	
	borehole	Citizen Section
	Two tanks	Citizen and Naledi Section
	Reticulation	Mmonatshohle and Tshaba Re Bone section
18	Water	
	boreholes	6
	Steel tanks	4
	Electricity	
	Electrification	extensions
	Apollo lights	6
	Low level bridge	8
	RDP Houses	300 units in the ward
	VIP Toilet	300 units in the ward
19	Roads and Transport	
	Street paving	Jamela
	Grading of streets	Jamela/Mohlabaneng
	Low level bridge	Jamela/Mohlabaneng
	Community facilities	
	library	Jamela
	Water	
	Water reticulation	Jamela
	Electricity	
	Electrification of Ext	Jamela/Mohlabaneng
	High mast lights	Jamela
20	Electricity	
	Apollo lights	Shawela and Ditshosing Village

	electrification	Maphalle new stand and Shawela new Stand
	Water	
	Reservoir	All villages
	Roads ant Transport	
	Culverts	Maphalle Village
	paving	All street in the village
	Bridge	Shawela Molototsi River
	Street upgrade	In all villages in the ward
	Community facilities	
	Community Hall	In all villages
21	Electricity	
	Electrification	Mothobeki , Polaseng
	High mast lights	Polaseng, Mothobeki
	Water	
	Water reticulation	Polaseng,Matshelapata,Matipane,Mothobeki,
	Bulk Water	Femane extension, Ramaroka
	Roads	
	Paving	Polaseng,Ramaroka,Matshelapata/Matipane, Femane Village
	Low level bridge	Polaseng, Mothobeki, Ramaroka to graveyard
	Bridge	Matshelapata,Molototsi,Matipane/Maphalle
	Demarcation of streets	Polaseng,Mashasheni,Mothobeki,Femane village
	Creation of road	New stand
	Sanitation	
	Sanitation and RDP house	Polaseng,Ramaroka,Matshelapata,Matipane, Mothobeki,Femane
	Community Facilities	
	Clinic	Mashashane
22	Electricity	
	High mast lights	Refilwe
	Water	
	Water reticulation	Makgakgapatse

	Roads	
	Small bridge	Makgakgapatse(2),Refilwe (2),Nakampe(2)
	Street paving	Makgakgapatse,Refilwe,Nakampe
	Tar Road	To Bochabelo
	Sanitation	
	VIP toilets	600 Makgakgapatse, 400 Refilwe, 400 Nakampe, 200 Mamaila
	RDP Houses	300 Makgakgapatse,300 Refilwe,300Nakampe,300 Mamaila
23	Electricity	
	Electrification	78 new stand Sefofotse
	Apollo lights	Sefofotse,Sedibeng,Mmaupa,Bellevue
	Water	
	borehole	Sefofote,Mmaupa,old stand Bellevue
	Water reticulation	Bellevue, Sedibeng
	Water well	Maupa
	reservoir	Maupa
	Sanitation	
	RDP House	Sefofotse,Sedibeng,Bellvue
	VIP Toilet	Bellvue,Sedibeng,Sefofotse
	Roads	
	roads	Sefofotse
	pavement	Sedibeng,Mmaupa,Bellvue
	Maintenance of roads	Maupa
24	Bridges	
	Bridges	Ntata and Mamokgadi
	Street paving	
	Sanitation	
	RDP house	
	Electricity	
	High mast lights	
	Water	
	Renovation or reservoir	Block 18 (Mamatlepa)

25	Sanitations	
	sanitation	30 Buqa,42,Shaamfana,20 Mpepule,12 Jokong
	RDP House	20 Buqa,21 Shaamfana,21 Mpepule,27 Jokong
	Roads and Transport	
	Tar road	Buqa,Shaamfana,
	paving	Buqa,Shaamfana,Mpepule,Jokong
	Speed humps	Mpepule, Jokong
	Community Facilities	
	Community hall	Buqa,Shaamfana,Mpepule,Jokong
	park	Buqa,Mpepule,Jokong,
	Sports complex	Shaamfana
	Electricity	
	Electrification	Extension to new stand
	High mast	2 Buqa,3 Shaamfana,3Jokong
	Street lights	Buqa,Shaamfana,Mpepule,Jokong
	Water	
	Additional Borehole	Buqa
	40 taps and cattle dam	Buqa
	Bulk water	Shaamfana and Jokong
	Reservoir	Mpepule
26	Electricity	
	Electrification	Kuranta,Ratjeke,Abel,Mothele,Ramodumo
	Streets lights	Ramodumo,Mothele,Abel,Mahekgwe
	Water	
	Cattle dam	Ramodumo,Kuranta,Ratjeke,Mahekgwe,Abel
	In yard taps	Abel,Mahekgwe,Kuranta
	Bulk supply water	Ramodumo,Mothele,Abel,Mahekgwe, Kuranta
	Roads and Transport	
	Paving	Ratjeke,Ramodumo,Mothele
	Tar road	Mahekgwe and Abel

	Bridge	Mahekgwe and Abel
	Waste Management	
	Refuse removal and dust bins	Ramodumo, Mothlele, Abel, Mahekgwe, Kuranta
27	Electricity	
	High mast	Hlohlokwe and Rampepe
	Water	
	Borehole	Tlhotlhokwe and Mamanyoha
	Scooping of dams	Taulome, Mamanyoha and Tlhotlhokwe
	Roads and Transport	
	Paving	Mohokoni
28	Electricity	
	Electrification extensions	Mauyuuyuu, Barcelona, Mahuntsixikhulu
	Street lights	Crossin, Makaringe, Mauyuuyuu, Ximorela, Barcelona, Mkhulugomba, Mahuntsixikhulu
	Water	
	Borehole	Manyuunyuu 2, Ximonele 1, Newstand 1, Mahuntsi 1, Masenoani 2, Makaringe 1, Extensions at Manyuunyuu, Barcelona
	Roads and Transport	
	Tar road	Maphalle via Rotterdam to Sekgosese
	culvert	Makharintse, Duvula, Fakazi-Makaringe, Manyuunyuu-Bazuka street, Mahuntsi-Mkhuludomba
	Paving	Dumani/Duvula, Makaring Secondary, Mahuntsi to Ximoneal, scrapyard to Chaku Secondary
29	Water	
	water	Goedplaas

	Roads and Transport	
	paving	Mokgoba
	Market Stalls	Mooketsi

18. Strategies phase

18.1. Introduction

Greater Letaba Municipality Integrated Development Plan (IDP) maps the need of the community and also determines strategies and plans to address the needs as highlighted by the communities through the process of consultation. This section outlines the vision, objectives and strategies set 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 in:

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

18.2. The strategic intent of Greater Letaba Municipality

An effective integrated planning process which includes strategic planning session culminated into the development of the strategic intent which ultimately is a summary of what the municipalities intends 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 expectation of their communities

18.3.Vision

The vision of Greater Letaba Municipality reflects as follows:

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

Greater Letaba has great opportunities to offer as tourist attractions: - the Rain Queen, Modjadji Cycad Nature Reserve, Modjadji V Lodge, waterfalls, baobab and the Scented Garden for Blind. Agriculture and agro processing activities are the ZZ2 tomato and avocado pear production and tiger brand processing where various processing activities are being done.

Motto: Maatla go Setshaba

18.4. Mission

Greater Letaba Municipality's mission addresses the objects of local government as stipulated in Section 152 of the Constitution: Democratic and accountable governance; sustainable services; social and economic development; safe and healthy environment; and community involvement. It also supports the key provisions of the Systems Act that are to: “provide for the core principles, mechanisms and processes that are necessary to enable municipalities to move progressively towards the social and economic upliftment of local communities and ensure universal access to essential services”

The mission reflects as follows:

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

18.5. Values

Values are qualities that are considered worthwhile, they represent the municipality's highest priorities and deeply held driving forces. It represents how the municipality value its customers, suppliers and internal community and guide the people in the municipality towards the achievement of the strategic objectives, mission and ultimately the vision.

The values of Greater Letaba Municipality are as follows:

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

18.6. SWOT Analysis

SWOT analysis is a strategic planning tool used to discuss and evaluate the Strengths, Weaknesses, Opportunities and Threats in the municipality. It identifies the internal and external factors that influence the strategic intent 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 the future and make strategic decisions based on this analysis. The information which is developed through the analysis will help to 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.

Strengths	Weaknesses	Opportunities	Threats
➤ Political Stability in Council	➤ Lack of human capacity	➤ Tourism	➤ Land claims not finalised

	(middle and lower level)		
➤ Traditional Leader relationship and support	➤ Internal control systems and procedures	➤ Agriculture	➤ Non-payment for services
➤ Consultative Forums	➤ Shortage of staff	➤ Stakeholder support	➤ Communicable and non-communicable diseases
➤ Well qualified competent leadership	➤ Out-dated and non-existing policies	➤ Geographical setup	➤ Natural disasters – drought, storms and veld fires
➤ Sound financial management	➤ Lack of implementation of existing By-laws	➤ Electricity supply to Politsi (Widening revenue base)	➤ Pollution
	➤ Poor performance	➤ Good road infrastructure	➤ Lack of land for development in Ga-Kgapane, Senwamokgope and Modjadjiskloof
	➤ Lack of commitment	➤ Maputo sub-corridor	➤ Waste management
	Lack of discipline amongst employees	➤ Provincial, District and Local nodal point	➤ Economic challenges
	➤ Small revenue base	➤ Modjadjiskloof unique climate	➤ Unemployment and underemployment
		➤	➤ Social challenges:

			Illiteracy, crime, substance abuse, poverty
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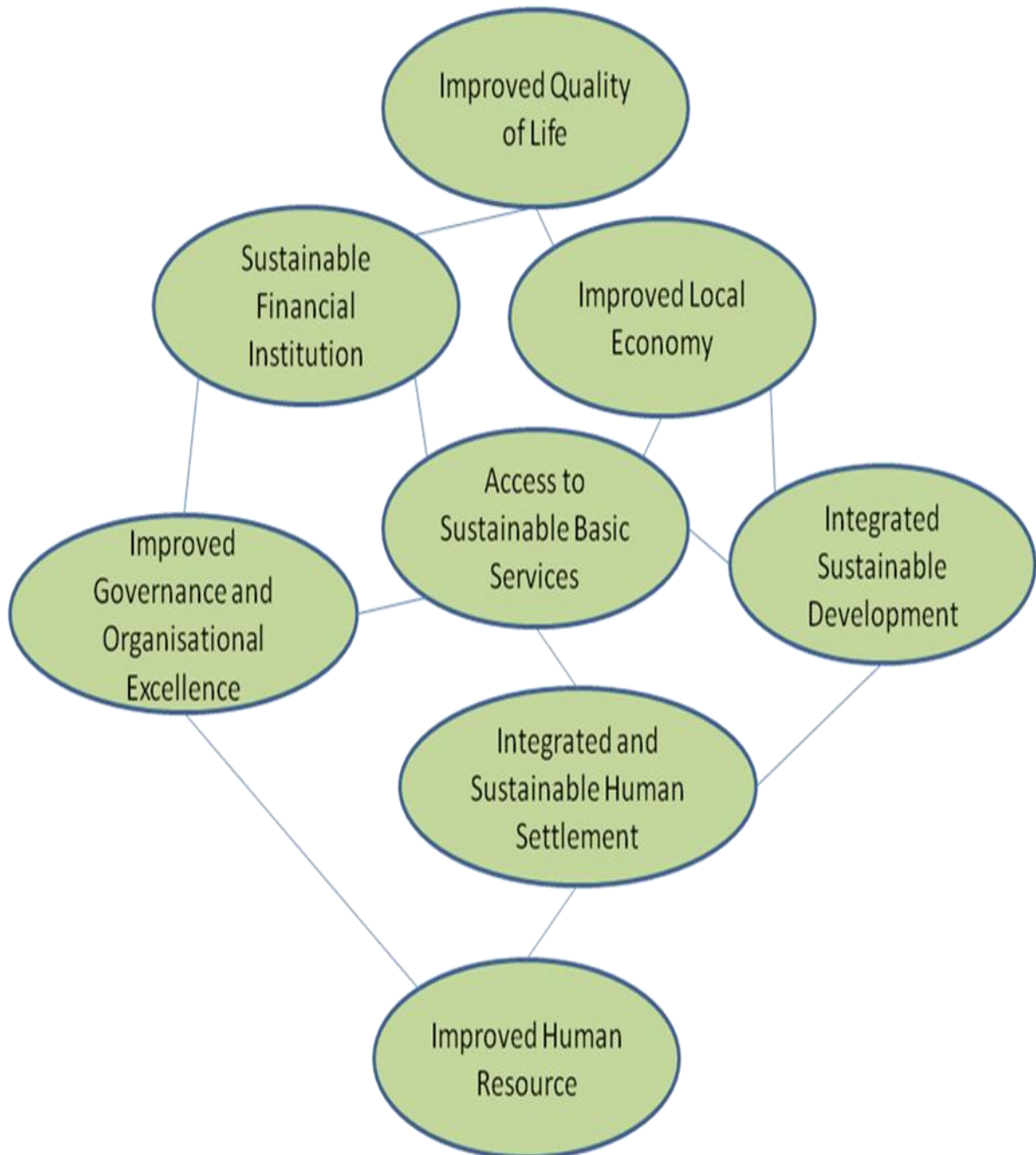
18.7. Strategic Map

A strategy map is a picture of the strategic objectives of the municipality which are derived from the SWOT analysis. This step in strategy formulation acts as the integration of strategy and operational planning. It focuses on the strategic logic between cause and effect relationships and between current activities and long-term success.

The following are the most important benefits of a strategy map:

- It offers a differentiated customer value proposition;
- It focuses on the most important institutional processes that need to be addressed;
- It combines a growth strategy as well as a productivity strategy to be sustainable;
- It creates a foundation to be innovative;
- It focuses on both the tangible as well as intangible aspects; and
- It forces change- to do things differently

The strategy map of Greater Letaba Municipality



18.8. Strategic Objectives

GLM strategic objectives were reviewed in line with the IDP analysis phase, SWOT, constraints and priority focus areas and also measured against the NSDP, LEGDP, Green Paper on National Planning and Local Government Turn-around Strategy to ensure alignment and integration of priorities of all three spheres of government. A short explanation of each objective reflects as follows:

- **Improved Human Resources:** Weaknesses identified were human resource capacity and shortage of personnel. The municipality needs capacitated and skilled personnel to ensure a disciplined, focused and confident workforce who perform their functions well. They will be productive people who are able to provide services that people need and thereby contribute to the ultimate goal of the municipality to ensure a quality life for all community members. If vacant positions are filled with skilled and talented personnel, the institutional processes of the municipality will improve.
- **Integrated Sustainable Development:** This objective was identified to address various challenges regarding land claims, shortage of land and environmental factors. Integrated planning (IDP) will also be dealt with under this objective
- **Integrated Sustainable Human Settlement:**The objective is aimed at creating human settlement that is self-sustainable and integrated with each other.
- **Access to Sustainable Basic Services:**The provision of services is the core function of the municipality. National targets are set for service delivery and urgent attention will have to be given to improve the accessibility of services to all members within the municipality and to ensure achievement of national targets.
- **Improved Governance and Organisational Excellence:**This objective is needed to create a viable and “doable” entity that will be able to operate within its capabilities. It focuses on improving effectiveness and efficiency, corporate governance, standardised policies, procedures and systems. It strengthens internal controls for the municipality. This will lead to informed decision-making and sound governance practices throughout the municipality.
- **Sustainable Financial Institution:** Greater Letaba Municipality needs to improve its revenue collection and increase its revenue base to ensure

sustainable growth and thereby ensure that quality services could be provided to the community.

- **Improved Local Economy:** Improved economy, effectiveness and efficiency within the municipality will advance the utilisation and allocation of financial resources. As a result of the high unemployment rate within the municipal area, special emphasis should be placed on local economic development and job creation initiatives. Opportunities as identified in the SWOT analysis should be exploited to ensure maximum achievement of economic development and poverty alleviation.
- **Improved quality of life:** Achievements to the strategic objectives discussed above will lead to community satisfaction and well-being. This objective focuses on the upliftment of the socio-economic status of the communities within the municipal area. The result is to promote the quality of life, increase life expectancy and a vibrant community.

Table 21: Strategies to achieve strategic objectives

Strategic Objectives	Short, Medium, Long Term strategies
Improved quality of life	<p>S: Provision of basic services such as water, sanitation, electricity, waste management, recreational facilities and roads infrastructure. Annual review of indigent register. Effective coordination of HIV/AIDS, Gender, Youth, Elderly and Disability Programmes. Promote access to education through provision of bursaries. Improve planning and management model. Development of energy Master Plan</p> <p>M: Provision of basic services such as water, sanitation, electricity, waste management, recreational facilities and roads infrastructure. Annual review of indigent register. Effective coordination of HIV/AIDS, Gender, Youth, Elderly and Disability Programmes. Promote access to education through back to school campaign and bursaries. Annual review of indigent.</p> <p>L: Provide sustainable services to all residents.</p>

Sustainable Financial
Institution

S: Strengthening means of revenue collection. Appointment of debt collector to enforce payments of outstanding debts. Improving direct communication with rate payers (sms, telephone calls). Awareness campaigns. Issue statements via electronic. Improve financial internal controls. Proper alignment of the organogram to the IDP and Budget. Payment of services through electronic system.

M: Expand revenue base. Reduce irrecoverable portions of debt. Empower ward committees and traditional leaders to assist with direct communication with the residence. Introduce prepaid meters at Modjadjiskloof

L: Expand revenue base. Payment of account through vending machines. Feasibility study on payment of accounts through other institutions.

Improved Local Economy	<p>S: Create job opportunities. Develop programme to support SMME and promote the Public Private Partnership (PPP), enhance sector competitiveness, intergovernmental dialogs on shared priorities and collective economic interventions and engage NGOs and private sector. Assist SMMEs in marketing of their products. All projects to be audited and registered as EPWP. Improve coordination role with sector departments and Parastatals. Establishment of the Rain Queen Show. To forge partnership with Modjadji Head kraal in hosting the annual rain making celebration. Develop structured relationship with business and commercial farmers.</p> <p>M: Feasibility studies on opportunities. Review of LED strategy</p> <p>L: Support community based projects. Investor attraction, Game farming and 4 X 4 Track near Water fall.</p>
Integrated Sustainable Human Development	<p>S. Proper planning of human settlement and implementation of LUMS. Engage traditional leaders and private land owners to avail land for development</p> <p>M. Proper planning of human settlement and implementation of LUMS. Creative rezoning for mixed use development.</p> <p>L. Creation of self-sustaining settlement. Nodal point regeneration</p>

and development

Access to Sustainable
Basic Services

S: Maintain minimum service level standard. Develop infrastructure development and maintenance plan. Annual review of the indigent register. Development of infrastructure refurbishment programme.

OS-Early identification of projects and strategic locality. Feasibility studies conducted on all projects. Establishment of specification committee to approve specifications before advertisement. Accurate development and compiling of specifications. Accurate and proper costing of all projects. Proper project planning and management.

M: Maintain minimum service level standard. Develop infrastructure development and maintenance plan. Annual review of the indigent register. Development of infrastructure refurbishment programme. Implementation of infrastructure development and refurbishment plans

L: Maintain minimum service level standard. Develop infrastructure development and maintenance plan. Annual review of the indigent register. Development of infrastructure

	refurbishment programme. Implementation of infrastructure development and refurbishment plans
Improved Governance and Organisational Excellence	<p>S: Conduct community satisfaction survey. Turning the relationship with traditional leaders to be beneficial to both parties. Increasing public participation by conducting monthly mayor's Imbizos. Training the ward committees on their role and responsibilities. Aligning the municipality public participation strategy with the one for sector departments by benchmarking the strategies.</p> <p>M: Address challenges raised in community survey.</p> <p>L: Establish toll free customer service telephone line</p>
Improved Human Resources	<p>S: Strengthening planning for continuous capacity building for employees across all levels. Increase funding for training across political and administrative level. Develop and implement interventions to improve staff morale and discipline. Sensitising political parties to discourage office bearership behaviour by staff. Effective implementation of the Employment Equity Plan by encouraging targeted groups to apply during advertisement. Head hunting to be done in very strategic positions.</p> <p>M: Developing a PMS cascading framework. Strengthening planning for continuous capacity building for employees across all levels. Develop and implement interventions to improve staff</p>

	morale and discipline. Sensitising political parties to discourage office bearership by staff.
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L: Cascading of individual performance management.

18.9. Localised strategic guidelines

The national Government of South Africa published the medium term strategic framework 2009-2014 (MTSF) and as a result thereof, Greater Letaba Municipality need to ensure that the strategic development should be linked and aligned to the intent as communicated by the national agenda. Following this, the Limpopo Employment Growth and development plan (LEGDP) was also approved during December 2009. The following tables [provide a matrix which can be used to understand the alignment of the strategy of Greater Letaba Municipality and the strategic objectives (GLM strategic objectives) as contained and discussed elsewhere in this document to that of the national and provincial spheres of government. The matrix below goes even further to indicate the alignment of Greater Letaba Municipality's strategic objective to that of the newly developed objective of the Department of Co-operative Governance and Traditional Affairs (COGTA)

Strategic alignment

MTSF	COGTA	LGTAS	LEGDP	GREATER LETABA
<p>Improve the health profile of society</p>	<p>Fostering Development Partnerships, Social Cohesion and community mobilisation</p>	<p>Strengthen partnerships between local government, communities and civil society</p>	<p>Improve the quality of life of citizens through effective education (including skills development), reliable health care, alert policing, comfortable housing, social grants and sport, with specific emphasis on their own participation in these processes.</p>	<p>Improved quality of life</p>

Building of cohesive, caring and sustainable communities				
Programmes to build economic and social infrastructure				
Speed up economic growth and transform the economy to create decent work and sustainable livelihoods.			Create decent work and sustainable livelihoods by way of competitive industrial cluster promotion, infrastructure construction, and various national development programmes	Grow the economy for sustainable livelihoods
Building of a developmental state including improving of public services and strengthening democratic institutions				Good governance and organisational excellence
Building of a developmental state including improving of public services and strengthening democratic institutions				Service Delivery

<p>Comprehensive rural development strategy linked to land and agrarian reform and food security</p>	<p>Building the Developmental State in Provincial and Local Government that is efficient, effective and responsive</p>		<p>Promote rural development, food security and land reform in order to spread the benefits of economic growth beyond the urban areas</p>	<p>Spatial planning and rural development</p>
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<p>Intensify the fight against crime and corruption</p>	<p>Strengthen Accountability and Clean Government</p>	<p>Improve national and provincial policy, support and oversight to local government</p>	<p>Raise the effectiveness and efficiency of the developmental state by way of effective organisation structuring and recruiting, targeted training and the building of a culture of service and responsibility, integrated development management; and co-operation between all organisations in the development process</p>	<p>Good governance and organisational excellence</p>
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Pursuing African advancement and enhanced international cooperation Strengthening of skills and human resource base	Improving the Developmental Capability of the Institution of Traditional Leadership.	Build clean, responsive and accountable local government		Improved human resources
Improve functionality, performance and professionalism in municipalities				

PROGRAMME STRATEGIES

Section 26 (1)(g) of the municipal system Act (Act 32 of 200) clearly stipulate that the IDP should also contain the operational strategies of the municipality and Greater Letaba has achieved this by linking programmes implemented within the municipality to the KPA'S identified and linked to the strategic objectives and contained within the strategy map. Council also must be in position to measure the impact that the programme intends to achieve and this is indicated by the intended programme result as shown in the table below. This result must further be measured to determine and indicate progress towards the outcome and therefore a column indicating the programme KPI is also included in the table below. The development of a strategy means that the municipality must be able to plan on a longer term and strategies should provide an in the indication on how the municipality intends to achieve the results as shown in the table below.

The operational strategies are represented below in term of the different KPA's as mentioned previously, but due to the fact that the development plan should be implemented within a specific spatial area within the borders of South Africa all of this be linked to the spatial rationale within which planning takes place.

Table 22: below reflect operational strategies

Strategic Objective	Programme	Measurable Objectives	Programme Result	Programme KPI	Short Term Strategies (0 - 1 yrs.)	Medium Term Strategies (2 - 3 yrs.)	Long Term Strategies (3 - 5 yrs.)	Strategic institutional projects
Improved Quality of Life	HIV/Aids Programme	To ensure an HIV/Aids free community	Reduced number of infections in the community	Rand value spent on HIV/Aids support	Development and support of HIV/ AIDS programmes. Coordinate and participate in Local, District, Provincial and National initiatives Coordinate	Continuously updating of baseline on HIV/AIDS infection rate. Coordinate and participate in Local, District, Provincial and National initiatives	Continuously updating of baseline on HIV/AIDS infection rate. Coordinate and participate in Local, District, Provincial and National initiatives	

Strategic Objective	Programme	Measurable Objectives	Programme Result	Programme KPI	Short Term Strategies (0 - 1 yrs.)	Medium Term Strategies (2 - 3 yrs.)	Long Term Strategies (3 - 5 yrs.)	Strategic institutional projects
					e the implementation of local HIV/AIDS council program			
Improved Quality of Life	Indigent Management	To ensure appropriate government funds are utilised to provide services to indigent households.	All indigent households receive free basic services	# of applications received/# of indigent serviced	Review and Identification of indigent households . Conduct awareness campaign	Review and Identification of indigent households.	Review and Identification of indigent households.	Continuou s update of indigents register Annual review of indigent

Strategic Objective	Programme	Measurable Objectives	Programme Result	Programme KPI	Short Term Strategies (0 - 1 yrs.)	Medium Term Strategies (2 - 3 yrs.)	Long Term Strategies (3 - 5 yrs.)	Strategic institutional projects
					<p>during public participation regarding FBE</p> <p>Publication of updated indigent register</p> <p>Continuou s verification of indigent households</p> <p>.</p>			policy

Strategic Objective	Programme	Measurable Objectives	Programme Result	Programme KPI	Short Term Strategies (0 - 1 yrs.)	Medium Term Strategies (2 - 3 yrs.)	Long Term Strategies (3 - 5 yrs.)	Strategic institutional projects
Improved Quality of Life	Sports, Arts and Culture	To ensure a mental and physical healthy community	A mental and physical healthy community	R value spent on initiatives to support sport, arts and culture development	Coordination of Local, District, Provincial and National sports, arts and culture activities in local municipality. Support traditional authorities in cultural	Coordination of Local, District, Provincial and National sports, arts and culture activities in local municipality.	Coordination of Local, District, Provincial and National sports, arts and culture activities in local municipality.	Mayors cup Indigenous games

Strategic Objective	Programme	Measurable Objectives	Programme Result	Programme KPI	Short Term Strategies (0 - 1 yrs.)	Medium Term Strategies (2 - 3 yrs.)	Long Term Strategies (3 - 5 yrs.)	Strategic institutional projects
					activities e.g. Rain .Queen Show Support local sports initiatives			
Improved Quality of Life	Vulnerable Groups	To improve the well-being of people with disabilities	Improved lives of people with disabilities	% National, Provincial and District initiatives implemented	Implement ation of disability programm e. Establish baseline on disabled people. Coordinat	Continuous update of information of disabled people. Coordinate and participate in local District,	Continuous update of information of disabled people. Coordinate and participate in local, District,	

Strategic Objective	Programme	Measurable Objectives	Programme Result	Programme KPI	Short Term Strategies (0 - 1 yrs.)	Medium Term Strategies (2 - 3 yrs.)	Long Term Strategies (3 - 5 yrs.)	Strategic institutional projects
					e and participate in local, District, Provincial and National initiatives for disabled people.	Provincial and National initiatives for disabled people.	Provincial and National initiatives for disabled people.	
Improved Quality of Life	Vulnerable Groups	To increase gender equality in the municipality and forums and	Increased gender equality	% National, Provincial and District initiatives implemented	Support the implementation of gender programme.	Coordinate and participate in Local district, provincial and national gender	Coordinate and participate in Local, district, provincial and national gender	

Strategic Objective	Programme	Measurable Objectives	Programme Result	Programme KPI	Short Term Strategies (0 - 1 yrs.)	Medium Term Strategies (2 - 3 yrs.)	Long Term Strategies (3 - 5 yrs.)	Strategic institutional projects
		promoting gender equality in the community			Coordinate and participate in Local, district, provincial and national gender initiatives. Conduct gender awareness campaigns.	Coordinate and participate in gender awareness campaigns.	Coordinate and participate in gender awareness campaigns.	
Improved Quality of	Vulnerable Groups	To ensure quality of life for youths	Improved quality of life for	% National, Provincial and District	Support the Implement	Coordinate and participate in	Coordinate and participate in	

Strategic Objective	Programme	Measurable Objectives	Programme Result	Programme KPI	Short Term Strategies (0 - 1 yrs.)	Medium Term Strategies (2 - 3 yrs.)	Long Term Strategies (3 - 5 yrs.)	Strategic institutional projects
Life			youths	initiatives implemented	ation of youth programme. Coordinate and participate in district, provincial and national youth initiatives.	district, provincial and national youth initiatives.	district, provincial and national youth initiatives.	
Improved Quality of Life	Library Services	To increase accessibility and utilisation of libraries	A mentally healthy community and access to	% achievement on library action plan	Access to libraries within Municipality	Access to libraries within Municipality.	Building of libraries in Khumeloni, Sekgopo and Senwamokgo	

Strategic Objective	Programme	Measurable Objectives	Programme Result	Programme KPI	Short Term Strategies (0 - 1 yrs.)	Medium Term Strategies (2 - 3 yrs.)	Long Term Strategies (3 - 5 yrs.)	Strategic institutional projects
			information		y Benchmarking of tariffs with other municipalities and national library regulations		pe	
Improved Quality of Life	Traffic	To ensure a safe and compliant road use	A safe community through responsible use of roads	% Achievement of Traffic action plan	Increase visibility to traffic policing Enforce complianc	Increase visibility to traffic policing Enforce compliance	Increase visibility to traffic policing Enforce compliance	

Strategic Objective	Programme	Measurable Objectives	Programme Result	Programme KPI	Short Term Strategies (0 - 1 yrs.)	Medium Term Strategies (2 - 3 yrs.)	Long Term Strategies (3 - 5 yrs.)	Strategic institutional projects
					e to traffic roads rules and regulations	to traffic roads rules and regulations.	to traffic roads rules and regulations.	
Improved Quality of Life	Licensing	To ensure compliance to licensing rules and regulations.	A safe community that complies with licensing rules and regulations.	% Compliance to K53 system to maintain B Grade	Continuous monitoring and evaluation of the licensing section. Appointment of the Assistant Director Traffic and	Continuous monitoring and evaluation of the licensing section.	Kgapane DLTC to offer both learners and drivers licensing. Both Ga-Kgapane and Modjadjiskloof vehicle testing station to offer	

Strategic Objective	Programme	Measurable Objectives	Programme Result	Programme KPI	Short Term Strategies (0 - 1 yrs.)	Medium Term Strategies (2 - 3 yrs.)	Long Term Strategies (3 - 5 yrs.)	Strategic institutional projects
					Licensing, management representatives, Enatis Clerks.		vehicle road worthiness certificate Building a K53 testing station at Ga-Kgapane	
Improved Local Economy	LED	To create an environment for job creation, economic growth and networking opportunities	Decreased unemployment	# of temporary jobs created through LED and EPWP # of permanent jobs created through LED and EPWP	Implementation of the reviewed LED strategy and related LED sector plans. Analysis of	Link and network of LED projects with funders. Develop partnerships for funding.	Link and network of LED projects with funders. Develop partnerships for funding. Ensure that projects are budgeted for. Business	Review of the LED Strategy

Strategic Objective	Programme	Measurable Objectives	Programme Result	Programme KPI	Short Term Strategies (0 - 1 yrs.)	Medium Term Strategies (2 - 3 yrs.)	Long Term Strategies (3 - 5 yrs.)	Strategic institutional projects
					the status of local economic development initiatives. Develop partnerships for funding with donor organisations and investors. Re-establishment of the LED Forum.		skills training for co-operatives	

Strategic Objective	Programme	Measurable Objectives	Programme Result	Programme KPI	Short Term Strategies (0 - 1 yrs.)	Medium Term Strategies (2 - 3 yrs.)	Long Term Strategies (3 - 5 yrs.)	Strategic institutional projects
					Establishment of Letaba show .To strengthen partnership with traditional authorities. Monthly update on LED initiatives on the municipality website			

Strategic Objective	Programme	Measurable Objectives	Programme Result	Programme KPI	Short Term Strategies (0 - 1 yrs.)	Medium Term Strategies (2 - 3 yrs.)	Long Term Strategies (3 - 5 yrs.)	Strategic institutional projects
Improved Local Economy	Agriculture	To alleviate poverty through agricultural initiatives	Increased employment through establishment of emerging farmers	% forum meetings attended	<p>Initiatives to support emerging farmers</p> <p>Establishment of Agro-processing program to support Local market</p> <p>Facilitate the conducive environment</p>	<p>Establish partnership for transfer of skills to emerging farmers.</p> <p>Establish partnerships for agricultural initiatives.</p> <p>Develop partnerships with agricultural businesses to promote agriculture in</p>	<p>Establish partnership for transfer of skills to emerging farmers.</p> <p>Establish partnerships for agricultural initiatives.</p> <p>Develop partnerships with agricultural businesses to promote agriculture in</p>	

Strategic Objective	Programme	Measurable Objectives	Programme Result	Programme KPI	Short Term Strategies (0 - 1 yrs.)	Medium Term Strategies (2 - 3 yrs.)	Long Term Strategies (3 - 5 yrs.)	Strategic institutional projects
					nt to link local product with external market.	the area	the area	
Sustainable Financial Institution	Budget	To ensure budget and reporting compliant to legislation	Legislative compliance	% achievement of outputs on budget process plan	Ensure effective adherence and implementation of the MFMA calendar for budget and reporting	Ensure effective adherence and implementation of the MFMA calendar for budget and reporting	Ensure effective adherence and implementation of the MFMA calendar for budget and reporting	

Strategic Objective	Programme	Measurable Objectives	Programme Result	Programme KPI	Short Term Strategies (0 - 1 yrs.)	Medium Term Strategies (2 - 3 yrs.)	Long Term Strategies (3 - 5 yrs.)	Strategic institutional projects
Sustainable Financial Institution	Revenue Management	To ensure that budgeted revenue is recovered	100% revenue recovered	% variance on collected and billed revenue	Awareness campaign s. Implementation of rates and taxes. Provision of basic services to encourage payment of services by consumers Encourage communiti	Enforcement of payment by consumers. Continuous awareness campaigns. Improve provision of basic services Expansion of revenue collection base	Enforcement of payment by consumers. Continuous awareness campaigns. Improve provision of basic services Appointment of debt collector	

Strategic Objective	Programme	Measurable Objectives	Programme Result	Programme KPI	Short Term Strategies (0 - 1 yrs.)	Medium Term Strategies (2 - 3 yrs.)	Long Term Strategies (3 - 5 yrs.)	Strategic institutional projects
					es to arrange for payment of debt			
Sustainable Financial Institution	Expenditure Management	To effectively manage the financial affairs of the municipality	Financial sustainability	% budget variance	Monthly variance analysis report. Implement austerity measures and improve where necessary	Annual variance analysis report. Implement austerity measures and improve where necessary	Annual variance analysis report. Implement austerity measures and improve where necessary	

Strategic Objective	Programme	Measurable Objectives	Programme Result	Programme KPI	Short Term Strategies (0 - 1 yrs.)	Medium Term Strategies (2 - 3 yrs.)	Long Term Strategies (3 - 5 yrs.)	Strategic institutional projects
Sustainable Financial Institution	Supply Chain Management	To ensure that procurement processes are transparent, equitable and within legislation	Good Governance	% Tenders adjudicated within 90 days of closure of tender	Compliance to legislative supply chain management time frame. Enforce compliance by Bid and Adjudication Committee Implementation of	Compliance to legislative supply chain management time frame. Monthly variance analysis report. Implement measures and improve where necessary Implementation of SCM plan in line with SDBIP	Compliance to legislative supply chain management time frame. Monthly variance analysis report. Implement measures and improve where necessary Implementation of SCM plan in line with SDBIP	

Strategic Objective	Programme	Measurable Objectives	Programme Result	Programme KPI	Short Term Strategies (0 - 1 yrs.)	Medium Term Strategies (2 - 3 yrs.)	Long Term Strategies (3 - 5 yrs.)	Strategic institutional projects
					SCM plan in line with SDBIP timeframes	timeframes	timeframes	
Sustainable Financial Institution	Asset Management	To acquire, maintain and dispose of assets according to policies	An efficient and effective organisation	GRAP compliance of asset register # disposals as approved by Council	Disposal of assets. Bi-annual physical asset verification . Balancing inventory registry Establishment of the Asset	Bi-annual physical asset verification. Balancing inventory registry	Bi-annual physical asset verification. Balancing inventory registry	

Strategic Objective	Programme	Measurable Objectives	Programme Result	Programme KPI	Short Term Strategies (0 - 1 yrs.)	Medium Term Strategies (2 - 3 yrs.)	Long Term Strategies (3 - 5 yrs.)	Strategic institutional projects
					disposal committee for identification of redundant assets			
Sustainable Financial Institution	Asset Management	Effective, economical and efficient fleet utilisation	Effective and efficient organisation	Compliance to service intervals of fleet vehicles	Enforce log book system. Monthly fleet utilisation report. Ensure effective pre and post trip	Enforce log book system. Monthly fleet utilisation report. Ensure effective pre and post trip inspection	Enforce log book system. Monthly fleet utilisation report. Ensure effective pre and post trip inspection	

Strategic Objective	Programme	Measurable Objectives	Programme Result	Programme KPI	Short Term Strategies (0 - 1 yrs.)	Medium Term Strategies (2 - 3 yrs.)	Long Term Strategies (3 - 5 yrs.)	Strategic institutional projects
					inspection Develop and implement a trip itinerary			
Sustainable Financial Institution	Asset Management	Effective, economical and efficient management of immovable assets	Effective and efficient organisation	Improved access and security of immovable assets	Monitoring and enforcement of Security Service Level Agreement Development and	Monitoring and enforcement of Security Service Level Agreement Implementation of access control system.	Monitoring and enforcement of Security Service Level Agreement Implementation of access control system.	

Strategic Objective	Programme	Measurable Objectives	Programme Result	Programme KPI	Short Term Strategies (0 - 1 yrs.)	Medium Term Strategies (2 - 3 yrs.)	Long Term Strategies (3 - 5 yrs.)	Strategic institutional projects
					<p>implementation of access control system</p> <p>Development of a comprehensive asset maintenance plan</p>	<p>Implementation of comprehensive asset maintenance plan</p>	<p>Implementation of comprehensive asset maintenance plan</p>	
Sustainable Financial Institution	Financial Reporting	To ensure accurate reporting within legislative timeframes	Quality reporting on municipal financials. Good governance	% compliance to reporting timetable	Ensure effective adherence and implementation of	Ensure effective adherence and implementation of the	Ensure effective adherence and implementation of the	

Strategic Objective	Programme	Measurable Objectives	Programme Result	Programme KPI	Short Term Strategies (0 - 1 yrs.)	Medium Term Strategies (2 - 3 yrs.)	Long Term Strategies (3 - 5 yrs.)	Strategic institutional projects
			and transparency		the timetable for budget and reporting	timetable for budget and reporting	timetable for budget and reporting	
Access to Sustainable Basic Services	Free Basic Services	To ensure that all qualifying households receive free basic services	All qualifying indigent households have access to free basic services	% registered households receiving free basic services per category	Identification of indigent households . Confirmation and registration of indigent households . Annual review of indigent	Annual review and updating of indigent register	Annual review and updating of indigent register	

Strategic Objective	Programme	Measurable Objectives	Programme Result	Programme KPI	Short Term Strategies (0 - 1 yrs.)	Medium Term Strategies (2 - 3 yrs.)	Long Term Strategies (3 - 5 yrs.)	Strategic institutional projects
					register			
Access to Sustainable Basic Services	Water and Sanitation Services	To ensure that all households have access to water and sanitation at RDP standards	All households have access to water and sanitation	Report on number of households with access to basic water and sanitation	Delivery of water through trucks in needy areas. Coordinate for electrification of boreholes. Coordinate the operationalization of	Coordinate for cleaning of all earth dams. Supply of water to villages with trucks where no infrastructure exists. Negotiate with MDM and DWAF to ensure that plans are put in place to	Negotiate with MDM and DWAF to ensure that plans are put in place to provide water and sanitation in all villages	

Strategic Objective	Programme	Measurable Objectives	Programme Result	Programme KPI	Short Term Strategies (0 - 1 yrs.)	Medium Term Strategies (2 - 3 yrs.)	Long Term Strategies (3 - 5 yrs.)	Strategic institutional projects
					<p>water borne sewer system in Ga-Kgapane and Modjadjiskloof.</p> <p>Coordination of construction of VIP toilets.</p> <p>Negotiate with MDM and DWAF to ensure</p>	<p>provide water and sanitation in all villages</p>		

Strategic Objective	Programme	Measurable Objectives	Programme Result	Programme KPI	Short Term Strategies (0 - 1 yrs.)	Medium Term Strategies (2 - 3 yrs.)	Long Term Strategies (3 - 5 yrs.)	Strategic institutional projects
					that plans are put in place to provide water and sanitation in all villages			
Access to Sustainable Basic Services	Electricity	To ensure all households have access to energy supply and infrastructure	All households have access to sustainable energy supply	Number of households with access to basic electricity in Modjadjiskloof and Mokgoba area. Report on	In cooperation with Eskom, put plans in place to ensure that all households have	Finalise the backlog. Upgrading of old electricity infrastructure. Coordinate the electrification programmes at Eskom	Electrification of extensions or new development. Upgrading of old electricity infrastructure. Continuous coordination	Development of Electricity Master Plan for Modjadjiskloof Upgrading of old

Strategic Objective	Programme	Measurable Objectives	Programme Result	Programme KPI	Short Term Strategies (0 - 1 yrs.)	Medium Term Strategies (2 - 3 yrs.)	Long Term Strategies (3 - 5 yrs.)	Strategic institutional projects
				households with access to electricity where Eskom provide electricity	access to electricity by 2014. Decrease backlog with 3.4%. Upgrading of old electricity infrastructure. Coordinate the electrification programmes at Eskom	licensed areas. Continuous coordination of the Local Energy Forum and participation in the district energy forum.	of the Local Energy Forum and participation in the district energy forum.	electricity infrastructure. Installation of highmast lights

Strategic Objective	Programme	Measurable Objectives	Programme Result	Programme KPI	Short Term Strategies (0 - 1 yrs.)	Medium Term Strategies (2 - 3 yrs.)	Long Term Strategies (3 - 5 yrs.)	Strategic institutional projects
					licensed areas. Continuous coordination of the Local Energy Forum and participation in the district energy forum.			
Access to Sustainable Basic Services	Waste Management	To ensure that all households have access	100% waste removal in proclaimed	% compliance to waste management	Placement of additional waste skips	Extend waste removal to Mokgoba area and	Development of permitted transfer stations in	Waste collection

Strategic Objective	Programme	Measurable Objectives	Programme Result	Programme KPI	Short Term Strategies (0 - 1 yrs.)	Medium Term Strategies (2 - 3 yrs.)	Long Term Strategies (3 - 5 yrs.)	Strategic institutional projects
		to waste removal	areas	t plan	bins at Senwamok gope. Extend waste removal service to Mokgoba area. Constructi on of refuse transfer stations. Establishm ent of Landfill site	villages. Investigate alternative ways of waste disposal and possible partnership and funding for such initiatives to ensure proper waste removal and disposal for the whole municipal area	rural areas. Implement alternative waste disposal initiatives.	

Strategic Objective	Programme	Measurable Objectives	Programme Result	Programme KPI	Short Term Strategies (0 - 1 yrs.)	Medium Term Strategies (2 - 3 yrs.)	Long Term Strategies (3 - 5 yrs.)	Strategic institutional projects
Access to Sustainable Basic Services	Environmental Management	To mitigate negative impacts of environment	People to live in healthy environment	100% compliance to environmental legislations.	Identification and implementation of environmental strategies awareness development of planning tools. Appointment of EAP for obtaining the permit	Identification and Implementation of environmental strategies Service collection of waste fluorescent tubes/bulbs. Development of Environmental Planning tools. Increase capacity in	Continuous implementation of eco-school environmental programs	Review of integrated waste management plan Development of Environmental Planning tools

Strategic Objective	Programme	Measurable Objectives	Programme Result	Programme KPI	Short Term Strategies (0 - 1 yrs.)	Medium Term Strategies (2 - 3 yrs.)	Long Term Strategies (3 - 5 yrs.)	Strategic institutional projects
					of transfer stations at the proclaimed areas. Eradication of invader plants.	the environmental unit.		
Access to Sustainable Basic Services	Roads and Storm water	To ensure that all GLM communities have access to roads	Access to roads by the community	Kms of roads to be maintained	Implementation of the roads and stormwater maintenance programme	Installation of storm water drainage systems Review, implementation and monitoring of	Installation of stormwater drainage systems Review, implementation and monitoring of	Development of infrastructure maintenance plan

Strategic Objective	Programme	Measurable Objectives	Programme Result	Programme KPI	Short Term Strategies (0 - 1 yrs.)	Medium Term Strategies (2 - 3 yrs.)	Long Term Strategies (3 - 5 yrs.)	Strategic institutional projects
					<p>e</p> <p>Development of infrastructure maintenance plan</p> <p>Installation of stormwater drainage systems</p>	the infrastructure maintenance plan	the infrastructure maintenance plan	
Access to Sustainable Basic Services	Roads and Storm water	To ensure that all GLM communities have access	Access to roads by the community	Kms of roads to be constructed	Allocate budget for construction of roads and	Allocate budget for construction of roads and stormwater	Allocate budget for construction of roads and stormwater	

Strategic Objective	Programme	Measurable Objectives	Programme Result	Programme KPI	Short Term Strategies (0 - 1 yrs.)	Medium Term Strategies (2 - 3 yrs.)	Long Term Strategies (3 - 5 yrs.)	Strategic institutional projects
		to roads			stormwater infrastructure Coordination and support of roads and stormwater programmes implemented by the district and other spheres of government	infrastructure Development of road master plan Coordination and support of roads and stormwater programmes implemented by the district and other spheres of government	infrastructure Implementation and monitoring of the roads master plan Coordination and support of roads and stormwater programmes implemented by the district and other spheres of	

Strategic Objective	Programme	Measurable Objectives	Programme Result	Programme KPI	Short Term Strategies (0 - 1 yrs.)	Medium Term Strategies (2 - 3 yrs.)	Long Term Strategies (3 - 5 yrs.)	Strategic institutional projects
							government	
Access to Sustainable Basic Services	Community Facilities	To ensure that all households have access to community facilities	Accessible community facilities within the prescribed distance to all households	# new community facilities	Engage traditional leaders to avail land for development of community facilities Maintenance of the existing community	Engage traditional leaders to avail land for development of community facilities Construction of community halls Maintenance of the existing	Engage traditional leaders to avail land for development of community facilities Budget for new community facilities and implement projects	

Strategic Objective	Programme	Measurable Objectives	Programme Result	Programme KPI	Short Term Strategies (0 - 1 yrs.)	Medium Term Strategies (2 - 3 yrs.)	Long Term Strategies (3 - 5 yrs.)	Strategic institutional projects
					y facilities	community facilities		
Access to Sustainable Basic Services	Sports Facilities	To ensure all community members have access to sporting facilities	All community members have access to sports facilities	# sports facilities to be upgraded	Upgrading of sports facilities Participate in projects implemented by the district	Conduct feasibility study for upgrading of sports facilities Upgrading of sports facilities	Upgrading of sports facilities	Upgrading of sports facilities
				# sports facilities to be maintained	Develop maintenance plan	Monitor the implementation of the	Review the implementation of the	Maintenance of sports

Strategic Objective	Programme	Measurable Objectives	Programme Result	Programme KPI	Short Term Strategies (0 - 1 yrs.)	Medium Term Strategies (2 - 3 yrs.)	Long Term Strategies (3 - 5 yrs.)	Strategic institutional projects
					Maintenance of sports facilities	maintenance plan Maintenance of sports facilities	maintenance plan Maintenance of sports facilities	facilities
				# sports facilities to be developed	Developing of sports facilities	Conduct feasibility study for developing of sports facilities Developing of sports facilities	Developing of sports facilities	Developing of sports facilities

Strategic Objective	Programme	Measurable Objectives	Programme Result	Programme KPI	Short Term Strategies (0 - 1 yrs.)	Medium Term Strategies (2 - 3 yrs.)	Long Term Strategies (3 - 5 yrs.)	Strategic institutional projects
Access to Sustainable Basic Services	Maintenance and upgrade of municipal assets	To ensure maintenance and upgrading of municipal assets	Increased lifespan of municipal assets	% maintenance budget spent	Develop Infrastructure Asset Management Plan. Renovation of main offices. Expenditure on infrastructure maintenance is in line with national norms and standards.	Functionality assessment for all infrastructures. Expenditure on infrastructure maintenance is in line with national norms and standards.	Maintenance and upgrading of municipal assets according to Infrastructure Asset Management Plan. Expenditure on infrastructure maintenance is in line with national norms and standards.	

Strategic Objective	Programme	Measurable Objectives	Programme Result	Programme KPI	Short Term Strategies (0 - 1 yrs.)	Medium Term Strategies (2 - 3 yrs.)	Long Term Strategies (3 - 5 yrs.)	Strategic institutional projects
Access to Sustainable Basic Services	Municipal Infrastructure Grant	To ensure optimum utilisation of MIG	Sustainable capital projects for improved quality of life for all community members	% MIG budget allocation spent	Projects forward planning, designs and tender documentation Timeous registration of approved projects on MIS Effective project management	Monitoring of projects plans to ensure that MIG is spent accordingly Timeous registration of approved projects on MIS Effective project management	Monitoring of projects plans to ensure that MIG is spent accordingly Timeous registration of approved projects on MIS Effective project management	

Strategic Objective	Programme	Measurable Objectives	Programme Result	Programme KPI	Short Term Strategies (0 - 1 yrs.)	Medium Term Strategies (2 - 3 yrs.)	Long Term Strategies (3 - 5 yrs.)	Strategic institutional projects
					ent			
Access to Sustainable Basic Services	Project Management	To ensure timeous implementation of projects	All projects completed within time, budget and quality	% projects completed within time, budget and quality	Manage all projects to be completed within prescribed time, budget and quality	Manage all projects to be completed within prescribed time, budget and quality	Manage all projects to be completed within prescribed time, budget and quality	

Strategic Objective	Programme	Measurable Objectives	Programme Result	Programme KPI	Short Term Strategies (0 - 1 yrs.)	Medium Term Strategies (2 - 3 yrs.)	Long Term Strategies (3 - 5 yrs.)	Strategic institutional projects
Integrated Sustainable Development	IDP	To ensure integrated development planning. To compile and package IDP document as per guide framework. To review drive and monitor implementation of the IDP. To make IDP document reader friendly	Sustainable development. Credible IDP document. Informed Community Stakeholders	% compliance to IDP Process Plan % compliance to Budget Process Plan	Ensure that annual review of IDP is conducted according to IDP process plan. Alignment of the IDP and budget. Ensure that the IDP is in accordance	Ensure that review of IDP is conducted according to IDP process plan, budget and projects are aligned and that IDP is a five year document. Ensure that the IDP is in accordance with the COGHSTA Credible	Ensure that review of IDP is conducted according to IDP process plan, budget and projects are aligned and that IDP is a five year document. Ensure that the IDP is in accordance with the COGHSTA Credible	

Strategic Objective	Programme	Measurable Objectives	Programme Result	Programme KPI	Short Term Strategies (0 - 1 yrs.)	Medium Term Strategies (2 - 3 yrs.)	Long Term Strategies (3 - 5 yrs.)	Strategic institutional projects
					ce with the COGHSTA Credible Checklist	Checklist	Checklist	
Integrated Sustainable Development	Planning and Development	To ensure spatial integration. To ensure that all planning and development is done according to	Ability to project and plan for future spatial development. Sustainable developme	% compliance to SDF	Implement ation of the LUMS Identificati on of suitable land for developm ent	Review and Implementati on of the LUMS Identification of suitable land for development according to	Implementati on of the LUMS Review the SDF Identification of suitable land for	

Strategic Objective	Programme	Measurable Objectives	Programme Result	Programme KPI	Short Term Strategies (0 - 1 yrs.)	Medium Term Strategies (2 - 3 yrs.)	Long Term Strategies (3 - 5 yrs.)	Strategic institutional projects
		SDF	nt		according to SDF. Monitor and ensure that development take place according to SDF.	SDF. Monitor and ensure that development take place according to SDF.	development according to SDF. Monitor and ensure that development take place according to SDF.	
Integrated Sustainable Development	Infrastructure Planning	To ensure that all housing and development construction complies to national building	Controlled and regulated building activities	% approved building plans	Enforce compliance to building rules and regulations Creating	Enforce compliance to building rules and regulations Review and Implementati	Enforce compliance to building rules and regulations on of the	

Strategic Objective	Programme	Measurable Objectives	Programme Result	Programme KPI	Short Term Strategies (0 - 1 yrs.)	Medium Term Strategies (2 - 3 yrs.)	Long Term Strategies (3 - 5 yrs.)	Strategic institutional projects
		regulations and SANS standards			awareness to communities about approval of building plans before construction Implementation of the municipal Town Planning Scheme	on of the Town Planning Scheme	Town Planning Scheme	

Strategic Objective	Programme	Measurable Objectives	Programme Result	Programme KPI	Short Term Strategies (0 - 1 yrs.)	Medium Term Strategies (2 - 3 yrs.)	Long Term Strategies (3 - 5 yrs.)	Strategic institutional projects
					Improve relationship with other stakeholders			
Integrated Sustainable Development	Cemeteries	To ensure adequate and well maintained cemeteries	Environmental health and safety	% cemeteries maintained on monthly basis	Regulation of community cemeteries Gazetting of cemetery by-laws Establishment,	Establishment of adequate burial facilities and ensure proper maintenance of facilities	Establishment of adequate burial facilities and ensure proper maintenance of facilities	

Strategic Objective	Programme	Measurable Objectives	Programme Result	Programme KPI	Short Term Strategies (0 - 1 yrs.)	Medium Term Strategies (2 - 3 yrs.)	Long Term Strategies (3 - 5 yrs.)	Strategic institutional projects
					upgrading and maintenance of cemeteries and cemetery infrastructure			
Integrated Sustainable Development	Disaster Management	To prevent loss of lives and infrastructure due to disasters	Safe and secure community	# disaster preventative measures implemented per risk area	Ensure coordination of all disaster management processes	Ensure coordination of all disaster management processes with MDM. Ensure	Ensure coordination of all disaster management processes with MDM. Ensure	

Strategic Objective	Programme	Measurable Objectives	Programme Result	Programme KPI	Short Term Strategies (0 - 1 yrs.)	Medium Term Strategies (2 - 3 yrs.)	Long Term Strategies (3 - 5 yrs.)	Strategic institutional projects
					with MDM. Ensure Preparedness of possible disasters according to disaster management plan	Preparedness of possible disasters according to disaster management plan	Preparedness of possible disasters according to disaster management plan	
Integrated Sustainable Human Development	Housing	To ensure that all households have access to proper and safe tenure	All households live in at least RDP standard of housing	# housing needs analysis conducted	Establish quarterly status quo of housing needs.	Liaise and negotiate with COGHSTA to allocate housing units to eradicate	Liaise and negotiate with COGHSTA to allocate housing units to eradicate	

Strategic Objective	Programme	Measurable Objectives	Programme Result	Programme KPI	Short Term Strategies (0 - 1 yrs.)	Medium Term Strategies (2 - 3 yrs.)	Long Term Strategies (3 - 5 yrs.)	Strategic institutional projects
						backlog	backlog	
Improved Governance and Organisational Excellence	Cooperative Governance: IGR	To establish, develop and strengthen relationship amongst the spheres of government	Good governance and sustainable intergovernmental relationships	# of District IGR Forums attended	Ensure that good intergovernmental relations are maintained	Ensure that good intergovernmental relations are maintained	Ensure that good intergovernmental relations are maintained	
Improved Governance and Organisational Excellence	Cooperative Governance: Ward Committees and Public Participation	To facilitate structured participation in Council activities	Effective community participation	# community participation meetings held	Ensure access to information thorough ward committee	Ensure access to information thorough ward committees	Ensure access to information thorough ward committees	

Strategic Objective	Programme	Measurable Objectives	Programme Result	Programme KPI	Short Term Strategies (0 - 1 yrs.)	Medium Term Strategies (2 - 3 yrs.)	Long Term Strategies (3 - 5 yrs.)	Strategic institutional projects
					s to encourage community participation and involvement	to encourage community participation and involvement Regular information dissemination through local media	to encourage community participation and involvement Regular information dissemination through local media	
Improved Governance and Organisational Excellence	Cooperative Governance: Traditional Leaders	To establish a good relationship with traditional leaders	Good, co-operative and harmonious relationship with traditional	# traditional leaders taking part in council and portfolio committees	Strengthen relationship with traditional leaders and appeal for	Strengthen the Traditional Leaders Forum. Strengthen relationship	Relationship building with traditional leaders	

Strategic Objective	Programme	Measurable Objectives	Programme Result	Programme KPI	Short Term Strategies (0 - 1 yrs.)	Medium Term Strategies (2 - 3 yrs.)	Long Term Strategies (3 - 5 yrs.)	Strategic institutional projects
			leaders		availability of land	with traditional leaders and appeal for availability of land		
Improved Governance and Organisational Excellence	Customer relations management	To render services to stakeholders and customers in and efficient and effective manner	Satisfied community and stakeholders	# complaints acknowledged and responded to within 7 working days of receipt / # complaints received as %	Addressing issues on the presidential and premier hotline. Implementation of customer care management	Implementation of customer care management system. Address complaints according to service standards	Implementation of customer care management system. Address complaints according to service standards	

Strategic Objective	Programme	Measurable Objectives	Programme Result	Programme KPI	Short Term Strategies (0 - 1 yrs.)	Medium Term Strategies (2 - 3 yrs.)	Long Term Strategies (3 - 5 yrs.)	Strategic institutional projects
					ent system. Address complaints according to service standards. Ensure effective utilisation of suggestion boxes. Establishment of Batho Pele Committee Conductin	Conducting of Batho pele roadshows.	Conducting of Batho pele roadshows.	

Strategic Objective	Programme	Measurable Objectives	Programme Result	Programme KPI	Short Term Strategies (0 - 1 yrs.)	Medium Term Strategies (2 - 3 yrs.)	Long Term Strategies (3 - 5 yrs.)	Strategic institutional projects
					g of Batho pele roadshows .			
Improved Governance and Organisational Excellence	Communication	To manage communication outside the municipality effectively and efficiently	Well informed communities and stakeholders	# internal and external newsletters	Ensure that all communication is in accordance with communication strategy and policy	Ensure that all communication is in accordance with communication strategy and policy	Ensure that all communication is in accordance with communication strategy and policy	
Improved Governance and	Marketing	To market the municipality locally and	A well-known municipality	# marketing initiatives	Develop promotional material	Promotion and marketing of	Promotion and marketing of	

Strategic Objective	Programme	Measurable Objectives	Programme Result	Programme KPI	Short Term Strategies (0 - 1 yrs.)	Medium Term Strategies (2 - 3 yrs.)	Long Term Strategies (3 - 5 yrs.)	Strategic institutional projects
Organisational Excellence		internationally	to attract investment and tourism for economic growth		for corporate image. Identify areas for marketing. Develop the branding strategy	the municipality through various marketing tools Implementation of the branding strategy	the municipality through various marketing tools Review and implementation of the branding strategy	
Improved Governance and Organisational Excellence	Auditing	To promote accountability	Unqualified audit report	% issues raised and addressed during the last AG report	Responding to AG queries with immediate effect	Responding to AG queries with immediate effect where possible.	Responding to AG queries with immediate effect where possible.	

Strategic Objective	Programme	Measurable Objectives	Programme Result	Programme KPI	Short Term Strategies (0 - 1 yrs.)	Medium Term Strategies (2 - 3 yrs.)	Long Term Strategies (3 - 5 yrs.)	Strategic institutional projects
					where possible. Implementation of the Audit Action Plan.	Implementation of the Audit Action Plan.	Implementation of the Audit Action Plan.	
Improved Governance and Organisational Excellence	Fraud and Anti-corruption implementation	To prevent fraud and corruption	A fraud and corruption free municipality	# of cases reported / % of cases successfully dealt with	Implementation of Fraud and Anti-corruption Strategy. Promotion of whistle blowing	Implementation of fraud and anti-corruption strategy. Promotion of Whistle Blowing	Review of Fraud and Anti-corruption strategy and policy	

Strategic Objective	Programme	Measurable Objectives	Programme Result	Programme KPI	Short Term Strategies (0 - 1 yrs.)	Medium Term Strategies (2 - 3 yrs.)	Long Term Strategies (3 - 5 yrs.)	Strategic institutional projects
Improved Governance and Organisational Excellence	Regulatory Framework	To ensure compliance to regulations, by-laws and policies	Compliant organisation and community	# policies developed # by-laws promulgated Updated by-laws and policies by June 2013	Enforcement of laws. Community awareness campaigns Review of policies	Proclamation of outstanding by laws	Updating existing policies and by-laws. Introduction of new by-laws and policies	
Improved Governance and Organisational Excellence	Council services	To offer secretariat services for Council	Well organised and effective and efficient Council.	# of ordinary Council meetings held	Timeous preparation and delivery of agendas and minutes.	Timeous preparation and delivery of agendas and minutes. Council meeting take	Timeous preparation and delivery of agendas and minutes. Council meeting take	

Strategic Objective	Programme	Measurable Objectives	Programme Result	Programme KPI	Short Term Strategies (0 - 1 yrs.)	Medium Term Strategies (2 - 3 yrs.)	Long Term Strategies (3 - 5 yrs.)	Strategic institutional projects
					Council meeting take place as scheduled	place as scheduled	place as scheduled	
Improved Governance and Organisational Excellence	Security Services	To ensure a secure organisation	Effective and efficient organisation	Number of vandalism cases reported and resolved by security guards and municipal employees / number of incidents reported as a	Awareness campaigns to ensure that municipal property is safeguarded and that the community participate in	Awareness campaigns to ensure that municipal property is safeguarded and that the community participate in protecting Council assets	Awareness campaigns to ensure that municipal property is safeguarded and that the community participate in protecting Council assets	

Strategic Objective	Programme	Measurable Objectives	Programme Result	Programme KPI	Short Term Strategies (0 - 1 yrs.)	Medium Term Strategies (2 - 3 yrs.)	Long Term Strategies (3 - 5 yrs.)	Strategic institutional projects
				percentage	protecting Council assets			
Improved Governance and Organisational Excellence	PMS	To ensure implementation of the performance management system in the organisation	A high performing municipality	% 2nd quarter scorecard rating	Ensure legislative compliance to performance management within the organisation	Ensure legislative compliance to performance management within the organisation	Ensure legislative compliance to performance management within the organisation	
Improved Governance and	Information Technology	To increase the utilisation of ITC within	Effective and efficient	# employees accessing IT System, %	Upgrading of IT System.	Maintenance of IT System	Maintenance of IT System	

Strategic Objective	Programme	Measurable Objectives	Programme Result	Programme KPI	Short Term Strategies (0 - 1 yrs.)	Medium Term Strategies (2 - 3 yrs.)	Long Term Strategies (3 - 5 yrs.)	Strategic institutional projects
Organisational Excellence		the municipality	utilisation of ITC	decrease in Server downtime	Improve telecommunication system. Regular update on the municipal website	Regular update on the municipal website	Regular update on the municipal website	
Improved human resources	Skills Development	To align training within the municipality to improve service delivery. To draft, finalize	Capacitate staff and improved service delivery	% compliance to Skills Development Plan	Annual skills audit review, training of personnel according to skills developm	Annual skills audit review, training of personnel according to skills development plan.	Effective participation on ABET initiatives Develop and implement the system of	

Strategic Objective	Programme	Measurable Objectives	Programme Result	Programme KPI	Short Term Strategies (0 - 1 yrs.)	Medium Term Strategies (2 - 3 yrs.)	Long Term Strategies (3 - 5 yrs.)	Strategic institutional projects
		& submit WSP to LGSeta & implement			ent plan. Effective participation on ABET initiatives	Effective participation on ABET initiatives	skill transfer	
Improved human resources	OHS	To ensure a healthy safe working environment	Safe and Healthy working environment	# of recommendations implemented	Effective monitoring of safety at workstations. Training of the OHS committee on health and safety issues in consultation with SDF. Effective	Effective monitoring of safety at workstations. OHS committee training, well-functioning OHS Committee	Effective monitoring of safety at workstations. Well-functioning OHS Committee	

Strategic Objective	Programme	Measurable Objectives	Programme Result	Programme KPI	Short Term Strategies (0 - 1 yrs.)	Medium Term Strategies (2 - 3 yrs.)	Long Term Strategies (3 - 5 yrs.)	Strategic institutional projects
					protection of employee safety and healthy.			

19. Project phase

20.1. Introduction

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

Projects are identified through needs experienced by the community and councilors in their areas or villages, Municipal Departments and officials from departmental plans, sector plans, specialist studies and maintenance Programmes; and strategic planning exercises might identify projects of strategic importance.

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

The community must also be involved and informed regarding the decision to implement projects. Community involvement will rule out biasness towards certain community grouping and will ensure buy-in from community members in implementation of projects. Community involvement is achieved through; inter alia, the IDP Representative Forum.

Budgets need to be allocated to projects, quarterly targets and activities established to ensure that the municipality will be in a position to fund and implement identified projects within time and budget and that under or overspending on projects is minimized.

20.2. Table 23: Operating revenue and operating expenditure

OPERATIONAL BUDGET											
	ANNEXURE A										
Greater Letaba Municipality											
2013-2016 Budget											
<u>OPERATING REVENUE</u>	Budget	Actuals	Adjust. Budget	Budget	Actuals	Adjust. Budget	Budget	Budget	Budget	Budget	
	2010/20	2010/20	2011/20	2011/20	2011/20	2012/20	2012/20	2013/20	2014/20	2015/20	
	11	11	12	12	12	13	2012/20	14	15	16	
							13				
Assessment	6	1	6	7	6	5	7	5	6	6	
Rates	597 119	636 616	065 000	083 000	920 579	666 000	507 980	984 000	307 000	647 000	
Grants & Subsidies	117 003 051	103 369 100	125 156 000	123 478 000	156 914 382	136 277 000	136 608 000	150 056 000	170 181 000	212 071 000	
Solid waste (refuse)	2 855 661	2 852 202	2 680 357	2 901 357	2 902 195	3 650 000	2 888 890	4 063 000	4 063 000	4 282 000	

	Sewerage	1 470 708	-	-	-						
	Vehicle Licensing & Testing	4 445 600	4 955 641	5 951 592	5 797 592	4 998 699	6 850 000	6 225 000	7 234 000	7 624 000	8 036 000
	Water	5 610 818	-	-	-			-		-	-
	Electricity	14 245 710	11 725 850	9 553 004	9 553 004	8 436 130	14 026 000	10 738 234	14 812 000	15 612 000	16 455 000
	Interest Earned - FNB		2 185 495	2 000 000	2 000 000	2 107 952	2 120 000	2 120 000	2 238 720	2 364 088	2 496 477
	Interest Earned - External Investments		1 041 835			2 516 858					
	Interest Earned - Outstanding Debtors	1 500 000	4 440 526	2 856 041	2 856 041	4 231 088	5 000 000	3 027 403	5 280 000	5 565 000	5 866 000
	Debt Impairment			-2 988 618	-5 026 518	-5 360 148		-5 360 148	-5 660 316	-5 977 294	-6 300 068
	Other	7	-10	16	17	6	31	34	84	63	40

	Income	005 051	374 612	723 000	160 400	187 937	446 000	306 324	554 996	742 000	779 500
	Total Income	162 483 648	121 832 653	168 754 776	166 561 276	189 855 672	205 839 000	198 865 588	269 411 424	270 386 558	291 276 103
	<u>OPERATING EXPENDITURE</u>										
	Salaries & allowances	41 682 010	33 682 010	47 640 733	51 674 395	40 305 647	54 773 000	55 154 688	58 525 000.00	62 271 000.00	65 633 000.0 0
	Councillors' remuneration	15 559 865	11 405 370	15 884 864	15 884 864	13 351 473	15 310 000	16 679 107	16 359 000	17 406 000	18 346 000.0 0
	Purchases of Water	5 800 255	-	-	-			-	-	-	-
	Purchase of Electricity	8 456 175	7 248 034	10 179 543	10 179 543	9 487 172	11 553 781	11 553 781	12 478 000	13 477 000	14 555

											000
	General expenses	58 613 795	32 281 728	38 699 728	39 859 595	30 548 721	50 991 500	47 994 283	55 335 563.00	56 955 188.00	59 680 276.0 0
	Repairs & Maintenance	8 545 747	4 721 568	4 702 895	6 462 045	2 925 779	6 752 000	5 639 086	5 548 315	6 142 688	6 474 393.1 5
	Capital charges	2 165 078	1 636 515	1 772 899	2 165 078	1 558 604	1 879 273	1 879 273	1 985 000	2 092 000	2 205 000
	Depreciation		14 900 418	5 927 224	5 981 424	9 004 039	8 961 000	8 631 688	9 462 000	9 973 000	10 512 000.0 0
	Total expenditure	140 822 925	105 875 643	124 807 886	132 206 944	113 764 776	150 220 554	147 531 906	159 692 878	168 316 876	177 405 669
	Minus Debit elsewhere		15 287 475	5 927 224	5 981 424	9 004 039	8 961 000	8 631 688	9 115 063	9 607 276	10 126

											068.9
											0
	Net expenditure	140 822 925	90 588 168	118 880 662	126 225 520	122 768 815	141 259 554	138 900 218	150 577 815	158 709 600	167 279 600
	Net surplus/(Deficit)	21 660 723	31 244 485	49 874 114	40 335 756	67 086 857	64 579 446	59 965 370	118 833 609	111 465 958	123 996 503

20.3. Externally Projects

PROJECT NAME	PROJECT LOCATION	PROJECT DESCRIPTION	IMPLEMENTING AGENT	OVERALL BUDGET	IMPLEMENTATION PERIOD AND BUDGET			
					2012/2013	2013/2014	2014/2015	2015/2016
INTERNALLY FUNDED PROJECTS								
Mayor's boardroom								
Recording System	Modjadjiskloof	Recording System	GLM			R20 000		

Council Vehicles	Modjadjiskl oof	Council Vehicles	GLM			R600 000		
Podium	Modjadjiskl oof	podium	GLM			R5 000		
Budget and treasury office								
Sedan	Modjadjiskl oof	Sedan	GLM			R200 000		
Small Bakkies(2)	Modjadjiskl oof	Small Bakkies	GLM			R400 000		
Printers (2) salary section and revenue section	Modjadjiskl oof	2 printers	GLM			R400 000		
Human resource								
(6)Fax machines	Modjadjiskl	Fax machines(6)	GLM			R60 000		

	oof								
(2)Steel filing cabinet	Modjadjiskl oof	Steel cabinet	GLM			R10 000			
Office furniture	Modjadjiskl oof	Office furniture	GLM			R600 000			
(6) photocopy machines	Modjadjiskl oof	Office furniture	GLM			R20 000			
Mobile unit for H.R registry(2)	Modjadjiskl oof	Mobile unit	GLM			R40 000			
(3) Air conditioners for H.R and Registry	Modjadjiskl oof	3 Air conditioners	GLM			R20 000			
(3)Flip chartboard	Modjadjiskl oof	Flip chartboard	GLM			R5 000			
Information Technology									
Colour printer	Modjadjiskl	Colour printer	GLM			R100 000			

	oof							
Lap top and computers	Modjadjiskl oof	Laptops and computers	GLM			R200 000		
Server	Modjadjiskl oof	Server	GLM			600 000		
Server Room	Modjadjiskl oof	Server Room	GLM			200 000		
Software	Modjadjiskl oof	Software abd Firewall	GLM					
Property services								
Air conditioner	Modjadjiskl oof	Air conditioner	GLM			R40 000		
(5)Aqua cooler	Modjadjiskl oof	5 aqua cooler	GLM			R5 000		
Security gate at DTTC Modjadjiskloof	Modjadjiskl oof	Security gate	GLM			R20 000		
Renovation of	Modjadjiskl	Renovation	GLM			R500 000	R3 000 000	

municipal workshop	oof								
Filing cabinet for PMS office	Modjadjiskl oof	Filing cabinet	GLM			R10 000			
Decoration of council chamber(including the foyer)	Modjadjiskl oof	Decoration	GLM			R1500 000			
Building a counter for Registry	Modjadjiskl oof	Registry counter	GLM			R20 000			
Printers-Registry	Modjadjiskl oof	Printers	GLM			R50 000			
Shredding machines(various departments)	Modjadjiskl oof	Shredding machines	GLM			R14 000			
Conventional tent(Gazebo)-	Modjadjiskl oof	Conventional tent	GLM			R11 000			

customer care								
Tables	Modjadjiskl oof	Tables	GLM			R8 000		
Fax machines	Modjadjiskl oof	Fax machines	GLM			R5 000		
Mobile filing cabinet	Modjadjiskl oof	Mobile filing cabinet	GLM			R60 000		
Projectors(MM ,Mayor's boardroom council chambers including mounting)	Modjadjiskl oof	Projectors	GLM			R100 000		
Camera	Modjadjiskl oof	Camera	GLM			R3000		
Parking for Municipal	Modjadjiskl oof	Parking	GLM				R1 865 000	

offices- Modjadjiskloof									
Finance and Admin/Others									
Purchasing of land		Purchase of land	GLM			R12 000 000			
Paving of Information tourism centre	Modjadjiskl oof	Paving	GLM			R250 000			
GLM show ground	Matipane	Show ground				R1 000 000			
Library and archives									
Shotong library	Shotong	Library	GLM				R3 00 000	R2 600 000	
Rotterdam library	Rotterdam	Library	GLM				R3 00 000	R2 600 000	
Community Halls and facilities									
New community Hall –Rotterdam	Rotterdam	New community Hall	GLM			R2 400 000			
Ward 2							R280 000	R2 400 000	

Community Hall	Ward 2	Community Hall	GLM						
Ward 5 community Hall	Ward 5	Community Hall	GLM				R280 000	R2 400 000	
Matswi Community hall	Matswi	Community Hall	GLM				R280 000	R2 400 000	
Mothele Community Hall	Mothele	Community Hall	GLM				R280 000	R2 400 000	
Mamaila Kolobetona Community Hall	Mamaila Kolobetona	Community Hall	GLM				R280 000	R240 000	
Shamfana Community Hall	Shamfana	Community Hall	GLM				R280 000	R240 000	
Modjadjiskloof Community Hall	Modjadjiskloof	Community Hall	GLM				R3800 000		
Mokwakwaila to Kgapane bus shelter		Bus shelter	GLM				R75 000		
Rapitsi to Malematja bus shelter		Bus shelter	GLM				R75 000		
Lemondekop to		Bus shelter	GLM				R75 000		

Mamaila via Phooko bus shelter									
Modjadji Head kraal bus shelter		Bus shelter	GLM					R75 000	
Goudplaas bus shelter	Goudplaas	Bus shelter	GLM					R75 000	
Maphalle Market Stalls	Maphalle	Bus shelter	GLM					R800 000	
Sekgopo Market Stalls	Sekgopo	Market stalls	GLM					R800 000	
Sekgosese Market Stalls	Sekgosese	Market Stalls	GLM					R800 000	
Kgapane Market Stalls	Ga- Kgapane	Market stalls	GLM					R800 000	
Mamaila- Phaphadi market Stalls	Mamaila Phaphadi	Market stalls	GLM					R800 000	
Madumeleng Market Stalls	Madumele ng	Market stalls	GLM					R800 000	
Khosithopa	Khosithopa	Market stalls	GLM					R800 000	

market stalls									
Street lighting									
Abel High mast	Abel	High mast	GLM			R600 000			
Moroatshehla High mast	Moroatshehla	High mast	GLM			R600 000			
Thakgalang High mast	Thakgalang	High mast	GLM			R600 000			
Mapaana High mast	Maapana	High mast	GLM			R600 000			
Shamfana High mast	Shamfana	High mast	GLM			R600 000			
Mamokgadi High mast	Mamokgadi	High mast	GLM			R600 000			
Malematja High mast	Malematja	High mast	GLM			R600 000			
Mamphakhathi High mast	Mamphakhathi	High mast	GLM			R600 000			
High mast in 10 villages	10 villages	High mast	GLM				R7500 000		
Sports and Recreation									
Ga-Kgapane	Ga-	Parks	GLM			R2 600 000			

parks	Kgapane								
Enhancement and beautification of town entrance		Beautification of town	GLM			R300 000			
Sekgopo sports complex	Ga-Sekgopo	Sports complex	GLM			R5280 000			
Outdoor gyms x3(Ga-Kgapane,Modjadjiskloofand Senwamokgope)	Ga-Kgapane, Modjadjiskloofand Senwamokgope	Outdoor gym	GLM			R1500 000			
Mamanyoha Sports complex	Mamanyoha	Sports complex	GLM				R1 800 000	R15 774 250	
Madumeleng/Shotong sports complex	Madumeleng/Shotong	Sports complex	GLM				R1 800 000	R15 774 250	
Thakgalang Sports complex	Thakgalang	Sports complex	GLM				R1 800 000	R15 774 250	
Rotterdam	Rotterdam	Sports complex	GLM				R1 800 000	R15 774 250	

sports complex									
Sekgopo Youth centre	Ga-Sekgopo	Youth centre	GLM				R3 20 000	R2 750 000	
Kgapane Youth Centre	Kgapane	Youth centre	GLM				R3 20 000	R2 750 000	
Roerfontein Youth centre	Roerfontein	Youth centre	GLM				R3 20 000	R2 750 000	
Mokwakwaila Youth centre	Mokwakwaila	Youth centre	GLM				R3 20 000	R2 750 000	
Maphalle outdoor gymnasium	Maphalle	Gymnasium	GLM				R5 50 000		
Sekgopo outdoor gymnasium	Sekgopo	Gymnasium	GLM				R5 50 000		
Abel outdoor gymnasium	Abel	Gymnasium	GLM				R5 50 000		
Kuranta outdoor gymnasium	Abel	Gymnasium	GLM				R5 50 000		
Madumeleng old age facility	Madumeleng	Old age facility	GLM				R220 000	R1 800 000	

Kgapane old age facility	Kgapane	Old age facility	GLM				R220 000	R1 800 000	
Roerfontein old age facility	Roerfontein	Old age facility	GLM				R220 000	R1 800 000	
Kgapane stadium	Kgapane	Stadium	GLM				R12 000	000	
Waste management refuse removal									
Compactor	Modjadjiskloof	Compactor	GLM				R500 000		
Transfer station		Transfer station	GLM				R1800 000		
Versa trolleys	Modjadjiskloof	Versa trolleys	GLM				R50 000		
14 skip bins	Modjadjiskloof	14 skip bins	GLM				R350 000		
Skip truck	Modjadjiskloof	Skip truck	GLM				R900 000		
Waste bakkies	Modjadjiskloof	Waste bakkies	GLM				R250 000		
Land fill site		Land fill site	GLM				R10 000 000	R14 000 000	
Stormwater management									

Stadium bridge (Ga-Kgapane)	Ga- Kgapane	Stadium bridge	GLM			R5 800 000			
Modjadjiskloof – channels	Modjadjiskl oof	Dash channels	GLM				R3 000 000		
Shawela graveyard bridge	Shawela	Graveyard bridge	GLM			R5 200 000			
Roads									
2 graders	Modjadjiskl oof	2 graders	GLM			R5 000 000			
Water cart	Modjadjiskl oof	Water Cart	GLM			R600 000			
TLB (backhoe loader)	Modjadjiskl oof	TLB	GLM			R682 000			
Mothobeki paving	Mothobeki	Paving	GLM			R450 000	R6550 000		
Mamaila Phaphadi paving	Mamaila	Paving	GLM			R450 000	R6550 000		
Phooko Head kraal paving	Phooko Head kraal	Paving	GLM			R320 000	R3200 000		

Raphahlelo Head kraal paving	Raphahlelo Head kraal	Paving	GLM			R450 000	R6500 000		
Jamela street paving	Jamela	Paving	GLM			R3 600 000			
Sedibeng street upgrading	Sedibeng	Street upgrading	GLM			R6 000 000			
Tipper truck	Modjadjiskloof	Tipper truck	GLM			R620 000	R800 000		
Rehabilitation of Modjadjiskloof street	Modjadjiskloof	Rehabilitation of Modjadjiskloof street	GLM			R2 000 000	R5 500 000		
Sefofotse street upgrading	Sefofotse	Street upgrading	GLM			R3 600 000			
Rotterdam(Duvula)	Rotterdam (duvula)		GLM			R3 200 000			
Mamaila kolobetona	Mamaila kolobetona		GLM			R3 200 000			
Rotterdam(Muhuntsi)	Rotterdam (Muhuntsi)		GLM			R2 000 000			

Ga-Kgapane side walks	Ga-Kgapane	Side walks	GLM			R2 500 000			
Modjadjiskloof sidewalks	Modjadjiskloof	Side walks	GLM				R3 000 000		
Hill and kerk street upgrading	Modjadjiskloof	Street upgrading	GLM			R2 800 000			
Meidingen Street paving	Meidingen	Street paving	GLM			R5 500 000			
Matswi street paving	Matswi	Street paving	GLM			R4 600 000			
Bull dozer	Modjadjiskloof	Bull dozer	GLM			R2 600 000			
Access Road to Mokwakwaila Taxi rank	Mokwakwaila	Access road	GLM			R3100 000			
Modjadjiskloof gabion	Modjadjiskloof	Gabion	GLM			R1 000 000			
Itieleng-Sekgosese street paving	Itieleng-Sekgosese	Street paving	GLM				R882 000	R6 300 000	
Refilwe street	Refilwe	Street paving	GLM				R882 000	R6 300 000	

paving									
Mamakata-Raseleka	Mamakata Raseleka	Street paving	GLM				R882 000	R6 300 000	
Khosithopa taxi rank	Khosithopa	Taxi rank	GLM				R220 000	R2 000 000	
Wholesaler taxi rank	Wholesaler	Taxi rank	GLM				R220 000	R2 000 000	
Mamphakhathi taxi rank	Mamphakhathi	Taxi rank	GLM				R220 000	R2 000 000	
Rapitsi to Meidingen	Rapitsi	Side walks	GLM				R4 750 000		
Senwamokgope main street	Senwamokgope	Side walks	GLM				R2 500 000		
Road transport/vehicle license and test									
Traffic bakkies	Modjadjiskloof	Traffic bakkies	GLM				R250 000		
Traffic Sedan	Modjadjiskloof	Traffic Sedan	GLM				R250 000		
Stop watches (6 *1)	Modjadjiskloof	Stop watches	GLM				R5 000		
Road marking	Modjadjiskloof	Road marking	GLM				R150 000		

machine	oof	machine						
Electricity/Electricity distribution								
Maximum demand metering	Modjadjiskl oof	Metering	GLM			R1 200 000		
Upgrade of electricity to NER standard-NER Compliance	Modjadjiskl oof	Upgrade of electricity	GLM			R1 200 000	R3 000 000	
Electricity Bakkie	Modjadjiskl oof	Electricity Bakkie	GLM			R300 000		
Bucket truck	Modjadjiskl oof	Bucket Truck	GLM				R1 000 000	
Contribution from MIG								
Ga-Kgapane street upgrading	Ga-Kgapane	Street upgrading	GLM			R500 000	R8965 000	
Senwamokgope street upgrading	Senwamokgope	Street upgrading	GLM			R500 000	R5400 000	
Upgrading of Streets-Thakgalang	Thakgalang	Street upgrading	GLM			R5400 000		

Upgrading of streets-Kuranta	Kuranta	Street upgrading	GLM			R400 000	R3600 000		
Upgrading of streets - Mokgoba	Mokgoba	Street upgrading	GLM			R400 000	R5 950 000		
Upgrading of streets-Rapitsi	Rapitsi	Street upgrading	GLM			R1 800 000			
Upgrading of streets -Modjadji valley	Modjadji valley	Street upgrading	GLM			R400 000	R5950 000		
Sekgopo street upgrading	Sekgopo	Street upgrading	GLM			R2700 000			
Maphalle market stalls	Maphalle	Market stalls	GLM			R500 000			
Mandela park road	Mandela park	Road	GLM			R3 600 000			
Modjadji Head kraal Road	Modjadji Head kraal	Modjadji road	GLM			R4 900 000			
Ratjeke/Mahekgwe Street paving	Ratjeke	Street paving	GLM			R400 000	R5 600 000		

Senwamokgope Library	Senwamokgope	Library	GLM			R250 000			
Sekgopo library	Sekgopo	library	GLM			R250 000			
Kgapane stadium	Ga-Kgapane	Stadium	GLM			R1000 000	R5 600 000		
Lebaka sports complex	Lebaka	Sports complex	GLM			R9 320 000	R2 100 000		
Sekgopo sports complex	Sekgopo	Sports complex	GLM			R6740 000	R3 475 000		
Shaamiriri sports complex	Shaamiriri	Sports complex	GLM			R7 890 000			
Satlaleng street paving	Satlaleng	Street paving	GLM				R760 000	R6 300 000	
Mohlakong street paving	Mohlakong	Street paving	GLM				R760 000	R6 300 000	
Ramaroka street paving	Ramaroka	Street paving	GLM				R760 000	R6 300 000	
Shawela street paving	Shawela	Street paving	GLM				R760 000	R6 300 000	
Sekgopo Maboying street	Sekgopo	Street paving	GLM				R760 000	R6 300 000	

paving									
Hlohlokwe street paving	Hlohlokwe	Street paving	GLM					R760 000	R6 300 000
Shamfana street paving	Shamfana	Street paving	GLM					R760 000	R6 300 000
Kherobeni street paving	Kherobeni	Street paving	GLM					R760 000	R6 300 000
Goedplaas community hall	Goedplass	Community hall	GLM						R270 000
Thakgalang community hall	Thakgalan g	Community hall	GLM						R270 000
Ntata community hall	Ntata	Community hall	GLM						R271 000

PROJECT NAME	PROJECT LOCATION	PROJECT DESCRIPTION	IMPLEMENTING AGENT	OVERALL BUDGET	IMPLEMENTATION PERIOD AND BUDGET			
					2012/2013	2013/2014	2014/2015	2015/2016
EXTERNALLY FUNDED PROJECTS								
Electrification	Ditshosing /shawela	Electrification of Ditshosing/Shawela Ext	Eskom			R2740 500 00		
Electrification	Ramaroka Ext	Electrification of Ramaroka Ext	Eskom			R2459 870 00		

Electrification	Rotterdam Ext	Electrification of Rotterdam Ext	Eskom			R2484 000 00			
Electrification	Ga-Phooko Ext	Electrification of Ga-Phooko Ext	Eskom			R1120 500 00			
Electrification	Femane Ext	Electrification of Femane Ext	Eskom			R715 500 00			
Electrification	Mothele Ext	Electrification of Mothele Ext	Eskom			R823 500 00			
Electrification	Goudplaas Ext	Electrification of Goudplaas Ext	Eskom			R5 184000 00			
Education									
Spatial Planning									
Township establishment	Modjadjiskl oof	300 sites: Planning and Surveying	Town and	MDM		R700 000			
Township establishment	Mamaila Thoto	150 sites: Planning and	Town and	MDM		R300 000			

	(Head man Mamaila)	Surveying							
Township establishment	Modubung (Headman Malatji)	150 Sites: Planning and Surveying	Town and	MDM			R400 000		
Township establishment	Sekhutini (Headman Mohale M)	450 sites: Planning and Surveying	Town and	MDM			R900 000		
Township establishment	Phakong (Headman Morwatshe hla)	200 sites: Planning and Surveying	Town and	MDM			R500 000		
Township establishment	Paarde Kraal(Kgosi Phooko)	200 Sites: Planning and Surveying	Town and	MDM			R500 000		
Township establishment	Madumele ng (Headman Madumele ng)	100 sites: Planning and Surveying	Town and	MDM			R300 000		
Township	Ga-	300 sites:	Town	MDM			R700 000		

establishment	Kgapane Township	planning and surveying							
Township establishment	Ga Sedibeng	300 sites: Town planning and surveying	MDM						
Township establishment	Haartebees fontein	450 sites: Town planning and surveying	MDM			R900 000			
Township establishment	Shotong (Headman Lebea S.N)	200 sites: Town Planning and surveying	MDM			R500 000			
Township establishment	Mabulana (Headman Mabulana W)	250 sites: Town Planning and surveying	MDM			R500 000			
Township establishment	Lenokwe (headman Maluleke E)	200 sites: Town Planning and surveying	MDM			R500 000			
Township establishment	Khusothopa (Headman	250 sites: Town Planning and surveying	MDM			R500 000			

	Khusuthopa)							
Township establishment	Ratjeke (Headman Ratjeke)	600 sites: Town Planning and surveying	MDM			R1200 000		
Water and sanitation								
Bulk purchase of water	GLM	Purchase of water	MDM			R5 464 750		
Sekgosese Ground Water development scheme	Sekgosese	Ground water development	MDM			R11 603 176		
Upgrading of water reticulation	GLM	Water reticulation	MDM			R3 659 114		
Sefofotse to Ditshosing to Ramatlatsi bulk water supply	Sefofotse	Bulk water supply	MDM			R25 000 000		
Roads								

Modjadji to Mavele road	Modjadji/Mavele	Upgrading from Gravel to tar	MDM			R20 000 000			
Sekgopo road	Sekgopo	Upgrading from Gravel to tar	MDM			R40 000 000			
Public transport campaign	All local municipalities under MDM	Educational campaigns at taxi ranking facilities to promote road safety to discourage drug use prevent HIV Aids.	MDM			R200 000			
Mopani road maintenance(Pot holes and re-gravelling)	GLM	Patching of pot holes in tarred roads and re-gravelling of gravel roads that needs rehabilitation	MDM			R1 000 000			
Office building									
Modjadji royal	Modjadji	Extension of	MDM			R2 000 000			

house and extension of fencing		fencing							
Stadia									
Kgapane stadium	Ga Kgapane	Upgrading of stadium	MDM			R6 000 000			
Community services									
Sports arts and culture (070)									
Support to federations	All LM's	Social	MDM			R200 000			
School sports activities	All LM's	Sports activities	MDM			R50 000			
District sports and recreation council	All LM's	Social	MDM			R50 000			
District arts and culture and moral regeneration movement	All LM's	Social	MDM			R50 000			

Environmental and waste management									
Environmental awareness campaign	All LM's	Conduct environmental awareness campaign in the district	MDM			R260 000			
State of school environment report	All LM's	Award 9 winning schools for the cleanest environment and participation of environmental projects	MDM			R250 000			
Funding of waste recycling projects	GGM, GLM,GTM, MLM	Supporting the small recycling projects financial to create a healthy environment and job creation	MDM			R150 000			
Rural waste	All LM's	Job creation	MDM			R500 000 EPWP			

collection		through EPWP funding				funding			
Air quality management plan	All LM's	Facilitate the drafting of the air quality management plan	MDM			R1 500 000			
Environmental Management plan	MDM	Development of environmental plan	MDM			R1 000 000			
Review of IWMP	All LM's	Conducting the review of integrated waste management plan	MDM			R500 000			
Greenest municipality competition	All LM's	Facilitate competition for the cleanest municipality	MDM			R100 000			
Greening Limpopo	All LM's	Purchase of fruits and indigenous trees and facilitate the planting of	MDM			R700 000			

		trees and monitoring of programmes							
Health Services									
Health and hygiene awareness/workshop	All LM's	Facilitate education awareness to both formal and informal food handlers and general members of the public	MDM			R70 000			
Cleanest health facilities competition	All LM's	Facilitate competition for the cleanest and hygienic health facilities in the district	MDM			R300 000			
Education									
Best grade 12 performing	All LM's	Award prize for the school that	MDM			R300 000			

school competition		performed best in the matric results							
Supply of playing and educational equipment's to 10 MDM crèches	All LM's	Procure for the supply of educational equipment	MDM			—			
Construction of 10 new ECD centres	2 Per local municipalities	Procure of construction of ECD centres	MDM			R8 000 000			
Official handing over of completed ECD's projects	All LM's	Launching of crèches	MDM			—			
Safety, security and traffic									
District community safety forum	All LM's	The forum coordinates & monitors the community safety	MDM			R100 000			
Arrive alive	All LM's	Promoting road	MDM			R150 000			

campaign		safety							
Transport forum	All LM's	The forum coordinates and monitor public transport	MDM			R50 000			
Development of the new public transport law enforcement	All LM's	Development of the district public safety framework and the traffic law enforcement	MDM			R5 000 000			
Launching of transport month	All LM's	Commemorating the transport month	MDM			R50 000			
Housing									
Consumer education awareness/workshop	All LM's	Consumer education road show	MDM			R80 000			
Fire services									
Fire and rescue	All LM's	Provide for vehicle, high angle, swift	MDM			R12 250 000			

services(vehicle, high angle boat) (replacement of fire vehicles)		water and confined space rescue							
Department of Agriculture									
Steve Mohale	GLM	Payment of retention for constructed pack house	Department of Agriculture			R309 010			
Roerfontein	GLM	Construction of poultry house and accessories	Department of Agriculture			R300 000			
Ponelopele	GLM	Veld management	Department of Agriculture			R764 000 00			
Department of social development									
Mopani one	Mopani	One stop centre	Department			R6 455			

stop centre			nt of social developm ent						
Department of Water Affairs									
Abel	GLM	Provision of water to extension	Dept. of water Affairs						
Bellevue	GLM	Provision of water to extension	Dept. of water Affairs					R588 000	
Mpepule	GLM	Provision of water to extension	Dept. of water Affairs		R152 00				
Boshakge	GLM	Provision of water to extension	Dept. of water Affairs		R108 000				
Buqa	GLM	Provision of water to extension	Dept. of water Affairs		R172 000				
Ditshosing	GLM	Provision of water	Dept. of			R356 000			

		to extension	water Affairs						
Modjadjiskloof	GLM	Provision of water to extension	Dept. of water Affairs		R52 000				
Femane	GLM	Provision of water to extension	Dept. of water Affairs		R168 000				
Ga-Ntata	GLM	Provision of water to extension	Dept. of water Affairs		R160 000				
Hlohlokwe	GLM	Provision of water to extension	Dept. of water Affairs				R456 000		
Iketleng	GLM	Provision of water to extension	Dept. of water Affairs			R180 000			
Itielene	GLM	Provision of water to extension	Dept. of water Affairs					R900 000	
Jamela	GLM	Provision of water	Dept. of					R556 000	

		to extensions	water Affairs						
Kgapane	GLM	Provision of water to extension	Dept. of water Affairs						R1 768 000
Koope	GLM	Provision of water to extension	Dept. of water Affairs					R244 000	
Kuranta	GLM	Provision of water to extension	Dept. of water Affairs			R188 000			
Lebaka	GLM	Provision of water to extension	Dept. of water Affairs					R404 000	
Lenokwe	GLM	Provision of water to extension	Dept. of water Affairs			-	--		
Lemondekop	GLM	Provision of water to extension	Dept. of water Affairs						R956 000
Mabulana	GLM	Provision of water	Dept. of			R108 000			

		to extension	water Affairs						
Madibeng	GLM	Provision of water to extension	Dept. of water Affairs						
Modubung	GLM	Provision of water to extension	Dept. of water Affairs				R372 000		
Mahekgwe/R atjeke	GLM	Provision of water to extension	Dept. of water Affairs			R168 000			
Makgakgapat se	GLM	Provision of water to extension	Dept. of water Affairs				R256 000		
Malematja	GLM	Provision of water to extension	Dept. of water Affairs				R208 000		
Mamaila	GLM	Provision of water to extension	Dept. of water Affairs					R1 420 000	
Mamaila A	GLM	Provision of water	Dept. of					R1392 000	

		to extension	water Affairs						
Mamakata	GLM	Provision of water to extension	Dept. of water Affairs			R160 000			
Mamanyoha	GLM	Provision of water to extension	Dept. of water affairs				R476 000		
Mamokgadi	GLM	Provision of water to extension	Dept. of Water Affairs				R264 000		
Mamphakhat hi	GLM	Provision of water to extension	Dept. of water affairs			R156 000			
Mapaana	GLM	Provision of water to extension	Dept. of Water Affairs					R792 000	
Maphalle	GLM	Provision of water to extension	Dept. of water Affairs				R208 000		
Maphalle	GLM	Provision of water	Dept. of				R220 000		

		to extension	Water Affairs						
Matswi	GLM	Provision of water to extension	Dept. of Water Affairs					R752 000	
Maupa	GLM	Provision of water to extension	Dept. of Water Affairs				R360 000		
Meidingen	GLM	Provision of water to extension	Dept. of Water Affairs				R496 000		
Middlewater	GLM	Provision of water to extension	Dept. of water affairs					R1 432 000	
Modjadjiskloof Head kraal	GLM	Provision of water to extension	Dept. of Water Affairs				R380 000		
Modjadjiskloof LCH	GLM	Provision of water to extension	Dept. of Water affairs			R72 000			
Mohlabaneng	GLM	Provision of water	Dept. of					R656 000	

		to extension	water Affairs						
Mohlaka'a Mosoma	GLM	Provision of water to extension	Dept. of Water Affairs				R324 000		
Mokwasele	GLM	Provision of water to extension	Dept. of Water Affairs				R288 000		
Molong	GLM	Provision of water to extension	Dept. of Water affairs			R84 000			
Moshakga	GLM	Provision of water to extension	Dept. of Water affairs			R144 000			
Mothele	GLM	Provision of water to extension	Dept. of water Affairs			R144 000			
Mothobeki	GLM	Provision of water to extension	Dept. of water affairs			R140 000			
Motsinoni	GLM	Provision of water	Dept. of				R276 000		

		to extension	water Affairs						
Mpepule	GLM	Provision of water to extension	Dept. of water Affairs			R144 000			
Nakampe	GLM	Provision of water to extension	Dept. of Water Affairs				R312 000		
Phooko	GLM	Provision of water to extension	Dept. of Water affairs					R912 000	
Polaseng	GLM	Provision of water to extension	Dept. of Water Affairs			R108 000			
Rabothata	GLM	Provision of water to extension	Dept. of Water Affairs			R72 000			
Rakwadu	GLM	Provision of water to extension	Dept. of Water Affairs						
Ramatlatsi	GLM	Provision of water	Dept. of					R616 000	

		to extension	Water Affairs						
Ramaroka North	GLM	Provision of water to extension	Dept. of water affairs			R64 000			
Ramaroka – South	GLM	Provision of water to extension	Dept. of water affairs			R120 000			
Ramodumo	GLM	Provision of water to extension	Dept. of Water Affairs			R124 000			
Rampepe	GLM	Provision of water to extension	Dept. of Water Affairs			R92 000			
Raphahlelo	GLM	Provision of water to extension	Dept. of Water Affairs					R1 232 000	
Rapitsi		Provision of water to extension	Dept. of Water Affairs					R664 000	
Rotterdam		Provision of water	Dept. of					R1 124 000	

		to extension	Water Affairs						
Seapole		Provision of water to extension	Dept. of Water affairs			R112 000			
Sedibeng		Provision of water to extension	Dept. of Water Affairs				R368 000		
Sefotse		Provision of water to extension	Dept. of water Affairs				R440 000		
Sekgopo		Provision of water to extension	Dept. of Water Affairs					R1 236 000	
Sekhothi		Provision of water to extension	Dept. of Water Affairs			R80 000			
Sekhutini		Provision of water to extension	Dept. of Water Affairs			R156 000			
Senwamokgo		Provision of water	Dept. of					R1 468 000	

pe		to extension	water Affairs						
Shawela		Provision of water to extension	Dept. of Water Affairs				R328 000		
Shotong		Provision of water to extension	Dept. of Water Affairs			R152 000			
Taolome		Provision of water to extension	Dept. of water Affairs				R496 000		
Thakgalang 1		Provision of water to extension	Dept. of Water Affairs					R1 092 000	
Thakgalang 2		Provision of water to extension	Dept. of Water affairs				R280 000		
Thakgalang 4		Provision of water to extension	Dept. of Water Affairs				R256 000		
Tshabelane		Provision of water	Dept. of				R296 000		

East		to extension	Water Affairs						
Tshabelane-west		Provision of water to extension	Dept. of Water Affairs				R116 000		
Worcester		Provision of water to extension	Dept. of Water Affairs			R96 000			
Communities with access to infrastructure but no access to water because of functionality problems									
Modubung	GLM	HP6L Element ,10x25 mm column pipes	Dept. of Water Affairs			R8 000			
Modubung	GLM	HP6L Element ,10x25 mm column pipes	Dept. of Water Affairs			R8 000			
Modubung	GLM	HP6L Element ,10x25 mm column pipes	Dept. of Water Affairs			R6 000			
Modubung	GLM	Collapsed need drilling	Dept. of Water Affairs			-			

Modubung	GLM	Drilled, need testing and equipping	Dept. of Water Affairs				R250 000		
Madibeng	GLM		Dept. of Water Affairs			-			
Modumelane	GLM	Replace cable and transformer	Dept. of Water Affairs				R60 000		
Modumelane	GLM	Replace cable and transformer	Dept. of Water Affairs				R60 000		
Mamphakhat hi	GLM	Fishing out pipes	Dept. of Water Affairs			R18 000			
Matswi	GLM	Replace mono stroom complete	Dept. of Water Affairs			R7 000			
Matswi	GLM	Column refurbish	Dept. of Water Affairs			R53 000			

Rapitsi	GLM	Need testing and equipping	Dept. of Water Affairs				R250 000		
Rapitsi	GLM	Need testing and equipping	Dept. of Water Affairs				R250 000		
Rapitsi	GLM	Need testing and equipping	Dept. of Water Affairs				R250 000		
Rapitsi	GLM	Vandalised	Dept. of Water Affairs					R2 000 000	
Rapitsi	GLM	HP6L Element ,10x25 mm column pipes	Dept. of Water Affairs			R8 000			
Rapitsi	GLM	HP6L Element ,10x25 mm column pipes	Dept. of Water Affairs			R8 000			
Rapitsi	GLM	HP6L Element ,10x25 mm column pipes	Dept. of Water Affairs			R8 000			

Rapitsi	GLM	HP6L Element ,10x25 mm column pipes	Dept. of Water Affairs			R8 000			
Moroatshehla	GLM	HP6L Element ,10x25 mm column pipes	Dept. of Water Affairs			R8 000			
Motsinoni	GLM	HP6L Element ,10x25 mm column pipes	Dept. of Water Affairs			R8 000			
Motsinoni	GLM	HP6L Element ,10x25 mm column pipes	Dept. of Water Affairs			R8 000			
Motsinoni	GLM	HP6L Element ,10x25 mm column pipes	Dept. of Water Affairs			R18 000			
Motsinoni	GLM	Fishing out pipes	Dept. of Water Affairs			R8 000			
Rakwadu	GLM	HP6L Element ,10x25 mm column pipes	Dept. of water Affairs				R250 000		

Rakwadu	GLM	Drilled, need testing and equipping,HP6L ,10 x 25 mm column pipes	Dept. of Water Affairs			R8 000			
Sehlakong	GLM	P50 element column spares	Dept. of Water Affairs			R30 000			
Sehlakong	GLM	Need commission and put new lock	Dept. of Water Affairs			R10 000			
Sehlakong	GLM	HP6L Element ,10x25 mm column pipes	Dept. of Water Affairs			R8 000			
Sehlakong	GLM	HP6L Element ,10x25 mm column pipes	Dept. of Water Affairs			R8 000			
Sehlakong	GLM	HP6L Element ,10x25 mm column pipes	Dept. of Water Affairs			R8 000			
Sehlakong A	GLM	HP6L Element	Dept. of			R8 000			

		,10x25 mm column pipes	water Affairs						
Shotong	GLM	HP6L Element ,10x25 mm column pipes	Dept. of water Affairs			R8 000			
Shotong	GLM	Electrical problem	Dept. of water Affairs			R8 000			
Shotong	GLM	P30 element	Dept. of Water Affairs			R8 000			
Shotong	GLM	Electrical connection	Dept. of Water Affairs						
Shotong	GLM	HP6L Element ,10x25 mm	Dept. of Water Affairs			R8 000			
Shotong	GLM	HP6L Element ,10x25 mm column pipes	Dept. of Water Affairs			R8 000			
Mapaana	GLM	HP6L Element	Dept. of			R8 000			

		,10x25 mm column pipes	Water Affairs						
Mapaana	GLM	HP6L Element ,10x25 mm column pipes	Dept. of Water Affairs			R8 000			
Rabothata	GLM	Need cable and transformer	Dept. of Water Affairs				R30 000		
Rabothata	GLM	HP6L Element ,10x25 mm column pipes	Dept. of Water Affairs			R8 000			
Maraka	GLM	HP6L Element ,10x25 mm column pipes	Dept. of Water Affairs			R8 000			
Maraka	GLM	HP6L Element ,10x25 mm column pipes	Dept. of Water Affairs			R8 000			
Maraka	GLM	HP6L Element ,10x25 mm column pipes	Dept. of Water Affairs			R8 000			
Maraka	GLM	HP6L Element	Dept. of Water Affairs			R8 000			

		,10x25 mm column pipes	Water Affairs						
Satlaleng	GLM	HP6L Element ,10x25 mm column pipes	Dept. of Water Affairs			R8 000			
Mamakata	GLM	HP6L Element ,10x25 mm column pipes	Dept. of Water Affairs			R8 000			
Mohlaka'a Mosoma	GLM	HP6L Element ,10x25 mm column pipes	Dept. of Water Affairs			R8 000			
Mohlaka'a Mosoma	GLM	HP6L Element ,10x25 mm column pipes	Dept. Water Affairs			R8 000			
Mohlaka'a Mosoma	GLM	HP6L Element ,10x25 mm column pipes	Dept. of water Affairs			R8 000			
Hlabaneng	GLM	HP6L Element ,10x25 mm column pipes	Dept. of water Affairs			R8 000			
Hlabaneng	GLM	HP6L Element	Dept. of			R8 000			

		,10x25 mm column pipes	Water Affairs						
Mokwasele	GLM	HP6L Element ,10x25 mm column pipes	Dept. of Water Affairs			R8 000			
Malematja	GLM	HP6L Element ,10x25 mm column pipes	Dept. of Water Affairs			R8 000			
Malematja	GLM	HP6L Element ,10x25 mm column pipes	Dept. of Water Affairs			R8 000			
Malematja	GLM	HP6L Element ,10x25 mm column pipes	Dept. of Water Affairs			R8 000			
Malematja	GLM	HP6L Element ,10x25 mm column pipes	Dept. of Water Affairs				R110 000		
Malematja	GLM	HP6L Element ,10x25 mm column pipes	Dept. of Water Affairs				R110 000		
Moshakga	GLM	HP6L Element	Dept. of			R8 000			

		,10x25 mm column pipes	Water Affairs						
Maolwe	GLM	Need bolts and nuts	Dept. of Water Affairs			R2 000			
Hlohlokwe	GLM	New project need electrification	Dept. of Water Affairs			R8 000			
Jokong	GLM	New project need electrification	Dept. of Water Affairs			R7 000			
Kuranta	GLM	HP6L Element , 10 x 25mm column pipes	Dept. Water Affairs			R8 000			
Taolome	GLM	Replace 30m stolen cable	Dept. of Water Affairs			R11 000			
Mohokoni	GLM	Eskom cable stolen	Dept. of Water Affairs			R30 000			
Mohokoni	GLM	P75 Element,	Dept. of			R46 000			

		column refurb,motors	Water Affairs						
Ratjeke	GLM	Clutch replacement for diesel engine	Dept. of Water Affairs			R6 000			
Jamela	GLM	Replace cable 20m x 4 core	Dept. of water Affairs			R10 000			
Jamela	GLM	Replace stolen cable and pipe	Dept. of Water Affairs			R30 000			
Refilwe	GLM	Recover pipe	Dept. of Water affairs				R100 000		
Refilwe	GLM	Replace cable	Dept. of Water Affairs			R5 000			
Maphalle	GLM	Upgrade vandalised engine with motor	Dept. of Water Affairs				R150 000		
Bellvue	GLM	New spares	Dept. of			R30 000			

			Water Affairs						
Mamaila A	GLM	New spares	Dept. of Water Affairs			R30 000			
Mamaila A	GLM	New spares	Dept. of Water Affairs			R30 000			
Mamaila A	GLM	New pipe line	Dept. of Water Affairs				R15 000		
Mohlabaneng	GLM	Need new submersible pump	Dept. of Water Affairs				R25 000		
Mohlabaneng	GLM	Convert from diesel to electricity	Dept. of Water Affairs				R75 000		
Mamokgadi	GLM	Replace stolen engine	Dept. of water Affairs				R35 000		
Mamokgadi	GLM	Replace stolen TS1	Dept. of				R35 000		

		engine	Water Affairs						
Mamokgadi	GLM	Need spares	Dept. of Water Affairs			R30 000			
Maupa	GLM	Need transformer	Dept. of Water Affairs				R50 000		
Maupa	GLM	Need 4km pipe	Dept. of Water Affairs				R65 000		
Maupa	GLM	Replacing stolen transformer and cable	Dept. of Water Affairs				R50 000		
Rotterdam	GLM	Sliding rail need to be fixed	Dept. of Water Affairs			R15 000			
Mamaila	GLM	Need cable	Dept. of Water Affairs				R25 000		
Raphahlelo	GLM	Testing and	Dept. of				R250 000		

		equipping	Water Affairs						
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20. Integrated phase

20.1. Introduction

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

20.1 Sectoral plans and programme

20.1.1. Integrated waste Management Plan

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 Greater Letaba Municipality. The following issues were highlighted in the district IWMP:

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

20.1.2. Spatial Development Framework

The Spatial Development Framework (SDF) was developed, with the assistance of consultants, during the 2006/07 financial year to provide general direction to decision-making and action over a multi-year period. The SDF is also an essential component for the formulation of an appropriate land use management system.

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

- A land area of approximately 1891 km²;
- A fragmented formal urban component comprising Ga-Kgapane, Senwamokgope and Modjadjiskloof;
- The incidence of rural settlements evenly spaced along the northern boundary, and a lesser concentration of villages along the south-eastern boundary, of the Municipality;
- The southern part of the municipal area comprises mountainous terrain, which precludes urban development;
- Large tracts of arable land, which are being used for intensive and extensive agricultural activity. These include tomatoes (central), timber (south and south east), game and cattle (central and north-west).

- Significant areas of land owned by the state under custodianship of tribal/traditional authorities;
- Almost half the land area in the municipal area (48%) is subject to the 159 land claims which have been lodged in terms of the Land Restitution Act.

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

- That development initiatives such as housing projects, business or industrial development, extension of infrastructure networks, be used to normalize distorted spatial patterns;
- The adoption and implementation of policies / design criteria to achieve integration diversity of land uses and densification of development;
- The consideration of the environmental impact of development initiatives to minimize environmental degradation;
- The consideration of the land reform potential of each development initiative and the extension of strategies and projects to incorporate this dimension;
- Active intervention by Council with reference to land availability for settlement purposes;
- Facilitation of tenure through interaction with role-players.
- The spatial development framework is aimed at the application of resources to achieve optimum benefit for the resident community. This would include:
 - The integration of land uses to afford residents the opportunity to live near their workplace and have easy access to facilities;
 - The conservation of land as a scarce resource by limiting wastage through the adjustment of norms to promote compact urban design and densification;
 - Timeous preparation for urban extension (planning, survey, services), to pre-empt land invasion.

Modjadjiskloof has been identified as a provincial node, Ga-Kgapane as a district node and Senwamokgope as a municipal growth node. Development initiatives and projects should be directed to those areas where development potential is present. Suitable land should be identified and reserved for development at each nodal point. To this end a projected land use budget should be prepared during the Spatial Development Plan project to ensure that sufficient land is reserved for urban expansion commensurate with the development potential of each node.

The following spatial manipulation could be effected by the Greater Letaba Municipality 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.

20.2 Integrated Poverty Reduction and Equity Plan

Poverty levels in the Northern (Limpopo) Province are the highest in the country with the exception of the Eastern Cape. Within the Province, the residents of the Greater Letaba Municipality slot into the lower half of the prosperity ladder, as 80% of the residents live in abject poverty. Most affected by poverty are women, the youth, the elderly, and the disabled.

The purpose of an integrated poverty reduction and equity plan is:

- To ensure a consistent set of measures to reduce poverty and to contribute to gender equity in the municipal area.
- To ensure that the strategies and programmes of the local authority sufficiently consider the needs of disadvantaged/marginalized population groups, in order to deal effectively with poverty reduction and gender equity, and the accommodation of the disabled.

From the Analysis Phase, the following socio-demographic profile emerges:

- Population is estimated at 276 736 (59 936 households).
- Youthful population, with 47% of the population under 15 years of age.
- Majority of the population live in the rural area/villages.
- Eighty percent live in abject poverty (below the breadline).
- Females outnumber males in the ratio of 2:3.

Unemployment is high due to the following:

- Stagnant local economy, therefore resulting in lack of new job opportunities;
- Lack of business skills;
- Projects are unsustainable;
- Absence of markets for products, and
- Funded projects are not monitored.

Indicators associated with poverty highlighted by the department of Social Development are the following:

- Food insecurity affects almost 40% of the population
- Food shortages and low income levels
- Unemployment and under-employment
- Social crime and HIV/AIDS
- Limitations of existing social assistance (not all poor people are captured by the "safety net") and
- Reduced asset base and no access to credit.

Given the youthful population, it must be ensured that programmes address skills training to ensure that this group is not caught in the poverty trap. HIV/AIDS has caused an estimated 150 000 AIDS orphans in the Province whose care has become the responsibility of the youth and the elderly. Projects should address both the infected and affected. Large numbers of poor rural families headed by females cannot be accommodated into the formal economy. Projects and resources should be rurally biased and projects such as family and communal gardens must be encouraged in order to secure food.

The guidelines and principles identified in the Strategies Phase are the following:

- Promotion of opportunities for sustainability through productive activity and social security systems;
- Employment of marginalized groups;
- Steps to rectify gender inequality;
- Focus on resources to improve quality of life of especially marginalized groups such as the youth, aged, women, and the disabled, by inclusion through empowerment.

The Department of Social Development identifies focal areas for the Poverty Reduction Programme (PRP):

- Development of household food security through the establishment of food production clusters in communities with a particular focus on households affected by HIV/AIDS;
- The provision and maintenance of social support structures in communities where the prevalence of HIV/AIDS is high;
- The establishment of targeted urban regeneration initiatives through broadening of skills and employment opportunities and thereby the reduction of levels of youth criminality, while encouraging recreational alternatives.
- The improvement of the economic viability of rural households through the support of income-generating opportunities for rural women.
- Support of community based child care that capitalizes on the social and economic capability of the aged.
- The enhancement and integration of the productive capacity of the disabled through targeted economic and employment opportunities in the programme.
- The development of the social financial capacity of impoverished communities, so as to address poverty by facilitating, implementing and institutionalising beneficial social network at grass root level.

Projects should focus on improving the management capacity for sustainability of Poverty Reduction Programmes in partnership with other departments and training service providers on an on-going basis. Activities should involve an audit of PRP, training, access to funds, etc.

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

Legislative framework

Environmental Conservation Act (Act 73/1989)

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

- **National Environmental Management Act (Act 107/1998)**

- **National Water Act (Act 36/1998)**

- **Atmospheric Pollution Act (Act 45/1965)**

- **Constitution (Act 108/1996)**

- **Health Act (Act 63/1977)**

- **National Forest Acts (Act 84/1998)**

- **Conservation of Agricultural Resources Act (Act 43/1983)**

The following types of development require the execution of an Environmental Impact Assessment:

- The construction or upgrading of:
 - Facilities for commercial electricity generations & supply;
 - Nuclear reactors and installations for the production, enrichment, reprocessing and disposal of nuclear fuels and wastes;
 - Transportation routes and structures, manufacturing, storage, handling or processing facilities for any substance which is considered as dangerous or hazardous and is controlled by national legislation;
 - Roads, railways, airfields & associated structures and activities outside the borders of town planning schemes;
 - Marines, harbours, and all structures below the high-water mark of the sea;
 - Cableways and associated with communication network, other than telecommunication lines & cables, and well as access roads leading to these structures;
 - Structures associated with communication network, other than telecommunication lines & cables, as well as access roads leading to these structures;
 - Racing tracks for motor powered vehicles and horse racing, excluding indoor tracks;
 - Canals and channels, including diversions of the normal flow of water in a river bed & water transfer schemes between water catchments and impoundments
 - Dams levees or weirs affecting the flow of a river;
 - Reservoirs for public water supply;Schemes for the abstraction or utilization of ground- or surface water for bulk supply purposes;
 - Public and private resorts and associated infrastructure;
 - Residential use to industrial or commercial;
 - Light industrial use to heavy industrial use;
 - Agriculture or undetermined use to any other land use;
 - Use for grazing to any other form of agricultural use;
 - Use for nature conservation or zoned open space to any other land use.
- The concentration of livestock in a confined structure for the purpose of mass commercial production.

- The intensive husbandry of or importation of any plant or animal that has been declared a weed or an invasive alien species.
- The release of any organism outside its natural area of distribution that is to be used for biological pest control.
- The genetic modification of any organism with the purpose of fundamentally changing the inherent characteristics of that organism.
- The reclamation of land below the high-water mark of the sea and inland water including wetlands.
- The disposal of waste as required in terms of section 20 of the Environmental Conservation Act, 1989.

Schedules processes listed in the Second Schedule to the Atmospheric Pollution Prevention Act (ACT 45 of 1965).

20.4. 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.

20.4.1 Integrated HIV/AIDS Plan

The apparent complacency of the Greater Letaba community in respect of HIV/AIDS is 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. Related problems, social and economic impacts, strategic guidelines, projects and activities according to the IDP, highlighted below:

According to national statistics, the levels of HIV/AIDS infection during 2000 were:

- National 22,9%
- Northern Province 13,2%
- Lowveld District 14,3%

Fatalities were highest in the 30-34 year age cohort (25%) while there were an equal number of deaths in the age groups 25 - 30 years (15%) and 35 - 39 years (15%).

This information indicates that the epidemic is most severe in the age category where workers are already trained/capacitated and in the prime of their working careers. The greatest shortage of manpower will therefore occur in the 25 - 39 year age group in the near future.

Potential impacts of HIV/AIDS include:

- Increased absenteeism & reduced productivity in workplace.
- Increased medical & hospitalization costs for employees.
- Increased pressure on communities/households to provide financially for orphaned and/or sick relatives.

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 Greater Letaba Municipality.

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

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

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

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

- A policy in respect of life threatening diseases in the workplace should be adopted by Council.

- Establish a HIV/AIDS Council in order to amalgamate & co-ordinate all current activities by various stakeholders in the G.L.M.
- Draft and implement appropriate awareness program
- Promote public awareness in conjunction with Government and NGO's.
- Establish a HIV/AIDS Centre to provide education, testing, counseling, 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.

20.4.2 Municipal Institutional Plan

The purpose of a Municipal Institutional Plan is to ensure that a consistent and integrated set of measures for institutional transformation and integrated implementation occurs in the municipality, thereby contributing to a close planning - implementation link. This therefore requires that departments in the municipality should not act in isolation to each other but as an entity. It is therefore critical to ensure that there is integration between the municipality and the community at large. A Performance Management System would evaluate the Municipality as an institution.

The minimum output for institutional analysis is an organogram for the municipal administration and an overview of institutional strengths and weaknesses. An organogram has been finalised and the process of placement has been initiated, albeit very slowly. The weaknesses that were identified during the analysis stage are being addressed through the projects in the Integrated Development Programme. Activities which are reflected on the IDP projects phase include the Skills Development Plan which will run through the whole of the organisation in order to equip personnel with the necessary skills so that the goals of the municipality are met. The Employment Equity Plan has also been catered for.

20.4.3 Disaster Management Plan

Although disaster management is essentially a function of the Mopani District Municipality, it is required that Greater Letaba Municipality, 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 Greater Letaba Municipality.

The aim of the Greater Letaba Municipality Disaster Management Plan is to outline a plan of action for the efficient deployment, and coordination of the municipal services, role players and personnel to provide the earliest possible response in or to:-

- Protect and preserve life and property;
- Assist the Mopani District Municipality and/or other municipality as per request;
- Minimize the effects of the emergency or disaster; and
- Restore essential services.

The purpose of the Letaba Disaster Management protocol is to provide structure and coordination for the pre- and post-management of emergencies and disasters. This is to provide for an effective and efficient response that will:

- Save lives;
- Reduce risk;
- Reduce suffering;
- Protect property;
- Protect the environment;
- Reduce economic and social losses; and
- Provide for the safety and health of all respondents.

The Incident Command System shall integrate risk management into regular functions. Risk management provides a base for the following:

- Standard evaluation of any emergency or disaster or the potential for such a situation;
- Strategic decision making;
- Tactical planning;
- Planning evaluation and revision; and
- Operational command and control.

The following are also components of the Disaster Management Plan

- **Risk Analysis**
 - The timely identification of potential emergencies/disasters and
 - Their impact thereof must be completed by each department.

- Should the department be unable to cope with the emergency, the Joint Operational Centre (JOC) will assume responsibility.
- The evaluation and risk analysis should be completed in conjunction with the relevant departments and Disaster Management.
- **Reporting procedures**
 - This principle of the utmost importance as the management of any emergency situations starts here;
 - When a department identifies a problem that they cannot deal, with the JOC will assume responsibility;
 - All detail and incoming information must be made available to Disaster Management, JOC and Management;
 - Disaster Management will activate the role players within the joint operational center;
 - The Disaster Management offices will act as the information Centre and help desk for the duration of the disaster.
- **Communications:**

The effectiveness of any relief activities will be seriously restricted without effective communication. Thus JOC will require the use of all radios etc., within the Council. Each department shall make available any requirements related to communications.
- **Public Relations (Media Coordinator)**
 - The public will be informed at all times regarding pending and immediate dangers as well as all actions underway.
 - The office of the Municipal Manager will assume full responsibility for all press releases and related communications and assisted by the JOC.
 - VIP's will be briefed by JOC.
- **Control and cordoning at the scene**

If required, the scene of the incident will be cordoned off to protect all involved. The Fire Brigade will take responsibility for securing the scene of the incident and surrounding area. They will also declare the scene safe and clear away any debris, etc. The police and emergency services will also take joint responsibility for maintaining the situation and safety of all present.

- **Documentation**

This is essential to the effective management of any situation. JOC will ensure that all aspects are documented during and after the event. The office of Corporate Services is responsible for taking minutes all meetings and assist in the documentation preparation and control. Such documentation will be required in an evaluation after the event.

- **Emergency medical post**

It may be necessary to establish an emergency medical post at the scene or in proximity. This service will be rendered by the Fire Brigade and paramedics. Further medical assistance will be called upon, should it be deemed necessary.

- **Recovery and Rehabilitation**

The normalisation process after an event will take a short period of time but is most important. This includes any cleaning up, repairs, or related work to the area. This will be coordinated by the JOC and Disaster Management.

- **Resource management**

Each Functionary will be in control of his own resources, but a central resource list must be kept by the Joint Operational Centre. This will ensure about that all resources will be managed centrally. Each functionary will be responsible for the maintenance of equipment and support personnel.

- **Introduction and usage of joint operational centre**

In the event of an emergency a Joint Operational Centre (JOC) will be established. The Disaster Management Committee and many other role players congregate and work together at the JOC to make decisions, share information and provide support as required to mitigate the effects of the emergency. The Disaster Manager is responsible for the coordination of all operations within the JOC.

- A meeting room for the Disaster Management Committee
- A communications room;
- Rooms for support and advisory staff and other groups as required; and
- A media Information Centre and Press Conference Area.

- **Communication manager- JOC Communication room**

The communications Manager will be responsible for:

- Providing the Disaster Manager with reports on the emergency situation and any other pertinent information at regular intervals, or as requested;
- Providing assistance to the communicators in relation to communication equipment problems, where possible and practical;
- Coordinating and prioritizing the flow of messages between the Communication Room and the Disaster Management Committee, and other desired groups or locations;
- Maintenance of chronological log of significant communications and events;
- Maintenance of a situation or status board;
- Maintenance of a map(s) containing vital information relative to the emergency.

20.5. Organizational Performance Management (OPMS)

Introduction

- Performance Management is introduced to municipalities through legislation to, amongst others, achieve the Objects of Local Government (S152) of the Constitution, which is the following:
 - Democratic and Accountable Governance
 - Sustainable services
 - Social and Economic Development
 - Safe and Healthy environment
 - Encourage Community Involvement

The Municipal Structures Act S19 (1) also stipulates that a municipal council must strive within its capacity to achieve objectives set out in s152 of the Constitution and S19 (2) and it must review its overall performance annually. The Executive Committee must ensure an evaluation of the progress on implementation of the Strategies, Programmes and services, KPI's of the municipality and also to review its performance in order to improve on its economy, efficiency and effectiveness, credit control, revenue and debt collection.

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

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

20.6 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.

Workplace Skills Plan

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

develop themselves as individuals and as employees academically and through attending short courses, seminars, conferences etc.

Amongst others the following challenges were identified as critical:

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

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

HR, Succession and Retention Strategy

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

Road master plan

Greater Letaba municipality has powers and functions as far as roads are concern within its jurisdiction. Therefore the municipality has budgeted for the development of Greater Letaba Municipality Road Master Plan, this plan will respond to the roads challenges.

20.7. Housing Chapter Plan analysis

20.7.1 Background

Greater Letaba Municipality is situated in the North-Eastern quadrant of the Limpopo Province.

It is one of the five local municipalities that makes up the Mopani District municipality. It is one of the smallest in terms of geographical, which is approximately 1891 km². The municipality is characterised by an uneven topography of mountains and valleys which has proven difficult to develop, especially in the former black areas.

Outside the main municipal office situated in the town of Modjadjiskloof there also three satellite office at Ga-Kgapane, Senwamokgope and Mokwakwaila. It incorporates the proclaimed towns of Modjadjiskloof, Ga-Kgapane in the South of Senwamokgope in the North-West, Mokgoba, Khumeloni and Mokwakwaila

There are 129 rural villages and some farming communities under the municipal jurisdiction

20.7.2. Critical Housing Related Issues

The following matters were highlighted by the municipality as being the major housing related problems in the municipality:

- Insufficient housing allocation from the Department
- Difficulty in communicating the service providers (appointed by DPLG to construct houses
- High number of land claims
- Reluctance by private land owners to release land for housing development

20.7.3. Housing strategy

The table below reflects the proposed housing strategy for Greater Letaba Municipality. At the moment the current backlog of 39000 in rural villages will have to be addressed therefore this is something will prove to be challenging given that the landscape is not conducive.

The municipality has also indicated that they in the process of accessing the strategically located land where they intend to develop mixed income housing

development. This is the piece of land located between Ga-Kgapane and Modjadjiskloof town

Greater Letaba Housing strategy

		1	2	3	4	5	6		
	Projects	Ga-Kgapane	Khumeloni	ope EXT Senwamokg	Rural villages			TOTAL	Deficit
	Settlement Name	300	319	300				919	
1.	Ga-Kgapane	700 300						300	-400
2	Mokgoba	120						0	-120
3	Senwamokgope	40		40				40	0
4	Rural villages	39 000			39 000			39000	0
	TOTAL Allocation	39860	300	40	39000			39340	-520

20.7.4. Concluding Remarks

Greater Letaba municipality has one official dedicated to housing and her job is to coordinate housing programme and the management of the waiting lists

The high backlog in rural housing units proves to be challenging to the municipality for the following reasons:

- No sufficient allocation to address the backlog in the short term
- The areas where this backlog exist are the ones that are already experiencing huge backlog in bulk infrastructure delivery ,therefore adding to the current service delivery challenges
- Given the topography of the municipality it is doubtful if the entire backlog could be addressed.

According to the table below it indicated that 10, 2% of the household have access to water inside their dwelling and as municipality we are not doing well relative to Mopani District municipality's 16, 8%

Greater Letaba municipality has 34,9% of household who have access to water inside the yard and this percentage Of 33,6%.the table further indicate 45,6% of household who are still travelling long distance to have access to tap water and this percentage is too high to compare to district percentage of 33,8%

Whereas 9,3% of household have no access to tap water but however in this case we are doing well relative to District municipality of 15,8%.it is a worrying that the 9,3% of household without access to tap water are still relying on springs, rain-water tanks, stagnant water or dams, rivers and water vendors as primary sources of water

20.8 Fraud and intervention strategy.

20.8.1 Background

The policy is established to facilitate the development of controls which will assist in the prevention and detection of fraud and corruption, as well as provide guidelines as how to respond should instances of fraud and corruption be identified. This policy is also established to give effect to the various legislative instruments as described in the previous section.

20.8.2 Objectives

The anti-corruption strategy and fraud prevention plan have been developed as a result of the expressed commitment of Government to fight corruption.it is also an important contribution to the National Anti-corruption Strategy of the country and supplements both the Public service Anti-corruption and the Local Government Anti-corruption Strategy.

Greater Letaba Municipality is committed to fight fraudulent behaviour at all levels within the organisation, the plan based on the organisation core ethical values driving the business of Greater Letaba Municipality, the development of its system, policies and procedure, interactions with ratepayers, the public and other stakeholders, and even decision-making by individual managers representing the organisation. This means that in all practice all municipalities departments and other business unit of Greater Letaba Municipality and even external stakeholders must be guided by the plans as point of reference for their conduct in relation to Greater Letaba Municipality

2.9. Risk Management Plan

The risk management strategy must acknowledge actual and potential threats to the successful of service delivery and determine the activities required to eliminate them .The risk plan should be capable of integration with the objective of Greater Letaba Municipality.

20.9.1. Scope of the Policy

The scope of risk Management strategy is to outline a high level plan on how Municipality will implement its risk management policy. The risk management plan is designed to safeguard the achievement of the municipality s objective through the effective control of the risks, which threaten their achievement and taking the advantage of the opportunities that may rise.

20.9.2.Objective Setting

The Management must set objectives before management can identify the risks affecting their achievement

- Risk identification
- Risk Assessment
- Risk Respond
- Control Activities